

**Governing Body Lay Member
Candidate Information Pack
January 2017**

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Dear Applicant,

The Health and Social Care Act 2012 put GPs and other healthcare professionals at the forefront of commissioning health services for local people and from April 2013 Clinical Commissioning Groups (CCGs) became responsible for the quality of local health services and the health budget for its residents.

We now have exciting opportunities for people to get involved in shaping their local NHS and supporting the work of the clinicians in the development of the local Clinical Commissioning Groups (CCGs) by becoming a non-clinical member of the CCG, in charge of the joint co-commissioning committee with NHS England.

The role of the lay members will be to:

- Bring an independent view of the work of the CCG that is removed from the day to day running of the organisation.
- Ensure the governing body and the wider CCG acts in the best interests with regard to the health of the local population at all times
- Ensure the interests of patients and the community remain at the heart of discussions and decisions made
- Ensure the Governing body and the wider CCG behaves with the utmost probity at all times

Specifically we are looking to appoint to the following role:

- A lay member for NHS Hammersmith and Fulham CCG with a good understanding of Finance.

The five CCGs in North West London work collaboratively and share a number of functions. These are: Central London, West London, Hammersmith and Fulham, Hounslow, and Ealing CCGs (CWHHE). Appendix 4 has further information on the arrangements.

This pack provides candidates with information on the lay member roles, the appointment process and some background information on Hammersmith and Fulham Clinical Commissioning Group.

These roles will play a crucial part in ensuring that the CCGs successfully deliver the ambitious improvements to patient care for the people we are here to serve.

We look forward to receiving your application.



Dr Tim Spicer
Chair

Hammersmith and Fulham Clinical Commissioning Group

Role Description – applicable to all lay member positions

Role Title: Lay member with a good understanding of Finance

Hours: 2.5 to 5 days per month

Salary: 10,500 per annum pro-rata

Responsible to: The CCG Chair

As a lay member, you will share responsibility as part of the team to ensure that the CCG exercises its functions effectively, efficiently, economically, with good governance and in accordance with the terms of the CCG's constitution as agreed by its members.

The role holder will support decisions made by the governing body as a whole and will help ensure that:

- a culture is developed that ensures the voice of the member practices is heard and the interests of patients and the community remain at the heart of discussions and decisions;
- the governing body and the wider CCG act in the best interests and with due regard to the health of the local population at all times;
- the CCG commissions 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 of services and innovation;
- decisions are taken with regard to securing the best use of public money;
- the CCG, when exercising its functions, acts with a view to securing health services that are provided in a way which promote the NHS Constitution, that are there to improve our health and wellbeing, support us to keep mentally and physically well, to get better when we are ill, and when we cannot fully recover, to stay as well as we can to the end of our lives;
- the CCG is responsive to the views of local people and promotes self-care and shared decision- making in all aspects of its business;
- good governance remains central at all times and ensure that there is a good understanding of the difference between governance and management; and
- ensure an independent voice is heard that helps to mitigate the risk of conflicts of interest arising from clinicians being both commissioners and providers.

The role will provide strategic and impartial independent scrutiny to the work of the CCG. The focus of the role will be on quality assurance and this post holder will join other existing lay members of the governing body. The post holder will require excellent leadership skills and the ability to establish credibility with all stakeholders and partners. The lay members will bring different perspective to the CCG, drawn from different professions, roles, backgrounds and experience. These differing insights into the range of challenges and opportunities facing the CCG will ensure that it can take a balanced view across the whole of its business and provide strategic and impartial independent scrutiny to the work of the CCG.

We are seeking to attract an individual who is excited by the prospect of working in Hammersmith and Fulham CCG and who has an interest in services being delivered to this community.

Successful individuals will evidence a track record of operating at a strategic level, including chairing of meetings. The individual will need to be able to offer support and challenge in equal measure, quickly and effectively assimilate complex information and communicate to a breadth of stakeholders, and be passionate about protecting high quality and safe NHS services and improving patient experience.

Specific lay member role - lead for Finance

This post holder will be a voting member of the CCG's governing body. As well as sharing responsibilities with the other members for all aspects of the CCG governing body business, as a lay member this role holder will bring specific expertise and experience and will have a lead role in overseeing the key elements of financial management and governance.

This is an exciting opportunity for someone who has a strong finance background in the private sector, a chartered accountancy firm, or the public sector. The successful applicant will have sufficient expertise and experience to enable them to express informed views about financial management matters and have relevant financial experience to enable them to competently engage with financial management and reporting in the organisation and associated audiences.

The role holder must have a good understanding of financial management, the co-commissioning agenda and primary care commissioning. The role will be to provide challenge and scrutiny to support the CCG to achieve its statutory responsibilities in its joint co-commissioning arrangements with NHS England, including relevant committee governance.

This role holder will work with members and officers to support the continuous improvement of our finance and governance processes. In particular, this role holder will:

- Be a member of the CCG's local Finance and Performance Committee, and assuming chairing responsibilities as required. Providing scrutiny on behalf of NHS Hammersmith and Fulham CCG Governing Body
- Attend and participate in discussions at CCG Governing Body meetings, Seminars and member meetings
- Work with the CCG Chair and Senior Management Team, to ensure robust financial planning mechanisms are in place in the CCG
- Work across multiple organisations such as the collaborative of Clinical Commissioning Groups (CCGs) (Central, West, Hounslow and Ealing) and support lay member duties for CWHHE committees as appropriate for the Audit, Quality and Performance, Investment and Remuneration Committees on behalf of H&F CCG

Person Specification

We are looking for someone who is able to operate on a corporate board and who is passionate about protecting high quality and safe NHS services and improving patient experience through various means. We require a good communicator who can challenge constructively. The role will require the ability to assimilate complex information and pull out the salient points. Previous experience of working in a health care focused environment within the specific role areas would be a valuable asset.

Knowledge, Skills and Attributes Required for the Role

To be suitable for the role of Lay member there are clear competencies that individuals need these are outlined in the person specification below:

Competencies

To be suitable for the role of lay member there are clear competencies and attributes that the post holder would need to demonstrate which are outlined below:

Criteria	Essential	Desirable
Qualifications and Training	Have a strong finance background in the private sector, a chartered accountancy firm, or the public sector	CCAB (or CIMA) qualified accountant
Knowledge and understanding	<p>An understanding of health and social care, and an appreciation of the broad social, political and economic trends influencing them</p> <p>Understanding of how to build corporate accountability and able to challenge</p> <p>Understanding of the audit process and role of internal and external auditors</p> <p>Previous experience of working in a collective decision-making group such as a board or committee, or high-level awareness of 'board-level' working; and a track record in securing or supporting improvements for patients or the wider public</p> <p>Be able to demonstrate a special interest in the area covered by Hammersmith and Fulham CCG by, for example, living or working in the area or by being closely involved in projects that affect the area</p>	Have an understanding of the resource allocations devolved to NHS bodies, and a general knowledge of the accounting regime within which a CCG will operate

Criteria	Essential	Desirable
Embrace good governance	<p>Able to hold others to account and probe and challenge constructively</p> <p>The confidence to question information and explanations supplied by others, who may be experts in their field</p> <p>Understand the difference between governance and management</p> <p>Able to assess and confirm that appropriate systems of internal control and assurance are in place for all aspects of governance</p> <p>Able to give an independent view on possible internal conflicts of interest</p> <p>Have a good understanding of risk strategies and processes and experience of working with of complex governance arrangements</p> <p>Able to uphold the standards of conduct set out in "The Seven Principles of Public Life"</p>	<p>Previous experience of working in a collective decision making group such as a board or committee</p>
Patient and community focus	<p>Have an understanding of effective involvement and engagement techniques and its application in practice</p>	<p>A track record in securing or supporting improvements for patients in the wider community</p>
Influencing, leadership and communication	<p>Excellent interpersonal and communication skills</p> <p>Ability to influence and persuade others articulating a balanced view and provide constructive challenge and feedback without being adversarial or losing respect or goodwill</p> <p>Exceptional leadership qualities, with the skills and experience to plan and chair large meetings with multi-professional and/or multiple stakeholder involvement</p> <p>Able to listen to others and actively share information Ability to recognise key influencers and possess the skills to engage and influence them</p> <p>Able to establish credibility and command respect from clinicians, stakeholders, partners, and especially patients, healthcare professionals and service providers</p>	<p>Confident public speaker Experience of working with and influencing in a political environment</p>

Criteria	Essential	Desirable
Intellectual flexibility	<p>The ability to think clearly and creatively for the long term, continually identify opportunities for improvement.</p> <p>Ability to take an objective view, seeing issues from all perspectives</p> <p>Able to balance competing priorities and make difficult decisions.</p> <p>Capability to understand and analyse complex issues- drawing on a range of data</p>	
Self-belief	<p>The motivation to improve NHS performance and confidence to take on challenges</p> <p>Be committed to working as a team member</p>	

Appointment Details

On appointment

You may be required to commence an induction programme before the official start date.

This role is an appointment and not a job. It is therefore not subject to the provisions of employment law except where discrimination is alleged.

Time Commitment

You will be expected to be available for approximately **2-5** days per month, including some evening engagements depending on the needs of the role.

Remuneration

The remuneration for this post is **£10,500 per annum prorate**.

Period of appointment

Appointments will be for **18 months** in the first instance. After this you may be considered for a further term, subject to consistently good performance and the needs of the organisation.

Training and development and Support

- This will be discussed in line with individual requirements and will form part of your appraisal and personal development plans
- Full details of the mandatory training requirements will be discussed as part of your induction process
- Lay members should be provided with papers in good time prior to any meetings or events. Papers to be circulated in line with the CCG's constitution and relevant terms of reference
- All communications to be made clear with jargon avoided, and include explanations of the terms with acronyms provided regularly
- Ensure that lay members are kept informed as soon as possible of any changes to meeting arrangements
- Lay members of the CCG will be remunerated on the terms and conditions agreed by the Governing Body (via the Remuneration Committee).

Standards in public life

You will be expected to demonstrate high standards of corporate and personal conduct. All successful candidates will be asked to subscribe to the Seven Principles of Public Life (Appendix 2) and the Good Governance Standard for Public Life (Appendix 3).

You should note particularly the requirement to declare any conflict of interest that arises in the course of governing body business and the need to declare any relevant business interests, positions of authority or other connections with commercial, public or voluntary bodies.

You will be expected to comply with the CCG's policies and procedures where they apply such as information governance data principles, health and safety and confidentiality. You will be issued with a secure nhs.net email address to be used for all your CCG business.

Disqualification for appointment

Regulations mean that some individuals will not be eligible to be appointed to CCG governing bodies. These include people in categories such as those who:

Are not eligible to work in the UK;

- Have received a prison sentence or suspended sentence of three months or more in the last five years;
- Are the subject of a bankruptcy restriction order or interim order;
- Have been dismissed (except by redundancy) by any NHS body;
- Are under a disqualification order under the Company Directors Disqualification Act 1986;
- Have been removed from trusteeship of a charity.

In addition people will not be eligible for the lay roles if they are:

- A serving Civil Servant within the Department of Health, or members /employees of the Care Quality Commission.
- Currently serving as a chair or non-executive of an NHS body.

Applying for the Post

The selection for the lay member roles on the governing body of the collaborative CCGs will take place as follows:

Applications

To apply for this post you will need to send your CV including details of two referees, along with a statement setting out how you meet the competencies for the role and why you are suitable for the role of lay member. You should state at the top of your application which role you are applying for.

Your application should be submitted by: **Thursday 2nd February 2017.**

Selection process

Preliminary Selection Process

1. An initial selection process will assess your completed form to assess the extent to which you have the qualities and expertise specified for the role
2. Shortlisted candidates will be informed as soon as possible if they have been selected for an interview and offered a suitable interview date
3. If you are not shortlisted for an interview, you will be informed by either email or letter.

Final Selection Process

1. The CCG will write to those candidates that meet their specific criteria and invite them to a panel interview of CCG members
2. The successful candidates will be contacted by the Chair or Managing Director of the organisation
3. All unsuccessful interview candidates will be advised of the outcome of the selection process.

Appendix One

NHS Hammersmith and Fulham Clinical Commissioning Group

NHS Hammersmith and Fulham Clinical Commissioning Group (CCG) is the GP-led organisation responsible for the planning and buying (commissioning) of health services for residents living in the Hammersmith and Fulham borough.

NHS Hammersmith and Fulham CCG were authorised as a statutory body on the 1st April 2013 under the Health and Social Care Act 2012.

NHS Hammersmith and Fulham CCG is made up of 30 GP member practices and serve a registered population of 190,000. We manage an annual budget of £256 million, across an area diverse in terms of wealth, deprivation and health.

We are committed to improving the care provided to patients, reducing health inequalities and raising the quality and standards of GP practices whilst achieving a financial balance. The CCG is overseen by NHS England which makes sure we have the capacity and capability to commission services successfully and to meet our financial responsibilities.

Our vision for health services is to develop personalised, localised, integrated and specialised care for local people. To do so we have agreed two programmes of work covering all eight boroughs in North West London (North West London). One is “Shaping a Healthier Future” (SaHF), the other is “Like Minded”, which looks at improving mental health and wellbeing.

SaHF consists of two main parts: services that will move closer to peoples’ homes (out of hospital services) and local service improvements. These include improvements in primary care (general practitioner) services, improved care across different services (whole systems integration) and other local service improvements; and changes to our hospitals. In this report we will set out the strategy behind these changes and detail the progress that is being made.

The CCG is overseen by NHS England which makes sure we have the capacity and capability to commission services successfully and to meet our financial responsibilities.

Further information about NHS Hammersmith and Fulham CCG can be found at <http://www.hammersmithfulhamccg.nhs.uk/>

Appendix Two

The Seven Principles of Public Life

All applicants for public appointments are expected to demonstrate a commitment to, and an understanding of, the value and importance of the principles of public service. The seven principles of public life are:

1. **Selflessness**
Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other 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 seek to 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 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 it.
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.

Appendix Three

The Good Governance Standard for Public Services (Adapted from the Good Governance Standard for Public Services)

Good governance means focusing on the organisation's purpose and on outcomes for citizens and service users:

4. Being clear about purpose and intended outcomes for citizens and service users
5. Making sure that patients receive a high quality service
6. Making sure that taxpayers receive value for money

Good governance means performing effectively in clearly defined functions and roles:

7. Being clear about the functions of the governing body
8. Being clear about the responsibilities of individual roles and making sure that those responsibilities are carried out
9. Being clear about relationships between the organisation and the public

Good governance means promoting values for the whole organisation and demonstrating the values of good governance through behaviour:

10. Putting organisational values into practice
11. Individuals in leadership roles behaving in ways that uphold and exemplify effective governance

Good governance means taking informed, transparent decisions and managing risk:

12. Being rigorous and transparent about how decisions are taken
13. Having and using good quality information, advice and support
14. Making sure that an effective risk management system is in operation

Good governance means developing the capacity and capability of the governing body to be effective:

15. Making sure that members of the governing body have the skills, knowledge and experience they need to perform well
16. Developing the capability of people with governance responsibilities and evaluating their performance, as individuals and as a group
17. Striking a balance, in the membership of the governing body, between continuity and renewal

Good governance means engaging stakeholders and making accountability real:

18. Understanding formal and informal accountability relationships
19. Taking an active and planned approach to dialogue with, and accountability to, the public
20. Taking an active and planned approach to responsibility to staff

Appendix Three

The Good Governance Standard for Public Services (Adapted from the Good Governance Standard for Public Services)

Good governance means focusing on the organisation's purpose and on outcomes for citizens and service users:

21. Being clear about purpose and intended outcomes for citizens and service users
22. Making sure that patients receive a high quality service
23. Making sure that taxpayers receive value for money

Good governance means performing effectively in clearly defined functions and roles:

24. Being clear about the functions of the governing body
25. Being clear about the responsibilities of individual roles and making sure that those responsibilities are carried out
26. Being clear about relationships between the organisation and the public

Good governance means promoting values for the whole organisation and demonstrating the values of good governance through behaviour:

27. Putting organisational values into practice
28. Individuals in leadership roles behaving in ways that uphold and exemplify effective governance

Good governance means taking informed, transparent decisions and managing risk:

29. Being rigorous and transparent about how decisions are taken
30. Having and using good quality information, advice and support
31. Making sure that an effective risk management system is in operation

Good governance means developing the capacity and capability of the governing body to be effective:

32. Making sure that members of the governing body have the skills, knowledge and experience they need to perform well
33. Developing the capability of people with governance responsibilities and evaluating their performance, as individuals and as a group
34. Striking a balance, in the membership of the governing body, between continuity and renewal

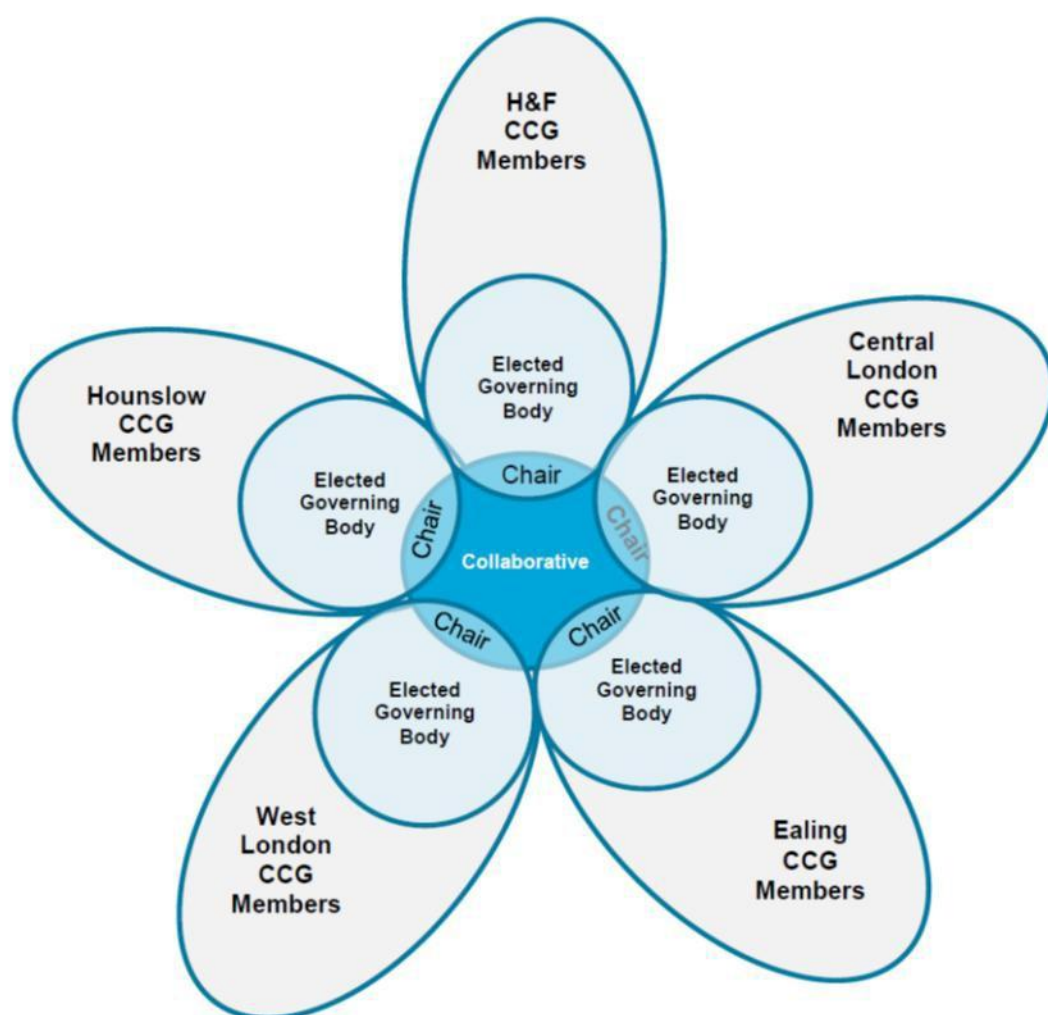
Good governance means engaging stakeholders and making accountability real:

35. Understanding formal and informal accountability relationships
36. Taking an active and planned approach to dialogue with, and accountability to, the public
37. Taking an active and planned approach to responsibility to staff

Appendix Four

The CWHHE Collaborative

The CWHHE collaborative is a collaboration between Central London, West London, Hammersmith and Fulham, Hounslow and Ealing Clinical Commissioning Groups. Working together allows us to deal with the challenges and risks faced by the health service in North West London in a more holistic way than we could if each CCG was working entirely independently. It also enables us to provide greater scrutiny and challenge to each other's work. The collaborative is responsible for shaping healthcare of over 1.2 million patients and a programme budget of about £1.2 billion.



Model of the interconnected relationship between the CCGs, the Elected Governing Bodies and the Collaborative