

# Non Executive Director Role Specification



**27<sup>th</sup> October 2020**

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# NED Role Specification

## Key Business & Personal Challenges

### STRATEGIC & OPERATIONAL CHALLENGES

- At all times act on behalf of the Shareholder.
- Work with the Board and Senior Management team to set, evolve and communicate the future company strategy.
- Build and maintain the core Service Delivery and develop 'growth engines' for the future.
- Balance delivering superior cost savings through operational excellence while continuing to develop a five star service for all service users.
- Leverage strengths, building competitive advantage in new geographies and market segments.
- Identify and successfully monitor the execution of capital projects and change programmes.
- Ensure optimal, disciplined use of capital and resource allocation.
- Bring external experience and learning's to Bon Accord Care with the intent of improving the organisation.
- Constructively challenge and when satisfied support the decision making of the Senior Managers.
- Coach and mentor the Executive and Senior Managers within BAC.

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## Experience Required

SECTOR EXPERIENCE	MUST HAVE	HIGHLY DESIRABLE	ACCEPTABLE/ NICE TO HAVE	COMMENT
Care Sector		✓		Experience of the Care Sector and the challenges of managing through the Covid-19 crisis is a value add.
Public Sector		✓		
Customer Facing	✓			
<b>BOARD EXPERIENCE</b>				
Proven NED Experience		✓		
Board Member		✓		
Public, listed company experience		✓		
Experience of Governance and Audit	✓			
<b>FUNCTIONAL ROUTE</b>				
General Management	✓			
Analytical Skills / Experience of Finance Systems		✓		

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## Experience Required

EXPERIENCE	MUST HAVE	HIGHLY DESIRABLE	ACCEPTABLE/ NICE TO HAVE	COMMENTS
Aberdeen City / Shire		✓		
Scotland / Public Sector		✓		
Public Policy Context		✓		
<b>BUSINESS EXPERIENCE</b>				
Leading a significant organisation > £30m budget		✓		
Leading a substantial and sustained change/transformation programme		✓		
Leading a growth/commercial agenda		✓		
Leadership of a large 500 + people organisation		✓		
Building organisational capability		✓		
Government/regulatory/political exposure		✓		
Brand building		✓		
Innovation / challenging the Status Quo		✓		
Career in more than one company (and sector)		✓		
Design and build a business culture.		✓		

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## Personal Characteristics

PERSONAL CHARACTERISTICS	MUST HAVE	HIGHLY DESIRABLE	ACCEPTABLE/ NICE TO HAVE	COMMENTS
A values driven individual. Defines the culture and sets the tone.	✓			
Action orientated change agent , a relentless drive to establish and sustain high levels of performance.		✓		
A probing, challenging and innovative strategic thinker	✓			
A truly inspirational leader who gives the organisation confidence in the future, especially during periods of great uncertainty and challenge.		✓		
Possessing the gravitas and credibility to quickly gain the trust and buy-in of the shareholder and elected officials.	✓			
Curious, smart and thoughtful (highly likely to hold a professional qualification or a master's degree)	✓			
Desire for continual personal development.		✓		
Creative and bold thinker, willing to challenge the status quo	✓			
Good communication/ presentation skills, credibility and stature, with a personable and engaging style.	✓			
Strong moral and ethical standards..	✓			

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## Competencies Required, Target Levels

COMPETENCIES	1	2	3	4	5	TARGET LEVEL DEFINITION
Strategic Vision						Shapes company strategy and creates strong sense of purpose. Able to shape the future of the company and sector.
Operational Excellence and Results Focus						Delivers best in class business performance, commercially astute and able to identify and mitigate financial, technical, contractual and compliance risks
Team Leadership						Outstanding leadership qualities, motivates high performance teams
Developing Organisational Capability						Builds organisational capability, keen eye for identifying, personally attracting and upgrading top talent; ensures talent management systems are appropriately resourced
Influencing, Collaboration and External Stakeholder Management						Establishes a collaborative culture, able to influence key external stakeholders and operate effectively in a public / private environment.
Change Management, Orchestration of complex business						Proven capability to initiate and lead growth and transformation in a business in a similar context
Customer Focus						Continually takes action to add value for service users, customers and all stakeholders.

# NED Role Specification :Competency Description

## Competencies Required, Target Levels

COMPETENCIES	1	2	3	4	5
Strategic Vision	Little or no Experience	Is aware of the importance of strategy but naturally focuses on operational issues	Has strategic mindset. Thinks on a 18 month horizon.	Greater than 5 years operating at strategic level. Has proven track record of creating and implementing strategy	Able to Quickly assess and advise 3 <sup>rd</sup> party organisation on strategic opportunities
Operational Excellence and Results Focus	Is aware of the theory and has participated in teams which have driven performance improvements.	Has proven track record of delivering results	Mobilises the team to get their best performance.	Raises the bar and constantly searches for ways to improve. Scans horizon for best in class.	Recognised as leading Expert in Sector. Has written on the subject
Team Leadership	Little or no Experience	Managed Small Teams < 100 people	Managed between 500 to 1000 size organisations	Managed between 1000 to 5000 size organisations	Managed >5000 Size organisation
Developing Organisational Capability	Has track record of personal development and recognises the importance of learning.	Can spot talent and has ability to coach on a one to one basis.	Has record of building teams and driving performance.	Designs and put in place systems and processes which measure and enhance organisational capability.	Recognised as a builder of talent. Organisation seen to be best in class

# NED Role Specification :Competency Description

## Competencies Required, Target Levels

COMPETENCIES	1	2	3	4	5
Influencing, Collaboration and External Stakeholder Management	Good Networker.	Is able to identify in a crowd who the key stakeholders and build a strong relationship	Good influencing skills. Listened to and can partner well.	Highly tuned diplomatic skills. Has presence and strong influencing ability	Thought Leader and a go to person when advise thought.
Change Management, Orchestration of complex business	Has lead teams on change management.	Is aware of the theory on change management and can build teams to deliver change	Has managed large scale organisational change programmes	Can see through the complexity to cut through solutions . Insights value adding. Has mindset where change is a constant opportunity.	Recognized as leading Expert in Sector. Has written on the subject
Customer / Client Focus	Is aware of the importance of the customer experience but operational issues come first.	Customer is always top of mind	Seeks Customers feedback into how the organisation is performing.	Looks for ways to improve the customer experience and introduces new processes.	Can advise 3 <sup>rd</sup> party organisations on how to improve their customer experience.



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## Ethical Standards

Standard	Description	MUST HAVE	HIGHLY DESIRABLE	ACCEPTABLE/NICE TO HAVE	COMMENTS
Duty	Perform all duties in the interests of Bon Accord Care. (BAC)	✓			
Selflessness	Exercise decision making solely for the benefit of BAC. Does not take decisions with the intent of securing personal financial or other material gain.	✓			
Integrity	Must at all times operate to the highest personal standards & values. Does not place themselves under any financial, or other, obligation to any individual or organisation that might reasonably be thought to influence their performance in their duties.	✓			
Objectivity	Make decisions solely on merit when carrying out charity business.	✓			
Accountability & Stewardship	Is held accountable for decisions taken. Considers issues on their merits, taking account of the views of others. Ensures BAC uses its resources prudently and in accordance with the law.	✓			
Openness	Exercise a duty to be as open as possible about their decisions and actions, giving reasons for their decisions and restricting information only when BAC interest clearly demands.	✓			
Honesty	Declare any private interests relating to BAC duties and take steps to resolve any conflicts arising.	✓			
Respect	Respects all service users, employees, all key stakeholders and members of the public.	✓			