NHS Eastern Cheshire Clinical Commissioning Group and NHS West Cheshire Clinical Commissioning Group

Clinical Member: Registered Nurse on the Governing Body

Recruitment Pack

Closing date 22nd August 2017
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1.0 Letter from the Clinical Chairs of NHS Eastern Cheshire Clinical Commissioning Group and NHS West Cheshire Clinical Commissioning Group

Dear Applicant

NHS Eastern Cheshire Clinical Commissioning Group and NHS West Cheshire Clinical Commissioning Group - Clinical Member: Registered Nurse on the Governing Body

Thank you for your interest in this exciting role for the Governing Bodies of NHS Eastern Cheshire Clinical Commissioning Group (CCG) and NHS West Cheshire CCG.

Members of the Governing Body are key appointments for the CCG. These are extremely high profile positions and require outstanding individuals. Appointments to these posts will be required to bring relevant experience, objectivity, challenge and focus to the commissioning of high quality health and care services for the people of Eastern Cheshire and for West Cheshire.

As well as sharing responsibility with the other members for all aspects of the CCG Governing Body business, as a registered nurse on the governing body, this person will bring a broader view, from their perspective as a registered nurse, on health and care issues to underpin the work of the CCGs, especially the contribution of nursing to patient care, service redesign, clinical pathways and system reform.

Alongside other Governing Body members, an individual undertaking the post of registered nurse on the governing will have a key responsibility in ensuring the CCGs have a strong focus on delivering value for the population of Eastern Cheshire, as such evidence of a background in or experience of financial/business management and organisational delivery would be of added value in any application.

Each individual CCG is required to have a Clinical Member – Registered Nurse on its Governing Body. Ideally we would like to appoint a single candidate who can undertake this position on both Governing Bodies, however applications will also be considered from individuals who indicate they only wish to be considered for a single CCG.

If you believe this is an exceptional opportunity for you to put your talents to use by further strengthening two well performing CCGs and helping to make a positive difference to the lives of our patients then we want to hear from you!

Should you wish to be considered for this opportunity, please find out more about the two CCGs via www.easterncheshireccg.nhs.uk and www.westcheshireccg.nhs.uk. Also please read the supporting information in the Recruitment Pack carefully and the instructions on what is required to be completed and by when within your application. Unfortunately late applications made after the stated closing date cannot be accepted.

For an informal discussion about this opportunity (prior to the closing date) please contact either:

Dr Paul Bowen
Clinical Chair at NHS Eastern Cheshire CCG
Tel: 01625 663349
E-mail: paul.bowen@nhs.net

Dr Chris Ritchieson
Clinical Chair at NHS West Cheshire CCG
Tel: 01244 385258
E-mail: chris.ritchieson@nhs.net

Informal discussions with either Chair will play no part in the selection process. For any queries regarding the recruitment process please contact:

Clare Dooley
Head of Governance
NHS West Cheshire Clinical Commissioning Group
Tel: 01244 385254
claredooley@nhs.net
2.0 Role outline and requirements

Members of the Governing Body are key appointments for a CCG. These are extremely high profile positions and require outstanding individuals. The ideal candidate(s) will be able to demonstrate that they are recognised and respected by their peers.

All CCG Governing Body members need to be able to demonstrate the leadership skills necessary to fulfil the responsibilities of these key roles and be able to establish credibility with all stakeholders and partners. Especially important is that a Governing Body remains in tune with its member GP practices and secures their confidence and engagement.

Individual members of a Governing Body will bring different perspectives, drawn from their different professions, roles, background and experience. These differing insights into the range of challenges and opportunities facing CCGs will, together, ensure that CCGs takes a balanced view across the whole of their business.

CCG Governing Body member role descriptions need to be in line with the requirements of the national legislative framework for CCGs and there are certain elements that are desirable for all roles.

2.1 Core role outline – for all Governing Body members

A core role outline for all Governing Body members and a core set of skills, competencies and attributes are described in this section. These are then supplemented by a set of specific attributes and competencies which are appropriate to ensure the unique contribution of that individual member to the workings of the whole Governing Body.

As a member of a CCGs Governing Body each individual 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 constitution as agreed by its members.

Each individual on a Governing Body is there to bring their unique perspective, informed by their expertise and experience. This will support decisions made by the Governing Body as a whole and will help ensure that:

- a culture is nurtured and maintained that ensures the voice of the member practices is heard
- 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 with 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 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 that health services are provided in a way which promotes the NHS Constitution, that it is there to improve health and wellbeing, supporting people to keep mentally and physically well, to get better when are ill and when they cannot fully recover, to stay as well as they can to the end of their 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; and
- good governance remains central at all times.

Each individual on a Governing body is expected to demonstrate high standards of corporate and personal conduct. All Governing Body members upon appointment are asked to subscribe to the Nolan Principles of Public Life (Appendix One).
2.2 Core attributes and competencies
Each individual member of a Governing Body needs to:

- demonstrate commitment to continuously improving outcomes, tackling health inequalities and delivering the best value for money for the taxpayer;
- embrace effective governance, accountability and stewardship of public money and demonstrate an understanding of the principles of good scrutiny;
- demonstrate commitment to clinical commissioning, the CCG and to the wider interests of the health services;
- be committed to ensuring that the Governing Body remains “in tune” with the member practices;
- bring a sound understanding of, and a commitment to upholding, the NHS principles and values as set out in the NHS Constitution;
- demonstrate a commitment to upholding The Nolan Principles of Public Life along with an ability to reflect them in his/her leadership role and the culture of the CCG;
- be committed to upholding the Standards for members of NHS Boards and Governing Bodies in England\(^1\)
- be committed to ensuring that the organisation values diversity and promotes equality and inclusivity in all aspects of its business;
- be able to give an independent view on possible internal conflicts of interest
- be competent to chair meetings
- consider social care principles and promote health and social care integration where this is in the patients’ best interest; and
- bring to the Governing Body, the following leadership qualities: creating the vision - effective leadership involves contributing to the creation of a compelling vision for the future and communicating this within and across organisations;
  - working with others - effective leadership requires individuals to work with others in teams and networks to commission continually improving services;
  - being close to patients - this is about truly engaging and involving patients and communities;
  - intellectual capacity and application - able to think conceptually in order to plan flexibly for the longer term and being continually alert to finding ways to improve
  - demonstrating personal qualities - effective leadership requires individuals to draw upon their values, strengths and abilities to commission high standards of service; and leadership essence - can best be described as someone who demonstrates presence and engages people by the way they communicate, behave and interact with others.

2.3 Core understanding and skills
Each individual member of the Governing Body will have:

- a general understanding of good governance and of the difference between governance and management;
- a general understanding of health and an appreciation of the broad social, political and economic trends influencing it;
- an understanding of Conflicts of Interest management and mitigation. A key publication of note is ‘Managing Conflicts of Interest: revised statutory guidance for CCGs (June2016)\(^2\) All Governing Body members are required 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.
- a general understanding of financial management.
- capability to understand and analyse complex issues, drawing on the breadth of data that needs to inform CCG deliberations and decision-making, and the wisdom to ensure that it is used ethically to balance competing priorities and make difficult decisions;
- the confidence to question information and explanations supplied by others, who may be experts in their field;


\(^2\) [https://www.england.nhs.uk/commissioning/pc-co-comms/coi/](https://www.england.nhs.uk/commissioning/pc-co-comms/coi/)
the ability to influence and persuade others articulating a balanced, not personal, view and to engage in constructive debate without being adversarial or losing respect and goodwill;
the ability to take an objective view, seeing issues from all perspectives, especially external and user perspectives;
the ability to recognise key influencers and the skills in engaging and involving them;
the ability to communicate effectively, listening to others and actively sharing information;
the ability to demonstrate how your skills and abilities can actively contribute to the work of the governing body and how this will enable you to participate effectively as a team member.

2.4 Core personal experience
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.

In addition to the core role outline and the core skills, attributes and experience expected of all members of the Governing Body, supplementary information is provided below for the Clinical Member Registered Nurse post.

2.5 Additional specific attributes and role outline – Clinical Member Registered Nurse
Specific attributes and competencies for this role include:
be a registered nurse who has developed a high level of professional expertise and knowledge
be competent, confident and willing to give an independent strategic clinical view on all aspects of CCG business
Demonstrate the ability to work across partner organisations, to influence and drive the development of new ways of working linking to higher education institutes and working closely with nursing leaders across East and West Cheshire.
be highly regarded as a clinical leader, probably across more than one clinical discipline and/or specialty – demonstrably able to think beyond their own professional viewpoint
be able to take a balanced view of the clinical and management agenda and draw on their specialist skills to add value.
be able to contribute a generic view from the perspective of a registered nurse whilst putting aside specific issues relating to their own clinical practice or employing organisation’s circumstances; and
be able to bring detailed insights from nursing and perspectives into discussions regarding service re-design, clinical pathways and system reform.
provide strong leadership to ensure the implementation of the National Nursing and Midwifery Strategy ‘Compassion in Practice: 6 C’s (NHSE 2012) and encouraging innovation, creativity and strategic thinking about service provision in line with subsequent emerging National nursing strategies
provide nurse leadership to all clinical commissioning group Practice Nurses in order to develop robust accountability, fostering a culture which values continuing professional development and strives for excellence in the delivery of patient care and quality improvement in line with the 6C’s and National Nursing and Midwifery Strategy
develop further a culture of leadership at all levels alongside strong partnership working; nurturing relationships with other nurses, AHPs and professionals to ensure the implementation of the National Nursing and Midwifery Strategy
ensure the continuing professional development of nurses within the clinical commissioning group, fostering a culture which encourages innovation, continuous improvement and reflection. Provide peer review for revalidation purposes, challenging practice in the interests of patient experience and outcomes
provide leadership within general practice nursing, facilitating continued professional development in support of nursing revalidation and the developing role of healthcare assistants
lead on the implementation and evaluation of the National Nursing and Midwifery strategy 6 Cs and service improvements, paying special attention to the clinical standards and service improvements that will enhance patient care, within Practice Primary Care Nursing

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• provide clinical leadership capability to Practice Nurses, providing line management to Practice Nurse coordinators.

For further background information about the role of the Clinical member – Registered Nurse on the Governing Body, please read the NHS Clinical Commissioners policy briefing https://www.nhscc.org/policy-briefing/role-of-the-nurse/.

2.6 Additional Information

The post holder should have no conflicts of interest. In their capacity of undertaking the role of ‘Clinical Member – Registered Nurse’ on the Governing Body there is a requirement that the post holder should not also be employed by or provide any services on behalf of any organisation from which the CCG secures any significant volume of provision. For NHS Eastern Cheshire CCG, the main local provider in which the CCG secures a significant volume of provision is East Cheshire NHS Trust. For NHS West Cheshire CCG, the main local provider in which the CCG secures a significant volume of provision is the Countess of Chester NHS Foundation Trust.

The post holder should bring significant additional perspectives beyond primary care and should not be a general practice employee. This is especially in relation to this particular role and does not preclude practice nurses from being members of the Governing Body in other capacities, for instance as the health professionals acting on behalf of member practices.

2.7 Disqualification criteria for appointment

Schedule Five of The NHS CCG Regulations (2012) provide that some individuals will not be eligible to be appointed to CCG Governing Bodies. It is recommended that before considering applying, all potential applicants should view the Schedule Five at http://www.legislation.gov.uk/uksi/2012/1631/pdfs/uksi_20121631_en.pdf so as to ensure that they are eligible for consideration upon application.
3.0 Appointment Details

3.1 On appointment
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.

3.2 Time Commitment

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<tr>
<th>CCG</th>
<th>Time Commitment</th>
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<tbody>
<tr>
<td>NHS Eastern Cheshire CCG</td>
<td>minimum of 2.5 days per month</td>
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<tr>
<td>NHS West Cheshire CCG</td>
<td>minimum of 2.5 days per month</td>
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<tr>
<td>Both CCGs</td>
<td>minimum of 5 days per month</td>
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3.3 Remuneration
The remuneration for the post is commensurate with current post and/or dependent on skills and experience. Remuneration associated with this appointment is taxable under Schedule E and subject to Class 1 NI contributions. It is not pensionable.

3.4 Impact of appointment on people in receipt of benefits
Your appointment may have an effect on your entitlement to benefits. If you are in receipt of benefits you should seek advice from the Department of Work and Pensions. Members are also eligible to claim allowances for travel and subsistence costs incurred necessarily on CCG business.

3.5 Period of appointment
The successful candidate(s) will be appointed for a 12 month period in the first instance.

3.6 Training, development and induction
This will be discussed in line with individual requirements.

3.7 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 Nolan Principles of Public Life (Appendix One).

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.

3.8 Disqualification for appointment
Regulations will provide that some individuals will not be eligible to be appointed to clinical commissioning group governing bodies. These may 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 3 months or more in the last 5 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 roles if they are:
- a serving Civil Servant within the Department of Health, or members /employees of the Care Quality Commission.
4.0 Applying for the post of Clinical Member – Registered Nurse

4.1 How to respond and apply.
Individuals who wish to apply for this opportunity will be required to complete and submit the following:

- a cover letter summarising:
  - why the individual feels that they have the experience and enthusiasm to meet the role requirements
  - the value they believe they can bring to the position
  - confirmation that you are eligible to be considered as a Governing Body member and do not meet any the exclusion criteria as outlined within Schedule Five of The NHS CCG Regulations (2012)
  - confirmation of whether the individual wishes to be considered to undertake the position on both CCG Governing Bodies (5 days per month in total) or just an individual CCG Governing Body, stating which.
- a CV outlining relevant experience.

Applications for this post will need to be addressed to Clare Dooley and submitted electronically to claredooley@nhs.net or via post to:

Clare Dooley
Head of Governance
NHS West Cheshire Clinical Commissioning Group
1829 Building, Countess of Chester Health Park, Liverpool Road, Chester CH2 1HJ
Tel: 01244 385254

Applications need to be submitted by Tuesday 22nd August 2017.

4.2 How we will handle applications.
After the closing date for submission of applications:

- applications will first be checked for completeness and eligibility
- a CCG Selection Panel will then undergo a shortlisting process of the applications and assess the completed forms to assess the extent to which applicants have the qualifications, qualities and expertise specified for the role, as well as meeting criteria for eligibility
- it is anticipated that shortlisting will be completed by 25th August 2017. Applicants who are shortlisted will be contacted so as to arrange an interview date.

Unfortunately we are not able to reimburse any expenses incurred as a result of attending an interview.

Following the interview, successful candidate(s) will be contacted by the CCG Clinical Chair or in the week following the interviews

Appointment offers are subject to the relevant reference checks.
Appendix One  The Seven Principles of Public Life (Nolan Principles)
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:

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.

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.

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.

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.

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.

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.

Leadership
Holders of public office should promote and support these principles by leadership and example.
Appendix Two 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
- Being clear about purpose and intended outcomes for citizens and service users
- Making sure that patients receive a high quality service
- Making sure that taxpayers receive value for money.

Good governance means performing effectively in clearly defined functions and roles
- Being clear about the functions of the governing body
- Being clear about the responsibilities of individual roles and making sure that those responsibilities are carried out
- 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
- Putting organisational values into practice
- Individuals in leadership roles behaving in ways that uphold and exemplify effective governance.

Good governance means taking informed, transparent decisions and managing risk
- Being rigorous and transparent about how decisions are taken
- Having and using good quality information, advice and support
- 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
- Making sure that members of the governing body have the skills, knowledge and experience they need to perform well
- Developing the capability of people with governance responsibilities and evaluating their performance, as individuals and as a group
- Striking a balance, in the membership of the governing body, between continuity and renewal.

Good governance means engaging stakeholders and making accountability real
- Understanding formal and informal accountability relationships
- Taking an active and planned approach to dialogue with, and accountability to, the public
- Taking an active and planned approach to responsibility to staff
- Engaging effectively with stakeholders.


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