



Board Member Recruitment Vivo Care Choices

November 2020

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1. Welcome Letter

Dear candidate,

Many thanks for your interest in becoming a Board Member at Vivo Care Choices.

Vivo Care Choices (Vivo) provides a range of flexible and responsive support for people with learning disabilities and autism and older people, including those with dementia. We are wholly owned by Cheshire West and Chester Council and have been operating since 2013.

We currently employ 499 staff and have more than 120 volunteers supporting our services. We have 750 people who use our services and deliver 50,000 hours of care in a typical month. Our turnover was £15.8M in 2019/20. Our regulated services are inspected by the Care Quality Commission (CQC) and National Autistic Society. Both our regulated and non-regulated services are subject to audits by Cheshire West and Chester Council.

As part of the Board renewal process we are now looking to recruit two new Board Members. These members will strengthen our collective skills and experience and, whilst we envisage that they could come from a variety of backgrounds, they will have a commercial outlook and experience of managing complex stakeholder relationships, particularly those that cross the public and private sectors.

We are at an exciting crossroads for Vivo and have ambitious plans for the organisation, which include the growth of services commissioned by our current shareholder, and also for the wider market, including self-funders. Whilst the provision of social care is subject to many challenges, Vivo are committed to providing high-quality person-centred care that enables people to be safe, engaged within their communities and as independent as possible.

Vivo's approach to diversity supports everything else we are committed to do and a demonstrable alignment with our Equality and Diversity vision and values is essential. We expect our Board Members to demonstrate a personal commitment to valuing, recognising, and responding to diversity. This is as true in the Boardroom as it is anywhere at Vivo. We are keen to ensure that our Board connects with our customers and continues to champion diversity. We are particularly keen to attract younger Board Members and those from BAME communities. We are an accredited Disability Confident Employer.

If all of the above really excites you and you can support our Chair, Board and Executive Leadership Team in realising our vision and provide outstanding care and support to our service-users, then please get in touch with our one of our retained advisors at Altair (details further on in this pack).

Thank you for your interest and I do hope you will consider applying.

With best wishes,

Yours sincerely,

Jacqui Harvey
Chair, Vivo Care Choices

2. About Vivo Care Choices

Our Purpose

To provide high quality, person centred care that enables people to engage with their communities, to be as independent as possible and to be safe.

Our Vision

To be a leading provider within the adult social care sector, supporting people to achieve their aspirations and live fulfilled lives through high quality, specialist and innovative care that offers people real choice and control, is delivered by a highly committed, skilled, passionate and caring workforce, in collaboration with others.

Our Values

We are a values-driven organisation that puts the people who use our services and their carers at the heart of what we do, with a focus on delivering high-quality and person-centred care at all times.

Our core values reaffirm this across all of our services.

- We deliver care to suit each person and their individual needs at all times.
- We provide people with support, so they always reach their full potential and happiness.
- We make sure respect is shown at all times to every person we care for or work alongside.
- We allow and motivate our staff to deliver care and support in the most innovative and creative ways to each person and their individual needs.

Equality, Diversity and Inclusiveness

As an organisation Vivo is fully committed to equality, diversity and inclusiveness in all that we do. We will ensure that all our services are fully accessible and fully inclusive to meet the varied personal needs of all our service users. We are fully committed to employ and support a diverse workforce.

Strategic Priorities

Our Corporate Strategy (2019-24) sets out our priorities through six strategic goals:

- i. **Good Quality Services** – to ensure that we consistently meet and exceed care quality requirements
- ii. **Value for Money** – to ensure that our business is efficient, effective and economical
- iii. **Employer of Choice** – to offer a work culture and workplace environment that attracts and retains high quality employees
- iv. **Company and Profile Reputation** – to increase our profile and enhance our reputation
- v. **Digital Innovation** – to develop innovative care practices using the technology available
- vi. **Business Growth** – to increase our revenue and strengthen our position in the market

In order to reach our goals, we are keen to adopt an innovative approach to delivering our services and to capitalise on our commercial opportunities in order to ensure the ongoing viability of our service provision, and quality of care to our customers, in a challenging market.

Vivo works in partnership with Cheshire West and Chester Council (CW&C) to deliver the commissioned social care services through a block contract and some spot purchases. Under our current constitution, Vivo is able to trade up to 20% of its annual turnover with external parties.

Vivo's key contract with CW&C has recently been renewed for a further 5 years with the opportunity to be extended for up to 10 years and we are currently working closely with CW&C to review the potential to transfer further social care services into Vivo and other opportunities for the organisation to grow.

All of Vivo's current services are currently rated as 'Good' by the CQC (<https://www.cqc.org.uk/provider/1-1135059579>). We aspire to be outstanding across all regulated services and to mirror this level of quality across our unregulated services, providing person-centred and outcome-based support. To do this, we recognise that we need to ensure that we recruit and retain staff who are suitably skilled and experienced and who are motivated to provide an excellent service.

We also adopt a culture of reflection, evaluation and continuous improvement, delivering efficiently but without compromising on standards of care.

3. Further information

For further information about Vivo Care Choices please visit our website at: <https://vivocarechoices.co.uk/> and view our publications including our financial statements and annual report.

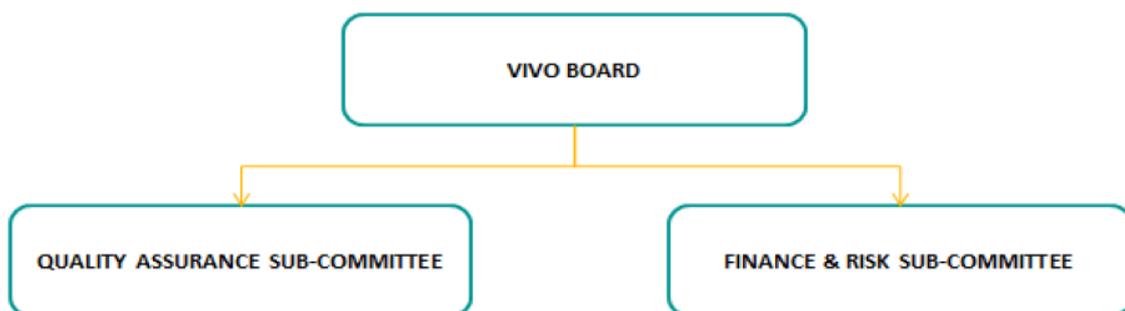
4. The Role of the Board

The purpose of the Board is to lead, direct and control Vivo's business, determining strategy and scrutinising and evaluating delivery of those strategies. Operational management of Vivo is delegated to the Executive Leadership Team, supported by the wider staff: this split creates an important non-executive/executive boundary.

Specifically, the Board's role is to:

- Set and ensure compliance with the values, vision, mission and strategic objectives of Vivo, ensuring its long-term success.
- Ensure that Vivo has a positive culture, strong customer, client and carer focus and operates effectively, efficiently and economically.
- Provide oversight, direction and effective challenge to the Managing Director and to the other Directors.
- Satisfy itself as to the integrity of financial information and assist with each year's budget and business plans and annual accounts prior to publication.
- Set, oversee and review a framework of delegation and systems of internal control.
- Set and oversee a Risk Management Framework in order to safeguard the assets of Vivo.
- Agree or ratify policies and decisions on all matters that might create significant financial or other risk to Vivo, or that raise material issues of principle.
- Ensure that Vivo's affairs are conducted lawfully and in accordance with the requirements of regulators and generally accepted standards of performance and probity.

Certain activities and specific responsibilities delegated to two sub-committees of the Board:



Board Members may be asked to join one of these Committees, subject to their individual skillsets and competencies.

Collectively, the Board seeks to be diverse in skills, background and life experience. One position is reserved specifically for a Carer representative and within its membership and the Managing Director is also an Executive Board Member. Through recruitment and succession planning, the Board aims to have the following range of skills, competencies, experience, knowledge and understanding:

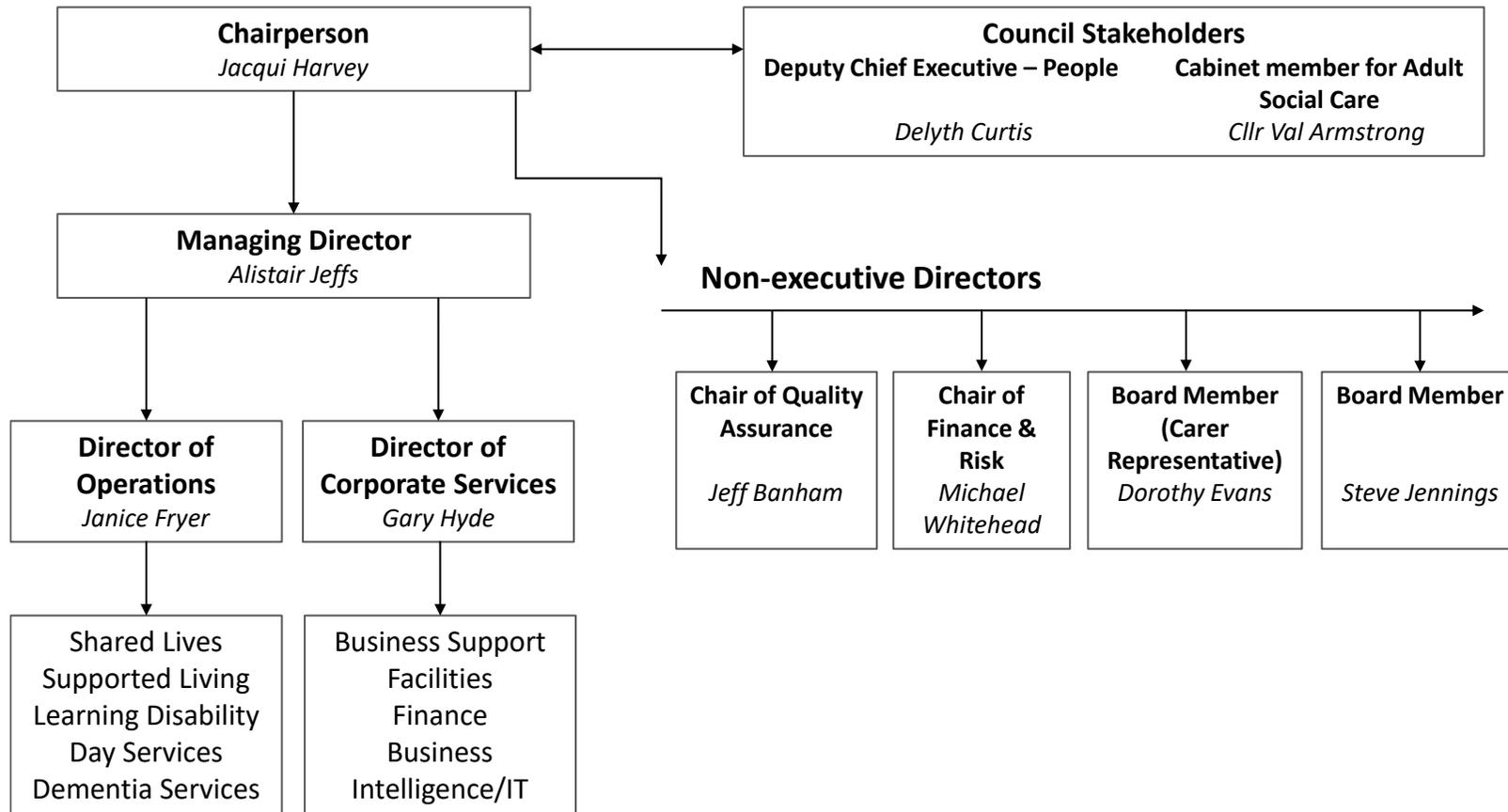
- Providing leadership and working as an effective team to take strategic decisions for social results.
- The needs and aspirations of the people and communities that Vivo serves.
- General business, financial and management skills, including human resources and public relations.
- The external framework and environment in which Vivo operates.
- Specialist skills and experience including for example, commercial acumen, expertise in health and social care, strategic management etc.

Specific competencies, skills and experience that this recruitment seeks to address are set out in section 6.2.



5. Our Board and Executive Team

An overview of Vivo's organisational structure is presented below:



5.1. Our Board

Jacqui Harvey – Chair

Jacqui joined the NHS national training scheme in 1978 and has over 20 years of experience working at board level as a Director and Chief Executive. A competent, confident and energetic leader, she has been a catalyst for change in many different organisations, including managing the transition from primary care trusts (PCTs) to clinical commissioning groups (CCGs) before the 2012 Health and Social Care Act was put in place. Experienced in building new organisations and managing complex partnerships, Jacqui has a track record of working with external bodies, including NHS England, Trust Development Agency, local councils, MPs, and Government ministers.

Jeff Banham – Non-Executive Director

Jeff has spent the majority of his working life in the Adults Social Care and Children's Services sectors. He started as a Social Worker and progressed to become a Regulatory Inspector with the Commission for Social Care Inspection, as well as Ofsted Inspector for children's residential, fostering and adoption services, before he retired in 2012. Jeff is Chair of Vivo's Board's Quality Assurance Sub Committee.

Dorothy Evans – Non-Executive Director (Carer Representative)

Dorothy has been a carer for several years looking after her sister, who has Down's syndrome and learning disabilities and receives care from Vivo's day services. She also works for a charity providing care services and is a Director of a voluntary health care organisation looking at health inequalities and unmet health care needs. In addition, Dorothy is a Voluntary Community and Social Enterprise (VCSE) Representative for Trafford Borough Council's Health and Wellbeing Board, as well as Dementia United's Operational Group with Great Manchester Health and Social Care Partnership (GMHSCP). In 2018, she was appointed to the Mayor of Great Manchester's Business Advisory Panel. She is also Justice of the Peace.

Alistair Jeffs – Managing Director

Alistair has previously worked in local government for 29 years and has spent the last 17 years at director level in Cheshire. This includes director roles as Head of Policy Planning at Cheshire County Council, as well as Director of Policy, Performance and Partnerships and Director of People Commissioning roles more recently at Cheshire West and Chester. He has also had corporate lead responsibility for equality and diversity at the Council, chairs the Disability Friends Partnership, is a member of the Learning Disability Partnership Board, and has been the lead director working with Avenue Services in Blacon. Alistair was appointed as Vivo's Managing Director in April 2020 following a 2 year secondment in this role from the Council.

Steve Jennings – Non-Executive Director

Steve brings a wealth of experience and has provided leadership in both executive and non-executive roles, including 14 years as Chief Executive of Weaver Vale Housing Trust before he retired in May 2017. As well as his role at Vivo, he is a Board Member at Housing Plus Group and Chair of the Board at South Liverpool Homes.

Michael Whitehead – Non-Executive Director

Michael is a qualified Chartered Accountant who graduated from the University of Manchester. He recently retired in 2018 as Director of Finance at South Liverpool Homes, having joined them in 2005 as a Head of Finance. He has worked for a number of commercial businesses, including BICC/Balfour Beatty, ABB Group and Alstom. He has also worked in a variety of sectors, including building services, facilities management, property development and construction, and has been a Board Member at Steve Biko Housing Association since June 2016. Michael is Chair of Vivo Board's Finance and Risk Sub Committee.

5.2. Executive Directors

Alistair Jeffs – Managing Director (Also on the Vivo Board - see above)

Janice Fryer – Director of Operations – Responsibility for all the operational services across Vivo (CQC Registered and non-registered services) including Learning Disability, Autism and Older People Service. Lead responsibility for quality assurance and safeguarding.

Gary Hyde – Director of Corporate Services – Responsibility for all the Corporate services across Vivo including strategic and operational financial management, procurement, facilities management, Business Intelligence, Business and Board Support.

6. Board Member – Role Profile

6.1. Job Description

Role purpose

As a Non-Executive Director on the Vivo Care Choices board you will be responsible for helping the Board and its officers deliver their ambition as set out in their 2019-2024 Corporate Strategy. This will enable the Board to respond appropriately to ensure high quality, person-centred services are delivered to the people who we provide care and support to. You will:

- Work alongside other Non-Executive Directors of the Vivo Board to provide effective leadership and contribution to the Board in shaping the strategic direction of the Company, setting overall policy, defining goals and targets and evaluating performance against agreed targets.
- Ensure that the Company pursues its mission and utilises its resources in accordance with its governing document and that it complies with company law and any other relevant legislation or regulations.
- Ensure that the interests, reputation and values of the Company are safeguarded.

Principal responsibilities

- Engage with the Board in discussions and decisions in order to optimise the Board's impact and outcomes.
- Attend any Board sub-committee as agreed and in line with Board Member's skills and experience.
- Contribute to the Board in the setting and implementation of the Company's strategic direction, values and standards ensuring these are embedded within a coherent strategic plan supported by detailed annual business plans, adequate budgets and resources, and transparent objectives for the business.
- Work with the Board to ensure Vivo has a positive culture, strong customer, client and care focus and operates effectively, efficiently and economically.
- Satisfy yourself with the Board as to the integrity of financial information and assist with each year's budget and business plans and annual accounts prior to publication.
- Review with the Board the overall management performance of the Company (including financial management, administration and leadership) providing advice and counsel to ensure the highest standards of management performance are achieved. Foster a positive and constructive partnership with the Company's senior management team.
- Act as an ambassador for the Company to enhance its profile and reputation and forge external contacts at a local, regional and national level which contribute to the development and growth of the business and ensure that business activity is aligned with national policy and best practice.

- Devote such time as is necessary for the proper performance of your duties. This would be a minimum of two days per month and will include attendance at bi-monthly Board meetings, the Finance and Risk or Quality Assurance Sub-Committee (each also bi-monthly), board development and service planning. In addition, you will be required to consider all relevant papers before each meeting.

6.2. Person Specification

The Board should possess the qualities required to lead Vivo and control its affairs. Through annual individual and collective appraisal, the Board will ensure that members have relevant skills and experience to do so.

PART ONE

Skills, knowledge and experience

Essential

- i. Experience of working at a senior level in a commercially focussed organisation of at least a similar size to Vivo (public or private sector)
- ii. Non-executive experience or a good understanding of the role and experience of working closely with boards
- iii. An understanding of the social, economic and political environment in which our organisation operates.
- iv. Experience of developing a culture of innovation and change and engaging people in the journey.
- v. A good understanding of the relationships between public and private sectors.
- vi. Experience of delivering strategic growth and playing a key role in managing stakeholder relationships
- vii. A strong awareness of equality, diversity and inclusion issues and a commitment to embedding these principles throughout the organisation
- viii. Senior, strategic level experience of **one or more** of the following areas of expertise:
 - Commercial finance skills and business planning
 - Transformation and service improvement
 - Public/private sector partnerships
 - Delivery and commissioning of adult social care
 - Information Technology and digitalisation

Desirable

- An understanding of adult social care, its commissioning and delivery
- Have an understanding of or be willing to learn about the appropriate corporate governance for mutual organisations

- Experience of supporting Executive Teams in a non-executive capacity

PART TWO

Core competencies and key values

Analysis and Challenge

- Analyses and rigorously questions complex issues and underlying assumptions.
- Thinks creatively, while keeping focus on the big picture.
- Interprets and challenges financial information and opportunities in the context of both Vivo's business and the wider economy.
- Scrutinises, monitors and provides feedback on performance against both financial and non-financial measures to improve efficiency and effectiveness.

Leadership and motivation

- Contributes proactively to collective leadership.
- Establishes and exemplifies clear vision, values, objectives and delegations.
- Sets and demonstrates high standards of probity and integrity and behaviours.
- Inspires the confidence of the directors and other staff.

Stakeholder relationship management

- Relates and represents Vivo positively, to service users, carers, partners and other stakeholders as required.
- Identifies key current and potential stakeholders and suggests ways in which engagement could enhance Vivo's reputation and opportunities.

Risk focus

- Contributes to determination of Vivo's risk appetite and capacity.
- Evaluates threats, uncertainties and opportunities.
- Ensures that Vivo has appropriate processes in place such that risks are mitigated and opportunities explored in the most cost-effective manner.
- Uses risk management to enhance discussion and decision making.

Self-management

- Applies specialist skills, knowledge, experience and perspectives in and outside meetings to add value.
- Shares such skills, knowledge etc. to enhance and develop others' contributions.

Strategic thinking/ Decision making

- Understands the preferences and experiences of current and future customers and applies this to inform and improve services.

- Weighs issues and makes balanced and reasonable judgements and decisions, with others.
- Promotes the efficient, effective and ethical utilisation of balance sheet capacity to facilitate achievement of Vivo's objectives.
- Takes a broad overview and sees both the short- and long-term implications for Vivo and the wider community.

Team working

- Puts Vivo's objectives above any personal or other relationships in discussions and decision making.
- Communicates constructively, critically, objectively, persuasively and clearly, combined with good listening skills.
- Appreciates, respects and is positive about working with others, from a diverse range of backgrounds.
- Compromises when appropriate and supports the Board's decisions

Other requirements

- Enthusiasm, commitment and determination to contribute to a complex organisation and relationships with the Shareholder (Local Authority) and other stakeholders
- Commitment to Vivo's vision and values and to improving outcomes for vulnerable adults, empowering them and respecting their right to self-determination.
- Commitment to the principles of promoting equality of opportunity.
- Ability to enthuse and gain the commitment of others.

Additional parameters for Board membership

- The diversity of Board Members (by age, gender, ethnicity) to reflect the community as reflected in the most recent census.
- No Board Member to hold a senior post on a statutory authority or other partner organisation that may cause a frequent and/or persistent duality of interests.
- No Board Member from any organisation deemed to be a current or potential competitor.
- No Board Member to be a close relative of another Board Member or member of the executive/senior staff.
- No more than two Board Members who are paid staff or board members of Adult Social Care Organisations.

The Board will not accept as a new Board Member or Sub-committee Member any carer who is in dispute within Vivo or the Council as sole stakeholder or is subject to an injunction or similar regarding their behaviour.

7. Terms and conditions

7.1. Remuneration

Board Member remuneration is currently £6,000 per annum but this is due to be increased by 2.75% (following approval by the shareholder which is expected in November 2020).

All reasonable travel expenses incurred by Board members in the attendance of Board and committee meetings will also be reimbursed.

7.2. Time commitment

The Board and Committees currently each meet six times per year including an annual strategy away day. Prior to the Covid-19 pandemic, meetings were held at Vivo's offices in Chester or Ellesmere Port but due to lockdown restrictions they are currently held virtually and it is envisaged that this will be the case for the foreseeable future.

The timetable for Board and Committee meetings is currently under review but it is anticipated that meetings will be held on Thursday mornings.

The Board has also undertaken a collective development programme which will run for the next 12 months and it is envisaged that Members will meet monthly (between Board meetings) for development sessions. This makes a total of 12 formal or informal Board meetings across the year.

The total time commitment for a Board Member is estimated to be two days per month but this may vary.

7.3. Period of appointment

Board Members are appointed for an initial term of four years and may be reappointed for a further four-year term.

7.4. Other

Please note that all Board Members are required to provide a basic DBS certificate, the cost of which can be reclaimed from Vivo.

8. Timetable

Recruitment stage	Date
Recruitment pack live	Friday 30 October 2020
Closing date	10:00am Monday 30 November 2020
Longlisting interview (likely to be virtual) and shortlisting decision	w/c 7 December 2020
Panel interview (likely to be virtual)	w/c 14 December 2020

9. Further Information

For an informal and confidential discussion about becoming a Board Member at Vivo Care Choices please contact one of our retained advisors at Altair Ltd:

- Sarah Palmer, Head of Recruitment, Altair. Mobile: 07806 602933 email: sarah.palmer@altairltd.co.uk
- Sarah Parr, Principal Consultant, Altair. Mobile: 07876 492526, email: sarah.parr@altairltd.co.uk

10. How to apply

To apply please go to: <https://altairltd.co.uk/job/alt292/> Complete our registration form and attach the following documentation (please save your files with your surname first, followed by your first name and a description of the file):

- A **detailed CV** including details of positions held (and dates) (please include size of budgets and teams managed and key achievements of relevance to a non-executive position (no more than 2,000 words)
- A **supporting statement** explaining your motivation in applying for this position at Vivo Care Choices and also addressing how you meet the essential requirements of **PART ONE** of the person specification (no more than 2,000 words).
- Full contact details (name, job title, organisation, phone and email) for **two referees** (including your current employer if applicable). Please note we will not take up references without your prior permission

The closing date for applications is: **10:00am Monday 30 November 2020**. The job reference code is ALT292. Your application will be acknowledged and treated with strictest confidence.

Appendix 1 - Advert

Board Members

Vivo Care Choices Ltd

Chester

Remuneration: c. £6,000 per annum plus expenses

Vivo Care Choices provides a range of flexible and responsive support for people with learning disabilities and autism and older people, including those with dementia. We are wholly owned by Cheshire West and Chester Council and have been operating since 2013.

We currently employ 499 staff and have more than 120 volunteers supporting our services. We have 750 people who use our services and deliver 50,000 hours of care in a typical month.

As part of the Board renewal process we are now looking to recruit two new Board Members. These members will strengthen our collective skills and experience and, whilst we envisage that they could come from a variety of backgrounds, they will have a commercial outlook and experience of managing complex stakeholder relationships, particularly those that cross the public and private sectors.

We are also looking for our new board members to have senior, strategic level experience of **one or more** of the following areas of expertise:

- Commercial finance skills and business planning
- Transformation and service improvement
- Public/private sector partnerships
- Delivery and commissioning of adult social care
- Information Technology and digitalisation

Whilst the provision of social care is subject to many challenges, Vivo are committed to providing high-quality person-centred care that enables people to be safe, engaged within their communities and as independent as possible. Our Board plays a key role in supporting our Executive Leadership Team and the wider staff in delivering our vision.

We are keen to ensure that our Board connects with our customers and continues to champion diversity. For this recruitment we are particularly keen to attract younger Board Members and those from BAME communities. We are also an accredited Disability Confident Employer.

If you would like to be part of our future, please go to: <https://altairltd.co.uk/job/alt292/> where you will find the recruitment pack. If, after reading the recruitment pack, you would like an informal and confidential discussion about these opportunities, please contact one of our retained advisors at Altair Ltd:

- Sarah Palmer, Head of Recruitment – mobile: 07806 602933, email: sarah.palmer@altairltd.co.uk
- Sarah Parr, Principal Consultant – mobile: 07876 492526, email: sarah.parr@altairltd.co.uk

The deadline for applications is **10:00am Monday 30 November 2020** and the job reference code is **ALT292**. Your application will be treated with strictest confidence.