



Person Specification for Non Executive Board member

Essential Requirements of the Role	What does this mean?
<p>Ability to demonstrate NHS Scotland's shared values. These are:</p> <ul style="list-style-type: none"> • care and compassion; • dignity and respect; • openness, honesty and responsibility; and, • quality and teamwork. 	<p>Embedding these values in everything we do. In practice this means:</p> <ul style="list-style-type: none"> • demonstrating our values in the way we work and treat each other; • using our values to guide the decisions we take; • identifying and dealing with behaviours that don't live up to our expectations; and, • being responsible for the way we work and not just the work we do.
<p>Knowledge about or connection to health and social care services provided by NHS Grampian and policy direction</p>	<p>We are looking for individuals who have some knowledge about or connection to health and social care services provided by the NHS Grampian. This can be demonstrated in a variety of ways, for example:</p> <ul style="list-style-type: none"> • Knowledge/understanding of health and social care and the NHS in Scotland, the role of NHS Grampian and the challenges it faces • Able to explain your personal experience of health and/or social care services • Understanding of the challenges facing the delivery of health and social care • Understanding the connections between health and social care services and other public sector services provided by councils, fire, police, education providers
<p>Ability to communicate effectively</p>	<ul style="list-style-type: none"> • Being focused and succinct in your communication, with active listening skills – showing you are taking into account what is being said • Able to effectively express views and opinions in a group setting • Being engaging and enthusiastic • Able to adapt your style appropriately for different situations



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<p>Ability to influence decision making and challenge constructively</p>	<ul style="list-style-type: none"> • Being constructive, confident, and objective in questioning proposals and debating issues • Challenging the status quo and encouraging new thinking • Helping others to consider their own position in a constructive and non-confrontational way • Able to accept a collective decision even if it goes against a personal view • Ability to encourage diversity of contributions • Ability to harness colliding perspectives
<p>Ability to contribute to longer term planning by seeing the 'bigger picture'</p>	<ul style="list-style-type: none"> • Being able to see the "bigger picture" when considering issues and topics • Identifying relevant implications from what is being considered and identifying challenges and risks where appropriate • Seeing beyond your own personal experience and giving consideration to other information and views • Looking ahead and considering issues within different timeframes • Able to see the strategic issues of importance relevant to the Board
<p>Ability to analyse and review complex issues</p>	<ul style="list-style-type: none"> • Being able to compare information from different sources to gain a wider understanding and inform decision making • Being able to identify key points of detail which are critical to decision making • Being able to balance a number of different considerations • Being able to recognise when information is limited and when more information might be needed • Being able to identify the implications associated with what you are considering, such as priorities, risks, opportunities etc

Role of Board Members (based on draft Blueprint for Good Governance – April 2022)

There are three categories of NHS Board Members: publicly appointed, stakeholder and executive members. All Board Members are appointed by the Cabinet Secretary. Stakeholder members, including local authority members, are appointed for specific time periods but can be re-appointed provided the stakeholder body continues to nominate them.

Irrespective of the basis of their appointment all Board Members are personally responsible for:

- Ensuring the Board focuses on developing and maintaining a strategic direction designed to deliver the Scottish Government's policies and priorities.
- Providing effective scrutiny, challenge, support and advice to the Chief Executive Team on the delivery of the organisation's purpose, aims, values, corporate objectives operational priorities and targets.
- Contributing to the identification and management of strategic and operational risks.
- Bringing independence, external perspectives and impartial judgement to the business of the NHS Board to support timely, well-informed, evidence-based and risk-assessed decision making at Board level.
- Upholding the highest standards of integrity and probity and acting in accordance with the principle of collective and corporate responsibility for Board decisions.
- Undertaking ongoing personal development activities.
- Understanding and promoting diversity and equality.
- Engaging with stakeholders, including patients, service users, the public, managers and staff.

To help Board Members discharge their responsibilities, the Standards Commission have issued a range of advice notes, including advice to help them distinguish between strategic and operational matters, in order to comply with the Code of Conduct for Members of NHS Boards.

As a general rule, the role of Board Members is to provide governance, i.e. setting direction and overseeing the delivery of services. This primarily involves agreeing strategy and policy and holding the Chief Executive Team to account for the delivery of the Board's purpose, aims, values, corporate objectives, operational priorities and targets.

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The line between strategic and operational matters is not always distinct. Therefore, if in doubt, Board Members should refer to the Standard Commission's advice to avoid becoming inappropriately involved in operational matters. The Board Chair should be consulted if the issue cannot be resolved following a Board Member's review of the Standard Commission's Advice Note.

Non-Executive Board Members may also be required to support the business of the Board by being a chair or member of standing committees and other meetings relevant to the business of the NHS Board. The Board Chair proposes the appointment of committee chairs and members and this is then considered and approved by the Grampian NHS Board.

Non-Executive Board Members may also play a part in supporting the Executive Leadership Team's management of the organisation that goes beyond their roles as standing committee chairs or members. This includes supporting HR appeals and Whistleblowing investigations. Board members may also be asked to act as chair or representative for other groups where the NHS is a member.

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