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## 1. Letter from Dr Kevin Hill, GP Chair of NHS South Lincolnshire Clinical Commissioning Group

Dear Candidate

Thank you for showing an interest in the post of Lay Member at South Lincolnshire Clinical Commissioning Group (SLCCG). I want to introduce this briefing pack by telling you about ourselves and what I think we want to achieve.

SLCCG has 15 member practices and serves a population of approximately 163,000 who live mainly in Lincolnshire but also Cambridgeshire, Rutland and Northamptonshire. We are Lincolnshire's lead commissioners for Peterborough and Stamford Hospitals NHS Foundation Trust and Queen Elizabeth Hospital Kings Lynn NHS Foundation Trust and we have consistently achieved financial balance with our annual budget of £220million.

We want the people of South Lincolnshire to live longer and healthier lives by working in partnership with others to make the most effective use of the resources available. Due to growing demands and financial pressures, it is predicted that in five years' time, health and care organisations in Lincolnshire will have a combined budget deficit of £350 million per year. Health and social care organisations across the county have been working together for some time to address these challenges, and the recently published Sustainability and Transformation Plan (STP) for Lincolnshire describes our plan to develop services to meet these challenges.

We have already begun the process of setting up neighbourhood teams to enhance community support and bring care closer to home. Urgent care, elective care and woman's and children's care are also being reviewed to ensure our patients receive the best hospital care available, when it is required. This means that the Lay Members will be involved in supporting the CCG and the wider health economy through a period of significant transformation to develop sustainable, high quality healthcare for our patients. It will require close working relationships with our partners whilst continuing our open and transparent relationship with the people of South Lincolnshire and protecting their interests.

We require Lay Members who will enhance the values and culture that we have developed so successfully, but bring their own individual style of support and challenge to the governance of the CCG. I am looking forward to meeting with and recruiting our new Lay Members and building on SLCCG's continued success in what will be a challenging but rewarding time ahead.

For further information about the CCG please refer to our website, in particular the key documents section which includes the CCG Annual Report and Accounts 2015/16:

[www.southlincolnshireccg.nhs.uk](http://www.southlincolnshireccg.nhs.uk)

Yours sincerely

A handwritten signature in black ink that reads "K Hill".

Dr Kevin Hill  
CCG GP Chair

## 2. Governing Body Lay Members - Outline

The CCG is looking to appointment three Lay Members to its Governing Body, who will be required to commence in post on 1 April 2017. The three roles are as follows:

- Audit, Risk and Governance
- Finance and Performance and Primary Care Commissioning
- Patient and Public Involvement

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

All 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 the Governing Body, remains in tune with its member GP practices and secures their confidence and engagement.

Individual members of the 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 the CCG will, together, ensure that the CCG takes a balanced view across the whole of its business.

### 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 (June 2016)*

<https://www.england.nhs.uk/commissioning/wp-content/uploads/sites/12/2016/06/revsd-coi-guidance-june16.pdf>

**Want know more about how Lay Members provide an important role on the CCG Governing Body:**

**NHS Clinical Commissioners Maximising the Lay Member role in CCGs**  
<http://445oon4dhpii7givs2jih81q.wpengine.netdna-cdn.com/wp-content/uploads/2016/01/Maximising-the-lay-member-role-in-CCGs.pdf>

**If you want to know about how the NHS works and how it is structured? Then read:**

Understanding the NHS – a guide for everyone working and training within the NHS  
<https://www.england.nhs.uk/wp-content/uploads/2014/06/simple-nhs-guide.pdf>

### 3. Job Description and Person Specification: Audit, Risk and Governance

Please see below the Job Description for the Lay Member Audit, Risk and Governance.

#### 1. Job Details

<b>Job Title:</b>	Lay Member of the CCG – Audit, Risk and Governance
<b>Job ID:</b>	
<b>Pay Band:</b>	£9540
<b>Time Commitment:</b>	Three days a month
<b>Reports to (Title):</b>	GP Chair of the Clinical Commissioning Group
<b>Location/Site/Base:</b>	Home/CCG Headquarters at Eventus, Northfields Industrial Estate, Sunderland Road, Market Deeping, PE6 8FD

#### 2. Job Purpose

The role of the Audit, Risk and Governance Lay member on the Governing Body for the CCG will be to take a lead role in overseeing key elements of governance including audit, remuneration and managing conflicts of interest. They will also have a key role in ensuring that effective whistleblowing and anti-fraud arrangements are in place.

It is expected that this role will provide the Governing Body with a robust governance perspective on CCG policies and will be the CCG Deputy Chair.

As well as sharing responsibility with the other members for all aspects of the CCG Governing Body business, as one of three lay members on the CCGs Governing Body this Lay Member will bring specific expertise and experience to the work of the Governing Body. Their focus will be strategic and impartial, providing an external view of the work of the CCG that is removed from the day-to-day running of the organisation. Their role will be to oversee key elements of governance including audit, remuneration and managing conflicts of interest.

It is expected that the post holder will be able to demonstrate experience of organisational governance, finance and audit from experience within a large complex commercial/public/voluntary sector organisation. They will need to be involved in monitoring the financial and organisational governance of the organisation ensuring that appropriate corporate governance arrangements are adhered to. They will need to champion the clarity of the decision making process and the chain of responsibility within the organisation.

The post holder will Chair the Audit and Remuneration Committees of the CCG ensuring compliance with legal and statutory systems of internal control and risk management. The post holder will be the Conflicts of Interest Guardian.

As Chair of the Audit Committee, this Lay Member would be precluded from being the Chair of the Governing Body.

### 3. Key Working Relationships

The post holder will be required to review management actions and consider reports from both internal and external providers of assurance to the Governing Body via the Audit Committee. They will need to engage with management and these third parties on sensitive, complex, contentious and confidential issues.

### 4. Local Interest Criterion

The post holder will be expected to either live or have strong links with the CCG area/local community to enable them to express informed views about the discharge of the CCG's functions and also collectively ensure that NHS South Lincolnshire Clinical Commissioning Group is responsive to local circumstances and needs and makes decisions which are clinically led, patient focussed, in line with good governance and secures the best use of public money.

### 5. Key Duties and Responsibilities

As a member of the Governing Body the Lay Member Audit, Risk and Governance has a shared responsibility 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 is there to bring their unique perspective, informed by their expertise and experience. This will support decisions made by the Governance Body as a whole and will help ensure that:

- The Governing Body acts in the best interests of the health and wellbeing of the local population;
- 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 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;
- The organisation has appropriate strategies in place for improving health and health services for the people of South Lincolnshire, and that these strategies reflect national policy, the Lincolnshire STP, Lincolnshire Health and Wellbeing Strategy and locally identified needs;
- 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 the public and patients to keep mentally and physically well, to get better when they are ill and cannot fully recover, and to stay as well as they can to the end of their lives.
- Decisions are taken with regard to securing the best use of public money.
- 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.

As the Chair of the Audit Committee the post holder will share the functions of the other Lay Members but in addition will have the following responsibilities:

- Provide leadership to the Audit Committee to ensure that it is effective in its role and that internal control systems are in place and operating.
- Ensure that the Audit Committee is well informed and has timely access to all the information it requires.
- Facilitate the contribution of all members of the Audit Committee, auditors and other invited participants.
- Ensure that the Governing Body receives sound advice, assurance and useful and timely reports from the Committee.

- Work with the Governing Body to establish a governance and audit framework for the organisation.

Key duties:

- To Chair the CCG Audit Committee.
- To Chair the CCG Remuneration Committee.
- To attend all Governing Body meetings if at all possible (substitutes are not allowed).
- To take part in development sessions and in the work of the Committees of the Governing Body.

## 6. Core/Specific Attributes and Competencies

### All Governing Body members should:

- 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;
- Be committed to upholding the Professional Standards Authority's 'Standards for Member of NHS Boards and CCG Governing Bodies in England' (Appendix One).
- Be committed to ensuring that the organisation values diversity and promotes equality and inclusivity in all aspects of the business;
- Consider social care principles and promote health and social care integration where this is in the patients' best interests; 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.

### Specific Attributes and Competencies:

- Have the skills, knowledge and qualifications and experience to assess and confirm that appropriate systems of internal control and assurance are in place for all aspects of governance, including financial and risk management;
- Have an understanding of the role of audit in wider accountability frameworks;
- Have an understanding of the resource allocations devolved to NHS bodies and a general knowledge of the accounting regime within which a CCG operates;
- Be able to give an independent view on possible conflicts of interest.
- Be able to demonstrate recent and relevant financial audit experience – sufficient to enable them to completely engage with financial management and reporting in the organisation and associated assurance.
- Have the ability to Chair meetings effectively.

## 7. Terms and Conditions of Appointment

### Remuneration

The remuneration for this post will be £9540 pro rata, and is non-pensionable.

All remuneration is taxable under Schedule E and subject to Class 1 NI contributions. It is not pensionable. Non-executive directors are also eligible to claim allowances, at rates set centrally, for travel and subsistence costs incurred necessarily on NHS business.

### Time commitment

The time commitment for this role is equivalent to three sessions per month to enable the post holder to undertake their responsibilities, which may include some time commitment during the working day or in the evening, to read papers etc.

### Period of appointment

These posts are public appointments and not jobs and are therefore not subject to the provisions of employment law except where discrimination is alleged.

Successful candidates will be appointed for a four year term.

### Personal development

All Lay Members will be offered comprehensive induction training. Other training opportunities including an annual performance review system are also provided.

A Mentorship support programme is available through NHS Clinical Commissioners Lay Member Network.

### Standards in public life

The post holder will be expected to demonstrate high standards of corporate and personal conduct. All successful candidates will be asked to subscribe to the "Codes of Conduct and Accountability for NHS boards" which can be found at [www.appointments.org.uk/Home/Appointees/TermsandConditions](http://www.appointments.org.uk/Home/Appointees/TermsandConditions).

The post holder should particularly note the requirement to declare any conflict of interest that arises in the course of CCG business and the need to declare any relevant business interests, positions of authority or other connections with commercial, public or voluntary bodies. These will be published in the CCGs annual report with details of all CCG members' remuneration from NHS sources.

Applicants must also confirm that they understand the standards of probity required by public appointees outlined in the "Seven Principles of Public Life" (Appendix Two).

### Conflict of Interests

In this role, the post holder must be able to demonstrate independence in thought and action from any provider providing services for the CCG. They will need to declare all conflicts of interest and may need to be excluded from decision making that are affected by such conflicts. They should not be a member of any local provider Board structure or, have any significant interests which could conflict with decisions relating of primary care procurement.

## **Disqualification for appointment**

Not everybody is eligible to be appointed to an NHS body. All appointments are governed by legislation which details the circumstances in which individuals may be disqualified.

These include:

- Those not eligible to work in the UK;
- A person who is subject to a bankruptcy restrictions order or an interim bankruptcy restrictions order;
- A person who has in the last five years been dismissed from employment by a health service body otherwise than because of redundancy;
- A person who has received a prison sentence or suspended sentence of three months or more in the last five years;
- A person who has been dismissed by a former employer (within or outside the NHS) on the grounds of misconduct within the last five years;
- A health care professional whose registration is subject to conditions, or who is subject to proceedings before a fitness to practice committee of the relevant regulatory body, or who is subject of an allegation or investigation which could lead to such proceedings;
- A person who is under a disqualification order under the Company Directors Disqualification Act 1986 or the Company Directors Disqualification (Northern Ireland) Order 2002, or an order made under section 429(2) of the Insolvency Act 1986 (disabilities on revocation of administration order against an individual);
- A person who has at any time been removed from the management or control of a charity.

In addition, people will not be eligible for the lay member role if they are:

- MPs, MEPs and local councillors.
- Members including shareholders of, or partners in, or employees of a commissioning support organisation.
- A serving Civil Servant within the Department of Health, or members/employees of the Care Quality Commission.
- Intending to or currently serving as a Chair or Non-Executive Director of another NHS Body.

The regulations also require that only one partner or spouse can be on a Governing Body.

**Person Specification - Governing Body Lay Member –  
Audit, Risk and Governance**

<b>Criteria</b>	<b>Essential/Desirable</b>	<b>How Assessed</b>
<b>Education, Qualification and Training</b>		
Have robust financial qualifications (qualified accountant)	Essential	A
Educated to a first degree level qualification (managerial orientation) or equivalent significant managerial experience.	Essential	A
Evidence of continuing professional development.	Essential	A
Post-graduate management qualification e.g. MBA, Diploma in Health Service Management.	Desirable	A
<b>Experience</b>		
Have an understanding of the resource allocations in wider accountability frameworks.	Essential	A/I
Recent and relevant financial experience to enable competent engagement with financial management and reporting in the organisation and associated assurances.	Essential	A
Experienced at working in a collaborative decision-making group such as a board or other “board level” committee working.	Essential	A/I
Experience of Chairing meetings.	Essential	I
Experience in managing situation where conflicts of interest have arisen.	Essential/Desirable	A/I
<b>Knowledge &amp; Understanding</b>		
he post holder will be expected to either live or have strong links with the CCG area/local community to enable them to express informed views about the discharge of the CCG’s functions.	Essential	A
Knowledge and understanding of the methods of patient and public involvement and a track record in securing or supporting improvements for patients or the wider public.	Essential	A
Have an understanding of the funding mechanisms, and operation, of General Practice	Desirable	A/I
Have the necessary skills, knowledge and experience to assess and confirm that appropriate systems of internal control and assurance are in place for all aspects of governance including financial and risk management.	Essential	I
A working knowledge of other elements of primary care, including optometry, community pharmacy and dentistry.	Desirable	A/I

Have an understanding of the resource allocations devolved to NHS bodies and a general knowledge of the accounting regime within with a CCG operates.	Essential	A/I
General understanding of health and an appreciation of the broad social, political and economic trends influencing it.	Essential	I
A general understanding of good governance and of the difference between governance and management.	Essential	A/I
Demonstrate understanding of the NHS principles and values as set out in the NHS Constitution.	Essential	A/I
Understanding of (and commitment to upholding) the Nolan Principles of Public Life.	Essential	A/I
Understanding of the Professional Standards Authority Standards for Members of NHS Boards and Clinical Commissioning Group Governing Bodies in England.	Essential	A/I
An understanding of the principles of value for money and an ability to challenge performance on this basis.	Essential	A/I
Good understanding of the role of effective communications and engagement with patients, public, workforce and stakeholders.	Essential	A/I
<b>Attributes and Competencies</b>		
Able to give independent views on possible internal conflicts of interest.	Essential	A/I
Be confident, competent and willing to give an independent view to the CCG Governing Body.	Essential	A/I
Capability to understand and analyse complex issues, drawing on a breadth of data to inform decision-making, and to see that information ethically to balance competing priorities and make difficult decisions.	Essential	A/I
Ability to influence and persuade others in a constructive debate.	Essential	A/I
Ability to take an objective view, seeing issues from all perspectives, especially external and user perspectives.	Essential	A/I
Ability to communicate effectively, listening to others and actively sharing information.	Essential	A/I
Sensitivity and organisational skills to operate effectively across complex work cultures and environments.	Essential	I
Politically astute, with highly developed skills in engaging, influencing and securing shared ownership.	Essential	I

**A – Application Form**

**I – Interview**

**C - Certificate**

## 4. Job Description and Person Specification: Finance and Performance and Primary Care Commissioning

Please see below the Job Description for the Lay Member Finance and Performance and Primary Care Commissioning

### 1. Job Details

<b>Job Title:</b>	Governing Body Lay Member – Finance and Performance and Primary Care Commissioning (PCCC)
<b>Job ID:</b>	To be identified
<b>Pay Band:</b>	£9540
<b>Time Commitment:</b>	Three days a month
<b>Reports to (Title):</b>	GP Chair of the Clinical Commissioning Group
<b>Location/Site/Base:</b>	Home/CCG Headquarters at Eventus, Northfields Industrial Estate, Sunderland Road, Market Deeping, PE6 8FD

### 2. Job Purpose

The role of the Finance and Performance and PCC Lay Member is to provide an independent strategic and impartial viewpoint on the Finance and Performance Committee's work to scrutinise the financial and performance management of the CCG.

As well as sharing responsibility with the other members for all aspects of the CCG Governing Body business, as one of the three Lay Members on the CCGs Governing this post will bring specific expertise and experience, as well as their knowledge as a member of the local community, to the work of the Governing Body. This will involve ensuring that there is transparent and clear reporting and appropriate scrutiny of financial and business control in all aspects of the CCGs business. Their focus will be strategic and impartial, providing an independent view of the work of the CCG that is external to the day-to-day running of the organisation.

The Lay Member Finance and Performance and Primary Care Commissioning Committee will be expected to Chair the CCG Finance and Performance and Primary Commissioning Committees.

### 3. Key Working Relationships

The post holder will be required to review management actions and consider reports from both internal and external providers of assurance to the Governing Body via the Finance and Performance Committee. They will need to engage with management and these third parties on sensitive, complex, contentious and confidential issues.

#### 4. Local Interest Criterion

The post holder will be expected to either live or have strong links with the CCG area/local community to enable them to express informed views about the discharge of the CCG's functions and also collectively ensure that NHS South Lincolnshire Clinical Commissioning Group is responsive to local circumstances and needs and makes decisions which are clinically led, patient focussed, in line with good governance and secures the best use of public money.

#### 5. Key Duties and Responsibilities

As a member of the Governing Body the Lay Member Finance and Performance and Primary Care Commissioning has a shared responsibility 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 is there to bring their unique perspective, informed by their expertise and experience. This will support decisions made by the Governance Body as a whole and will help ensure that:

- The Governing Body acts in the best interests of the health and wellbeing of the local population;
- 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 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;
- The organisation has appropriate strategies in place for improving health and health services for the people of South Lincolnshire, and that these strategies reflect national policy, the Lincolnshire STP, Lincolnshire Health and Wellbeing Strategy and locally identified needs;
- 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 the public and patients to keep mentally and physically well, to get better when they are ill and cannot fully recover, and to stay as well as they can to the end of their lives.
- Decisions are taken with regard to securing the best use of public money.
- 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.

Key duties:

- To Chair the Finance and Performance Committee.
- To Chair the Primary Care Commissioning Committee.
- Be a member of the Audit and Remuneration Committees.
- To attend all Governing Body meetings if at all possible (substitutes are not allowed).
- To take part in developmental sessions and in the work of the Committees of the Governing Body.
- Work with other members of the Finance and Performance Committee to ensure that there is effective governance, accountability and stewardship of public money by providing support and appropriate challenge to the CCG Chief Officer, Chief Finance Officer and wider CCG Executive Team in delivering the general financial duties of the CCG. Ensure that financial controls and systems of governance and risk management are robust and that the Governing Body is kept fully informed through timely and relevant information.
- Work with other members of the Primary Care Commissioning Committee in developing a Primary Care Strategy for South Lincolnshire.
- To provide a voice for primary care in South Lincolnshire.
- Work with other Lay Members to oversee the key elements of governance and conflicts of interest, and have sole responsibility for this oversight with regard to primary care commissioning.

## 6. Core/Specific Attributes and Competencies

### All Governing Body members should:

- Demonstrate commitment to continuously improving outcomes, tackling health inequalities and delivery 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;
- Be committed to upholding the Professional Standards Authority's 'Standards for Member of NHS Boards and CCG Governing Bodies in England' (Appendix One).
- Be committed to ensuring that the organisation values diversity and promotes equality and inclusivity in all aspects of the business;
- Consider social care principles and promote health and social care integration where this is in the patients' best interests 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.

### Specific Attributes and Competencies:

- Have the skills, knowledge and qualifications and experience to assess and confirm that appropriate systems of internal control and assurance are in place for all aspects of governance, including financial and risk management;
- Have an understanding of the role of audit in wider accountability frameworks;
- Have an understanding of the resource allocations devolved to NHS bodies and a general knowledge of the accounting regime within which a CCG operates;
- Have the ability to Chair meetings effectively.

## 7. Terms and Conditions of Appointment

### Remuneration

The remuneration for this post is £9540 pro rata and is non-pensionable.

All remuneration is taxable under Schedule E and subject to Class 1 NI contributions. It is not pensionable. Non-executive directors are also eligible to claim allowances, at rates set centrally, for travel and subsistence costs incurred necessarily on NHS business.

### **Time commitment**

The time commitment for this role is equivalent to three sessions per month to enable the post holder to undertake their responsibilities, which may include some time commitment during the working day or in the evening, to read papers etc.

### **Period of appointment**

These posts are public appointments and not jobs and are therefore not subject to the provisions of employment law except where discrimination is alleged.

Successful candidates will be appointed for a three year term.

### **Personal development**

All Lay Members will be offered comprehensive induction training. Other training opportunities including an annual performance review system are also provided.

A Mentorship support programme is available through NHS Clinical Commissioners Lay Member Network.

### **Standards in public life**

The post holder will be expected to demonstrate high standards of corporate and personal conduct. All successful candidates will be asked to subscribe to the "Codes of Conduct and Accountability for NHS boards" which can be found at [www.appointments.org.uk/Home/Appointees/TermsandConditions](http://www.appointments.org.uk/Home/Appointees/TermsandConditions).

The post holder should particularly note the requirement to declare any conflict of interest that arises in the course of CCG business and the need to declare any relevant business interests, positions of authority or other connections with commercial, public or voluntary bodies. These will be published in the CCGs annual report with details of all CCG members' remuneration from NHS sources.

Applicants must also confirm that they understand the standards of probity required by public appointees outlined in the "Seven Principles of Public Life" (Appendix Two).

### **Conflict of Interests**

In this role, the post holder must be able to demonstrate independence in thought and action from any provider providing services for the CCG. They will need to declare all conflicts of interest and may need to be excluded from decision making that are affected by such conflicts. They should not be a member of any local provider Board structure or, have any significant interests which could conflict with decisions relating of primary care procurement.

### **Disqualification for appointment**

Not everybody is eligible to be appointed to an NHS body. All appointments are governed by legislation which details the circumstances in which individuals may be disqualified.

These include:

- Those not eligible to work in the UK;
- A person who is subject to a bankruptcy restrictions order or an interim bankruptcy restrictions order;
- A person who has in the last five years been dismissed from employment by a health service body otherwise than because of redundancy;
- A person who has received a prison sentence or suspended sentence of three months or more in the last five years;

- A person who has been dismissed by a former employer (within or outside the NHS) on the grounds of misconduct within the last five years;
- A health care professional whose registration is subject to conditions, or who is subject to proceedings before a fitness to practice committee of the relevant regulatory body, or who is subject of an allegation or investigation which could lead to such proceedings;
- A person who is under a disqualification order under the Company Directors Disqualification Act 1986 or the Company Directors Disqualification (Northern Ireland) Order 2002, or an order made under section 429(2) of the Insolvency Act 1986 (disabilities on revocation of administration order against an individual);
- A person who has at any time been removed from the management or control of a charity.

In addition, people will not be eligible for the lay member role if they are:

- MPs, MEPs and local councillors.
- Members including shareholders of, or partners in, or employees of a commissioning support organisation.
- A serving Civil Servant within the Department of Health, or members/employees of the Care Quality Commission.
- Intending to or currently serving as a Chair or Non-Executive Director of another NHS Body.

The regulations also require that only one partner or spouse can be on a Governing Body.

**Person Specification - Governing Body Lay Member –  
Finance and Performance and Primary Care Commissioning**

<b>Criteria</b>	<b>Essential/Desirable</b>	<b>How Assessed</b>
<b>Education, Qualification and Training</b>		
Educated to a first degree level qualification (managerial orientation) or equivalent significant managerial experience.	Essential	A
Evidence of continuing professional development.	Essential	A
Post-graduate management qualification e.g. MBA, Diploma in Health Service Management.	Desirable	A
<b>Experience</b>		
Have an understanding of the resource allocations in wider accountability frameworks.	Essential	A/I
Recent and relevant financial experience to enable competent engagement with financial management and reporting in the organisation and associated assurances.	Essential	A
Experienced at working in a collaborative decision-making group such as a board or other “board level” committee working.	Essential	A/I
Experience of chairing meetings.	Essential	I
Experience in managing situation where conflicts of interest have arisen.	Essential/Desirable	A/I
<b>Knowledge &amp; Understanding</b>		
The post holder will be expected to either live or have strong links with the CCG area/local community to enable them to express informed views about the discharge of the CCG’s functions.	Essential	A
Have an understanding of the funding mechanisms, and operation, of General Practice	Desirable	A/I
Have the necessary skills, knowledge and experience to assess and confirm that appropriate systems of internal control and assurance are in place for all aspects of governance including financial and risk management.	Essential	I
A working knowledge of other elements of primary care, including optometry, community pharmacy and dentistry.	Desirable	A/I
Have an understanding of the resource allocations devolved to NHS bodies and a general knowledge of the accounting regime within which a CCG operates.	Essential	A/I
General understanding of health and an appreciation of the broad social, political and economic trends influencing it.	Essential	I
A general understanding of good governance and of the difference between governance and management.	Essential	A/I
Demonstrate understanding of the NHS principles and values as set out in the NHS Constitution.	Essential	A/I

Understanding of (and commitment to upholding) the Nolan Principles of Public Life.	Essential	A/I
Understanding of the Professional Standards Authority Standards for Members of NHS Boards and Clinical Commissioning Group governing bodies in England.	Essential	A/I
An understanding of the principles of value for money and an ability to challenge performance on this basis.	Essential	A/I
Good understanding of the role of effective communications and engagement with patients, public, workforce and stakeholders.	Essential	A/I
<b>Attributes and Competencies</b>		
Able to give independent views on possible internal conflicts of interest.	Essential	A/I
Be confident, competent and willing to give an independent view to the CCG Governing Body.	Essential	A/I
Capability to understand and analyse complex issues, drawing on a breadth of data to inform decision-making, and to see that information ethically to balance competing priorities and make difficult decisions.	Essential	A/I
Ability to influence and persuade others in a constructive debate.	Essential	A/I
Ability to take an objective view, seeing issues from all perspectives, especially external and user perspectives.	Essential	A/I
Ability to communicate effectively, listening to others and actively sharing information.	Essential	A/I
Sensitivity and organisational skills to operate effectively across complex work cultures and environments.	Essential	I
Politically astute, with highly developed skills in engaging, influencing and securing shared ownership.	Essential	I

**A – Application Form**

**I – Interview**

**C - Certificate**

## 5. Job Description and Person Specification: Patient and Public Involvement

Please see below the Job Description for the Lay Member Patient and Public Involvement

### 1. Job Details

<b>Job Title:</b>	Lay Member of the CCG – Public and Patient Involvement
<b>Job ID:</b>	To be identified
<b>Pay Band:</b>	£9540
<b>Time Commitment:</b>	Three days a month
<b>Reports to (Title):</b>	GP Chair of the Clinical Commissioning Group
<b>Location/Site/Base:</b>	Home/CCG Headquarters at Eventus, Northfields Industrial Estate, Sunderland Road, Market Deeping, PE6 8FD

### 2. Job Purpose

The role of the Patient and Public Involvement Lay member on the Governing Body will be to take a lead role for the CCG in championing patient and public involvement.

As well as sharing responsibility with the other members for all aspects of the CCG Governing Body business, as one of three lay members on the CCGs Governing Body this lay member post will bring specific expertise and experience, as well as their knowledge as a member of the local community, to the work of the Governing Body. Their focus will be strategic and impartial, providing an independent view of the work of the CCG that is external to the day-to-day running of the organisation.

It is expected that the post holder will be able to demonstrate experience of representing the view of the local population and have a working knowledge and understanding of methods of patient/public engagement.

They will need to establish or use existing means of obtaining the public's views on CCG policy and strategy and commissioning intentions and ensure that a balanced, objective position is presented to the Governing Body. They will need to champion the quality of patient experience with health services provided to CCG patients.

### 3. Key Working Relationships

The post holder will be required to review management actions and consider reports from both internal and external providers of assurance to the Governing Body via the Patient and Public Involvement Committee. They will need to engage with management and these third parties on sensitive, complex, contentious and confidential issues.

#### 4. Local Interest Criterion

The post holder will be expected to either live or have strong links with the CCG area/local community to enable them to express informed views about the discharge of the CCG's functions and also collectively ensure that NHS South Lincolnshire Clinical Commissioning Group is responsive to local circumstances and needs and makes decisions which are clinically led, patient focussed, in line with good governance and secures the best use of public money.

#### 5. Key Duties and Responsibilities

As a member of the Governing Body the Lay Member Patient and Public Involvement has a shared responsibility 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 is there to bring their unique perspective, informed by their expertise and experience. This will support decisions made by the Governance Body as a whole and will help ensure that:

- The Governing Body acts in the best interests of the health and wellbeing of the local population;
- 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 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;
- The organisation has appropriate strategies in place for improving health and health services for the people of South Lincolnshire, and that these strategies reflect national policy, the Lincolnshire STP, Lincolnshire Health and Wellbeing Strategy and locally identified needs;
- 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 the public and patients to keep mentally and physically well, to get better when they are ill and cannot fully recover, and to stay as well as they can to the end of their lives.
- Decisions are taken with regard to securing the best use of public money.
- 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.

In addition as the Lay Member with specific responsibility for patient and public involvement this individual will ensure that, in all aspects of the CCG's business the public voice of the local population is heard and that opportunities are created and protected for patient and public empowerment in the work of the CCG. In particular they will ensure:

- Public and patients' views are heard and their expectations understood and met as appropriate;
- The CCG builds and maintains an effective relationship with Local Healthwatch and draws on existing patient and public engagement and involvement expertise;
- The CCG has appropriate arrangements in place to secure public and patient involvement and responds in an effective and timely way to feedback any recommendations from patients, carers and the public.

Key duties:

- To Chair the CCG Patient and Public Involvement Committee.
- Be a member of the Audit and Remuneration Committees.
- Be a member of the Quality and Patient Experience Committee.
- To attend all Governing Body meetings if at all possible (substitutes are not allowed).

- To take part in development sessions and in the work of the Committees of the Governing Body.

## 6. Core/Specific Attributes and Competencies

### All Governing Body members should:

- Demonstrate commitment to continuously improving outcomes, tackling health inequalities and delivery 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;
- Be committed to upholding the Professional Standards Authority's 'Standards for Member of NHS Boards and CCG Governing Bodies in England' (as attached).
- Be committed to ensuring that the organisation values diversity and promotes equality and inclusivity in all aspects of the business;
- Consider social care principles and promote health and social care integration where this is in the patients' best interests; 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.

### Specific Attributes and Competencies:

- Have the skills, knowledge and qualifications and experience to assess and confirm that appropriate systems of internal control and assurance are in place for all aspects of governance, including financial and risk management;
- Have an understanding of the role of audit in wider accountability frameworks;
- Have an understanding of the resource allocations devolved to NHS bodies and a general knowledge of the accounting regime within which a CCG operates;
- Have the ability to Chair meetings effectively.

## 7. Terms and Conditions of Appointment

### Remuneration

The remuneration for this post will be £9540 pro rata, and is non-pensionable.

All remuneration is taxable under Schedule E and subject to Class 1 NI contributions. It is not pensionable. Non-executive directors are also eligible to claim allowances, at rates set centrally, for travel and subsistence costs incurred necessarily on NHS business.

### **Time commitment**

The time commitment for this role is equivalent to three sessions per month to enable the post holder to undertake their responsibilities, which may include some time commitment during the working day or in the evening, to read papers etc.

### **Period of appointment**

These posts are public appointments and not jobs and are therefore not subject to the provisions of employment law except where discrimination is alleged.

Successful candidates will be appointed for a two year term.

### **Personal development**

All Lay Members will be offered comprehensive induction training. Other training opportunities including an annual performance review system are also provided.

A Mentorship support programme is available through NHS Clinical Commissioners Lay Member Network.

### **Standards in public life**

The post holder will be expected to demonstrate high standards of corporate and personal conduct. All successful candidates will be asked to subscribe to the "Codes of Conduct and Accountability for NHS boards" which can be found at [www.appointments.org.uk/Home/Appointees/TermsandConditions](http://www.appointments.org.uk/Home/Appointees/TermsandConditions).

The post holder should particularly note the requirement to declare any conflict of interest that arises in the course of CCG business and the need to declare any relevant business interests, positions of authority or other connections with commercial, public or voluntary bodies. These will be published in the CCGs annual report with details of all CCG members' remuneration from NHS sources.

Applicants must also confirm that they understand the standards of probity required by public appointees outlined in the "Seven Principles of Public Life" (as attached).

### **Conflict of Interests**

In this role, the post holder must be able to demonstrate independence in thought and action from any provider providing services for the CCG. They will need to declare all conflicts of interest and may need to be excluded from decision making that are affected by such conflicts. They should not be a member of any local provider Board structure or, have any significant interests which could conflict with decisions relating to primary care procurement.

### **Disqualification for appointment**

Not everybody is eligible to be appointed to an NHS body. All appointments are governed by legislation which details the circumstances in which individuals may be disqualified.

These include:

- Those not eligible to work in the UK;
- A person who is subject to a bankruptcy restrictions order or an interim bankruptcy restrictions order;
- A person who has in the last five years been dismissed from employment by a health service body otherwise than because of redundancy;

- A person who has received a prison sentence or suspended sentence of three months or more in the last five years;
- A person who has been dismissed by a former employer (within or outside the NHS) on the grounds of misconduct within the last five years;
- A health care professional whose registration is subject to conditions, or who is subject to proceedings before a fitness to practice committee of the relevant regulatory body, or who is subject of an allegation or investigation which could lead to such proceedings;
- A person who is under a disqualification order under the Company Directors Disqualification Act 1986 or the Company Directors Disqualification (Northern Ireland) Order 2002, or an order made under section 429(2) of the Insolvency Act 1986 (disabilities on revocation of administration order against an individual);
- A person who has at any time been removed from the management or control of a charity.

In addition, people will not be eligible for the lay member role if they are:

- MPs, MEPs and local councillors.
- Members including shareholders of, or partners in, or employees of a commissioning support organisation.
- A serving Civil Servant within the Department of Health, or members/employees of the Care Quality Commission.
- Intending to or currently serving as a Chair or Non-Executive Director of another NHS Body.

The regulations also require that only one partner or spouse can be on a Governing Body.

**Person Specification - Governing Body Lay Member –  
Patient and Public Involvement**

<b>Criteria</b>	<b>Essential/Desirable</b>	<b>How Assessed</b>
<b>Education, Qualification and Training</b>		
Educated to a first degree level qualification (managerial orientation) or equivalent significant managerial experience.	Essential	A
Evidence of continuing professional development.	Essential	A
Post-graduate management qualification e.g. MBA, Diploma in Health Service Management.	Desirable	A
<b>Experience</b>		
Have an understanding of the resource allocations in wider accountability frameworks.	Essential	A/I
Recent and relevant financial experience to enable competent engagement with financial management and reporting in the organisation and associated assurances.	Essential	A
Experienced at working in a collaborative decision-making group such as a board or other “board level” committee working.	Essential	A/I
Experience of Chairing meetings.	Essential	I
Experience in managing situation where conflicts of interest have arisen.	Essential/Desirable	A/I
<b>Knowledge &amp; Understanding</b>		
The post holder will be expected to either live or have strong links with the CCG area/local community to enable them to express informed views about the discharge of the CCG’s functions.	Essential	A
Knowledge and understanding of the methods of patient and public involvement and a track record in securing or supporting improvements for patients or the wider public.	Essential	A
Have an understanding of the funding mechanisms, and operation, of General Practice	Desirable	A/I
Have the necessary skills, knowledge and experience to assess and confirm that appropriate systems of internal control and assurance are in place for all aspects of governance including financial and risk management.	Essential	I
A working knowledge of other elements of primary care, including optometry, community pharmacy and dentistry.	Desirable	A/I
Have an understanding of the resource allocations devolved to NHS bodies and a general knowledge of the accounting regime within which a CCG operates.	Essential	A/I
General understanding of health and an appreciation of the broad social, political and economic trends influencing it.	Essential	I
A general understanding of good governance and of the difference between governance and management.	Essential	A/I

Demonstrate understanding of the NHS principles and values as set out in the NHS Constitution.	Essential	A/I
<b>Knowledge &amp; Understanding</b>		
Understanding of (and commitment to upholding) the Nolan Principles of Public Life.	Essential	A/I
Understanding of the Professional Standards Authority Standards for Members of NHS Boards and Clinical Commissioning Group governing bodies in England.	Essential	A/I
An understanding of the principles of value for money and an ability to challenge performance on this basis.	Essential	A/I
Good understanding of the role of effective communications and engagement with patients, public, workforce and stakeholders.	Essential	A/I
<b>Attributes and Competencies</b>		
Able to give independent views on possible internal conflicts of interest.	Essential	A/I
Be confident, competent and willing to give an independent view to the CCG Governing Body.	Essential	A/I
Capability to understand and analyse complex issues, drawing on a breadth of data to inform decision-making, and to see that information ethically to balance competing priorities and make difficult decisions.	Essential	A/I
Ability to influence and persuade others in a constructive debate.	Essential	A/I
Ability to take an objective view, seeing issues from all perspectives, especially external and user perspectives.	Essential	A/I
Ability to communicate effectively, listening to others and actively sharing information.	Essential	A/I
Sensitivity and organisational skills to operate effectively across complex work cultures and environments.	Essential	I
Politically astute, with highly developed skills in engaging, influencing and securing shared ownership.	Essential	I

**A – Application Form**

**I – Interview**

**C - Certificate**

## 6. Applying for the post of Lay Member for Patient and Public Involvement

Individuals who wish to apply for the post will be required to complete the on-line application form provided on NHS Jobs and summarise the following:

- Why the individual feels that they have experience and enthusiasm to meet the role requirements.
- The value they believe they can bring to the post
- Confirmation that the individual is eligible to be considered as a Governing Body member and does not any of the exclusion criteria as set out in the Job Descriptions.
- Confirmation of availability on the identified dates for interview.

***If individuals are interested in a specific Lay Member role then this information will need to be specified as part of the application.***

**The closing date for applications is Monday, 30 January 2017.**

**Interviews will be held on either the 6<sup>th</sup> or 8<sup>th</sup> March 2017.**

Please bear these dates in mind when applying as alternatives cannot be offered to anyone unable to submit their application by or attend the interview on the dates stated.

If you are interested in one of the Lay Member roles and require further information or would like a confidential discussion then please contact the CCG Chair and Chief Officer's office on 01522 573939.

**It is really important that when applying for posts with the CCG that you make sure your application does you justice and provides you with the best possible chance of getting an interview. We get many applications for our advertised jobs and we want to employ the best. Help us to be able to see why you should be considered for interview. When reading your application we will be judging how well your application matches the 'person specification' for the position you are applying for, and those applicants who demonstrate to us that they have the skills and experience as stipulated within the person specification will be the ones that are likely to be shortlisted for interview.**

## **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

### **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:

#### **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 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.

#### **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.