

# Could you help lead the NHS in your area?

## Non-executive director Candidate information pack

Reference: S1570



**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

We are recruiting for a non-executive director for Avon and Wiltshire Mental Health Partnership NHS Trust. This is an exceptional opportunities to share your talents and expertise to make a positive difference to the lives of people in your community.

## 2. The person specification

You will have a genuine commitment to patients and providing high quality services that meet the needs of service users, carers and their families. We are interested in individuals who have an understanding of mental health and learning disability, along with an understanding of the economic, social, and cultural disadvantage as well as discrimination many service users face. Experience of engaging with diverse social, economic and cultural groups served by an organisation, particularly the black and minority ethnic communities, would be an advantage.

### 2.1. Essential criteria

We are looking for a strategic leader who has significant experience of working at senior or board level in the commercial, public or charitable sector. We are particularly interested in candidates with experience in one or more of the following areas:

- Business transformation in a complex multi site organisation
- Contracting and business development expertise involving multiple partnership models and relationships with voluntary/charity sector, social enterprise, community interest, private and public sector organisations;
- Professional property expertise, in particular in asset management with a mixed estate, including Private Finance Initiative funded assets;
- Housing association management and strategic development;
- Strategic stakeholder relationship management.

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](#).

Applicants should live in or have strong connections with the Avon and Wiltshire areas or their bordering 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 per annum.

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 makes 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](#).

### **3. About Avon and Wiltshire Mental Health Partnership NHS Trust**

Avon and Wiltshire Mental Health Partnership NHS Trust (AWP) provides specialist mental health services to children, adults and older people in Bath and North East Somerset (BANES), Bristol, North Somerset, South Gloucestershire, Wiltshire and Swindon. It also provides specialist drug and alcohol services and secure mental health services to people living across a wider area.

The trust’s purpose is ‘working together to live our best lives’. The trust has defined their values as “PRIDE”; Passion, Respect, Integrity, Diversity and Excellence. Specifically, the trust provides services for people with mental health needs, with needs relating to drug or alcohol dependency and mental health services for people with learning disabilities. The trust also provides secure mental health services and works closely with the criminal justice system for prison mental health services.

As a partnership trust it also has important responsibilities to work together at a local level with other public bodies, such as local authorities, the police and the criminal justice system including prisons and also with the voluntary sector to ensure that services are joined up.

With over 4,000 staff distributed across such a large area, the trust employs a range of traditional and innovative communication methods. Key to this is the way the trust encourages staff engagement and their Board members to play a visible and important role in this regard.

The trust is committed to providing person-centred services that are high quality and recovery focused. To achieve this, the trust supports a range of innovation and improvement programmes that help to continually improve and make a difference to the services they provide. Increasingly the trust provides treatment and care in people’s own homes and other community settings, reflecting the preferences of their service users. The trust’s community services are supported by high quality inpatient services that provide short term assessment, treatment and care.

The trust supports high quality research into the prevention, treatment and management of mental health conditions, addictions and dementia.

The trust wants to give everyone who uses its services, their carers and families and trust staff the chance to find out about research they might take part in. This forms

the trust's pledge of 'Everyone Included'. This means that the trust will send people who use AWP services information about suitable research opportunities.

### 3.1. The trust's purpose, vision, values and priorities:

#### Our Purpose

Working together, living our best lives.

#### Vision

We aspire to give you the best possible care in the right place, at the right time, to help you recover and live your best life.

#### Strategic priorities

##### **We will support our service users and carers:**

building innovative, integrated care pathways designed to enhance the whole service user experience.

##### **We will engage our staff:**

offering real opportunities at all levels to innovate and contribute to the delivery of our transformation plans.

##### **We will be sustainable:**

securing the future clinical and financial viability of the organisation.

#### Values

P	Passion	Doing our best, all of the time
R	Respect	Listening, understanding and valuing what you tell us
I	Integrity	Being open, honest, straightforward and reliable
D	Diversity	Relating to everyone as an individual
E	Excellence	Striving to provide the highest quality support

### 3.2. Challenges and opportunities:

The Five Year Forward View envisages the breaking down of boundaries between primary care and hospitals, between physical and mental health, and between health and social care. It means developing models of care built around the needs of patients rather than on historical or professional divides.

The NHS Shared Planning Guidance asked every local health and care system in England to come together to create their own ambitious local plan for accelerating the implementation of the Five Year Forward View. The resulting Sustainability and Transformation Partnerships (STPs) are place-based, multi-year plans built around the needs of local populations. To deliver these plans NHS providers, CCGs, local authorities, and other health and care services have come together to develop robust plans to transform the way that health and care is planned and delivered for their populations.

The trust has complicated contracting arrangements across six CCGs, and with NHS England as Specialised Commissioner, as well as a number of complex partnership arrangements, with a diversity of providers. These relationships are made more important as Avon and Wiltshire Mental Health Partnership is engaged in two STP “footprints”: Bristol, North Somerset and South Gloucestershire and Bath, Swindon and Wiltshire. The trust is ensuring the needs of mental health service users are fully represented.

The trust faces a significant financial challenge and in 2016/17 the trust ended the year with a deficit of £8.9m. Over the last six months, the trust has participated in a financial improvement programme, enabled by NHS Improvement. This programme has supported the trust in developing improved and sustainable models of care for the future.

There have been significant changes to the make-up of the trust board over the last 18 months. Dr Hayley Richards was appointed as the Chief Executive in February 2016 and Charlotte Hitchings was appointed as Chair in November 2016.

The trust strengthened its executive team in 2016, with the appointment of a new Director of Operations, Director of Finance and Medical Director. In 2017, two new non-voting executive members joined the board, a Director of Strategy and Director of Human Resources.

The trust appointed four non-executive directors in 2016 and one in 2017.

The Board comprises five voting executive directors including the Chief Executive, two non-voting executive directors, six non-executive directors and a Chair.

The trust values the hard work of its staff and their dedication to providing high quality mental health care that promotes recovery and hope. The trust has committed to supporting and developing staff as a strategic priority. It undertakes regular ‘temperature checks’ on staff experience and wellbeing and in 2017 joined a national ‘listening into action’ programme to help empower staff to make positive change to improve services. Throughout the year every member of staff is invited to complete the Staff Friends and Family Test in addition to the NHS Staff Survey.

The Board developed a new strategy in 2017 with an ambitious plan to transform the organisation and change the way we deliver services over the next 18 months in a difficult financial climate.

A copy of the strategy is included will be available on the Trust website from 31 October 2017.

## **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 (you may be asked to sit on the audit committee on behalf of the Board)
- 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 [leslie.horn@nhs.net](mailto:leslie.horn@nhs.net):

**Becoming a non-executive director**

**Eligibility and disqualification from appointment**

**Terms and conditions of chair and non-executive director appointments**

**How your application will be handled**

**Your personal information**

**Dealing with concerns**

## **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: 22 November 2017 at 11.00am.**  
Please forward your completed application to [public.appointments@nhs.net](mailto:public.appointments@nhs.net)
- **interview date: 6 December 2017** (Please note interviews will be held at the new trust headquarters in Bath NHS House, Newbridge Hill, Bath, BA1 3QE).
- **proposed start date: 1 January 2018**

## Getting in touch

- For an informal and confidential discussion with Charlotte Hitchings, the Chair of the trust, please contact Sue Cook, Business Manager on 01249 468023.
- **NHS Improvement** – for general enquiries contact Leslie Horn on 0300 123 2057 or by emailing [Leslie.horn@nhs.net](mailto:Leslie.horn@nhs.net)

## 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

NHS Improvement  
Non-executive Appointments Team  
Room 2C18  
Quarry House  
Leeds LS2 7UE

E: [public.appointments@nhs.net](mailto:public.appointments@nhs.net)  
W: [improvement.nhs.uk](http://improvement.nhs.uk)