

ENCLOSURE: B  
AGENDA ITEM: 5

**Bexley Strategic Board – Part 1**  
**Thursday 26<sup>th</sup> May 2022**  
**Supplementary Paper**

Title:	Bexley Local Care Partnership: Non-Executive Director – Specification	
This paper is to <b>endorsement</b> .		
Executive Summary:	<p>At Borough Strategic Board Part 1 meeting held in public on 30<sup>th</sup> September 2021, the approach to engaging and developing an Operating Model and governance arrangements for Bexley in as part of the Our Health South East London Integrated Care System (OHSEL ICS) was approved by the Board.</p> <p>The proposed Bexley Operating Model was developed with key members of the Borough Based Board. This was underpinned by an extensive engagement programme with all 17 members of the Bexley Local Care Partnership that took place throughout October 2021.</p> <p>The proposals were discussed and endorsed by the Local Care Partnership at the Bexley Strategic Board on 28<sup>th</sup> October 2021 and then ratified their preferences on 25<sup>th</sup> November 2021 at meeting held in public, which were subject to national legislation and regional/local approval and guidance.</p> <p>The Bexley Strategic Board Part 1 endorsed the proposal to include a lay member in the make-up of the new Local Care Partnership Committee, which will commence in July 2022, when the new organisation of OHSEL ICS formally commences.</p> <p>It was agreed by the Borough Strategic Board in April 2022 that a draft specification for the role would be submitted to the Board for review. Consequently, this brief paper provides a draft specification for a Non-Executive Director.</p>	
Recommended action for the Committee:	The Bexley Strategic Board Part 1 is recommended to endorse the specification Non-Executive Director.	
Potential Conflicts of Interest:	Not as a direct result of this paper, which is merely for noting.	
Impacts of this proposal:	Key risks & mitigations	Not as a direct result of this paper.
	Equality impact	Not as a direct result of this paper.

	Financial impact	Not as a direct result of this paper.
Which corporate objective does this item link with? (please mark the relevant line with an x in the right hand box)	1: To ensure we commission services which meet the health and wellbeing needs of the population and reduce health inequalities	
	2: To work in partnership to maintain and improve the quality of our commissioned services, and ensure all safeguarding protections are in place	
	3: To enhance collaborative working with other health and care organisations to develop and deliver an effective ICS – able to deliver national, ICS and local objectives - with our population at the centre	X
	4: Strengthen our partnership working and develop a culture which embraces lessons learned and surfaces and embeds best practice	X
	5: To secure the active participation and visibility of patients and local people, including from diverse and seldom heard groups, in the planning and design of local services	X
	6: To ensure that clinical leadership is embedded in our ways of working and our change programmes including the involvement of member practices and system partners	
	7: Develop an organisation and workforce capable of delivering the CCG's objectives and ensure members of the organisation feel valued and enjoy coming to work.	
	8: Ensure that the CCG meets its commitments with regards financial and performance improvement, maintains effective governance within the organisation and across partnerships, and optimises progress against the delivery of NHS constitutional standards	
Wider support for this proposal:	Public Engagement	Not required for the purposes of this paper.
	Other Committee Discussion/ Internal Engagement	Not required for the purposes of this paper.
Author:	Diana Braithwaite, Borough Director – Operations, NHS South East London Clinical Commissioning Group	
Clinical lead:	Not required for the purposes of this paper.	
Executive sponsor:	Stuart Rowbotham, Place Based Director – Bexley/Director of Adult Social Care, NHS South East London Clinical Commissioning Group/London Borough of Bexley Council.	

**DRAFT: Non-  
Executive Director  
Specification**

**Bexley Local Care  
Partnership Committee**

**V2.0 May 2022**

**DRAFT**



## AUTHOR

Date	Name		Version	Comment
08.05.2022	Diana Braithwaite	Borough Director – Operations (Bexley)	V1.0	
16.05.2022			V1.1	
22.05.2022			V2.0	

## SENIOR RESPONSIBLE OFFICER (SRO)

Date	Name	Job Title	Version	Comment
24.05.2022	Stuart Rowbotham	Executive Lead – Bexley	V2.0	

## ENGAGEMENT

Date	Name	Job Title	Version	Comment
24.05.2022	Keith Wood	Lay Member	V2.0	

## APPROVAL

Date	Meeting	Version	Comment
26.05.2022	Bexley Strategic Board – Part 1	V2.1	



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## Introduction

Thank you for the interest you have shown in Bexley Local Care Partnership. There has never been a more exciting opportunity to join us as we move into a new era for health and care provision to provide more joined up care for patients with our systems partners across – primary care, community and hospital services, local authority and voluntary sector.

Our Healthier South East London Integrated Care System (OHSEL ICS) brings together local health and care organisations and local councils to re-design care and improve population health, through shared leadership and collective action.

The aims of OHSEL ICS builds on the collaboration of the partners to date through Our Healthier South East London by addressing three problems in local healthcare:

- The health and wellbeing gap – people should be helped to lead healthier and longer lives
- The care and quality gap – variation in the accessibility and quality of care should be improved
- The funding and efficiency gap – the NHS must become more efficient and make better use of the money available

The OHSEL ICS is our vehicle for delivering system transformation and achieving our goals of reducing health inequalities and achieving system sustainability.

Place-based subsidiarity is at heart of the ICS.

We are seeking to appoint one Non-Executive Director to join our Local Care Partnership Committee of Our Healthier South East London Integrated Care System.

We are looking for individuals who can bring their talents and experience to strengthen and bring new perspectives to our Local Care Partnership Committee. To achieve the best balance of skills on the Committee, we are particularly looking to recruit individuals with sound governance and business acumen, with a strong understanding of the importance of patient and public engagement and involvement, who have substantial experience of operating at very senior or board level outside of the NHS and public sector.

Ultimately, someone with a passion for Bexley!

Our current Bexley Strategic Board is vibrant, forward-looking, and actively makes sure the views of the communities are fed back to the Board. Through engagement with our communities, they are involved in the co-production of services to support the health and wellbeing of our communities.

A big focus this year will be to support our local health and care system, staff, and services to recover from the ongoing disruption and challenges caused by COVID-19, embed the learning to transform how we work, and to ensure the right health and care services are delivered to our residents and patients in a timely, high quality and appropriate way.



## Bexley Local Care Partnership

In 2016 statutory bodies, GPs, community health care providers, hospital trusts, charities and voluntary organisations came together in Bexley to form the Local Care Network Programme Board, to provide leadership to the development of Bexley Local Care Networks.

Since the inception of this group, progress has been made to build relationships and capacity within our shared transformation programme, significant steps have been made toward greater integration of commissioners and services in Bexley.

The Bexley Local Partnership signed a memorandum of understanding and includes 17 members, organisations and groups from across the health and care system.

1. Bexley Care
2. Bexley Health Neighbourhood Care CiC
3. Bexley Voluntary Service Council
4. Dartford & Gravesham NHS Trust
5. Greenwich & Bexley Community Hospice
6. Healthwatch
7. Hurley Group
8. Lewisham & Greenwich NHS Trust
9. Local Medical Committee
10. Local Pharmacy Committee
11. London Borough of Bexley Council
12. NHS South East London Integrated Care System
13. Oxleas NHS Foundation Trust
14. APL Primary Care Network
15. Clocktower Primary Care Network
16. Frogna Primary Care Network
17. North Bexley Primary Care Network

More recently, Bromley Healthcare has become the 18<sup>th</sup> member.

The Local Care Partnership members are all represented on the current and future committee, which will provide assurances to the OHSEL Integrated Care Board.

The Local Care Partnership vision is that Bexley will have a **'place-based' system of care**, in which a range of partners work together to provide **person-centred care** in a **proactive** and **integrated** way. This means organisations working in close partnership, sharing information to fully understand the **needs of the population**, and collaborating to manage the **common resources** available.



## The Role

### Overview

The Non-Executive Director on the Committee for the Bexley Local Care Partnership will share responsibility with partner members. Ensuring that the Partnership exercises its functions via the Place Executive Lead to effectively, efficiently, economically, with good governance and in accordance with the scheme of delegation as set out by the South East London Integrated Care Board and the Terms of Reference as agreed by its members.

The Non-Executive Director will bring their unique perspective, informed by their expertise and experience and act as a 'critical friend' to the partnership. The Non-Executive Director will support with balancing and addressing Conflicts of Interests as it relates to primary care.

This will support decisions made by the committee of the Local Care Partnership as a whole and will help ensure that:

- new culture is developed that ensures the voice and the interests of patients and the community remain at the heart of discussions and decisions;
- the committee and the wider partnership act in the best interests of the health of the local population at all times;
- the partnership collaboratively develops the highest quality services with a view to securing the best possible outcomes for their patients within their resource allocation and maintains a consistent focus on quality, integration and innovation;
- decisions are taken with regard to securing the best use of public money;
- the partnership, when exercising its delegated functions, acts with a view to securing that health and care services are provided in a way which promotes the NHS Constitution, that it is there to improve our health and wellbeing, supporting residents: to keep mentally and physically well, to get better when they are ill and when we cannot fully recover, to stay as well as we can to the end of our lives;
- the partnership is responsive to the views of local people and promotes self-care and shared decision-making in all aspects of its business; and
- good governance always remains central.

### The Nolan Principles – The Seven Principles of Public Life

The Non-Executive Director will be expected to adhere to the Nolan Principles, which are as follows:

1. **Selflessness:** Holders of public office should take decisions solely in terms of the public interest. They should not do so to gain financial or other material benefits for themselves, their family, or their friends.
2. **Integrity:** Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.



3. **Objectivity:** In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.
4. **Accountability:** Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.
5. **Openness:** Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.
6. **Honesty:** Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.
7. **Leadership:** Holders of public office should promote and support these principles by leadership and example.

### Essential Criteria

We are seeking an individual with sound business acumen and with a substantial experience of operating at very senior level either in the NHS, public sector or commercial sector. Non-Executive Director candidates will need:

- Board level or equivalent experience in a large and/or complex organisation;
- Understanding of achieving organisational and culture change management and transformation in a dynamic organisation;
- Experience of providing appropriate leadership, oversight, support and challenge at decision-making levels in a diverse organisation;
- A good knowledge and understanding of corporate governance;
- A commitment to and experience of equality diversity and inclusion;

### Desirable Criteria

We are open to individuals from a range of backgrounds and sectors, which may include (but are not limited to) areas such as legal, digital, finance and performance, communications and public engagement, customer service. We are keen to appoint individuals who live in, or have close links with Bexley, with an understanding of the geography and the populations we serve.

### Competencies

All candidates interviewed will need to demonstrate at interview that they have the competencies required to be effective in this role.

#### Intellectual acumen

The ability to analyse and understand complex information and situations to reach an objective conclusion. The ability to think clearly and creatively bringing creative solutions to challenges as appropriate.

#### Strategic Intelligence

The ability to think and plan, foreseeing risks and opportunities whilst balancing needs and constraints.



**Holding to account**

Willing to maintain and uphold accountability of self and others, probing issues where necessary through constructive challenge. Demonstrably high levels of probity, integrity, discretion and fairness and the ability to maintain confidentiality. Able to uphold the principles of effective corporate governance.

**Effective influencing and communication**

Able to influence furtherance of the Local Care Partnerships stated aims and objectives. Able to influence and persuade others using well-reasoned arguments. Demonstrate tact and diplomacy when dealing with potentially difficult and sensitive issues.

**Team working**

Be committed to working as a team member. To build constructive relationships and work effectively as a member of the committee.

**Self-belief and commitment**

To maintain the self-motivation to pursue agreed standards of performance and take on new challenges, both individually and as a member of the committee.

**Focus on our local communities and population**

The motivation to ensure high standards are maintained and to also help improve Trust performance and the confidence to take on challenges. High level of commitment to service users, carers and the community and to tackling health inequalities. Strong commitment to uphold NHS values, principles and the aims of the Local Care Partnership and the wider local community.

### Eligibility and Disqualification Criteria

To be eligible for appointment the candidate must meet all the requirements of the 'Fit and Proper persons' test as set out in the Health & Social Care Act 2008 (Regulated Activities) Regulations 2014.

### Diversity and Monitoring

OHSEL ICS is committed to preventing discrimination, valuing diversity and achieving equality of opportunity and will not discriminate against anyone because of their race, ethnic origin, gender or gender reassignment, disability, age, nationality, sexual orientation, marital status, colour, religion, belief or non-belief.

The information on the monitoring sheet is not used in the selection process. It will be removed on receipt and is not seen by those assessing your application. However, this information may be used by OHSEL ICS when looking at diversity strategy and the basic information about the successful appointee may need to be made public

All appointments are based on merit and the principles of independent assessment, openness, and transparency of process.



## Appointment, Remuneration and Tenure

The terms and conditions of Non-Executive Directors (NEDs) will be in line with the OHSEL Integrated Care Board and Partnership. The tenure for this role will be 2 years.

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## Recruitment Process & Timetable

The role will be advertised to the Bexley Local Care Partnership, through the London Borough of Bexley Council and NHS Jobs. The schedule and dates below are indicative and subject to change:

Date	Process	Purpose
26.05.2022	Bexley Strategic Board	Endorsement
31.05.2022	OHSEL ICS Vacancy Panel Finance Approval	Finance Approval
06.06.2022	Post advertised	
24.06.2022	Closing Date	
27.06.2022	Shortlisting	
W/C 04.07.2022	Interview Panel	
	Stakeholder Panel	
21.07.2022	Bexley Local Care Partnership Committee	Approval to appoint

If you wish to be considered for this role, please provide:

- Curriculum Vitae;
- Details that include your address and contact details, highlighting and explaining any gaps in your employment history;
- A supporting statement that highlights your motivation and values for applying. You should outline your personal responsibility and achievement within previous roles and how your experience matches the person specification;
- The names, positions, organisations and contact details for three referees. Your referees should be individuals in a line management capacity, and cover your most recent employer, any regulated health or social care activity or where roles involved children or vulnerable adults.
- Please complete and return the monitoring information form
- Confirm your preferred email and telephone contact details.

All applications are to be made to Diana Braithwaite, Borough Director – Operations (Bexley): [diana.braithwaite@nhs.net](mailto:diana.braithwaite@nhs.net)