



West Yorkshire
Health and Care Partnership



Recruitment to Leeds Integrated Care Board Committee



Independent Committee Chair and Members

'Leeds will be a healthy and caring city for all ages, where people who are the poorest improve their health the fastest'
(Leeds Health and Wellbeing Strategy 2016-2021)

Leeds Integrated Care Board Committee

Applicant pack

Thank you for expressing an interest in the following independent roles on the new Leeds Committee of the West Yorkshire Integrated Care Board:

- Independent Chair of the Leeds Integrated Care Board Committee
- Independent Members of the Leeds Integrated Care Board Committee

The West Yorkshire Integrated Care Board (ICB) is a new statutory organisation that, subject to legislation, is expected to be established on 1st July 2022. It will be part of the West Yorkshire Integrated Care System (ICS) – known as the West Yorkshire Health and Care Partnership (the Partnership).

Our principles of subsidiarity and our scale mean that the ICB will primarily discharge its duties through delegation to each of our five Places, alongside work that is delivered at West Yorkshire level. Most decisions will be made at Place level, in support of local Health and Wellbeing Board priorities and multi-agency partnerships working in communities, including NHS, local authority and voluntary & community sector partners.

Leeds is establishing an ICB Committee with delegated authority from the ICB to make decisions about the use of NHS resources in Leeds, including:

- Agreeing a plan to meet the health and healthcare needs of the population in Leeds;
- Allocating resources to deliver the plan in Leeds;
- Arranging for the provision of health services in line with the allocated resources;
- Approving the operating structure in Leeds;
- Agreeing implementation in Leeds of people priorities.

The Leeds Committee will be made up of senior leaders from the local authority, NHS provider trusts, primary care and the voluntary & community sector. The independent Chair and independent members of the Committee will play a key role in bringing constructive, independent and respectful challenge to the plans, aims and priorities of the Committee.

This pack provides information for potential applicants for the roles of:

- Independent Chair of the Leeds Committee of the West Yorkshire ICB
- 2 x Independent Members of the Leeds Committee of the West Yorkshire ICB

In Leeds, we wish to appoint independent members who have a specific interest in the following two areas:

- Independent Member – Finance & Governance: There should be a specific interest in finance; risk management; governance with desirable knowledge of business process and digital. This role will include chairing the Leeds Finance Sub-Committee.
- Independent Member – Health Inequalities & Delivery: There should be a specific interest in the delivery of benefits to the population of Leeds; improvement and outcomes; communities of interest. This role will include chairing the Leeds Delivery Sub-Committee.

Please specify clearly in your application which role you are applying for.

These roles will operate with an in-common approach to the four other ICB Place Committees, with approaches tailored to each area and will link with the West Yorkshire ICB independent Chair and Non Executive member roles. The purpose, terms and membership structure of our Place Committees have been developed during 2021 with senior leaders and governance leads from across our Partnership.

About Leeds

Leeds has a long history of successful partnership working with people at the heart and with a breadth of assets to enable genuine whole system change. There are many examples of how, by working together as a partnership, we have achieved successes and improvements to lives of people who live and work in Leeds.

Home to: NHS England/Improvement; NHS Digital; several of the world's leading health technology and information companies; one of Europe's largest teaching hospitals; many good or outstanding services and providers; being one of the first integrated care Pioneers; Council recognised as a Department for Education Partner in Practice; one of four 'first wave' national Population Health Management (PHM) sites; several leading world-class universities; a diverse and thriving third sector; and a GP Confederation - a membership organisation that comprises of all 19 Primary Care Networks, with the governance that allows for integration and collaborative working with other providers.

Leeds is a hub for investment and innovation in health analytics; the first major UK city where every GP can access an integrated electronic health and social care patient record; a national and international centre of excellence for children's services, and we have ambitious plans for an innovation district building on our strong links with our world-class universities. Our ambition around Local Care Partnerships is that a much wider range of health and care services will work together as a team to wrap around people and communities. Each Local Care Partnership will be focused on what matters most to people in each area. All of this puts Leeds at the forefront of health and care innovation nationally and we need to ensure that any action we take going forward locally and regionally allows us to continue to build on these strengths.

Despite some fantastic work to date, good health and prosperity in our city is still not shared by all residents. The 2021 [Joint Strategic Assessment](#) (JSA) outlined strong evidence that some inequalities (for example female life expectancy, some cancers and gaps in smoking, healthy eating and physical activity) are widening and will worsen further as a result of the Covid pandemic. Making Leeds a fairer, more equal city is at the heart of the city's vision. This is why the importance of good health, the need to boost resilience, and focusing on prevention as a means of enabling higher quality, person-centred service provision are emphasised in what the partnership does.

At the same time, it remains important to improve both the quality of, and access to, clinical interventions in community, primary and acute care. Getting the balance right between interventions in the community and in hospitals and promoting care closer to home is important for taking pressure off acute services and at the same time promoting patient choice.

The [Leeds Health and Wellbeing Strategy](#) has set the focus of the Leeds health and care partnership that together we will make *'Leeds the best city in the UK for health and wellbeing, a healthy caring city for all ages, where the poorest improve their health the fastest both now and for future generations.'*

The health and care partnership, have developed the 'Healthy Leeds – Our Plan to Improve Health and Wellbeing in Leeds' (formerly known as the 'Left-shift Blueprint') which sets out how health and care services will be delivered in Leeds over the next five years.

Whilst this work is essential to ensuring a coherent approach to improving health and wellbeing outcomes across the city, it is even more critical that it is undertaken now given the planned initiatives to rebuild hospital estates and to understand and address the impact of the pandemic on health outcomes and health inequalities. It is essential that through the Healthy Leeds Plan an agreed model of care is delivered for the city which drives health improvement, meets future demand and can also be delivered within the future estate footprint.

Improving health services also needs to happen alongside achieving financial sustainability. Responding to the changing clinical evidence base, understanding what works and making the best use of collective resources will ensure improvements in the health and wellbeing of the people of Leeds.

We are looking for people who are passionate to be part of Team Leeds to help us deliver against our ambitions.

About the West Yorkshire Health and Care Partnership

Across West Yorkshire, the Partnership supports 2.4 million people, including 315,000 unpaid carers, living in urban and rural areas; 570,000 are children and young people; 500,000 people live in areas ranked in the most deprived 10% of England; and 20% of people are from minority ethnic communities. Together we employ over 100,000 staff and work alongside thousands of volunteers.

Our five places are: Bradford District and Craven; Calderdale; Kirklees; Leeds; and Wakefield.

Partnership principles, mission, values and behaviours

We have worked hard to build a way of working founded on the following values:

- We are leaders of our organisation, our place and of West Yorkshire
- We support each other and work collaboratively
- We act with honesty and integrity, and trust each other to do the same
- We challenge constructively when we need to
- We assume good intentions
- We will implement our shared priorities and decisions, holding each other mutually accountable for delivery.

Mission

- Reduce health inequalities
- Manage unwarranted variations in care
- Use our collective resources wisely
- Secure the wider benefits of investing in health and care.
- Values

We are ambitious for the people we serve and staff we employ

- This is a true partnership
- We always agree the evidence and data, before acting
- We value good governance to make good decisions and choices
- Subsidiarity applies in all we do.

Behaviours

- Decisions motivated by shared purpose
- Empathy with staff and people
- Collaboration in all we do
- Suspend egos in service of each other
- We see diversity as strength
- Conceptual and critical thinking
- Agility
- Willingness to share risk
- Sharing power
- Retaining accountability, giving others authority.

Role Outline, Attributes and Skills

Members of the Leeds ICB Committee will share responsibility for ensuring that the Committee exercises its functions effectively, efficiently, economically, with good governance and in accordance with the terms of the West Yorkshire ICB Constitution.

The **Independent Chair of the Place Committee** will bring objectivity, independence and challenge to the Committee. They will play a key role in ensuring that the Committee takes transparent, efficient, effective and safe decisions that make effective use of NHS resources. The Committee Chair will support the Leeds Executive Lead in ensuring that the Committee remains continuously able to discharge its duties and responsibilities as set out in the ICB scheme of delegation, in line with the governance standards adopted by the Integrated Care System.

The independent Chair of the Leeds Committee will act in a lay or Non Executive capacity and as a meeting facilitator. The Chair will need to maintain the confidence of place partners and will work closely with them, in particular the Chair of the Health and Wellbeing Board, to ensure strong alignment between the work of the Committee and the place strategy. Ultimate accountability is to the ICB Chair.

You will ideally have experience of governance committee delivery and development in a regulated environment as well as a background in effective meeting facilitation at a senior level with a focus on financial oversight, effective use of resources and the achievement of social outcomes.

The **Independent Members** will play a key role in ensuring that the Committee takes transparent, efficient, effective and safe decisions that make effective use of NHS resources. They will bring their unique perspective, informed by their expertise and experience. This will support the Committee to ensure that it remains able to discharge its duties and responsibilities as set out in the ICB scheme of delegation, in line with the governance standards adopted by the Integrated Care System.

The Independent Members will act in a lay or non-executive capacity and work alongside the Chair, executive place leads and partner members of the Committee. They will bring independent and respectful challenge to the Committee and promote open and transparent decision-making that facilitates consensus aimed to deliver exceptional outcomes for the population. You will bring a range of professional expertise as well as community understanding and experience to the work of the Committee.

We welcome applications from people meeting the Role Descriptor/s from the public, private, voluntary & community, social economy and academic sectors. Please see the attached Role Descriptors for further details on the responsibilities of each role, and the knowledge, experience and skills we are seeking.

Eligibility

Given their public profile and responsibility, it is vital that those appointed inspire confidence of the public, patients and NHS staff at all times. You will be able to demonstrate that you meet the requirements of the fit and proper person test and that you have no substantial conflicts of interests that would interfere with your ability to be independent and offer an impartial perspective.

Successful applicants will not have an ongoing leadership role (hold Executive, Non Executive or elected positions or offices) at a health or social care organisation within Leeds. You will need to stand down from such a role if appointed to this new independent role.

Applicants should have strong connections with the area served by the ICS.

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 competence have been demonstrated in previous/other roles, to satisfy the experience, skills and values being sought.

We value and promote diversity and are committed to equality of opportunity for all. We welcome applications irrespective of people's age, disability, sex, gender, identity and gender expression, race or ethnicity, religion or belief, sexual orientation or other personal circumstances. We have policies and procedures in place to ensure that all applicants are

treated fairly and consistently at every stage of the recruitment process, including the consideration of reasonable adjustment for people who have a disability.

Terms of Appointment

- **Remuneration**

Indicative remuneration, subject to agreement by the ICB Remuneration and Nomination Committee is:

Independent Chair: up to £13,000 per annum

Independent Member: up to £10,000 per annum

Committee Members are also eligible to claim allowances for travel and subsistence costs incurred necessarily on ICB business.

- **Term of Appointment**

3 years, with effect from 1 July, subject to review after 18 months. Offers of appointment will be on a designate basis initially with full appointment being subject to the approval of the legislation. Work prior to 1 July 2022, whilst in designate status, will not form part of the term of appointment.

- **Time Commitment**

You will have considerable flexibility to decide how you manage the time needed to undertake the role. On average, it is expected to require 2 days a month, including preparation time, the occasional evening engagement and events designed to support your continuous development. The time commitment may initially be more than 2 days while the Committee becomes fully established.

We are anticipating that the majority of meetings will be in Leeds and you would need to be available to attend these.

- **Standards in Public Life**

All committee members are required to comply with the [Nolan Principles of Public Life](#) and meet the [Fit and proper person requirements](#).

- **Training and Development**

This will be discussed in line with individual requirements.

How we will handle your application

This section outlines the timetable you should expect if you apply for one of these posts.

After the closing date for applications:

- We will acknowledge receipt of your application by email.
- Your application will first be checked for completeness and eligibility.
- A short-listing Panel will assess the extent to which you have the qualities and expertise specified for the role.

- It is anticipated that shortlisting will be completed during the week commencing 14th February 2022. Shortlisted candidates will be informed as soon as possible after this if they have been selected for interview and the interview details will be confirmed by email.
- If you are not shortlisted for interview, you will be informed by email.
- It is anticipated that the interviews will take place virtually during the week commencing 7th March 2022. You will be asked questions by the panel so they are able to assess whether you can demonstrate the qualities and expertise specified. The selection panel will be made up of representatives from Leeds and the West Yorkshire ICS.
- The Selection Panel will make the final appointment/s.
- The successful candidate/s will be contacted by the Panel chair.
- All unsuccessful interview candidates will be advised of the outcome of the selection process by telephone.

How to respond

To apply for this post please send the following by e-mail to samantha.ramsey2@nhs.net by **5pm on 4th February 2022:**

- A CV which demonstrates how you meet the criteria
- A covering letter highlighting the aspects of the role that particularly attract you and outlining why you feel you are right for the role
- Contact details for three referees (who will not be contacted without your permission)
- A completed Equal Opportunities Monitoring Form and Fit and Proper Persons Monitoring Form

For further information

If you have any questions, or would welcome an informal discussion, please contact Sam Ramsey, Head of Corporate Governance and Risk via samantha.ramsey2@nhs.net before the closing date. This will play no part in the selection process.

Independent Chair of Leeds Committee of the West Yorkshire Integrated Care Board

Role descriptor

The independent Chair of the Leeds ICB Committee will bring objectivity, independence and challenge to the Committee. They will play a key role in ensuring that the Committee takes transparent, efficient, effective and safe decisions that make effective use of NHS resources. They will support the Leeds Executive Lead in ensuring that the Committee remains continuously able to discharge its duties and responsibilities as set out in the ICB scheme of delegation, in line with the governance standards adopted by the Integrated Care System.

The Chair of the Leeds Committee will act in a lay or Non Executive capacity and as a meeting facilitator. The Chair will need to maintain the confidence of Leeds partners and will work closely with them, in particular the Chair of the Health and Wellbeing Board, to ensure strong alignment between the work of the Committee and the place strategy. The Chair of the Committee is ultimately accountable to the ICB Chair.

The Leeds Lead holds an Executive role, and is accountable to the ICB's Chief Executive for the discharge of those functions and resources delegated by the ICB to the Leeds Committee.

The Chair may be required to Chair a Leeds sub-committee of the Leeds Committee of the ICB.

Governance and accountability

The Chair will:

- ensure that the Committee has the necessary governance and risk management arrangements to ensure its effectiveness.
- ensure that conflicts of interest are managed effectively and transparently in the Committee.
- lead and support a constructive and inclusive dynamic within the Committee, bringing independent and respectful challenge and scrutiny to the work programme.
- actively bring in a range of voices to Committee discussions, ensuring decisions take full account of perspectives from across the place health and care system to meet the health and healthcare needs of the population.
- promote open and transparent Committee decision-making and good governance that facilitates consensus and manages areas of disagreement.
- ensure that all members of the Committee comply with the [Nolan principles of public life.](#)

Partnerships and communities

The Chair will ensure that the Committee is focused on improving Leeds outcomes in population health and care and operates within our agreed Partnership principles:

- **We start with people** – working with people instead of doing things to them or for them, maximising the assets, strengths and skills of Leeds’ citizens, carers and workforce.
 - Have ‘Better Conversations’ – equipping the workforce with the skills and confidence to focus on what’s strong rather than what’s wrong through high support, high challenge, and listening to what matters to people
 - ‘Think Family’ – understand and coordinate support around the unique circumstances adults and children live in and the strengths and resources within the family
 - Think ‘Home First’ – supporting people to remain or return to their home as soon as it is safe to do so
- **We deliver** – prioritising actions over words. Using intelligence, every action focuses on what difference we will make to improving outcomes and quality and making best use of the Leeds £.
 - Make decisions based on the outcomes that matter most to people
 - Jointly invest and commission proportionately more of our resources in first class primary, community and preventative services whilst ensuring that hospital services are funded to also deliver first class care
 - Direct our collective resource towards people, communities and groups who need it the most and those focused on keeping people well
- **We are Team Leeds** – working as if we are one organisation, being kind, taking collective responsibility for and following through on what we have agreed. Difficult issues are put on the table, with a high support, high challenge attitude.
 - Unify diverse services through a common culture
 - Be system leaders and work across boundaries to simplify what we do
 - Individuals and teams will share good practice and do things once.

Social justice and health equalities

The Chair will:

- ensure that the Committee champions diversity, inclusion, health equality and social justice to close the gap on health inequalities.
- ensure the Committee is responsive to people and communities, and that public/citizen, patient/service user and carer voices are embedded in the Committee’s work plan and decision-making.

Sustainable outcomes

The Chair will:

- ensure the Committee plays its part in social and economic development and achieving environmental sustainability, including in the broader Leeds partnership.

People and culture

The Chair will:

- promote a healthy and inclusive culture which promotes diversity and system working and is reflected in the Committee’s behaviour and decision-making.

Person Specification

The Chair is expected to be able to demonstrate the following:

Knowledge

- sound understanding of good corporate governance
- understanding of the health, care and local government landscape
- understanding of different sectors, groups, networks and the needs of diverse populations
- understanding of the quadruple aim: 1. improving the health and wellbeing of the people; 2. tackling inequalities; 3. improving the quality of services provided or arranged by partners or other relevant bodies; and 4. ensuring that places act in a way that results in sustainable and efficient use of resources by both partners and other relevant bodies
- commitment to the values of the NHS Long Term Plan, the NHS People Plan, Nolan principles and the Standards for members of NHS Boards and Governing Bodies in England
- awareness and appreciation of social justice

Experience

- of chairing complex professional meetings in public at a senior level in a collaborative, efficient and effective manner
- of navigating politically sensitive situations and environments.
- of leading a board or committee in a lay or Non Executive capacity to identify and address issues, including underperformance and balance the competing objectives of quality, operational performance, and finance
- of demonstrable commitment to equality, diversity and inclusion

Skills

- a high degree of strategic thinking and awareness of how national policy may impact on regional and local decision making
- ability to work with multi agency and across sector senior level stakeholders, reaching consensus in a group despite competing interests
- ability to plan in advance meeting agendas and related documents with governance-related staff and teams to ensure effective and productive meetings and Committee engagement
- ability to remain independent and provide independent and unbiased leadership of the Committee with a high degree of personal integrity
- problem solving skills and the ability to identify issues and areas of risk, leading the Committee to effective decisions
- confidence in constructively challenging information and explanations provided by others and negotiating when needed
- ability to deal with and address poor engagement or performance by Committee members against the Nolan Principles and Committee Terms of Reference

Desirable Knowledge, Experience & Skills

- working in an Executive, Lay or Non Executive related role in a regulated environment or body
- passionate about the place and meeting the health and care needs of its population
- knowledge and/or experience at a senior level of quality improvement methodologies, their implementation and evaluation
- knowledge and/or experience at a senior level of performance and/or financial management oversight and scrutiny
- leadership of equality, diversity and inclusion practice and its promotion, creating inclusive cultures at a senior level

Personal Attributes and Values

- Demonstrates respect and adopts a compassionate and inclusive chairing style with a demonstrable commitment to equality, diversity and inclusion.
- Creates and lives by the values of openness and transparency
- Demonstrate a strong commitment to public sector and NHS values

Independent Member of Leeds Committee of the West Yorkshire Integrated Care Board

Role descriptor

Independent members of the Leeds Committee of the ICB will play a key role in ensuring that the Committee takes transparent, efficient, effective and safe decisions that make effective use of NHS resources. They will bring their unique perspective, informed by their expertise and experience. This will support the Committee to ensure that it remains able to discharge its duties and responsibilities as set out in the ICB scheme of delegation, in line with the governance standards adopted by the Integrated Care System.

Independent Members will act in a lay or non-executive capacity and work alongside the Chair, executive place leads and partner members of the Committee. They will bring independent and respectful challenge to the Committee and promote open and transparent decision-making that facilitates consensus aimed to deliver exceptional outcomes for the population. You will bring a range of professional expertise as well as community understanding and experience to the work of the Committee.

Independent Members will need to maintain the confidence of Leeds partners and will work closely with them. Independent Members will also work closely with the Independent Chair of the Leeds Committee. Ultimately, the Independent Member is accountable to the ICB Chair.

The Independent Member may be required to Chair a Leeds sub-committee of the Leeds Committee of the ICB.

Governance and accountability

The independent member will

- collectively ensure that the Committee has the necessary governance and risk management arrangements to ensure its effectiveness.
- contribute to ensuring that conflicts of interest are managed effectively and transparently in the Committee.
- bring independent and respectful challenge and scrutiny to the work programme.
- Promote open and transparent Committee decision-making and good governance that facilitates consensus and manages areas of disagreement.
- demonstrate a commitment to upholding the [Nolan principles of public life](#).

Partnerships and communities

The independent member will contribute to ensuring that the Committee is focused on improving place outcomes in population health and healthcare and operates within our agreed Partnership principles:

- **We start with people** – working with people instead of doing things to them or for them, maximising the assets, strengths and skills of Leeds' citizens, carers and workforce.
 - Have 'Better Conversations' – equipping the workforce with the skills and confidence to focus on what's strong rather than what's wrong through high

- support, high challenge, and listening to what matters to people
 - ‘Think Family’ – understand and coordinate support around the unique circumstances adults and children live in and the strengths and resources within the family
 - Think ‘Home First’ – supporting people to remain or return to their home as soon as it is safe to do so
- **We deliver** – prioritising actions over words. Using intelligence, every action focuses on what difference we will make to improving outcomes and quality and making best use of the Leeds £.
 - Make decisions based on the outcomes that matter most to people
 - Jointly invest and commission proportionately more of our resources in first class primary, community and preventative services whilst ensuring that hospital services are funded to also deliver first class care
 - Direct our collective resource towards people, communities and groups who need it the most and those focused on keeping people well
- **We are Team Leeds** – working as if we are one organisation, being kind, taking collective responsibility for and following through on what we have agreed. Difficult issues are put on the table, with a high support, high challenge attitude.
 - Unify diverse services through a common culture
 - Be system leaders and work across boundaries to simplify what we do
 - Individuals and teams will share good practice and do things once.

Social justice and health equalities

The independent member will:

- advocate that the Committee champions diversity, inclusion, health equality and social justice to close the gap on health inequalities.
- collectively ensure that the Committee is responsive to people and communities, and that public/citizen, patient/service user and carer voices are embedded in the Committee’s work plan and decision-making.

Sustainable outcomes

The independent member will:

- contribute to the Committee playing its part in social and economic development and achieving environmental sustainability, including in the broader Leeds partnership.

People and culture

The independent member will:

- support a healthy and inclusive culture which promotes diversity and system working and is reflected in the Committee’s behaviour and decision-making.

Person Specification

The independent member is expected to be able to demonstrate the following:

Knowledge

- sound understanding of good corporate governance
- knowledge and understanding of the health, care and local government landscape
- understanding of different sectors, groups, networks and the needs of diverse populations
- understanding of the quadruple aim: 1. improving the health and wellbeing of the people; 2. tackling inequalities; 3. improving the quality of services provided or arranged by partners or other relevant bodies; and 4. ensuring that places act in a way that results in sustainable and efficient use of resources by both partners and other relevant bodies
- commitment to the values of the NHS Long Term Plan, the NHS People Plan, Nolan principles and the Standards for members of NHS Boards and Governing Bodies in England
- awareness and appreciation of social justice

Experience

- experience of working in a collective decision-making group at a senior level in a collaborative, efficient and effective manner
- experience of complex and politically sensitive situations and environments.
- experience of contributing at a committee level in a lay/independent capacity to identify and address issues
- demonstrated commitment to equality, diversity and inclusion
- commitment to securing or supporting improvements for patients or the wider public

Skills

- confidence to question information and explanations supplied by others, who may be experts in their field
- ability to remain independent and take an objective view, seeing issues from all perspectives
- confidence in constructively challenging information and explanations provided by others
- ability to communicate effectively, listening to others and actively sharing information in a variety of contexts
- excellent interpersonal and influencing skills, to lead in a creative environment which enables people to collaborate

Desirable Knowledge, Experience & Skills

- working in an Executive, Lay or Non-Executive related role in a regulated environment or body
- passionate about the place and meeting the health and care needs of its population
- leadership of equality, diversity and inclusion practice and its promotion, creating inclusive cultures at a senior level

Personal Attributes and Values

- Models respect and a compassionate and inclusive leadership style with a demonstrable commitment to equality, diversity and inclusion.
- Creates and lives by the values of openness and transparency embodied by the principles of public life and in Our People Promise
- Demonstrate a strong commitment to public sector and NHS values



West Yorkshire
Health and Care Partnership



A Partnership made up of the NHS, local councils, care providers, Healthwatch, voluntary and community organisations and charities



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