Non-executive Director

Could you help lead the NHS in your area?

Reference: M993

We value and promote diversity and are committed to equality of opportunity for all and appointments made on merit. We believe that the best boards are those that reflect the communities they serve.

We particularly welcome applications from women, people from the local black and minority ethnic communities, and disabled people who we know are under-represented in chair and non-executive roles.
Coventry and Warwickshire Partnership NHS Trust

Coventry and Warwickshire Partnership NHS Trust (CWPT) is responsible for providing mental health, learning disability and community health services to the people of Coventry. The Trust also provides mental health and learning disability services in Warwickshire and Solihull, and a range of specialist health services to people across the UK.

In a typical day, Trust staff sees nearly 5,000 patients from around 60 sites from an overall catchment area of around 850 square miles with a population of more than one million people. The organisation was formed in 2006; employs more than 4,000 staff and has an income of around £200 million.

The Trust intends to become a Foundation Trust which will give more control over the services provided. It will also allow the provision of better services and involve local communities in the bigger healthcare decisions made within the Trust.

The Trust is accelerating its progress towards successfully establishing a culture in which its vision, values and strategic objectives become fully embedded within the organisation. The Trust’s vision, values and strategic objectives are:

The Trust Strategic Objectives are:

- To deliver an exceptional patient experience first time, every time.
- To provide excellent care, ensuring effective, person-centred clinical outcomes.
- To be an employer for whom people choose to work.
- To be an active partner, always ready to improve by working with others.
- To be an efficient organisation providing excellent services.

Challenges and opportunities

Future Strategy

The Trust has an ambitious growth strategy with a continued emphasis on developing community services and will realise this by consolidating its core service offering through the integration of services enabled by modern IT and increasing the efficiency of its workforce and estate. The Trust is determined to continue to develop, but is conscious that
its reputation depends upon existing service delivery and the Trust will look to identify new opportunities that add value to current service users. The Trust will continue to seek to be a credible and respected partner in the health and social care systems within which it operates.

The Trust Board and staff are fully committed to continuing the journey towards Foundation Trust status which will provide further opportunities to use the freedoms that come with it to invest, engage, innovate and become a leader in excellent clinical practice.

**The Transformational Change Programme**

The Trust is committed to building on its reputation locally as the first provider of choice and progressing with its ambitious Transformational Change Programme which sees integrated patient pathways, improved clinical outcomes and increased organisational efficiency at its heart.

**Equal active Partners**

The Trust has established a new way of working to improve staff engagement across the Trust to:

- Connect and bring people together across the usual boundaries
- Empower clinicians and staff to make the changes we all want to see
- Collaborate to come up with good ideas and actions
- Celebrate our success and using our inspirational stories
- Share ownership and responsibility for improving care for our patients and staff’s working lives.

**Financial Performance**

The Trust has a strong track record of good financial management and regularly meets all statutory financial targets. Key achievements include:

- Achieved financial surplus every year since Trust’s inception in 2006 after adjustment for impairments
- Achieved all CIP targets for each year between 2009/10 and 2014/15
- Achievement of all CQUIN targets.

Strong financial management is fundamental to the Trust’s plans to ensure sustainable improvement to services. With a good financial history the Trust is well-placed to succeed and make the most of the financial flexibility and opportunities that come with NHS Foundation Trust status.
Person specification

There is a vacancy for a Non-executive Director with recent clinical experience who, in addition to the board, will be required to join the trusts Safety and Quality Committee. This is an exceptional opportunity to share your talents and expertise to make a positive difference to the lives of people in your community.

Essential criteria

Candidates will need to have a genuine commitment to patients and the promotion of excellent healthcare services. They will need to have recent relevant senior level clinical experience gained in either a medical, nursing or allied discipline with a strong service delivery background.

Board level behaviours

The NHS Leadership Model describes nine behaviours which together contribute towards strong and effective NHS leaders. If you are invited to interview, you will also need to demonstrate the range of behaviours required to contribute effectively in this board level role:

- **Inspiring shared purpose** - create a shared purpose for diverse individuals doing different work, inspiring them to believe in shared values so that they deliver benefits for patients, their families and the community
- **Leading with care** - understand the underlying emotions that affect their team, and care for team members as individuals, helping them to manage unsettling feelings so they can focus their energy on delivering a great service that results in care for patients and other service users
- **Evaluating information** - are open and alert to information, investigating what is happening now so that they can think in an informed way about how to develop proposals for improvement
- **Connecting our service** - understand how things are done in different teams and organisations; they recognise the implications of different structures, goals, values and cultures so that they can make links, share risks and collaborate effectively
- **Sharing vision** - convey a vivid and attractive picture of what everyone is working towards in a clear, consistent and honest way, so that they inspire hope and help others to see how their work fits in
- **Engaging the team** - promote teamwork and a feeling of pride by valuing individuals’ contributions and ideas; this creates an atmosphere of staff engagement where desirable behaviour, such as mutual respect, compassionate care and attention to detail, are reinforced by all team members
- **Holding to account** - create clarity about their expectations and what success looks like in order to focus people’s energy, give them the freedom to self-manage within the demands of their job, and deliver improving standards of care and service
- **Developing capability** - champion learning and capability development so that they and others gain the skills, knowledge and experience they need to meet the future
needs of the service, develop their own potential, and learn from both success and failure

- **Influencing for results** - are sensitive to the concerns and needs of different individuals, groups and organisations, and use this to build networks of influence and plan how to reach agreement about priorities, allocation of resources or approaches to service delivery

- **Championing the standards of public life** – uphold the highest standards of conduct and displaying the principles of selflessness, integrity, objectivity, accountability, openness, honesty, and leadership.

**Principles of public life** - Public service values are at the heart of the NHS and Trust boards play a critical role in shaping and exemplifying an organisational culture that is open, accountable, compassionate, and puts patients first. Respect, compassion and care are at the centre of good leadership and governance in the NHS, and organisational and personal interests must never be allowed to outweigh the duty to be honest, open and truthful with patients and the public. Candidates are therefore expected to:

- understand and commit to the personal behaviours, values, technical competence and business practices outlined in “The standards for members of NHS boards and clinical commissioning group governing bodies in England” produced by the Professional Standards Authority;
- reflect the standards of selflessness, integrity, objectivity, accountability, openness, honesty and leadership set out in the Seven Principles of Public Life;
- be honest, open and truthful in all dealings with patients and the public; and
- uphold the policies and procedures adopted by the Trust, and embrace initiatives such as the organisational values, the principles of Improving Working Lives, attending statutory and mandatory training as directed by the Trust.

For more information about the NHS Leadership Academy’s Healthcare Leadership Model visit [http://www.leadershipacademy.nhs.uk/discover/leadershipmodel/](http://www.leadershipacademy.nhs.uk/discover/leadershipmodel/)

## Role and responsibilities

### Role of the NHS board

NHS boards play a key role in shaping the strategy, vision and purpose of an organisation. They hold the organisation to account for the delivery of strategy and ensure value for money. They are also responsible for assuring that risks to the organisation and the public are managed and mitigated effectively. Led by an independent chair and composed of a mixture of both executive and independent non-executive members, the board has a collective responsibility for the performance of the organisation.

The purpose of NHS boards is to govern effectively, and in so doing build patient, public and stakeholder confidence that their health and healthcare is in safe hands. This fundamental accountability to the public and stakeholders is delivered by building confidence:

- In the quality and safety of health services
- That resources are invested in a way that delivers optimal health outcomes
- In the accessibility and responsiveness of health services
• That patients and the public can help to shape health services to meet their needs
• That public money is spent in a way that is fair, efficient, effective and economic.

Roles and responsibilities of the Non-executive Director

Non-executive directors will work alongside other non-executives and executive directors as an equal member of the board. They share responsibility with the other directors for the decisions made by the board and for success of the organisation in leading the local improvement of healthcare services for patients. Non-executives use their skills and personal experience as a member of their community to:

Formulate plans and strategy
• Bringing independence, external perspectives, skills, and challenge to strategy development.

Ensure accountability
• Holding the executive to account for the delivery of strategy
• Providing purposeful, constructive scrutiny and challenge
• Chairing or participating as a member of key committees that support accountability
• Being accountable individually and collectively for the effectiveness of the board.

Shape culture and capability
• Actively supporting and promoting a healthy culture for the organisation which is reflected in their own behaviour
• Providing visible leadership in developing a healthy culture so that staff believe NEDs provide a safe point of access to the board for raising concerns
• Ensuring the directors of the board are ‘fit and proper’ for the role and champion an open, honest and transparent culture within the organisation.

Context
• Mentoring less experienced NEDs where relevant.

Process, structures and intelligence
• Satisfying themselves of the integrity of reporting mechanisms, and financial and quality intelligence including getting out and about, observing and talking to patients and staff
• Providing analysis and constructive challenge to information on organisational and operational performance

Engagement
• Ensuring that the board acts in the best interests of patients and the public
• Being available to staff if there are unresolved concerns
• Showing commitment to working with key partners.
In particular the responsibilities of Non-executive directors are to:

- Commit to working to, and encouraging within the trust, the highest standards of probity, integrity and governance and contribute to ensuring that the trust’s internal governance arrangements conform with best practice and statutory requirements.
- Provide independent judgement and advice on issues of strategy, vision, performance, resources and standards of conduct and constructively challenge, influence and help the executive board develop proposals on such strategies to enable the organisation to fulfil its leadership responsibilities to patients, for healthcare of the local community.
- Ensure that patients and service users are treated with dignity and respect at all times, and that the patient is central to Trust decision making.
- Ensure that the board sets challenging objectives for improving its performance across the range of its functions.
- Structure the performance of management in meeting agreed goals and objectives.
- In accordance with agreed board procedures, monitor the performance and conduct of management in meeting agreed goals and objectives and statutory responsibilities, including the preparation of annual reports and annual accounts and other statutory duties.
- Ensure that financial information is accurate and that financial controls and risk management systems are robust and defensible and that the Board is kept fully informed through timely and relevant information (you may be asked to sit on the Audit Committee on behalf of the Board).
- Accept accountability to the NHS Trust Development Authority for the delivery of the organisation’s objectives and ensure that the Board acts in the best interests of patients and its local community.
- Contribute to the determination of appropriate levels of remuneration for executive directors.
- Participate in the audit committee and take an active part in other committees (including the investment and remuneration committees) established by the board of directors to exercise delegated responsibility.
- As a member of board committees, appoint, remove, support, encourage and where appropriate "mentor" senior executives.
- Bring independent judgement and experience from outside the trust and apply this to the benefit of the trust, its stakeholders and its wider community.
- Assist fellow directors in providing entrepreneurial leadership to the trust within a framework of prudent and effective controls, which enable risk to be assessed and managed.
- Assist fellow directors in setting the trust’s values and standards and ensure that its obligations to its stakeholders and the wider community are understood and fairly balanced at all times.
- Ensure that the organisation values diversity in its workforce and demonstrates equality of opportunity in its treatment of staff and patients and in all aspects of its business.
- Engage positively and collaboratively in board discussion of agenda items and act as an ambassador for the trust in engagement with stakeholders including patients and the local community and dealing with the media when appropriate.
The seven principles of public life

The principles of public life apply to anyone who works as a public office-holder and therefore will apply to the successful candidate for this role:

- **Selflessness** - holders of public office should act solely in terms of the public interest
- **Integrity** - holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships
- **Objectivity** - holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias
- **Accountability** - holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this
- **Openness** - holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing
- **Honesty** - holders of public office should be truthful
- **Leadership** - holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour whenever it occurs.

The Commissioner for Public Appointments would like to find out what you think of the public appointments process. When you have completed the process, the Commissioner would appreciate a few minutes of your time to complete this survey: [http://publicappointmentscommissioner.independent.gov.uk/candidate-survey/](http://publicappointmentscommissioner.independent.gov.uk/candidate-survey/)

Your response will be anonymous and will inform the Commissioner's ongoing work with Government Departments to improve the public appointments process.

Given the significant public profile and responsibility members of NHS boards hold, it is vital that those appointed inspire confidence of the public, patients and NHS staff at all times. New regulations now require the NHS TDA to make a number of specific background checks to ensure that those we appoint are “fit and proper” people to hold these important roles.

More information can be found on our website. [http://www.ntda.nhs.uk/blog/2014/12/04/fit-proper-persons-requirements/](http://www.ntda.nhs.uk/blog/2014/12/04/fit-proper-persons-requirements/)
Terms and conditions of appointment

- The remuneration payable for this role is £6,157 pa
- This is a part time role and you will have considerable flexibility to decide how you spend your time, including the occasional evening engagement and preparation time away from the trust. We estimate that as a minimum the role requires 2-3 days a month, although this may increase for periods during the NHS Foundation Trust application process
- The initial appointment will be for a period of up to four years, after which you may be considered for further terms of office, subject to the needs of the organisation and a good performance
- Applicants should be able to demonstrate strong connections with the West Midlands.

More information

For information about the Trust, such as business plans, annual reports, and services, visit their website: [http://www.covwarkpt.nhs.uk/Pages/default.aspx](http://www.covwarkpt.nhs.uk/Pages/default.aspx)

Follow the link to our website for more information about:

- Term and conditions of chair and non-executive director appointments: [http://www.ntda.nhs.uk/blog/2014/11/03/terms-and-conditions-of-appointment/](http://www.ntda.nhs.uk/blog/2014/11/03/terms-and-conditions-of-appointment/)
- Disqualification from appointment: [http://www.ntda.nhs.uk/blog/2014/11/03/terms-and-conditions-of-appointment/](http://www.ntda.nhs.uk/blog/2014/11/03/terms-and-conditions-of-appointment/)
- How your application will be handled: [http://www.ntda.nhs.uk/blog/2014/11/03/applying-for-a-post/](http://www.ntda.nhs.uk/blog/2014/11/03/applying-for-a-post/)
Making an application

If you wish to be considered for this role you will be asked to provide:

- A CV that demonstrates clearly how your experience matches the person specification and other qualities and attributes required of a non-executive director as highlighted in this document and it should also include your address and contact details. Please highlight and explain any gaps in your employment history
- A covering letter that highlights your motivation for the role
- The names, positions, organisations and contact details for three referees. Your referees should be individuals in a line management capacity, and cover your most recent employer, any regulated health or social care activity or where roles involved children or vulnerable adults. Your references will be taken prior to interview and may be shared with the selection panel
- Please complete and return the monitoring information form which accompanies this pack and is available for download
- Tell us about any dates when you will not be available.

Key dates

- **Closing date for receipt of applications:** 29 January 2016 at 11am. Please forward your completed application to public.appointments@nhs.net
- **Open session:** There is an opportunity for potential candidates to sit in on the Public Trust board meeting which is taking place on the 26 January 2016 at 9am at the Trust Headquarters, Wayside House (Postcode CV6 6NY). There will also be a further opportunity to meet members of the top team and to find out more about the role at 5pm at the Novotel Hotel (Postcode CV6 6HL), on the 26 January 2016. Please contact Emma Denis on 02476 536673 for more information
- **Meet the team:** Short-listed candidates will be invited to meet key stakeholders ahead of the panel interview to discuss how they will approach the role and find out more about the trust, its goals and values. Feedback from these sessions will be given to the panel. These will take place at the Novotel Hotel on the 18 February 2016 between 2pm -4pm.
- **Interview date:** 25 or 26 February 2016 TBC
- **Start date:** TBC

Getting in touch

- **With the Trust** - for an informal and confidential discussion with Jagtar Singh, the Chair or Simon Gilby, Chief Executive of the Trust, regarding the role please contact the Trust Secretary Administrator, Emma Denis on 02476 536673
- **With the NHS TDA** - for general enquiries contact Sharon Davies on 0300 123 2068 or by emailing Sharon.davies19@nhs.net.