



Professional
Record
Standards
Body

Non-Executive Directors [Social Care & Technical]

Recruitment Pack

October 2021

Welcome from Prof Maureen Baker CBE, Chair, Professional Record Standards Body (PRSB)



I am delighted that you are interested in becoming a Non-Executive Director of the PRSB Board. Our Board is a vibrant, multi-professional group that is passionate about improving the experience of people who use care services. Digital delivery of care services has accelerated and never been more important. Our role in setting the standards that enable the seamless flow of information and data between care providers and people who use care services is vital.

We work with those people, with care professionals, with the suppliers of systems, with policy makers and with the leaders of care services in all four UK nations. We have well over 60 member organisations whose input is invaluable. It is this combination of perspectives and expertise that makes our work unique.

Please read this pack of information to learn more and also explore our website <https://theprsb.org/>

I hope you will be inspired by what we do and by our future aims and make an application for this opportunity.

Maureen Baker

About the PRSB

Vision

To optimise the health of UK citizens through the definition and widespread adoption of high quality, standardised records.

Mission

To become the authoritative voice for the development and widespread use of standards that ensure all electronic health and social care records are of the highest quality.

The PRSB was established in 2013 as a Community Interest Company and has a not-for-profit ethos.

The PRSB works across the whole of the UK with a very wide range of people – users of care services, health and care professionals and the bodies that represent them governmental and regulatory organisations and commercial suppliers across the UK. In so doing, it seeks to build supportive long-term relationships with stakeholders. The value and added contribution brought by the PRSB is in drawing on these broad interests in order to develop credible and respected standards and other products for the benefit of improving the quality and safety of care.

The PRSB draws its funding from a number of financial arrangements to underpin its core costs and the many projects that are in train at any one time. There is a small staff which is augmented by advisors and others to bring the necessary skills and experience to the Board.

More information about the PRSB may be found at <https://theprsb.org/>

About the PRSB Board

The Board comprises up to nine Directors including the Chair and the Chief Executive of the PRSB. The other seven members are drawn from a range of backgrounds. Among the core and enduring skills the Board requires are:

- Health/clinical care
- Social care
- User voice
- Business
- Technical/system focus
- Supplier focus
- Change/transformation implementation

The PRSB is an ambitious, flexible and agile organisation. These characteristics underpin how the Board works:

- with openness, curiosity and integrity
- providing constructive challenge (issue based not personal)
- Board members respecting the views of others
- taking a high-level view: *eyes on the business; hands out of the business*
- acting collectively with a broad remit rather than a narrow, sectoral focus

The Board has adopted the following principles to carry out its work -

1. We recognise that users and beneficiaries of information records are people and health and care professionals. Their needs are of equal importance. Those needs drive our priorities and the content of our work
2. We engage and work with the suppliers of systems/industry; their voice helps shape what we do; their input and expertise helps us achieve our mission
3. We strive to be a four-nation body in our strategy, engagement, operations and impact
4. We are a CIC and act with a commercial attitude for the community we serve. We may make a surplus and will seek to accumulate modest reserves to build our financial independence and sustainability
5. We undertake work that is adequately funded and primarily in line with our vision, mission, values and Strategy. We aim to provide services and support that represent value for money for our customers, our stakeholders and the users of our standards.

The Board has the following four broad areas of responsibility:

- To provide strategic direction for the PRSB
- To be a critical friend to the PRSB Executive team by offering constructive challenge
- To engage actively with and provide feedback from specified stakeholders (including members and those on the PRSB Advisory Board)
- To ensure that the PRSB is well governed including the oversight of risk

Terms of reference of the Board are at **Appendix A** of this pack.

About Non-Executive Directors (NEDs)

As an NED the PRSB will expect from you that you will -

- bring your specialist expertise and, equally, a wider strategic/governance role
- join a PRSB committee or long-term project in addition to the Board
- attend all meetings that are part of your commitment – and when not possible, offer comments in writing in advance
- read papers in advance of meetings and come ready to contribute
- contribute between meetings as requested (usually by email or other digital means)
- “mark” a small number of key stakeholders – feed back intelligence, take out PRSB messages
- demonstrate the values and expected behaviours of the Board/PRSB (as described above)

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- take the initiative as regards your own learning, training/development needs e.g., participate in 1:1s with the Board Chair, feedback and reflection

As an NED you should expect from the PRSB –

- a clear understanding of your role, expectations and commitment
- to receive the information you need in a timely manner
- to be offered effective induction and the training and development you need
- support and opportunities for feedback and reflection: time with the Board Chair and CEO and others as needed
- current, timely messaging and support materials
- to be treated with respect, fairness and inclusivity

Please see the role description that follows.

Non-Executive Director (NED)

Role description

Location:	Most work is done remotely but attendance may be expected at face-to-face meetings or other activities from time to time. NEDs are expected to have a suitable broadband connection and computing equipment that enables them to connect remotely and reliably using video conferencing
Time commitment:	Approximately two-three days per month including six Board meetings, Annual General Meeting and four Advisory Board meetings per year together with attendance at meetings of one other Committee or long-term project
Compensation:	Compensation appropriate for a not for profit body is offered on a day or half-day basis. Travel and other expenses may be claimed in accordance with prevailing PRSB arrangements
Accountable to:	PRSB Chair

Overall remit of the Board

The Board has four broad areas for which it is responsible:

- provide strategic direction for the PRSB
- be a critical friend to the PRSB Executive team by offering constructive challenge
- engage actively with and provide feedback from specified stakeholders
- ensure that the PRSB is well governed including the oversight of risk

Individually, Directors are expected to provide input on areas where they have been appointed for their expertise and from time to time take the lead on projects or initiatives where that expertise is central.

Principal responsibilities

Each NED has accountabilities and responsibilities collectively as a Board member across the whole range of PRSB activities. These accountabilities and responsibilities fall under four strands as set out below: strategic direction, relationship with the Executive team and Board colleagues, stakeholder relations and governance. These collective accountabilities and responsibilities carry equal weight to the specific skills experience insight and advice that each NED will bring and which also appear below.

Collective accountabilities and responsibilities

Strategic direction

1. Ensure that the Board operates within the objects of its Articles of Association, and provides a clear strategic direction for the PRSB
2. Contribute proactively to the achievement of PRSB strategic objectives
3. Contribute to the leadership of the PRSB, ensuring that the organisation achieves maximum impact
4. Contribute proactively to the Board and Advisory Board, working with and engaging Advisory Board representatives and member organisations as appropriate
5. Contribute specialist knowledge and expertise as appropriate/agreed
6. Ensure that the PRSB is best equipped to achieve its strategic objectives and to continue to develop

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7. Ensure that the Advisory Board and PRSB membership provides comprehensive coverage across all relevant professional and patient representative organisations to enable achievement of strategic objectives

Relationship with the Executive team and Board colleagues

8. Establish and build a strong, effective and constructive working relationships with the Executive Directors and the wider team
9. Ensure that arrangements are in place and work effectively to hold the Executive Team to account through performance management arrangements led by the Chief Executive Officer, providing constructive challenge where appropriate.
10. Support and advise the Executive Directors while being clear and respecting the division between Board leadership and operational responsibility
11. Maintain contact with the Executive Directors outside of Board/Advisory Board meetings so as to develop and maintain an open and supportive relationship
12. Raise concerns and challenges constructively so as to spur the organisation to ever higher performance
13. Participate in development activities to strengthen Board performance under the direction of the Chair.

Stakeholder relations

14. Act as an ambassador for the PRSB: Board members to ensure they remain fully briefed and up to date to do so with confidence
15. Build and maintain close and effective relationships with agreed/allocated stakeholders
16. Act as a spokesperson for the organisation when appropriate and authorised
17. Represent the PRSB at external functions, meetings and events as required
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19. Proactively contribute to building the reputation, profile and network of relationships held by the PRSB including potential new customers and business development opportunities
20. Proactively seek and identify new business opportunities and lead on initiation of opportunities as the opportunity arises and as agreed

Governance

21. Ensure that PRSB governance arrangements are robust, fit for purpose and work effectively to facilitate achievement of the PRSB's aims
22. Work within any agreed policies adopted by the PRSB
23. Chair or ensure other Board members are nominated to chair Committees of the Board as appropriate
24. Where leading an area of work or chairing a Committee, agree the work programme or agenda with the Executive lead, chair/lead effectively in accordance with PRSB governance arrangements and report to the Board as required
25. Ensure that the PRSB reviews major risks regularly and that systems are in place to take advantage of opportunities and manage and mitigate risks
26. Ensure that the Board fulfils its duties to ensure sound financial health of the PRSB, with systems in place to ensure financial accountability and diverse sources of income

Specific accountabilities and responsibilities

Person specification

Personal qualities

- A strong and visible passion and commitment to the PRSB, its strategic objectives and values
- Personal gravitas to contribute to the profile and leadership of a national organisation

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- Ability to inspire and enthuse staff, members and stakeholders to achieve the vision
 - Exhibit strong inter-personal and relationship building abilities and be comfortable in an ambassadorial role
 - Demonstrate tact and diplomacy, with the ability to listen and engage effectively
 - Strong networking capabilities that can be utilised for the benefit of the organisation
 - Ability to foster and promote a collaborative team environment
 - Ability to commit time to conduct the role well, including travel and attending events out of office hours

Experience - general

- Experience of operating at a senior strategic leadership level within an organisation in an administrative, clinical or professional capacity
- Successful track record of achievement through their career
- Experience of governance in a third sector organisation and working effectively with or as part of a Board
- Experience of external representation, delivering presentations and managing stakeholders
- Significant experience of chairing meetings and events

Experience - specific

Knowledge and skills - general

- Broad knowledge and understanding of the health and care sector and informatics and standards development within it
- Strong leadership skills, ability to motivate staff and volunteers and bring people together
- Financial management expertise and a broad understanding of small business finance issues
- Good understanding of community interest company governance issues

Knowledge and skills - specific

Specific accountabilities and responsibilities

Technical

Experience - specific

1. Leadership role with demonstrable progress in designing, delivering or advising on information systems for use in the health and/or social care sectors.
2. Well-developed networks across health and/or social care in the field of standards, technical design and delivery, informatics or digital transformation.
3. End user focused experience with clear track record of transforming access to and use of digital systems and products in health and/or social care.
4. Board level experience at national level.

Knowledge and skills - specific

1. Knowledge of the design, application, use and improvement of digital systems in health and/or social care particularly with a focus on the application and use of standards.
2. Familiarity with the health and social care sector across all four nations of the UK with a particular focus on achievements and opportunities in the use of standards and digital systems.
3. Creating and maintaining a credible and authoritative position across the health and/or social care sectors particularly with governmental agencies, care professionals, end users and broader stakeholders.

Social care

Experience – specific

1. Demonstrable progress in delivering or advising on Information Systems for use in the social care sector.
2. Well-developed networks across social care desirably in the field of standards, informatics or digital transformation.
3. End user focused experience with clear track record of transforming access to and use of digital systems and products in social care.

Knowledge and skills – specific

1. Knowledge of the application, use and improvement of digital systems in social care particularly with a focus on the application and use of standards.
2. Familiarity with the social care sector in at least one UK nation and an understanding of the differences in the other nations. This has both a broad focus and a specific focus on the use of standards and digital systems.
3. Creating and maintaining a credible and authoritative position across the social care sector [particularly with governmental agencies, care professionals, end users and broader stakeholders.]

Term of office

Non-executive Directors will generally serve a three-year term, eligible for re-appointment for one further three-year term.

Support, feedback and development

All Board members will be offered a thorough induction to the work of the PRSB and their role and contribution in particular. This will include such formal training and development as required. Board members are also invited to and expected to take advantage of regular one-to-one feedback sessions with the Chair and to use such opportunities to raise any issues in their work for the Board and reflect on their own contribution. The PRSB aims to be a learning organisation and the Board will devote time to review its work and how it works. Participation in such sessions is expected of all Board members. The PRSB will also agree and from time-to-time review arrangements for dealing with any issues that arise in the operation of the Board. These arrangements apply to all Board members.

How to apply and the process for appointment

Please provide a CV (maximum three sides A4), a letter of application that addresses the requirements of this opportunity and the names of two referees. Please submit this to recruitment@theprsb.org

Shortlisted applicants will be invited to interview by a panel which is likely to include the PRSB Chair and the CEO.

The closing date and time for this opportunity is November 22nd at 5pm

The term of office will commence on appointment and last initially for three years.

Board of the Professional Record Standards Body: purpose and terms of reference

Overall purpose

The Board has the following four broad areas of responsibility:

- To provide strategic direction for the PRSB
- To be a critical friend to the PRSB Executive team by offering constructive challenge
- To engage actively with and provide feedback from specified stakeholders (including members and those on the PRSB Advisory Board)
- To ensure that the PRSB is well governed including the oversight of risk

Terms of Reference

General

1. In fulfilling its remit, the Board should have full and continuing regard to the constituencies which the PRSB serves and supports, namely: people who use health and care services, their families and their carers; health and care professionals; the suppliers of health and care digital systems; and the four nations of the UK. This applies in respect of all PRSB activities.

Strategic direction

2. Periodically agree the strategy for the PRSB ensuring that its members and wider stakeholders have input to the strategy. In so doing, the Board should focus on future opportunities, threats and risks to the work of the PRSB.
3. Ensure that the strategy is published and communicated to PRSB members and stakeholders.
4. Ensure that an annual operating plan is developed and agreed to implement the strategy; this to include an annual budget.
5. Ensure that key deliverables under the strategy and the operating plan are met and to explore reasons for non-achievement or delay.
6. Agree the priorities for development of PRSB standards in accordance with the strategy and arrangements for the implementation, use of and feedback on PRSB standards.

Critical friend

7. Agree arrangements for holding the PRSB executive to account including setting appropriate performance and means to assess impact.
8. Define the data and information (e.g., balanced scorecard) needed to exercise scrutiny and oversight and ensure it is provided accurately and in a timely manner to the Board.
9. Ensure the performance of the PRSB executive meets the requirements of the PRSB as a Community Interest Company, with the current strategy and operating plan and other operating documents.

Stakeholder engagement

10. Agree and review periodically arrangements to ensure effective engagement with PRSB stakeholders. Within that to ensure effect engagement and timely provision of information to PRSB members primarily through the PRSB Advisory Board.
11. Ensure there is effective and timely stakeholder mapping so as to prioritise stakeholder engagement and develop messaging accordingly. In so doing, ensure that –
 - resources are deployed proportionately to the impact on or of each stakeholder;
 - there are ways to co-ordinate, learn and act on intelligence gathered; and
 - under-represented areas of activity and new or emergent stakeholders are identified.
12. Ensure that members and others maintain a positive and supportive view of the work of the PRSB and their contribution to it.

Governance

13. Put in place and review periodically effective arrangements as regards governance. This should include but not be limited to:
 - Finance and financial management as regards budgets, progress, forecasting
 - Funding, including sufficiently broad income streams and sources of funding
 - Resources are sufficient to fulfil priorities and all areas of the Boards remit
 - Reputation and reputation management
 - Risk identification and risk management
 - Employer responsibilities
 - Company law requirements
 - All other statutory and mandatory responsibilities
 - Principles of good governance for Companies
14. Approve and periodically review policies for the effective operation of the PRSB including those that are mandatory (such as equality, diversity and inclusivity and data quality and security) and non-mandatory (such as sponsorship).
15. Ensure that the PRSB is a reflective and learning body as regards its effective governance and operation by periodically reviewing governance arrangements.

Subsidiary bodies to the Board

16. Establish such subsidiary bodies as are required and that can be resourced to enable the work of the PRSB and its plans to be effectively discharged, ensuring that each such body has a clear purpose and terms of reference, that programmes of work are appropriate, agreed, delivered and reported on.
17. Periodically review the purpose and remit of each subsidiary body.
18. Ensure that each subsidiary body refers any proposals or initiatives that it discusses that would incur expenditure or future financial commitment by the PRSB not within the approved budget, for financial appraisal and consideration.
19. Ensure that subsidiary bodies operate in accordance with the foregoing provisions.

Membership

20. The Board shall comprise up to nine Directors who shall hold the formal role as Directors of the Company.
21. Two of those Directors shall be the Chair as appointed by the Board for the time being and the Chief Executive Officer for the time being.
22. The PRSB Executive Directors and any advisers shall attend meetings of the Board and participate fully in discussions and decisions with the exception of decisions referred to in paragraph 22 below.
23. Formal decisions and those reserved to the Company Directors shall be made by those Directors only and if necessary, without the presence of the Executive Directors and advisers.
24. Where appropriate or necessary the Company Directors shall meet in the absence of the Chief Executive Officer.

Chair

25. The Chair will be appointed by the Board in accordance with the Articles of Association after such processes as shall be determined by the Board from time to time. The Chair will usually serve for a term of three years and may be re-appointed for a second and final term not exceeding three years. The Chair will usually be a care professional.
26. The duties of the Chair in respect to the conduct of the Board include –
 - a. Chairing all meetings;
 - b. Ensuring that the purpose and terms of reference are observed;
 - c. Engaging all members of the Board in the work being done;

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- d. Ensuring that relevant matters are drawn to the attention of Committee chairs or others as appropriate;
 - e. Speaking on broad issues to the media or publicly on behalf of the PRSB in accordance with the Scheme of delegation.

Operation

- 27. The Board will meet not more than six times per year on dates to be agreed unless exceptionally required to transact urgent business.
- 28. Meetings may be held by virtual means/remote attendance.
- 29. Board members may be called upon to consider or determine matters electronically between meetings.
- 30. Board members will not speak on or behalf of the PRSB unless authorised to do so and in accordance with the Scheme of Delegation.
- 31. Board members will abide by any stated or implied lawful confidentiality that relates to the work of the Board during or after any period of membership.
- 32. Board members will comply with the provisions of the General Data Protection Regulation as regards processing of any personal data where it is made available to them as part of their work.
- 33. At meetings of the Board two Company Directors shall form a quorum.