

# Could you help lead the NHS in your area?

## Non-executive director Candidate information pack

**Reference: M1289**



**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.**

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## 1. The opportunity

There is a vacancy for a Non-executive director. This is an exceptional opportunity to share your talents and expertise to make a positive difference to the lives of people in your community.

## 2. The person specification

### Essential criteria

You will need to have a genuine commitment to patients and the promotion of excellent health care services. You will have senior or board level business or community engagement experience gained in the private sector or through links with the voluntary or not for profit sectors.

You will need to be able to demonstrate you can use your experience to:

- work alongside other non-executives and executive colleagues as an equal member of the board
- bring independence, external perspectives, skills and challenge to strategy development
- hold the executive to account by providing purposeful, constructive scrutiny and challenge
- shape and actively support a healthy culture for the trust

All non-executive directors must **champion the standards of public life** – by upholding the highest standards of conduct and displaying the principles of selflessness, integrity, objectivity, accountability, openness, honesty, and leadership.

As a future NHS leader, the successful candidate will be able to demonstrate the range of behaviours required to contribute effectively in this board level role. These are outlined in the NHS Leadership Academy's [Healthcare Leadership Model](#).

Preference will be given to candidates who live in Leicester, Leicestershire and Rutland, or have strong connections with the area. We will accept applications from those with the appropriate experience living in the surrounding areas.

- On average this role will require the equivalent to 2 to 3 days a month.
- The remuneration payable for this role is £6,157 pa.

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. NHS Improvement 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 please contact [sharon.davies19@nhs.net](mailto:sharon.davies19@nhs.net)

### 3. About Leicestershire Partnership NHS Trust

Leicestershire Partnership NHS Trust provides high quality integrated mental health, learning disability and community health services.

The Trust was created in 2002 to provide mental health, learning disability and substance misuse services. In April 2011 they merged with Leicester City and Leicestershire County and Rutland Community Health Services as a result of the national Transforming Community Services agenda. This has given the trust great opportunities to join up mental health and physical health care pathways to advance health and wellbeing for the people and communities of Leicester, Leicestershire and Rutland.

The trust serves a population of one million people across Leicester, Leicestershire and Rutland, has a budget of around £300 million and employs over 5,500 staff in a wide variety of roles. The trust works with family doctors (GPs), local hospitals, social services and other local authority departments such as housing, education, voluntary organisations and local community groups.

Quality is at the heart of everything the trust does. The trusts values, vision and strategic objectives are set out below.



<p><b>Our Vision</b></p>	<p><b>To improve the health and wellbeing of the people of Leicester, Leicestershire and Rutland by providing high quality, integrated physical and mental health care pathways</b></p>
<p><b>Strategic Objectives</b></p>	<p><b>Deliver safe, effective, patient-centred care in the top 20% of our peers</b></p> <p><b>Partner with others to deliver the right care in the right place at the right time</b></p> <p><b>Staff will be proud to work here, and we will attract and retain the best people</b></p> <p><b>Ensure sustainability</b></p>

The trust's services are organised into three operational directorates: adult mental health, adult learning disability services, families, young people, children's services and community health services. A detailed A to Z of their services can be found by clicking this [link](#).

### **Adult Mental Health and Adult Learning Disability Services**

The trust's services work to deliver high quality care for adults with acute and enduring mental health conditions and complex learning difficulties, across Leicester, Leicestershire and Rutland. Services range from acute inpatient care, acute assessment, home treatment, day care, psychological therapies, community-based mental health care, assertive outreach, day care and prison healthcare, along with locality-based learning disability teams, short break homes, specialist inpatient care, autism and outreach services.

Learning disability teams also offer specialist advice and support to others involved in caring for someone with a learning disability.

### **Families, Young People and Children's Services**

The trust also provides universal and specialist support including child and adolescent mental health services, health visiting, school nursing, paediatric medicine, nutrition and dietetics services, eating disorder services, speech and language therapy, occupational therapy and physiotherapy.

## **Community Health Services**

Community health services include adult nursing and therapy services and mental health services for older people. They deliver services in inpatient wards, in clinics, and in patients' own homes. Their services include general and stroke rehabilitation, end of life care, physiotherapy, occupational therapy, speech and language therapy, podiatry, fall prevention, and mental health services for older people.

The trusts statement of purpose, as registered with the Care Quality Commission (CQC) sets out the main services provided and premises from which they operate wards and through many community teams who work in clinics, day services and people's own homes.

Leicestershire Partnership NHS Trust is also a teaching trust, which means it conducts research and provides training and education for medical, psychology, nursing and therapy students.

The key areas of focus for the trust board are currently:

- Improving the quality of our services –the trust was inspected by the Care Quality Commission (CQC) during the week of 14 November 2016 and the CQC published their findings on 8 February 2017. The trust is proud that the inspectors have once again praised the care and compassion of staff. The CQC identified many 'Good' areas within LPT's practice and services; and the trust is particularly proud of the 'Outstanding' rating they received for the care provided to children, young people and families in the community. The report highlights the progress and improvements made in many areas across LPT services since the previous inspection in March 2015, including a 'Good' rating for the childrens & adolescents mental health inpatient ward and an appreciation of the progress made in adult mental health services. However, the CQC highlighted some areas for improvement, which means that overall the trust received a 'Requires Improvement' rating. (A copy of the report is available on the CQC website).
- Staffing - Our staff are our greatest asset; recruitment and retention of high calibre staff for frontline services will enable the trust to reduce its dependency on agency staff.
- Finance – to achieve a target surplus of £3.1m in the financial year ending 31 March 2018.

## Appendix 1: 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 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
- accept accountability to the NHS Improvement 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, dealing with the media when appropriate.

## Appendix 2: More information

For information about the Trust, such as business plans, annual reports, and services, visit their [website](#)

The following information about NHS Improvement and this appointment is available on request from [sharon.davies19@nhs.net](mailto:sharon.davies19@nhs.net):

- The support NHS Improvement provides to trusts
- Terms and conditions of chair and non-executive director appointments
- Disqualification from appointment
- How your application will be handled
- Dealing with your concerns including how to complain to the Commissioner for Public Appointments
- Other sources of information

## Appendix 3: Making an application

If you wish to be considered for this role please provide:

- a CV that includes your address and contact details, highlighting and explaining any gaps in your employment history
- a supporting statement that highlights your motivation for applying and your understanding of the NHS and the role. You should outline your personal responsibility and achievement within previous roles and how your experience matches the person specification
- 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:** 31 July 2017 at 11.00am. Please forward your completed application to [public.appointments@nhs.net](mailto:public.appointments@nhs.net)
- **interview date:** 17 August 2017
- **proposed start date:** To be confirmed

## Getting in touch

- For an informal and confidential discussion with Cathy Ellis, the Chair of the trust, please contact her PA Gill Eagles on 0116 295 0822
- **NHS Improvement** – for general enquiries contact Sharon Davies on 0300 123 2068 or by emailing [Sharon.davies19@nhs.net](mailto:Sharon.davies19@nhs.net)



# **Improvement**

## **About NHS Improvement**

NHS Improvement is responsible for overseeing Foundation Trusts, NHS Trusts and independent providers. We offer the support these providers need to give patients consistently safe, high quality, compassionate care within local health systems that are financially sustainable. By holding providers to account and, where necessary, intervening, we help the NHS to meet its short-term challenges and secure its future.

NHS Improvement is the operational name for the organisation that brings together Monitor, NHS Trust Development Authority, Patient Safety, the National Reporting and Learning System, the Advancing Change team and the Intensive Support Teams.

## **Contact us**

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