



# Non Executive Directors

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Thank you for your interest in becoming a non-executive director (NED) in the North West London Acute Provider Collaborative (APC).

The Collaborative is a partnership of the four acute NHS trusts in the North West London Integrated Care System (ICS) – Chelsea & Westminster NHS Foundation Trust, The Hillingdon Hospital NHS Foundation Trust, London North West University Healthcare NHS Trust and Imperial College Healthcare NHS Trust.

Established in 2022, the Collaborative is one of the largest provider collaboratives in England. Overall, we run 12 hospitals, employ 35,000 staff and serve a local population of over 2.4 million across central, west and north west London. Between us, we have an international reputation in research and education, drawing on a long history of discovery and innovation, and are key partners in our local communities (see the map on page 6). Working with our skilled and passionate workforce, governors, partners and communities, we have big ambitions to improve health and wellbeing as well as healthcare, tackling health inequalities and helping to join up care.



While remaining independent statutory organisations, our trusts have a shared governance structure with an overarching board in common, of which I am the chair in common. This innovative approach supports more collaborative decision-making and helps ensure we make the most effective use of our collective resources to provide better care, for more people, more fairly. As a non-executive director, you will be a member of the board of directors of two trusts, and be a member of the collaborative board in common.

As we continue to make progress in our collaborative journey, we are looking for forward-thinking, committed individuals with great drive and determination to provide the oversight and guidance that will help all of our organisations to achieve their full potential.

We want to secure a diverse mix of highly capable and credible board level or equivalent leaders who bring a sustained track record of success in a relevant setting. This could be in the public, private or not-for-profit sectors. While we're looking for individuals with the skills to be a non-executive director, we're looking in particular for those with financial experience in this search. You will be an effective role model, exhibiting and promoting collaborative leadership behaviours and providing strategic vision, high challenge and support.

We are keen to hear from those who share our vision and ambition. We value and promote diversity and believe that the best boards are those that reflect the workforce and communities they serve. We particularly welcome applications from women, people from Black, Asian and minority ethnic communities and people with disabilities who are currently under-represented in non-executive roles. As such, we are also open to appointing people who have gained their resilience and experience outside of the usual settings and who can bring fresh thinking to our board.

I am delighted that you are considering these opportunities to make a real difference and impact during a significant time of change and challenge. I hope that you will be inspired to make an application to join us.

To find out more about the role or the organisations, please contact our partners at [GatenbySanderson](#) who will also be able to help with any application questions, the process of which is listed at the end of this pack.

We look forward to hearing from you.

Best wishes

Matthew Swindells

Chair

North West London Acute

Provider Collaborative



# NED role

We are seeking to appoint a new non-executive director as existing board members reach the end of their terms of office.

Under our collaborative governance structure, each non-executive director is a member of the board of two of our trusts and, therefore, a member of the Collaborative's board in common. They are also expected to chair a board committee for one of their trusts and will be a member of two committees at their other trust.

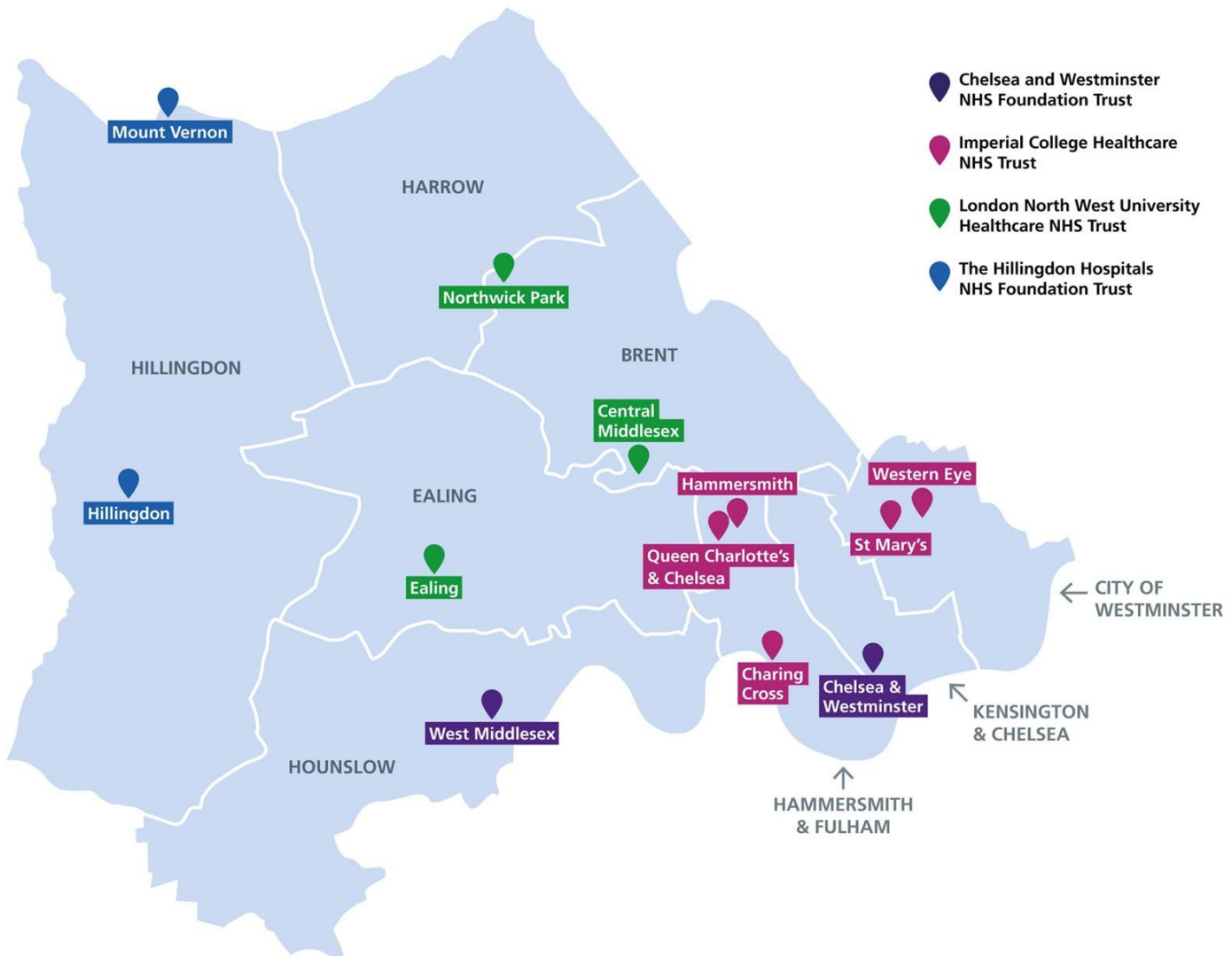
The role that we are looking to fill is::

- Board member for **Chelsea and Westminster Hospital NHS Foundation Trust**, where they will chair the **Finance and Performance** Committee, and board member for **The Hillingdon Hospitals NHS Foundation Trust**, where they will be a member of the **Quality and Safety** Committee and the **Audit** Committee. Also a member of the Finance and Performance Collaborative Committee.

As part of the Trust and Board in Common governance there are a range of other meetings NEDs will be expected to attend such as the Board in Common, Board in Common Development/Strategy sessions, Trust Standing Committees, Council of Governors meetings (FTs only).



# Our vision for collaboration



We believe that together, we have all the elements to create one of the best health systems in the world; a committed and diverse workforce, world-leading research and innovation and deepening relationships with our communities and stakeholders. If we share and embed the best of what we see across our four trusts in terms of ways of working, outcomes and experience, we have the potential to do something extraordinary.



In particular, we want our provider collaborative to:

- make the most of our collective resources, ensuring we provide high quality care as quickly as possible according to clinical need
- achieve continuous improvements in quality, efficiency and outcomes by supporting each other to identify, align, adopt and embed best practice
- proactively tackle unwarranted variations and inequalities in access and experience
- make better, collective use of our corporate and clinical support services
- promote the development of alliances and networks at all levels to support the development of more joined up care between and within specialties
- ensure our hospitals attract and retain excellent staff by fostering a supportive and inclusive working culture with a commitment to learning and development, health and wellbeing
- develop care models and care pathways that better meet the needs of our patients and communities, ensuring we understand and respond to views of all our users
- achieve more rapid and consistent spread of innovation, research and technology. We want patients to be at the heart of everything we do and, further, to actively benefit the health and wellbeing of our local communities. We are committed to providing the best possible care to patients irrespective of age, disability, religion, race, gender or sexual orientation, ensuring that our services are accessible to all but tailored to the individual.

We have established governance arrangements that enable us to reach joint decisions effectively and efficiently, which each organisation is then committed to upholding. These arrangements also enable us to hold each other to account, ensuring that we implement decisions and realise the benefits.



## Board in common

Our board in common strengthens our collaborative decision-making and helps us make best use of our collective resources

# London leadership values

The Mayor of London, NHS England London and partners have a shared ambition to make London the world's healthiest global city, and the best global city in which to receive health and care services.

They set out these values for leaders across our capital

## Core values

Our core values right now are:

- Courage, passion and decisiveness
- Compassion (which we define as being open, fair, generous, enabling and responsive)
- Integrity (behaving with consistency and doing what we say)

## Aspirational values

We would also like to demonstrate that we are:

- Consistently hard on the problems but generous with people
- This will mean we are supportive and selfless and show respect to one another in public and in private
- Effortlessly inclusive

## Accidental values and behaviours

The most common or most destructive accidental behaviours/values that we see in the system right now and which we would like to eradicate include:

- Putting institutions and staff ahead of patients and citizens
- Using power to obstruct or for 'gaming', point scoring, personal attacks and bullying
- Using information and knowledge as a 'bargaining chip' or to shame colleagues instead of sharing information openly and creating opportunities to learn
- Failing to be open and honest not saying things 'in the room'
- Learned helplessness and 'playing safe'

## Permission to play values

Alongside honesty and integrity, we expect leaders in the London NHS to be:

- Working collaboratively



# Role profile

Non-executive directors play a crucial role in bringing an independent perspective to the boardroom in addition to any specific knowledge and skills they may have. Non-executive directors have a duty to uphold the highest standards of integrity and probity and to foster good relations in the boardroom.

## Responsibilities

Non-executive directors have a responsibility to:

- support the Chair, Chief Executives, Vice Chairs and Executive Directors in promoting the trusts' values;
- work with the Chair, CEO, Vice Chairs, Governors and other Board members to create a culture that encourages visionary and innovative thinking, acting on and promoting transformation and ideas generated within and outside the organisation;
- support a positive culture throughout the trusts and adopt behaviours in the boardroom and elsewhere that exemplify the corporate culture;
- constructively challenge the proposed decisions of the Board and ensure that appropriate challenge is made in all other relevant circumstances;
- help develop proposals on priorities; risk mitigation; values and standards, and contribute to the development of strategy;
- ensure that any relevant committee is well informed and has timely access to all the information it requires;
- provide leadership to any relevant committee to ensure that it is effective in its role and that internal control systems are in place and operating;
- ensure that the board receives sound advice, assurance and useful and timely reports from the committee;
- Audit committee chairs should have financial, audit and risk understanding. They share the functions of the other non-executives, and in addition have responsibilities to:
  - bring independent financial acumen to the work of the audit committee across its governance, risk management, assurance and internal control functions;
  - facilitate the contribution of all members of the audit committee, auditors and other invited participants.

## **Key working relationships**

External: Patients, Patient Groups, Members, NHS England, Care Quality Commission (CQC), North West London Integrated Care System, Local Authority leadership, relevant educational/research bodies or regulatory/monitoring bodies.

Internal: Non-executive director colleagues; Council of Governors, Chief executive and executive and divisional directors, all staff, volunteers.

## **External relationships**

Non-executive directors have a duty to:

- represent the organisation to patients, governors, members, suppliers, government, fellow NHS bodies, regulators, the media and wider stakeholders;
- ensure effective communication with Governors, members and other key stakeholders, ensuring that all Directors are aware of the views of those who commission or choose to use the Trust's services;
- scrutinise the performance of the executive management in meeting agreed goals and objectives;
- satisfy themselves as to the integrity of financial, clinical and other information;
- satisfy themselves that financial and clinical quality controls and systems of risk management and governance are sound and that they are used;
- take account of external advice as necessary;
- ensure that they receive adequate information to monitor the reporting of performance.

Board focus

## **Non-executive directors are expected to:**

- work alongside other non-executives and executive colleagues as an equal member of the board;
- bring independence, external perspective, skills, and challenge to strategy development;
- hold the executive to account by providing purposeful, constructive scrutiny and challenge;
- shape and actively support a positive culture for the trusts in which they are appointed.

## **Non-executive directors are responsible (acting in the relevant committees) for:**

- participating in the appraisal of executive directors, including the chief executive,
- appointing the Chief Executive (with the approval of the Council of Governors or NHS England);
- determining appropriate levels of remuneration of Executive Directors;
- contributing to the appraisal of the Chair;
- participating in succession planning for key Executive posts;
- promoting and enabling positive working relations with the Council of Governors in Foundation Trusts.

## NHS Leadership Competency Framework

In 2019, the Tom Kark KC review of the fit and proper person test was published. This included a recommendation for ‘the design of a set of specific core elements of competence, which all directors should be able to meet and against which they can be assessed’. [The NHS Leadership Competency Framework \(LCF\)](#) responds to that recommendation and forms part of the NHS England Fit and Proper Person Test Framework for board members (FPPT).

There are six domains which are aspirational competencies to support leadership and management development:

1. Driving high quality and sustainable outcomes
2. Setting strategy and delivering long-term transformation
3. Promoting equality and inclusion, and reducing health and workforce inequalities
4. Providing robust governance and assurance
5. Creating a compassionate, just and positive culture
6. Building a trusted relationship with partners and communities

NEDs are expected to demonstrate these leadership competencies and promote them among the Board.

# Person specification

We value and promote diversity and are committed to equality of opportunity for all. We believe that the best boards are those that reflect the workforce and communities they serve. We particularly welcome applications from women, people from Black, Asian and minority ethnic communities, and people with disabilities, who we know are all under-represented in non-executive roles.

### **Skills, knowledge and abilities**

Skills in strategic or operational management such as strategic business planning, workplace development, customer focus or wider business services experience (e.g. customer services, place based or demographic planning, estates planning, stakeholder engagement, change management).

Ability to chair a board level committee, with an ability to gain an understanding of the wider determinants of health including the needs of our local patient community, the roles and responsibilities of the Council of Governors, statutory and regulatory requirements, risk management and board assurance processes.

Significant financial experience in large and complex organisations, at or near board level, ideally with a financial qualification.

# Leadership qualities and behaviours

All non-executive directors must champion the standards of public life – by upholding the highest standards of conduct and displaying the principles of selflessness, integrity, objectivity, accountability, openness, honesty, and leadership.

The successful candidates, as leaders, will be able to demonstrate the range of behaviours required to contribute effectively in this board role. These are outlined in the [NHS Leadership Academy's Healthcare Leadership Model](#):

|   |   |
|---|---|
| Patient and community focus             | High level of commitment to providing quality service and care to service users, carers, and the community and to tackling health inequalities. |
| Strategic direction                     | The ability to think and plan ahead, balancing needs and constraints.   |
| Holding to account                      | The ability to accept accountability and probe and challenge constructively, whilst understanding the boundaries of confidentiality.            |
| Effective influencing and communication | The ability to influence, persuade others and interact constructively with multiple stakeholders and senior managers.                           |
| Team working                            | Commitment to working as a team member.   |
| Self-belief and drive                   | The motivation to improve NHS performance and confidence to take on challenges. The ability to undertake specific projects as appropriate.      |
| Intellectual flexibility                | The ability to think clearly, creatively, and objectively.  |
| Analytical skills                       | The ability to understand and evaluate a complex range of information and evidence.   |

## Qualifications

Educated to degree level or equivalent qualification or experience

Applicants should ideally live in or have strong connections with the areas served by the trusts.

# Terms and conditions

## Remuneration and time commitment

- The time commitment for a Non-Executive Director role is around 3-4 days per month although it is possible that more time may be required given the strategic change agenda in the NHS.
- The remuneration for a Joint Non-Executive Director is currently £18,000 per annum.
- The successful candidate will need to devote sufficient time to ensure satisfactory discharge of his/her duties. This will comprise a mixture of set commitments (such as a monthly Board/ Board Sub-committee meetings) and more flexible arrangements for ad hoc events.
- Remuneration is taxable and subject to National Insurance Contributions. It is not pensionable.
- The successful candidate is also eligible to claim allowances for travel and subsistence costs incurred whilst on Trust business.

Given the significant public profile and responsibility members of NHS Boards hold, it is vital that those appointed inspire confidence of the public, patients, and NHS staff at all times. NHS England makes a number of specific background checks to ensure that those we appoint are “fit and proper” people to hold these important roles in NHS trusts. More information can be found the NHS England [website](#).

## Appointment & Tenure of Office

- This appointment will be for up to 3 years and will be subject to annual performance reviews. Renewable on review for a further 3 years
- You should also note that this post is a public appointment or statutory office rather than a job and is therefore not subject to the provisions of employment law. To ensure that public service values are maintained at the heart of the National Health Service, you are required to subscribe to the Code of Conduct and Standing Orders and Standing Financial Instructions for the Trust(s).
- As a Non-Executive Director, you must demonstrate high standards of corporate and personal conduct. Details of what is required of you and the NHS Board on which you serve are set out in the Codes of Conduct referenced above.
- You will be required to declare any conflict of interest that arises during Board business and also declare any relevant business interests, positions of authority or other connections with commercial, public or voluntary bodies.

# Key dates

- Closing date for receipt of applications: 30<sup>th</sup> September 2024
- Shortlisting: 4<sup>th</sup> October
- Final panel: w/c 14<sup>th</sup> October

## Making an application

If you wish to be considered for this role, please visit: [www.gatenbysanderson.com](http://www.gatenbysanderson.com) search for NWLAC. You will need to provide:

- A comprehensive CV that includes your address and contact details, with full employment history as well as highlighting and explaining any gaps;
- A supporting statement of no more than 2 sides of A4 which sets out your motivation and match to the person specification criteria;
- The names, positions, organisations and contact details of two referees. Your references will be taken prior to interview and may be shared with the interview panel. References will not be taken without your permission;
- A completed Fit and Proper Person Self-Declaration form.

Applications will be assessed on merit, as part of a fair and open process, from the widest possible pool of candidates. The information provided by applicants will be relied on to assess whether sufficient personal responsibility and achievement have been demonstrated in previous/other roles, to satisfy the experience being sought.

## Guaranteed Interview Scheme (GIS)

The Trusts operate a scheme under which disabled applicants, who have demonstrated the level of expertise required for the post, will be assured of an offer of an interview:

- Disabled applicants can choose to be considered under the scheme;
- Their written application will be considered in the same way as other applicants;
- Panel members will not be informed that the applicant has applied under the GIS until after they have done their assessment;
- If the panel considers that, on paper, the GIS applicant has demonstrated the minimum criteria required for the post, they will be offered an interview.

# Getting in touch

You can find out more at the <https://www.nwl-acute-provider-collaborative.nhs.uk/about-us/who-we-are> or at [www.GatenbySanderson.com](http://www.GatenbySanderson.com)

Or if you have further questions you can contact:

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We look forward to hearing from you.