

# **Bedfordshire, Luton and Milton Keynes Clinical Commissioning Groups**

## **Governing Body Appointment Lay Member Finance and Performance**

**Presented by:**

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### About us

Clinical Commissioning Groups (CCGs) were established on 1 April 2013 and are clinically led locally based organisations. Commissioning is central to the NHS meeting the challenges it faces today and, in the future, and in ensuring that the NHS delivers the triple aim of improving the care provided to patients, reducing health inequality, and improving quality whilst achieving a financial balance. In order to deliver the triple aim, commissioning is continuing to evolve.

The three Clinical Commissioning Groups (CCGs) in Bedfordshire, Luton and Milton Keynes (BLMK) are responsible for the planning and buying of health services for a population of over 1 million across four local authority areas. BLMK is applying to NHS England and Improvement to come together as one organisation (one CCG) by April 2021. Over the last 18 months They have been working closely together to improve the health and wellbeing of the population they serve. The new BLMK CCG's draft mission and vision is:

**Our mission** is to improve health and wellbeing and reduce inequalities for the people of Bedfordshire, Luton and Milton Keynes.

**Our vision** is to work collaboratively with people who live in BLMK and our partners so that people can live longer lives in good health by:

- Taking a population-health approach to focus on the best use local resources to address locally identified health and wellbeing priorities
- Spreading best finance and performance improvement across BLMK
- Enabling primary care to be the catalyst that delivers transformed, personalised care

The new CCG is committed to reducing inequalities and unwarranted variation and will be taking action to deliver on this agenda which will benefit the BLMK population and CCG staff. Therefore, the creation of a single CCG provides an opportunity to address health inequalities and deliver improvements in BLMK.

The new CCG will be coterminous with the BLMK Integrated Care System (ICS), and therefore able to support the development of strategic commissioning; the local Integrated Care Partnerships (ICPs) in Bedfordshire and Milton Keynes and the Primary Care Networks (PCNs). Since April and during the Covid-19 emergency we have been working as one organisation in 'shadow form' and have already experienced the real benefits this can bring. We believe that having a single CCG, instead of three separate organisations will allow us to make better use of our resources, reduce duplication and spread good practice. Our proposal will enable us to maximise investment and transformation opportunities ultimately improving the health and care of people living in Bedfordshire, Luton and Milton Keynes.

The boundaries we cover

The boundary of our area aligns with the Bedfordshire, Luton and Milton Keynes Integrated Care System (ICS) and includes:

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- Bedford Borough
- Central Bedfordshire
- Milton Keynes Borough
- Luton Borough

Our area has:

- Two acute hospital trusts\*
- 98 GP practices
- Two ambulance service trusts
- Two mental health providers
- Three community health providers



\*On 1 April 2020, Bedford Hospital NHS Trust and the Luton and Dunstable University Hospital NHS Foundation Trust merged to form Bedfordshire Hospitals NHS Foundation Trust.

### Opportunity

BLMK CCG is a new organisation, due to be established on 1 April 2021 and replacing three smaller CCGs that came before it. A key part of this role is the development of the CCG's senior leadership, oversight and assurance function. As part of that development BLMK is seeking to make high calibre appointments to five Governing Body roles, three Lay Member and two Independent Member posts.

The CCG's vision is to develop personalised and localised and integrated care while utilising the efficiency gains, learning opportunities and broader relationships that come with being a larger commissioning body.

### The Governing Body

The CCG's Governing Body is responsible for making decisions for the CCG and is accountable to the CCG's member practices, while also being regulated by NHS England.

Governing Body Lay and Independent Members fulfil statutory/key roles that provide key oversight and leadership to the CCG. They will work alongside executive directors, other lay members, clinicians and member representatives to deliver the CCGs strategic and operational objectives.

Governing Body members of all backgrounds are expected to fulfil specific duties and to:

- Prepare in advance of, attend and contribute to meetings related to the delivery of the role. Membership and regular attendance to these meetings will therefore be important.
- Engage with colleagues in primary, secondary and other care settings, and with partners and stakeholders across the integrated care system. This will be through various meetings, networks, forums to influence and inform decision making.
- Use their expertise to influence and shape commissioning decision making.
- Identify and champion opportunities to bring the strategic vision of the CCGs to life, identifying barriers, risks and solutions to mitigate these as appropriate.
- Ensure all statutory duties as a Governing Body member are adhered to.

BLMK CCG is seeking to appoint to five Governing Body positions:

- Lay Member Finance and Performance
- Lay Member Audit and Governance
- Lay Member Public and Patient Engagement
- Secondary Care Doctor
- Independent Nurse

**If you know of anyone who may be interested in one of the other four opportunities', please do share this Candidate Brief and let Laurence know of the individuals' details.**

## Lay Member Finance and Performance

As a member of the CCG's Governing Body the Lay Member for Finance and Performance shares responsibility with their fellow members for ensuring that:

- The CCG exercises its functions effectively
- The CCG's decisions take due account of the need for economy, efficiency and the achievement of financial balance
- Decisions are based on timely, high quality evidence
- The CCG maintains the highest standards of good governance and abides by its Constitution
- The vision and values of the CCG are adhered to and delivered at all times

The time commitment required is approximately four days per month and the post holder must be able to commit this time consistently throughout the period of their term. Some of this time will be attending structured meetings such as that of the Governing Body and the CCG's Finance Committee. The remainder will be a combination of self-directed time such as preparing for meetings and reviewing information or taking part in events such as training sessions of engagement activity. The CCG's corporate day (when meetings take place) is typically Tuesday.

### Main Duties of the Role

- To be a member of the CCG's Governing Body
- To be the Chair of the CCG's Finance Committee
- To be a member of the CCG's:
  - Audit Committee
  - Remuneration Committee
  - Primary Care Commissioning Committee
  - Quality Committee
- To lead the development and delivery of the vision, aims and annual objectives of the CCG and the work plan of the Governing Body and at least one of its committees
- To support member engagement through events, forums or other structures
- Provide a high level and unbiased strategic view of all aspects of CCG activity
- Provide a view of the best use of public money and compliance with the NHS Constitution
- Provide a view to support the CCG make the right decision on the investment and disinvestment of services
- Actively contribute to the:
  - financial viability of the CCG
  - delivery of performance and quality standards by services commissioned by the CCG
- Support the delivery of the CCG's Equality and Diversity agenda

## Person specification

To be eligible for the role the post holder must not:

- Have received a prison sentence or suspended sentence of three months or more in the last five years
- Be the subject of a bankruptcy restriction order or interim order
- Have been dismissed by a former employer (within or outside the NHS) on the grounds of misconduct within a five-year period
- Be under a disqualification order under the Company Directors Disqualification Act 1986
- Have been removed from trusteeship of a charity
- Be a serving civil servant within the Department of Health, or member/employee of the CQC
- Be serving as a Chair or non-executive of an NHS body

## Core Understanding and Skills

The Lay Member for Finance and Performance 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
- Capability to understand and analyse complex issues, drawing on the breadth of data that needs to inform each CCGs 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
- 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 each of the governing bodies and how this will enable you to participate effectively as a team member

## Core Personal Experience

- Have a strong finance background in the private or public sector.
- A track record in securing or supporting improvements for patients/service users or the wider public.

## Specific competencies & qualifications for the role

- Qualifications, expertise or experience such as to enable the post holder to express informed views about financial management and operational performance
- Have the skills, knowledge and experience to assess and confirm that appropriate governance and management systems are in place for financial management and performance

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- Have an understanding of the resource allocations devolved to NHS bodies and a general knowledge of the accounting regime within which a CCG operates
- Able to give an independent view on financial plans such as proposal to invest or disinvest in services
- Recent and relevant financial experience sufficient to enable the post holder to competently engage with financial management and reporting in the organisation and associated assurances
- Ability to chair committees effectively

<b>Term:</b>	Three years
<b>Time commitment:</b>	4 days a month which may include occasional evening meetings
<b>Remuneration:</b>	£18,900 per annum

### To apply

BLMK is very keen to discuss each of these five Governing Body roles with experienced seasoned qualified finance professionals who have the requisite experience, skills and resilience as well as the relationship building, inspirational leadership and governance oversight capabilities to undertake this challenging opportunity.

It's a very exciting time for BLMK CCG. If you would like to play a valuable part in the future of the organisation, we would very much like to hear from you.

To confidentially discuss the post of Lay Member Finance and Performance in further detail, please contact:

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### Campaign dates

Closing date:	1 <sup>st</sup> November 2020
Preliminary interviews:	TBC November 2020
BLMK interviews:	TBC November 2020

**The above dates are subject to change**