

GREAT ORMOND STREET HOSPITAL FOR CHILDREN NHS FOUNDATION TRUST
MEETING OF THE COUNCIL OF GOVERNORS
Thursday 22 February 2024
3:00pm – 5:30pm
Charles West Room, Barclay House, Great Ormond Street, London, WC1N 3HZ

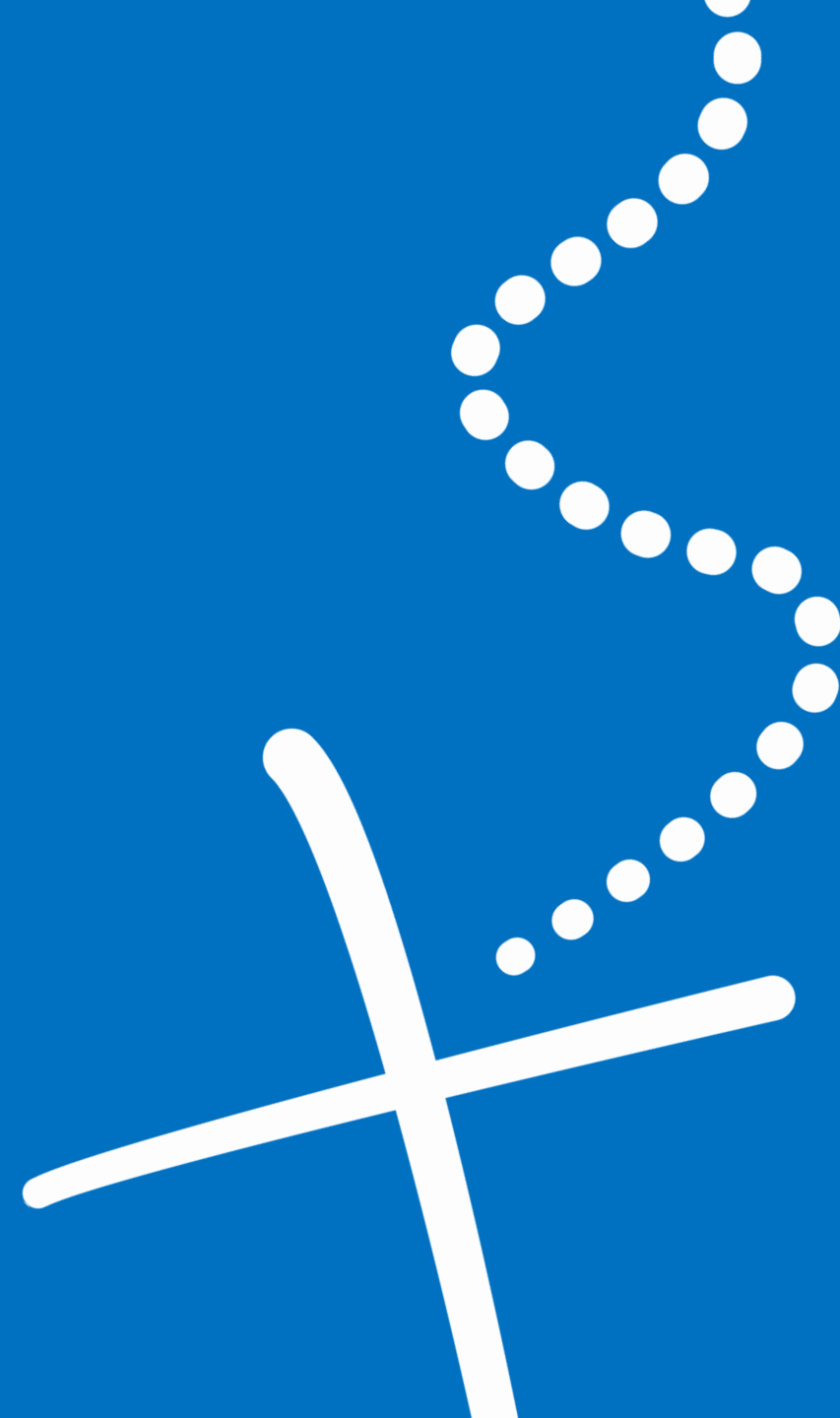
NO.	ITEM	ATTACHMENT	PRESENTER	TIME
1.	Welcome and introductions		Ellen Schroder, Chair	3.00pm
2.	Apologies for absence		Ellen Schroder, Chair	
3.	Minutes of the meeting held on 09 November 2023	A	Ellen Schroder, Chair	
4.	Matters Arising and action log	B	Anna Ferrant, Company Secretary	
PERFORMANCE and ASSURANCE				
5.	Chief Executive Report including: <ul style="list-style-type: none"> • Integrated Quality and Performance Report (Month 9, December 2023 data). • Finance Report (Month 9, December 2023 data). 	C	Matthew Shaw, Chief Executive John Beswick, Chief Finance Officer	3.10pm
6.	Update from the Young People’s Forum (YPF)	D	Rose Dolan and Angela Gjelaj, YPF Governors	3.30pm
7.	Reports from Board Assurance Committees <ul style="list-style-type: none"> • Quality, Safety and Experience Assurance Committee (November 2023 and February 2024) • People and Education Assurance committee (November 2024 & February 2024) • Audit Committee (January 2024) • Finance and Investment Committee (December 2023 and January 2024) 	E F G H	Amanda Ellingworth, Chair of the QSEAC Kathryn Ludlow, Chair of PEAC Gautam Dalal, Chair of Audit Committee Suzanne Ellis, Chair of Finance and Investment Committee	3.40pm
STRATEGY AND PLANNING				
8.	Update from Start Well	Presentation I	Jennifer McCole, Director of Transformation / Anna Stewart, Start Well Programme Director / Alice O’Brien, Start Well Programme Manager	3.55pm

9.	Governor requested item: <ul style="list-style-type: none"> Update on Mental Health Services 	J	Caroline Anderson, Director of HR and OD, Tracy Lockett, Chief Nurse, Helen Griffiths, Head of Psychological Services	4.10pm
10.	Annual Planning Update	Verbal	John Beswick, Chief Finance Officer, John Quinn, Chief Operating Officer	4.30pm
11.	Children’s Cancer Centre (CCC) Planet Update	L	Gary Beacham, CCC Delivery Director	4.40pm
GOVERNANCE				
12.	Associate Non-Executive Director Appointment	M	Ellen Schroder, Chair/ Anna Ferrant, Company Secretary	4.50pm
13.	Update from the Council of Governors’ Nominations and Remuneration Committee <ul style="list-style-type: none"> Appointment of UCL Appointed NED Non-Executive Director Recruitment Update Update on NED Appraisal Timetable Revised Nominations and Remuneration Committee Terms of Reference Staff Governor on Council Nominations and Remuneration Committee 	N O P Q R	Ellen Schroder, Chair / Anna Ferrant, Company Secretary/ Natalie Hennings, Deputy Company Secretary	4.55pm
14.	External Auditor Appointment	Verbal	John Beswick, Chief Finance Officer	5.10pm
15.	Governance Update <ul style="list-style-type: none"> ICH Appointed Governor GOSH Council of Governors Election Update Membership Engagement Recruitment and Retention Committee Update on Council Effectiveness Review actions Governors Sustainability Working Group. 	S	Paul Balson, Head of Corporate Governance Natalie Hennings, Deputy Company Secretary	5.15pm
16.	Any Other Business		Ellen Schroder, Chair	5.25pm
Next Meeting 15 May 2024; 3:00pm – 5:30pm				

North Central London Start Well Programme

Overview for GOSH Council of Governors

22nd February 2024

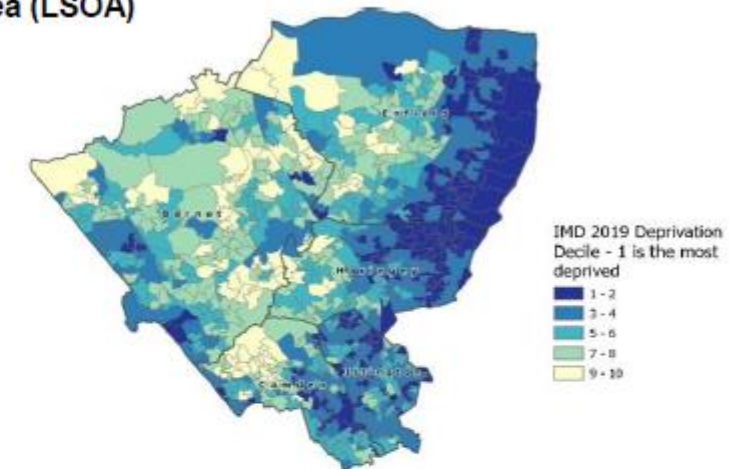


The NCL population

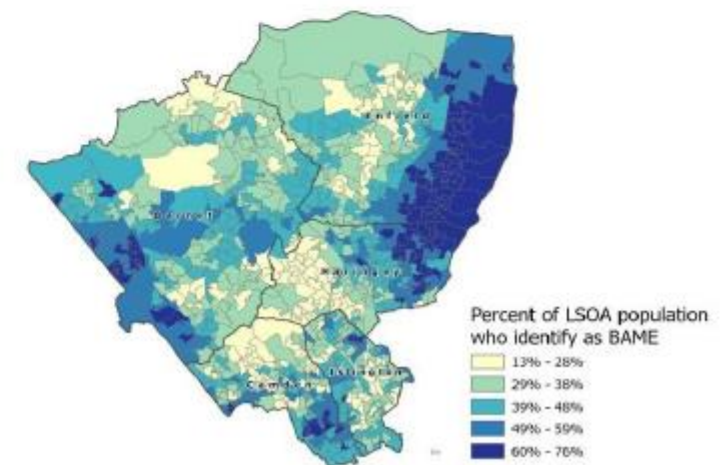
- NCL has a population of just under 1.8 million people
- NCL is the **second most deprived ICS in London**, and there are areas of deprivation across all 5 boroughs
- More than **1 in 5 people in NCL live in the 20% most deprived areas nationally**, while almost **1 in 3 live in the second most deprived 20% areas**
- Our population is **ethnically diverse**. More than half of NCL residents are **White**, around **20% are of Asian ethnicity** and **20% of a Black ethnicity**. **Barnet and Camden have larger Asian communities**, whereas **Haringey and Enfield have larger Black communities**
- Across North Central London there is a **high level of population health need and inequalities**. Improvements in life expectancy across NCL have stalled in recent years and life expectancy and **healthy life expectancy have declined following the pandemic**. Residents in all our boroughs are living for **20 years on average in poor health**.

<https://nclhealthandcare.org.uk/get-involved/start-well-2/faq/>

Deprivation profile of NCL, by lower super output area (LSOA)



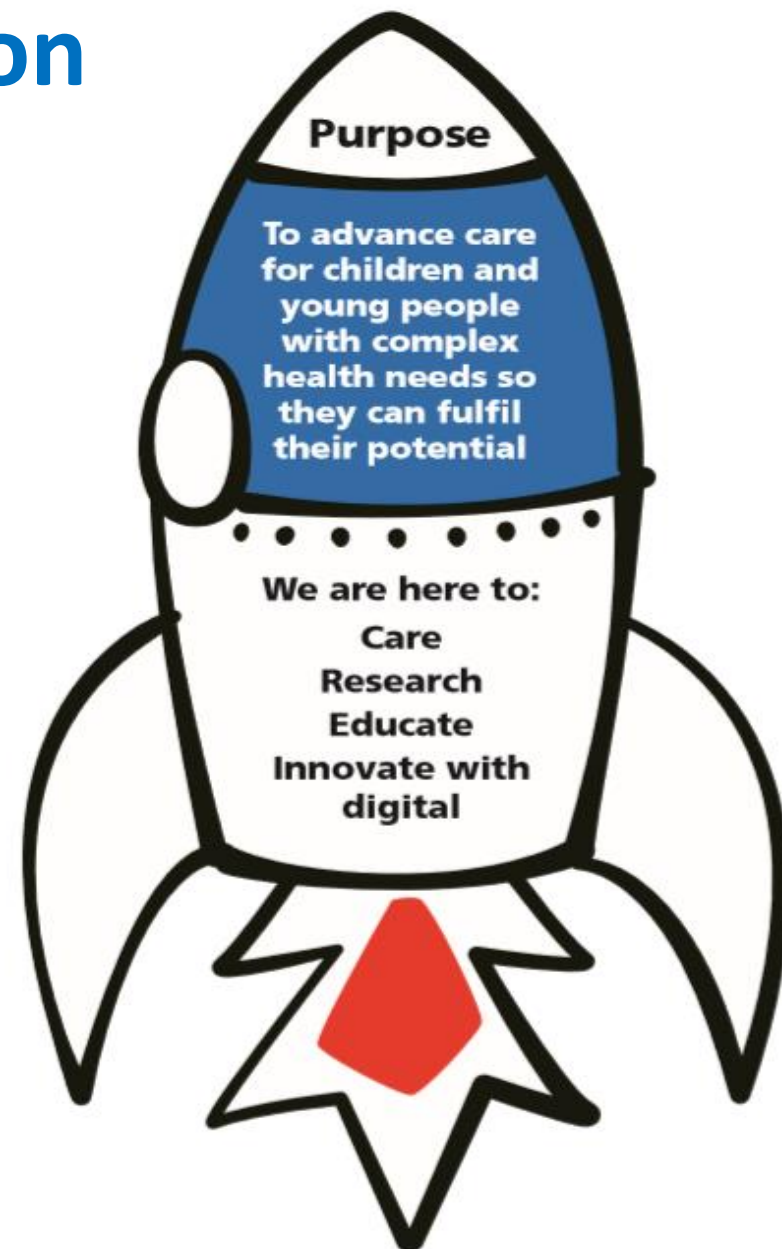
Ethnic profile of NCL, by LSOA



Slide reproduced from NCL

NCL Start Well Vision & GOSH Vision

“To ensure our services for children, young people, maternity and neonates, deliver outstanding, safe and timely care for local people wherever they live”



Background

November 2021 – NCL Start Well programme kicked off

Three workstreams established:

- i. CYP Emergency services
- ii. CYP Elective services
- iii. Maternity and Neonatal services

Representatives from:

North Middlesex, University College London Hospitals (UCLH), Royal Free, Barnet, Chase Farm, Whittington Health and GOSH

Work led by:

NCL Start Well programme team

Supported by:

Carnell Farrar (external consultancy)

Name	GOSH reps in Start Well
Sanjiv Sharma	GOSH Executive Start Well Board member
Sophia Varadkar	Deputy at Executive level
Matthew Fenton	Original member of the Emergency care workstream
Mark Clements	Original member of the Emergency care workstream
Jennifer McCole	Original member of the Emergency care workstream
Stephen Whyte	Original member of the Elective care workstream
Phil Cunnington	Original member of the Elective care workstream
Esther Dontoh	Original member of the Elective care workstream
Simon Hannam	Original member of the Maternity and Neonatal care workstream.
David Chatterton	Original member of the Maternity and Neonatal care workstream
Dagmar Gohil	Joined to represent Nursing - later meetings
Philippa Wright	NCL lead for AHPs

Background cont.



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Work supported by:

Carnell Farrar with a NCL Start Well programme team



June 2022 – Case for Change Published

Public consultation over the summer of 2022

Best practice models of care worked for the three pathways in workshop

September 2022

Background cont.

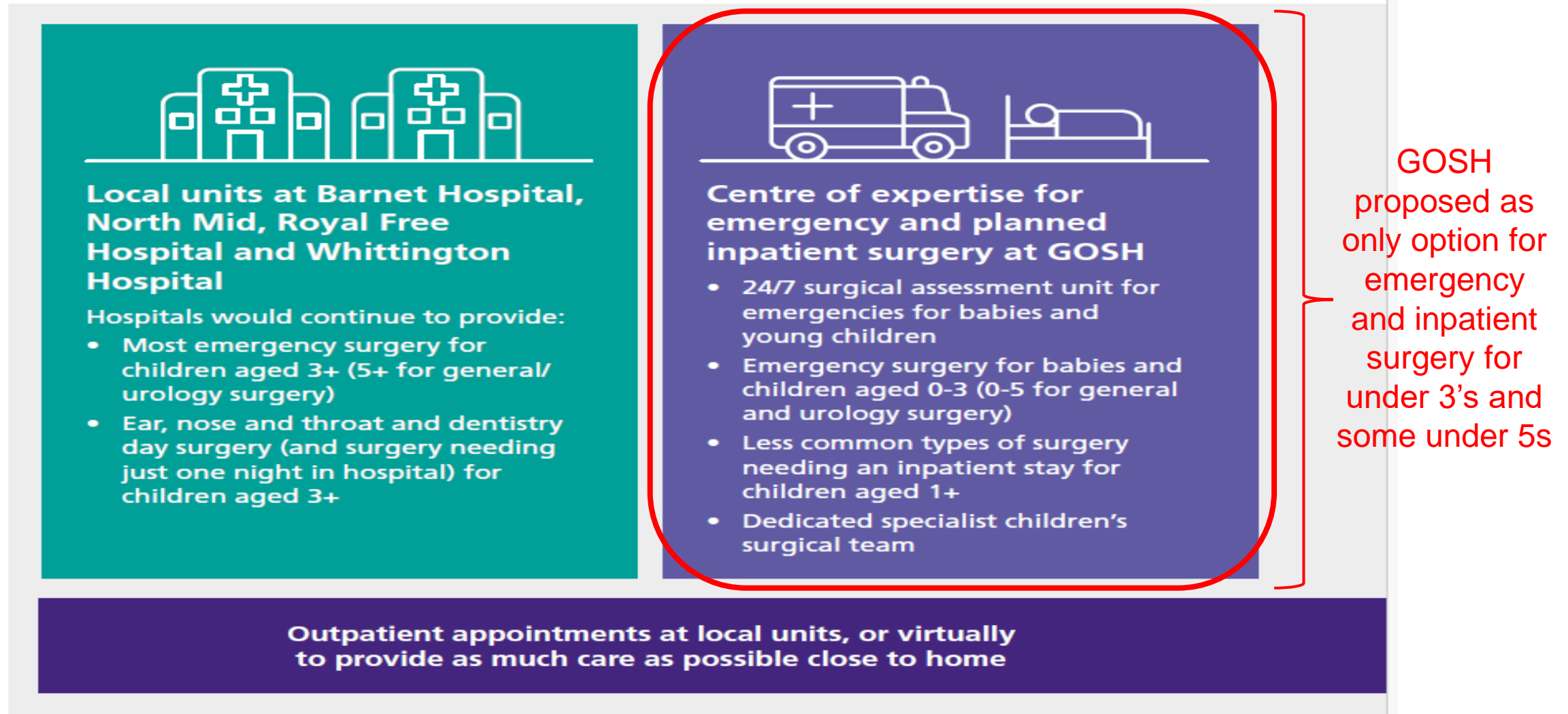
October 2022 - two clinical reference groups (CRGs) established:

- Maternity and neonatal
- Paediatric surgery
- Comms and engagement group
- Finance, Estates and Analytics group

Name	
Sanjiv Sharma	GOSH Executive Start Well Board member
Sophie Varadkar	Deputy at Executive level
Simon Hannam	Clinical Reference Group – focus on Maternity and Neonatal
Simon Blackburn	Clinical Reference Group – focus on Paediatric Emergency and Elective Surgery
Chris Jephson	Clinical Reference Group – focus on Paediatric Emergency and Elective Surgery
Valentine Woodham	Clinical Reference Group – focus on Paediatric Emergency and Elective Surgery
Maryann Zaky	Clinical Reference Group – focus on Paediatric Emergency and Elective Surgery
Sue Blannin	Member of the finance, estates and analytics group
Richard Brown	Member of the finance, estates and analytics group
Rebecca Kingdom-Krusewski	Communications and Engagement group
Other members of GOSH team involved in supporting information	
Jennifer McCole	Internally – coordination of input
Omer Majid/Ella Vallins	Internally – coordination with strategy
Carly Vassar	Internally – nursing models
Rebecca Stevens	Internally – data review
Mark Ward/Joe McGonagle	Internally – capital costs

Proposal for Paediatric Emergency and Planned care

Fig 7: the children and young people's surgery option for consultation



Anticipated increase in activity at GOSH

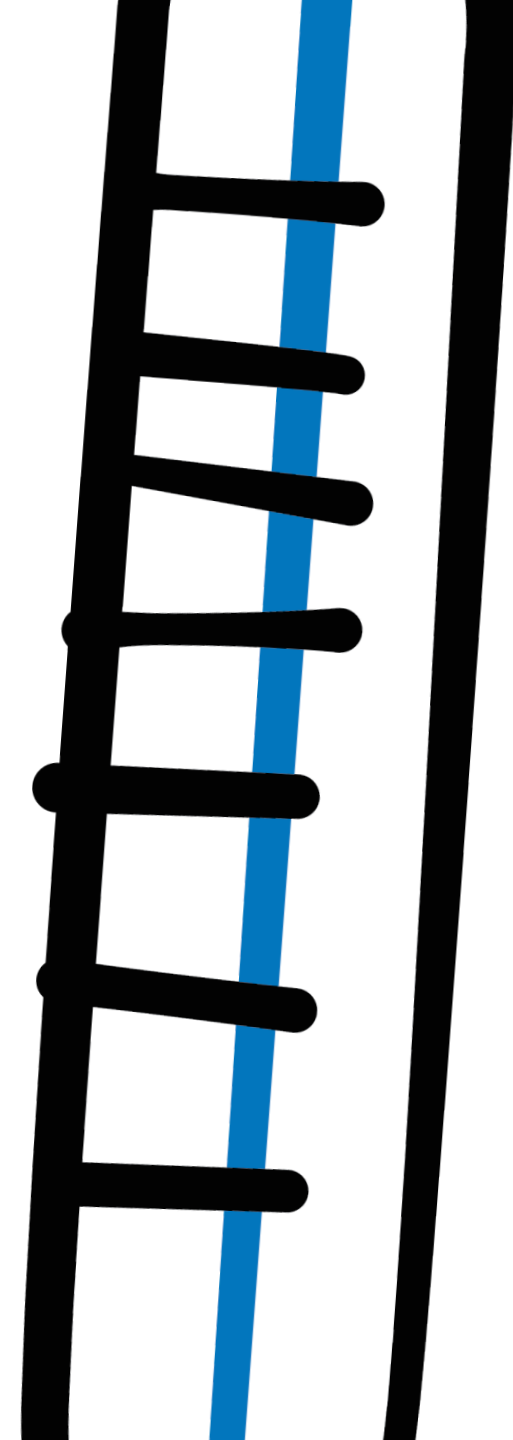
Predicted emergency surgical activity (2031/32)	Predicted surgical assessments (emergency, 2031/32)	Additional surgical assessment bed requirements
487	1,178	4 surgical assessment beds

275 cases already at GOSH
 107 additional NCL activity
 105 activity delivered at non-NCL site for NCL resident

Recognises you assess more than you operate on

Additional emergency surgical procedures from NCL units	Activity delivered at non-NCL site for NCL resident	Additional planned inpatient surgical procedures	Total additional surgical procedures
107	105	121	333 = 6 inpatient beds

Working through the specialities and details on this

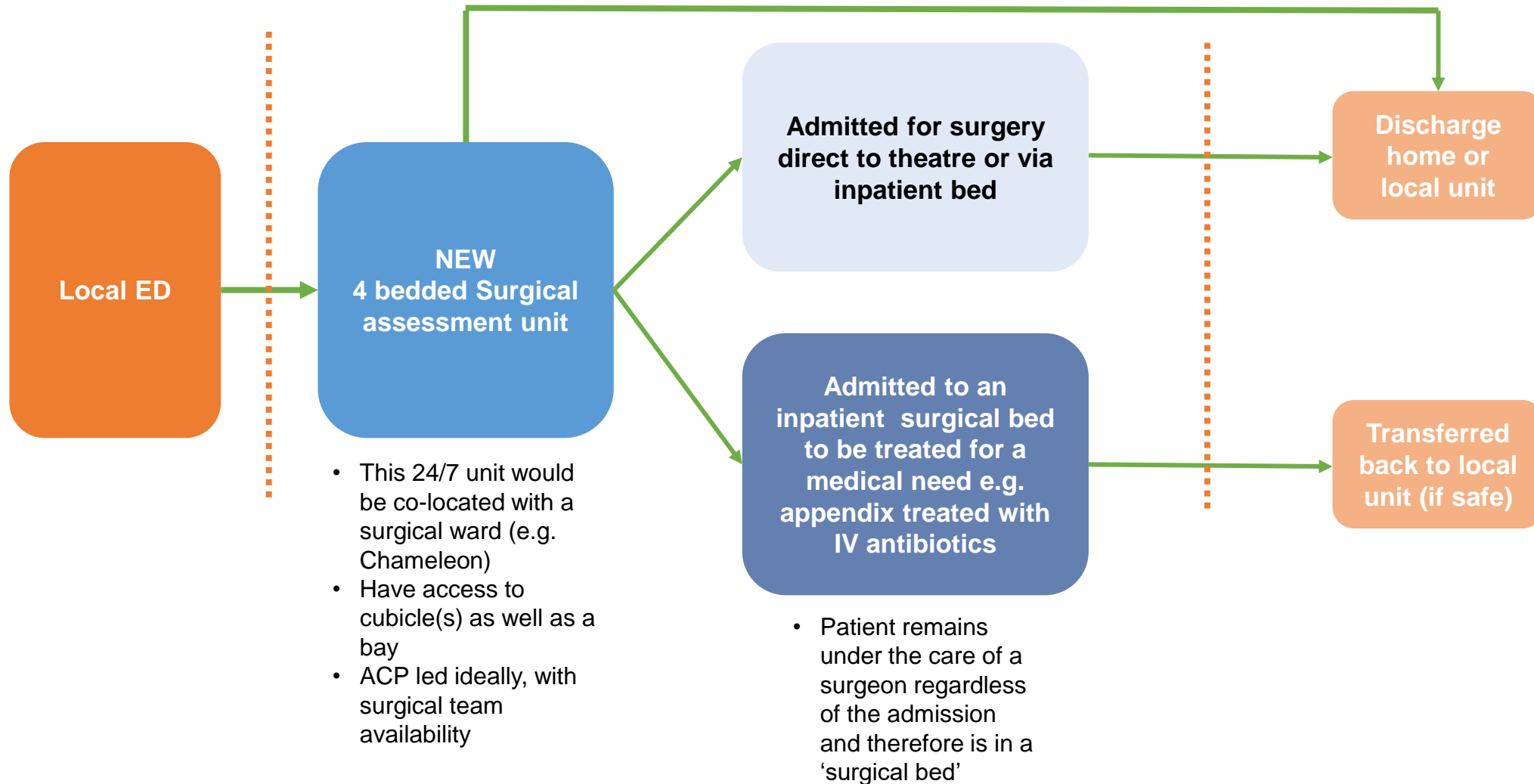


What might a Surgical Assessment Unit @



NHS

Great Ormond Street
Hospital for Children
NHS Foundation Trust



Capital Costs minimum

Capital costs	£ (excl VAT)	Comments
4 surgical assessment beds	927,560	Assumes space available, would be build alongside ward, partial refurb
6 inpatient beds	2,958,730	Worked out as a proportion of a 16 bedded ward (6/16), partial refurb
	£3.9m	

Revenue Costs minimum

Roles	WTE	Assumptions
Qualified nursing	11.6 + 14.7	Line management from existing ward
Unqualified nursing	5.7 + 5.7	Line management from existing ward
ANP	1 per shift	Proportion of rota
General Paediatric input	Input per shift	Currently not provided at night, proportion of this needed
Surgical & medical registrar input	TBC	All specialities
Surgical Consultant input	TBC	All specialities
Other support requirements <ul style="list-style-type: none"> - Portering - Admin - Housekeeping/Cleaning - Transport - Diagnostics 	TBC	To ensure rapid turnaround of beds

**£3m+
MIN
annually**



Start Well Consultation

Open until 17th March 2024

[Start Well: Public consultation on proposed changes to maternity, neonatal, and children's surgical services - North Central London Integrated Care System \(ncihealthandcare.org.uk\)](https://ncihealthandcare.org.uk)

Consulting on:

- Maternity and Neonatal care locations
- Edgware birthing unit
- Children's surgery – *which predominantly affects GOSH*

Internally staff have been encouraged to respond individually, as a team and in face to face and virtual sessions.





Children's Cancer Planet Transformation Programme



More than just a new building.....



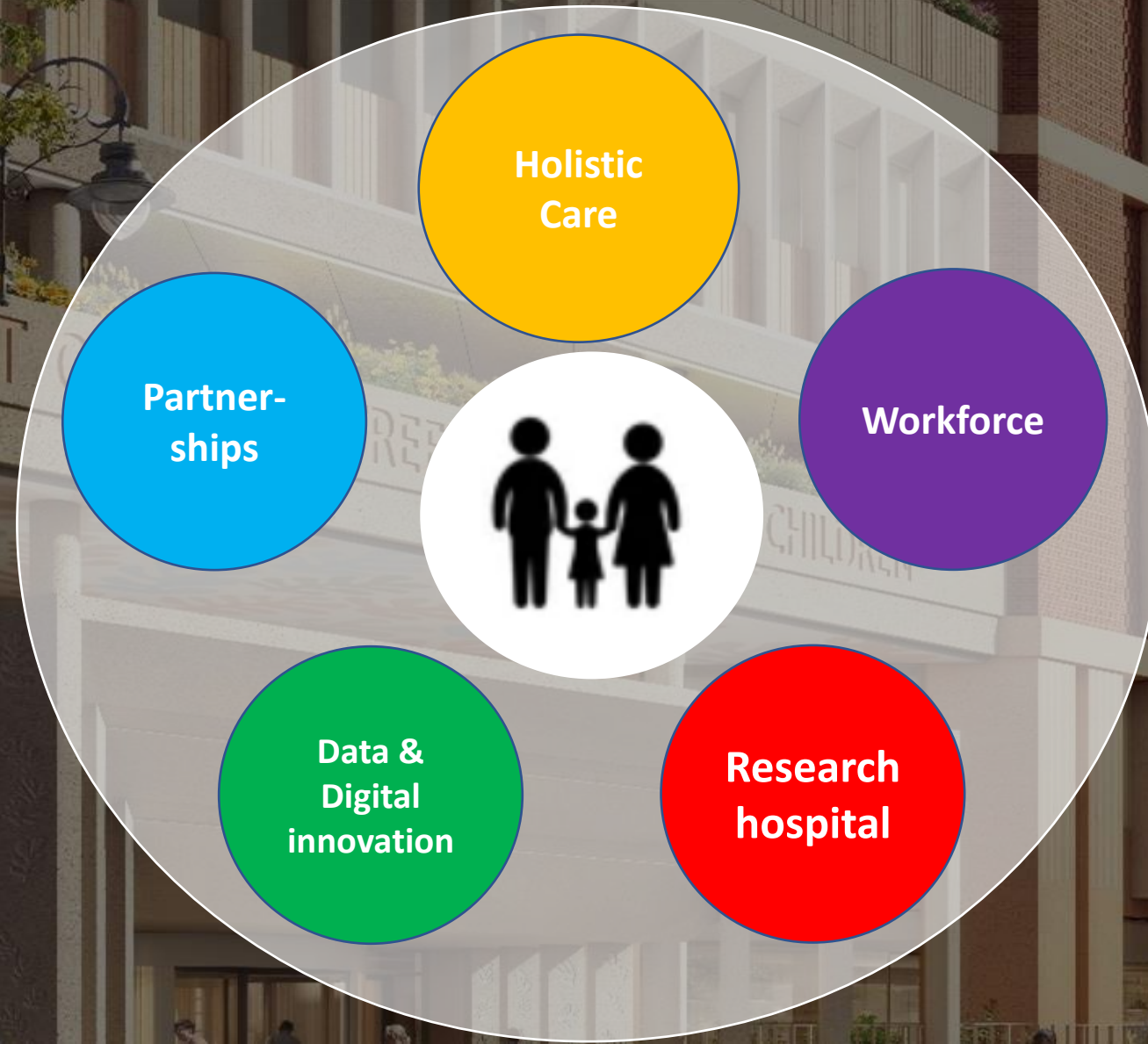
The Children's Cancer Centre, a facility for children with cancer and key Trust-wide services and a new school, will provide state of the art modern facilities for our patients, families and staff.

Everybody recognises that a new building alone is not enough to transform care.

The Charity have awarded a grant of **£1m over the next 3 years** to enable **the transformation of our cancer services**

The Cancer Transformation programme

A programme has been established around 5 key workstreams. Within each workstream, projects are being stood up (with clinical leadership and project support) that link directly to the CCC benefits as described in the FBC

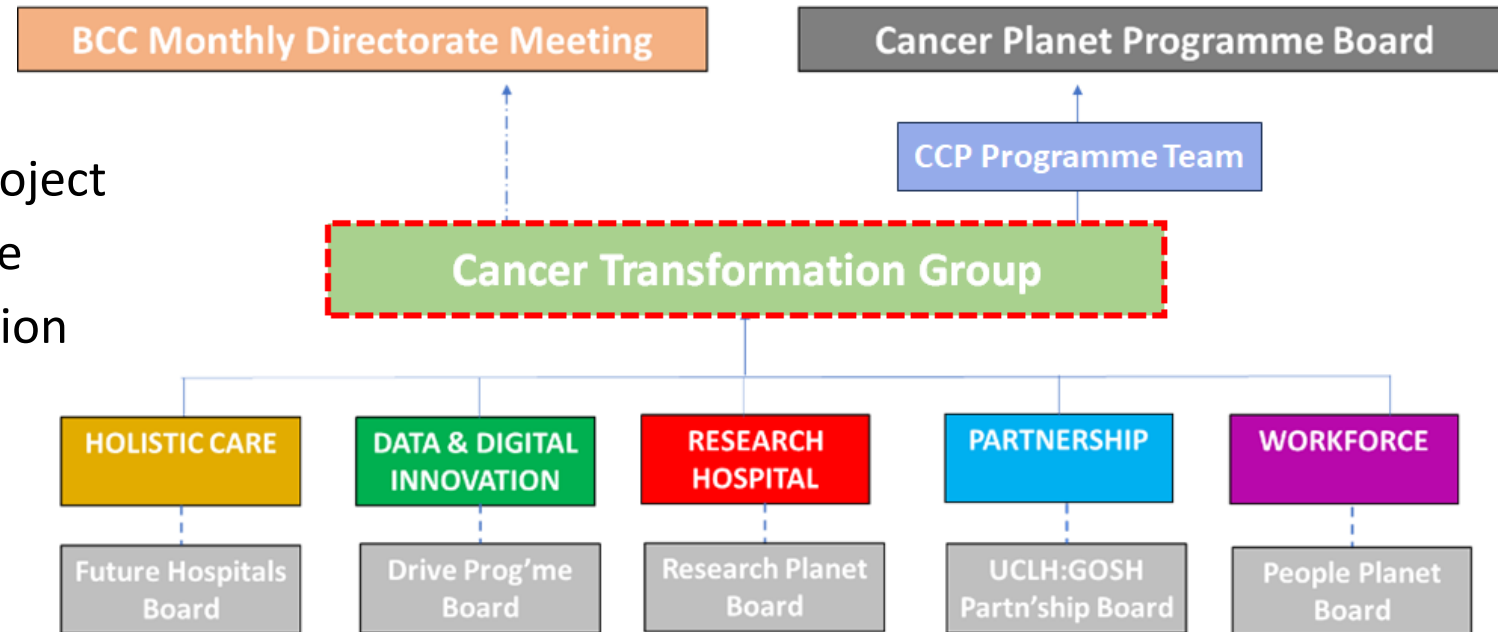


Cancer Transformation Group

The Cancer Transformation Group has been created to manage the CCC transformation programme

This group:

- Tracks progress and deliverables of each project
- Makes new investment decisions (within the allocated budget of the Cancer Transformation Grant).
- Reports and escalates to the Cancer Planet Programme Team & Programme Board



CCC FBC benefits

Increased survival rates for cancer patients

Reduction in cancer patient side effects

Reduction in inpatient stays

Increased research activity

Decrease nutritional interventions

Improved positive staff experience

Increased patients' physical activity

Improve patient and family experience

Decreased cost of clinical service delivery

Increased income from clinical activity

Holistic Care

Projects

Project: Ambulatory Care pilot
Status: Started. Ready to recruit 1st patient

Project: Catering Improvement Pilot Status:
Not started. Posts out to advert

Project: Dame Kelly Holmes Trust Pilot
Status: Started. 1st being patients recruited

Project: Theatre improvement project
Status: Business case being drafted

Project: Developing a well-being support hub
Status: At scoping stage

Project: PET-CT start up
Status: Not started

Project: Molecular radiotherapy start up
Status: Not started

Research

Project: Optimise trial set up
Status: Started. New governance in place

Data &
Digital

Project: Develop Cancer Dashboard to track benefits and drive best practice
Status: Recruiting now

Work-
force

Project: Create Cancer Workforce Plan
Status: Started. Workforce lead started Jan

Partnership

North Thames Paediatric Cancer ODN
Aim: Support ODNs objective to provide care closer to home
Status: Fact finding started

UCLH
Collaborate to develop PET-CT and Molecular radiotherapy at GOSH
Status: Not started. 1st need to resolve <13s



Candidate brief for the positions of Non-Executive Directors Great Ormond Street Hospital for Children NHS Foundation Trust

January 2024



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Welcome to GOSH

Exciting opportunities to impact the future of child health

Thank you for taking the time to view this opportunity and for considering what we believe are among the most rewarding Board opportunities in the UK Health sector.

Great Ormond Street Hospital for Children NHS Foundation Trust (GOSH) is an international centre of excellence in child healthcare. GOSH is an acute specialist paediatric hospital with a mission to provide world-class care to children and young people with rare, complex, and difficult-to-treat conditions. Since its formation in 1852, the hospital has been dedicated to children's healthcare and to finding new and better ways to treat childhood illnesses.

GOSH receives nearly 300,000 patient visits (inpatient admissions or outpatient appointments) every year and there are over 60 different specialist and sub-specialist paediatric health services at GOSH providing the UK's widest range of specialist health services for children on one site. More than half of our patients come from outside London and GOSH is the largest paediatric centre in the UK for services including paediatric intensive care and cardiac surgery.

World class care requires world class leadership and, as two of our current non-executive directors come to the end of their tenures, we have the opportunities for two exceptional candidates to join the GOSH Board at one of the most challenging, yet exciting, periods in our evolution.

These are rare opportunities to help shape the future of one of the world's leading specialist paediatric providers - an organisation that has a significant impact on the lives of so many children and their families. More detail can be found on each role further on in this pack, but if you share our values and our passion for excellence, we would be delighted to hear from you.

For more detailed conversations, please contact our advisors at Odgers Berndtson whose details are in this pack.



GOSH – An Overview



Research and Innovation

The UK's only academic Biomedical Research Centre (BRC) specialising in paediatrics is a collaboration between GOSH and UCL Great Ormond Street Institute of Child Health, recently renewed for a further five years. This unique partnership enables tangible clinical research from bench to bedside that has already developed a number of new clinical treatments and techniques that are used around the world. We are also a member of University College London (UCL) Partners, joining UCL with a number of other hospitals – an alliance for world-class research benefitting patients.



In partnership with six other NHS trusts, we are the lead provider for North Thames Genomics Medicine Centre, part of the national 100,000 Genomes Project.

New Cancer Centre – A Once in a Generation Capital Programme

Our new NEDs will be joining GOSH as we plan to rebuild the Frontage Building and main entrance to create a Children's Cancer Centre and new main entrance for the whole hospital. The bespoke clinical building will be dedicated to caring for children and young people from across the UK with rare and difficult-to-treat cancers.

Currently, our cancer wards and day care services are in different buildings in the older parts of the GOSH estate, with some being over 30 years old., The new Children's Cancer Centre will bring together the different services, including cancer wards, cancer day care, new theatres and intensive care units meaning the specialist teams needed for our patients can all work more closely together. The building will also house new imaging equipment and a specialised chemotherapy pharmacy will also be created to ensure we keep pace with world leading cancer care practice.

For more information on our plans please visit: <https://www.gosh.nhs.uk/news/our-proposals-for-a-new-cancer-facility/>



Our Future – Above and Beyond

In September 2020, the Trust launched ABOVE AND BEYOND, our five-year strategy to advance care for children and young people with complex health needs.

In developing the strategy, the Trust considered its direction of travel as a provider of specialist and highly-specialist paediatric services and what this means for the shape of the services we provide. This helped us to define the role we will play within local, national, and international healthcare now and in 10 years' time. Our purpose is to advance care for children and young people with complex health needs.

Six clear principles will guide our planning, decision making and day to day work. Sticking to our principles gives us the best chance of achieving our purpose and delivering our priorities, while doing the things that matter most to the GOSH community.

For more information about our future strategy, please visit: <https://www.gosh.nhs.uk/about-us/our-strategy/>

This is what we see for GOSH in 2025.

Above and beyond for CHILDREN

PRINCIPLE 1: Children and young people first, always

Over the coming years, GOSH will be very different to the hospital established in 1852. But while our founders would marvel at our progress and wonder at our technology, our ethos would be quite familiar.

Fulfilling the potential of children and young people has always, and will always, drive us on to achieve great things.

Above and beyond in our CULTURE

PRINCIPLE 2: Always Welcoming, Helpful, Expert and One Team

GOSH will be a tolerant, inclusive, open and respectful place where staff are valued for who they are as well as what they do. Our people will enjoy their work and will live the GOSH Always Values. We will have strong, supportive teams where everyone has the freedom to learn, contribute and no one is afraid to speak up.

Above and beyond for SAFETY AND QUALITY

PRINCIPLE 3: Safe, kind, effective care and an excellent patient experience

We will be world leading in clinical outcomes and service design that puts patients first. Patients and families will be confident in their care because clinical outcomes across all our services will be scrutinised, internationally benchmarked and made publicly available. Our staff will feel confident about their own safety, and that of their patients, whether they are working on site or from home.



Above and beyond for FINANCIAL STRENGTH

PRINCIPLE 4: Stronger finances support better outcomes for more children and young people

We will be a more efficient, resourceful and resilient organisation. We will develop strong partnerships and look for opportunities to create secure and varied income streams. Through the generosity of donors, we will go over and above what is possible through the NHS – extending our reach and influence to help more children who need complex care.

Above and beyond for the ENVIRONMENT

PRINCIPLE 5: We aren't caring for children if we don't protect the environment

Sustainable business practices will be put in place so that our people find it easier to make the right choices. Sustainability will be central to our purpose, given the widely acknowledged impact of climate change on child health across the globe. Our Sustainable Development Action Plan will underpin our commitment to planetary health, every day.

Above and beyond in our PARTNERSHIPS

PRINCIPLE 6: Together we can do more

We will never work in isolation if we can better achieve our goals by working with others. We will be proactive in asking for help from policy makers and challenge barriers to progress. We will work with regional and national partners, as well as our patients and families, to design care pathways together. By partnering with academics and industry, we will make even faster progress to improve practice and more children's lives.

Culture and Values

The Trust has developed the **Always Values** with our staff, patients and families that characterise all that we do and our behaviours with our patients and families and each other.

Our **Always Values** are that we are:

- Always Welcoming
- Always Helpful
- Always Expert
- Always One Team



These values are extremely important to us and we expect everyone who works at GOSH in any capacity, including employees, bank staff, contractors, agency staff, people who hold honorary contracts, students and volunteers to share and uphold Our **Always Values**.

Each value is underpinned by behavioural standards and employees will be expected to display these behaviours at all times.

Diversity & Inclusion

Here at GOSH, we believe that improving lives for our patients begins with improving how we learn, work, and grow as colleagues. So, we're changing. We know that we need to develop a more inclusive culture where everyone feels seen and heard. By growing an ever more diverse workforce, we'll have a greater range of perspectives and knowledge in our GOSH community, meaning that we can provide the children and young people at our hospital with even better care. At GOSH we have opportunities for our staff to engage with colleagues through the following networks: REACH (Race, Ethnicity and Cultural Heritage) ENABLED (Enhancing Abilities and Leveraging Disabilities Network), PRIDE and Women's networks.



The GOSH Learning Academy (GLA)

Staff education and training influences every stage of the patient journey. Everyone is important and we want to develop their knowledge and skills. Be it the communication skills of the medical secretary planning a patients' stay, the administrator planning their transport home, the multi-professional team caring for them on the ward, our porters and housekeepers, our corporate and operational teams, – each member of staff needs the up-to-date knowledge, skills, and capabilities to provide our patients with exceptional care. We are exceptionally proud of our GOSH Learning Academy which provides opportunities for career development for all our staff



The Opportunities

We are particularly interested to hear from candidates who can bring expertise in one of the following areas:

- A commercial or financial background, ideally gained in a large, complex, multi-national setting and with additional expertise gained in digital and technology transformation.
- A clinical or social care background and/or experience of working at a senior strategic level across the NHS and with an understanding of the new integrated care NHS landscape in which GOSH is operating. (This position will initially be appointed as an Associate Non-Executive Director on the Trust Board up to December 2024. Subject to continued satisfactory performance, the successful candidate will migrate into a substantive non-executive director role without the need for any further recruitment process.)

In both roles we are seeking candidates who will champion an open, honest, and transparent culture and inspire a shared purpose and vision for delivering an excellent patient and family experience. You will be able to demonstrate the capability to influence at board level, along with intellectual ability and the capacity to analyse and master complex information and handle differing views in a flexible way.

As an organisation that embraces diversity and treats everyone with understanding, dignity and compassion, equality of opportunity is a fundamental principle and applications are therefore encouraged from candidates of all backgrounds.



Detailed Job Descriptions and Person Specifications

Non-Executive Director (Commercial / Finance / Technology)

Job Description

Directorate:	Corporate affairs
Supervised by:	Trust Chair
Days per month:	2.5 days
Location:	Barclay House, Great Ormond Street
Remuneration:	£13k

Job Summary

The Trust Board is collectively responsible for the success of the Trust, including delivering high standards of clinical and corporate governance, responsibility for financial viability, using resources effectively in line with financial controls and ensuring value for money. For clarity, the responsibilities of a substantive NED are provided below:

Non-Executive Directors work alongside other Non-Executive and Executive Directors as an equal member of the Board. A NED at GOSH plays a crucial role in bringing an independent perspective to the Board in addition to any specific knowledge and skills.

Non-Executive Director Responsibilities

General Responsibilities

- Support the Chair, Non-Executive Directors, and Executive Directors in setting the strategic direction of the Trust.
- As a member of the Board, set the Trust's values and standards. Uphold the Always Values of the Trust and champion an open, honest, and transparent culture within the Board and the Trust.
- Ensure the Trust complies with the Terms of Authorisation, the Constitution and any other applicable legislation and regulations, including the maintenance of mandatory services and retention of property.
- Ensure that the organisation promotes human rights and equality, diversity, and inclusion for all its patients, staff and other stakeholders.
- Work positively and collaboratively with the Council of Governors to promote the success of the Trust.
- Set challenging objectives for maintaining and improving performance of the Trust and ensure effective implementation of the Trust Board decisions by the Chief Executive and the senior management team.



- Hold the Chief Executive and other directors to account for the effective management and delivery of the organisation's strategic aims and objectives, including achieving the Trust's commitment to patients by improving the quality of care, patient and family experience and meeting targets for treatment; and promoting and delivering against the Trust's sustainability plans.
- Ensure that quality and financial controls and systems of risk management are robust and that the Board is kept fully informed through timely and relevant information.
- Ensure, through the leadership of the Chief Executive, that reporting lines and accountabilities are robust and support the effective oversight of the organisation including the development of effective risk and performance management processes.
- Safeguard the good name and reputation of the Trust and be an ambassador for the Hospital. Represent the Trust with international, national, regional, or local bodies or individuals, to ensure that the views of a wide range of stakeholders are considered.
- Ensure that the Board, and the organisation, observe the Secretary of State's and other government policies and priorities, including regulatory requirements and the Code of Governance and Codes of Conduct and Accountability.

Board Activities

- Ensure the appropriate delegation of authority from the Board to the senior management team.
- Support and challenge, where appropriate, the Chief Executive and other directors to ensure that the Board conforms to the highest standards of corporate governance and makes appropriate decisions.
- Meet periodically with the Trust Chair in the absence of Executive Directors to discuss issues of interest or concern.
- With the Board nomination committee, initiate change and succession planning for executive director appointments which can meet the needs of the Foundation Trust.
- With the Board remuneration committee, determine appropriate levels of remuneration for Executive Directors.
- Participate in the appointment and where necessary the removal of the chief executive and other executive directors, as appropriate.
- Participate in any Trust Board induction, training and evaluation identified as an individual and as part of the Board or committee.
- Work with the Senior Independent Director on the annual performance evaluation of the chair, in line with the process agreed by the Council of Governors and reporting back to the Council of Governors appropriately.
- Undergo an individual and board performance appraisal and attend any additional training highlighted as a result of the evaluation process.
- Take opportunities to develop and refresh knowledge and skills and remain well informed of the main areas of the NHS Foundation Trust's activity.

Council of Governors' Activities

- Build and maintain close relations between the foundation trust's constituencies, and stakeholder groups to promote the effective operation of the trust's activities.
- Attend Council of Governors' meetings and maintain regular contact with governors to understand their issues and concerns, feeding back these comments/ concerns to the Trust Board.



Review

- These role descriptions will be subject to review by the Trust Board and Council of Governors as appropriate.

Other Information

Great Ormond Street Hospital for Children NHS Foundation Trust is a dynamic organisation, therefore changes in the core duties and responsibilities of this role may be required from time to time. These guidelines do not constitute a term or condition of employment.

Confidentiality

On appointment you may be given access to confidential information which must only be disclosed to parties entitled to receive it. Information obtained during the course of employment should not be used for any purpose other than that intended.

Human Rights Act

You are required to comply with the regulations of the Human Rights Act 1998 during the course of your appointment.

Sustainable Development

You will be required to demonstrate a personal commitment to the Trust's Sustainable Development Plan and to take personal responsibility for carrying-out your work duties in a way which is compliant with this Plan.

Person Specification - Non-Executive Director (Commercial / Finance / Technology)

We are seeking to appoint a non-executive director with a commercial or financial background at a multi-national level and with additional expertise gained in digital and technology transformation.

We are looking for a candidate who has Board level experience in a large/complex/changing organisation and will champion effective, safe services and an excellent patient and family experience. You will be personally influential and demonstrate intellectual ability with the capacity to analyse and master complex information and handle differing views in a flexible way.

The candidate will sit on two out of four of the Trust Board assurance committees as follows:

- Quality, Safety and Experience Assurance Committee
- People and Education Assurance Committee
- Audit Committee
- Finance and Investment Committee.

The candidate will also sit on the Sustainability Working Group (a committee of the Council of Governors).

The Trust is especially keen to increase the diversity of the Trust Board to better mirror its workforce and the users of our services. We particularly welcome applications from people who would bring diversity of experience, background and culture to the Board including people from ethnic minority communities.



Essential Criteria

- Strong commercial and financial acumen (accountancy not an essential requirement) at a multi-national level, with considerable experience at Board level for a large/complex/ changing organisation.
- Additional expertise in digital and technology transformation.
- Experience/ knowledge of delivery of sustainability/ corporate social responsibility programmes.
- Experience and knowledge of risk management and value for money (VFM).
- Experience of delivering and/ or improving patient, family, service user, client or customer services.
- High level of understanding/interest in healthcare issues, specifically in relation to corporate governance.
- Demonstrate a strong commitment to the principles of the NHS and the Trust's Always Values.
- Ability to contribute to the hospital's strategic development and challenge constructively across all areas of the business.
- The diplomacy and empathy to engage, promote and sustain relationships with internal stakeholders (Board members, Governors on the Council of Governors and staff members) and external stakeholders.
- Excellent communication skills and awareness of the sensitivity of the services GOSH provides.
- Upholds the highest standards of conduct, displaying the principles of selflessness, integrity, objectivity, accountability, openness, honesty, and leadership.
- Qualified to be a member of the NHS Foundation Trust with a residence within one of its public constituency boundaries.

Desirable Criteria

- Experience in safety critical industries.

NED Activities on the GOSH Trust Board

- Reading and preparing for meetings.
- Attendance at meetings to include:
 - Trust Board meetings (6 a year plus ad hoc as necessary).
 - Board Development/Strategy Session (3-4 a year).
 - Council of Governor meetings (4 a year plus the Annual General Meeting).
 - Board Nominations and Remuneration Committee (2 a year).
 - Two Board assurance committees (approx. 4-5 meetings a year per committee).
- Attending walkrounds in the hospital.
- Other activities as required.

The Trust engages with members of the Trust Board to plan meeting dates, and these are usually set at least 12 months in advance.



Non-Executive Director (Health or Social Care or NHS)

Job Description

Directorate:	Corporate affairs
Supervised by:	Trust Chair
Days per month:	2.5 days
Location:	Barclay House, Great Ormond Street
Remuneration:	£13k (£6.5k as an Associate NED)*

**The successful candidate for this role (Health or Social Care or NHS) will initially be appointed as an Associate NED up to December 2024. Subject to continued satisfactory performance, the successful candidate will migrate into a substantive non-executive director role without the need for any further recruitment process.*

Job Summary

The Trust Board is collectively responsible for the success of the Trust, including delivering high standards of clinical and corporate governance, responsibility for financial viability, using resources effectively in line with financial controls and ensuring value for money. For clarity, the responsibilities of a substantive NED are provided below:

Non-Executive Directors work alongside other Non-Executive and Executive Directors as an equal member of the Board. A NED at GOSH plays a crucial role in bringing an independent perspective to the Board in addition to any specific knowledge and skills.

Non-Executive Director Responsibilities

General Responsibilities

- Support the Chair, Non-Executive Directors, and Executive Directors in setting the strategic direction of the Trust.
- As a member of the Board, set the Trust's values and standards. Uphold the Always Values of the Trust and champion an open, honest, and transparent culture within the Board and the Trust.
- Ensure the Trust complies with the Terms of Authorisation, the Constitution and any other applicable legislation and regulations, including the maintenance of mandatory services and retention of property.
- Ensure that the organisation promotes human rights and equality, diversity, and inclusion for all its patients, staff and other stakeholders.
- Work positively and collaboratively with the Council of Governors to promote the success of the Trust.
- Set challenging objectives for maintaining and improving performance of the Trust and ensure effective implementation of the Trust Board decisions by the Chief Executive and the senior management team.
- Hold the Chief Executive and other directors to account for the effective management and delivery of the organisation's strategic aims and objectives, including achieving the Trust's commitment to patients by improving the quality of care,



patient and family experience and meeting targets for treatment; and promoting and delivering against the Trust's sustainability plans.

- Ensure that quality and financial controls and systems of risk management are robust and that the Board is kept fully informed through timely and relevant information.
- Ensure, through the leadership of the Chief Executive, that reporting lines and accountabilities are robust and support the effective oversight of the organisation including the development of effective risk and performance management processes.
- Safeguard the good name and reputation of the Trust and be an ambassador for the Hospital. Represent the Trust with international, national, regional, or local bodies or individuals, to ensure that the views of a wide range of stakeholders are considered.
- Ensure that the Board, and the organisation, observe the Secretary of State's and other government policies and priorities, including regulatory requirements and the Code of Governance and Codes of Conduct and Accountability.

Board Activities

- Ensure the appropriate delegation of authority from the Board to the senior management team.
- Support and challenge, where appropriate, the Chief Executive and other directors to ensure that the Board conforms to the highest standards of corporate governance and makes appropriate decisions.
- Meet periodically with the Trust Chair in the absence of Executive Directors to discuss issues of interest or concern.
- With the Board nomination committee, initiate change and succession planning for executive director appointments which can meet the needs of the Foundation Trust.
- With the Board remuneration committee, determine appropriate levels of remuneration for Executive Directors.
- Participate in the appointment and where necessary the removal of the chief executive and other executive directors, as appropriate.
- Participate in any Trust Board induction, training and evaluation identified as an individual and as part of the Board or committee.
- Work with the Senior Independent Director on the annual performance evaluation of the chair, in line with the process agreed by the Council of Governors and reporting back to the Council of Governors appropriately.
- Undergo an individual and board performance appraisal and attend any additional training highlighted as a result of the evaluation process.
- Take opportunities to develop and refresh knowledge and skills and remain well informed of the main areas of the NHS Foundation Trust's activity.

Council of Governors' Activities

- Build and maintain close relations between the foundation trust's constituencies, and stakeholder groups to promote the effective operation of the trust's activities.
- Attend Council of Governors' meetings and maintain regular contact with governors to understand their issues and concerns, feeding back these comments/ concerns to the Trust Board.



Review

- These role descriptions will be subject to review by the Trust Board and Council of Governors as appropriate.

Other Information

Great Ormond Street Hospital for Children NHS Foundation Trust is a dynamic organisation, therefore changes in the core duties and responsibilities of this role may be required from time to time. These guidelines do not constitute a term or condition of employment.

Confidentiality

On appointment you may be given access to confidential information which must only be disclosed to parties entitled to receive it. Information obtained during the course of employment should not be used for any purpose other than that intended.

Human Rights Act

You are required to comply with the regulations of the Human Rights Act 1998 during the course of your appointment.

Sustainable Development

You will be required to demonstrate a personal commitment to the Trust's Sustainable Development Plan and to take personal responsibility for carrying-out your work duties in a way which is compliant with this Plan.

Person Specification – NED (Health or Social Care or NHS)

We are seeking to appoint a non-executive director with a clinical or social care background and/or experience of working at a senior strategic level in the NHS who understands the new integrated care NHS landscape in which GOSH is operating.

We are looking for a candidate who has Board level experience in a large/complex/changing organisation and will champion effective, safe services and an excellent patient and family experience. You will be personally influential and demonstrate intellectual ability with the capacity to analyse and master complex information and handle differing views in a flexible way.

The candidate will sit on two out of four of the Trust Board assurance committees as follows:

- Quality, Safety and Experience Assurance Committee.
- People and Education Assurance Committee.
- Audit Committee
- Finance and Investment Committee.

The Trust is especially keen to increase the diversity of the Trust Board to better mirror its workforce and the users of our services. We particularly welcome applications from people who would bring diversity of experience, background and culture to the Board including people from ethnic minority communities.



Essential Criteria

- Substantial clinical or social care experience at a strategic level and/or experience of working at a senior strategic level in the NHS with experience of the integrated healthcare landscape and commissioning of NHS services.
- Experience of working at Board level in either the public, voluntary or private sector.
- Understanding of quality governance and safety matters within health or social care.
- Experience of delivering and/ or improving patient, family, service user, client, or customer services.
- Experience/ knowledge of delivery of sustainability/ corporate social responsibility programmes.
- Demonstrates a strong commitment to the principles of the NHS and the Trust's Always Values.
- Ability to contribute to the hospital's strategic development and challenge constructively across all areas of the business.
- The diplomacy and empathy to engage, promote and sustain relationships with internal stakeholders (Board members, Governors on the Council of Governors, and staff members) and external stakeholders.
- Excellent communication skills and awareness of the sensitivity of the services GOSH provides.
- Upholds the highest standards of conduct, displaying the principles of selflessness, integrity, objectivity, accountability, openness, honesty, and leadership.
- Qualified to be a member of the NHS Foundation Trust with a residence within one of its public constituency boundaries.

Desirable Criteria

- Experience of working with children, young people and disadvantaged groups.

NED Activities on the GOSH Trust Board

- Reading and preparing for meetings.
- Attendance at meetings to include:
 - Trust Board meetings (6 a year plus ad hoc as necessary).
 - Board Development/Strategy Session (3-4 a year).
 - Council of Governor meetings (4 a year plus the Annual General Meeting).
 - Board Nominations and Remuneration Committee (2 a year).
 - Two Board assurance committees (approx. 4-5 meetings a year per committee).
- Attending walkrounds in the hospital.
- Other activities as required.

The Trust engages with members of the Trust Board to plan meeting dates, and these are usually set at least 12 months in advance.



How to Apply

Key Dates

Closing date for applications: 29th February 2024

Following a long list meeting of the Selection Panel, successful candidates will be invited to attend preliminary interviews with Odgers Berndtson in **mid March**.

The final interview process with Great Ormond Street Hospital for Children NHS Foundation Trust will take place on **Tuesday 30th April and Tuesday 7th May**.

How to Apply

In order to apply, please submit a comprehensive CV along with a covering letter which sets out your interest in the role and encapsulates the aspects of your experience relevant to the required criteria. Please include the names and contact details of referees covering your most recent six years of employment. Referees will not be approached until the final stages and not without prior permission from candidates.

The preferred method of application is online at:

www.odgers.com/90849

If you are unable to apply online please email:

90849@odgersberndtson.com

All applications will receive an automated response.

Any postal applications should be sent direct to Rebecca Coates, 20 Cannon Street, London, EC4M 6XD. All candidates are also requested to complete an online Diversity Monitoring Form which will be found at the end of the application process. This will assist GOSH in monitoring selection decisions to assess whether equality of opportunity is being achieved. Any information collated from the Diversity Monitoring Forms will not be used as part of the selection process and will be treated as strictly confidential.

Personal Data

In line with GDPR, we ask that you do NOT send us any information that can identify children or any of your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, data concerning health or sex life and sexual orientation, genetic and / or biometric data) in your CV and application documentation. Following this notice, any inclusion of your Sensitive Personal Data in your CV/application documentation will be understood by us as your express consent to process this information going forward. Please also remember to not mention anyone's information or details (e.g., referees) who have not previously agreed to their inclusion.

Fit and Proper Persons Requirement (FPPR)

The successful applicant will be subject to Occupational Health and Disclosure and Barring Service checks and is subject to the Fit and Proper Persons Requirement (FPPR). All organisations regulated by the Care Quality Commission need to ensure that successful candidates meet the Fit and Proper Persons Requirement (Regulation 5, The Health and Social Care Act 2008 (Regulated Activities) Regulations Act. This means that candidates will be required to declare that they are a "fit and proper person" outlined at (1), that you do not fall within any of the categories outlined at (2) or (3) below and that you are not aware of any pending proceedings or matters which may call such a declaration into question in the future.

1 The regulations require you are:

- (a) of good character;
- (b) have the necessary qualifications, competence, skills and experience; and
- (c) are able by reason of your health, after reasonable adjustments are made, of properly performing tasks which are intrinsic to the office or position.



2 Do any of the following conditions apply to you? You will be asked to confirm that you are not:

- (a) a person who has been convicted in the United Kingdom of any offence or been convicted elsewhere of any offence which if committed in any of the United Kingdom, would constitute an offence;
- (b) a person who has been erased, removed or struck off a register of professionals maintained by a regulator of health care or social work professionals;
- (c) an undischarged bankrupt, or a person whose estate has had a sequestration awarded in respect of it and who has not been discharged;
- (d) the subject of a bankruptcy restrictions order or an interim bankruptcy restrictions order or an order to like effect made in Scotland or Northern Ireland;
- (e) a person whom a moratorium period under a debt relief order applies under Part VIIA (debt relief orders) of the Insolvency Act 1986(40);
- (f) a person who has made a composition or arrangement with, or granted a trust deed for, creditors and not been discharged in respect of it;
- (g) included in the children's barred list or the adults' barred list maintained under section 2 of the Safeguarding Vulnerable Groups Act 2006, or in any corresponding list maintained under an equivalent enactment in force in Scotland or Northern Ireland;
- (h) a person who has been responsible for, privy to, contributed to or facilitated any serious misconduct or mismanagement (whether unlawful or not) in the course of carrying on a regulated activity, or discharging any functions relating to any office or employment with a service provider.

3 In addition, the following conditions disqualify you from appointment as a chair or non-executive director of an NHS Trust. You will be asked to confirm that you are not:

- (a) an employee of the NHS Trust with the vacancy;
- (b) a serving MP or a candidate for election as MP;
- (c) a person who has been dismissed (except by redundancy) by any NHS body;
- (d) a person whose earlier appointment as chair or chair or non-executive director of an NHS trust was terminated;

- (e) under a disqualification order under the Company Directors Disqualification Act 1986: and/or
- (f) a person who has been removed from trusteeship of a charity.

Contact Details

For a conversation in confidence, please contact:

Rebecca Coates
rebecca.coates@odgersberndtson.com

We are committed to ensuring everyone can access our website and application processes. This includes people with sight loss, hearing, mobility and cognitive impairments. Should you require access to these documents in alternative formats, please contact 90849@odgersberndtson.com.

Also, if you have any comments and/or suggestions about improving access to our application processes please don't hesitate to contact us response.manager@odgersberndtson.com.



Associate NED Job Description (for information for the Health or Social Care or NHS position)

The Associate Non-Executive Director (Associate NED) role is used successfully in the NHS to support Board succession strategy and achieve a balance of Board level skills.

Associate Non-Executive Directors are not Directors of the Trust and do not have the associated rights or liabilities, instead they have the ability to learn and influence. They operate as a full member of the team but without the same degree of accountability. As an associate non-executive director, the candidate will have access to Board and committee meetings and papers. Subject to continued satisfactory performance, it is intended that the successful candidate will migrate into a substantive non-executive director role without the need for any further recruitment process.

The Trust Board is collectively responsible for the success of the Trust, including delivering high standards of clinical and corporate governance, responsibility for financial viability, using resources effectively in line with financial controls and ensuring value for money. The responsibilities of an Associate NED are provided below:

Associate NED Responsibilities

General Responsibilities

- Support the Chair, Non-Executive Directors and Executive Directors in setting the strategic direction of the Trust.
- Uphold the Always Values of the Trust and champion an open, honest and transparent culture within the Board and the Trust.
- Ensure that the organisation promotes human rights and equality, diversity and inclusion for all its patients, staff and other stakeholders.
- Work positively and collaboratively with the Council of Governors to promote the success of the Trust.
- Support the Chair, Non-Executive Directors, Chief Executive and Executive Directors in the governance and stewardship of the Trust. Ensure effective stewardship through planning, strategy, control and value for money.
- Safeguard the good name and reputation of the Trust and be an ambassador for the Hospital.
- Participate in ward/departmental visits and occasional external stakeholder meetings.

Board Activities

- Prepare for, attend and contribute to Trust Board meetings, Council of Governors' meetings, and Board development activities.
- Support and challenge, where appropriate, the Chief Executive and other directors to ensure that the Board conforms to the highest standards of corporate governance and makes appropriate decisions.
- To the extent that the required time commitment allows, participate in those activities where it has been agreed that Associate Non-Executive Directors' involvement would bring an external and independent perspective.
- Provide advice and guidance on issues relevant to their own skills, expertise and experience.
- Meet periodically with the Trust Chair/ Non-Executive Directors in the absence of Executive Directors to discuss issues of interest or concern.
- Participate in any Trust Board induction, training and evaluation identified as an individual and as part of the Board or committee.



- Participate in an annual review and appraisal of own performance with the Chair and contribute to both the annual appraisal of the Chair and Executive Directors, and periodic reviews of the performance of the Board.
- Take opportunities to develop and refresh knowledge and skills and remain well informed of the main areas of the NHS Foundation Trust's activity.

Council of Governors' Activities

- Build and maintain close relations between the foundation trust's constituencies, and stakeholder groups to promote the effective operation of the trust's activities.
- Attend Council of Governors' meetings and maintain regular contact with governors to understand their issues and concerns, feeding back these comments/ concerns to the Trust Board.





20 Cannon Street
London EC4M 6XD
UK

+44 20 7529 1111

information@odgersberndtson.com
<https://www.odgersberndtson.com/en-gb>

Appendix 2: The Code of Governance requirements for a Council Nomination and Remuneration Committee include:

Provision	Code requirement	Reference to inclusion in GOSH Committee Terms of Reference
	Section B: Division of responsibilities	
2.10	Only the committee chair and members are entitled to be present at nominations, audit or remuneration committee meetings, but others may attend by invitation of the particular committee.	Attendance 5.1
	Section C: Composition, succession and evaluation	
2.1	The nominations committee or committees of foundation trusts, with external advice as appropriate, are responsible for the identification and nomination of executive and non-executive directors.	Request for advice 3.2
	The nominations committee should give full consideration to succession planning, taking into account the future challenges, risks and opportunities facing the trust, and the skills and expertise required within the board of directors to meet them.	Nominations Role 1.1
2.2	The nominations committee(s) should regularly review the structure, size and composition of the board of directors and recommend changes where appropriate. In particular, the nominations committee(s) should evaluate, at least annually, the balance of skills, knowledge, experience and diversity on the board of directors and, in the light of this evaluation, describe the role and capabilities required for appointment of both executive and non-executive directors, including the chair	Nominations Role 1.1
2.3	The chair or an independent non-executive director should chair the nominations committee(s). At the discretion of the committee, a governor can chair the committee in the case of appointments of non-executive directors or the chair.	Membership 4.1
2.4	The governors should agree with the nominations committee a clear process for the nomination of a new chair and non-executive directors. Once suitable candidates have been identified, the nominations committee should make recommendations to the council of governors.	Nomination role 1.1
2.6	The nominations committee responsible for the appointment of non-executive directors should have governors and/or independent members in the majority. If only one nominations committee exists, when nominations for non-executives, including the appointment of a chair or a deputy chair, are being discussed, governors and/or independent members should be in the majority on the committee and also on the interview panel.	Nominations 1.1 Membership 4.1