

**Non-Executive Director of
Cumbria Partnership NHS
Foundation Trust
and
North Cumbria University
Hospitals NHS Trust**

**Recruitment Information Pack
October 2017**

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. Introduction

Cumbria Partnership NHS Foundation Trust and North Cumbria NHS Trust have recently taken steps to strengthen our partnership and collaboration to join up care we deliver to patients. We now share a Chief Executive and are currently integrating our support services in order to ensure we are making best use of our collective resources. We see this as a first step in journey to integrate health and care services across Cumbria.

In the spirit of this collaboration, we are looking for a Non-Executive Director with a strong clinical background to be appointed to the Boards of both Trusts.

2. About Us

2.1. **Cumbria Partnership NHS Foundation Trust** is the largest provider of NHS services across Cumbria. Around 4000 staff operate 60 different community and mental health services from over 20 main sites and many other premises shared with other health or community services such as GP surgeries. In any one year we see around one fifth of the population providing health care services from new babies to care of the frail and elderly.

2.2. **Our vision:** People in our communities living **happier, healthier** and more **hopeful** lives
We value and recognise the importance of everyone in the community - our patients, carers, staff, partners and the wider community in helping to achieve our shared vision.

2.3. Our Mission | Delivering **quality** and **best value** for our patients

2.4. Additional information about Cumbria Partnership NHS Foundation Trust can be found in Appendix A.

2.5. **North Cumbria University Hospitals NHS Trust** is an acute hospital trust dedicated to providing the best possible care, serving a population of around 320,000 people.

Our Trust is located in one of the most geographically remote areas and serves the third most sparsely distributed population in England. Around 51% of the total Cumbrian population live in rural communities.

Acute hospital services are provided from the Cumberland Infirmary in Carlisle and the West Cumberland Hospital in Whitehaven. The Trust also provides a midwifery-led maternity service at Penrith Community Hospital.

2.6. **Our vision:** To provide innovative high quality care to our patients.

2.7. Additional information about North Cumbria University Hospitals NHS Trust can be found in Appendix B.

3. Description of role

3.1. Introduction

The Board of Directors (the Board) of both Cumbria Partnership NHS Foundation Trust and North Cumbria University Hospitals NHS Trust are fully and finally accountable for every aspect of performance of their respective organisations. This means being accountable for organisational systems which ensure that the services they provide to patients, many of whom are amongst the most vulnerable in our communities, are relevant to their needs and are both safe and of high quality.

The Boards are required to act in ways which:

- ✓ achieve the highest quality of services and care for patients
- ✓ determines the health needs of the local population and implements a strategic direction to achieve excellent outcomes and experience
- ✓ ensures that the organisation is productive and efficient in its use of public funds and remains financially viable
- ✓ demonstrates the requirements of good governance

Both Boards are required to act as a unitary board, in which responsibility and accountability for decisions is equally shared amongst all members. Within the team they make different contributions to the work of the Board:

- ✓ Executives bring detailed knowledge of the Trust's management systems and processes and of the health and social care sector, as well as specialist clinical and managerial expertise;
- ✓ Non-Executive Directors have a particular responsibility to scrutinise and constructively challenge members of the Board to ensure that; performance, assurance, policy, and strategy are soundly based and rigorously explored

3.2. Role Description

The role and responsibilities of Non-Executive Directors include the following:

- ✓ To consistently deliver the highest quality of services we can
- ✓ Commitment to working to, and encouraging within the Trust, the highest standards of probity, integrity and governance
- ✓ 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 Directors develop proposals on such strategies
- ✓ 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
- ✓ Diligently seek assurance that financial information is accurate and that financial controls and risk management systems are robust and defensible
- ✓ Chair and/or participate in the Audit & Risk, Quality & Safety and Finance, Investment & Performance Committees established to exercise delegated responsibilities
- ✓ As a member of Board committees, appoint, remove, support, encourage and where appropriate 'mentor' the Chief Executive and senior executives
- ✓ Contribute to the determination of appropriate levels of remuneration for Executive Directors as a member of the Trust's Remuneration Committee.
- ✓ Bring independent judgement and experience based on commercial, financial, legal or governance expertise from outside the Trust and apply this to the benefit of the Trust, its stakeholders and its wider community
- ✓ Assist fellow directors in setting the Trust's strategic aims, ensuring that the necessary financial and workforce are in place for the Trust to meet its objectives, and that performance is effectively monitored and reviewed

- ✓ 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
- ✓ Support a positive culture, uphold values throughout the Trust and adopt behaviours in the boardroom and elsewhere that exemplify the corporate culture
- ✓ Engage positively and collaboratively in Board discussion of agenda items
- ✓ Act as an ambassador for the Trust in engagement with stakeholders including the local community, dealing with the media when appropriate

3.3. Non-Executive Directors should:

- ✓ become conversant with the Trust's business activities, its strategy and the main areas of risk
- ✓ participate in the Trust's Induction programme including partnering Executive Directors, attending briefings, meetings and reading induction materials
- ✓ take opportunities to develop and refresh their own knowledge and skills
- ✓ ensure that they are well-informed in respect of the main areas of the Trust's activity and how to engage with members of the community
- ✓ participate in visits to Trust services

3.4. Principles

The individual boards are collectively responsible for the exercise of the powers and the performance of the respective trust's, by directing and supervising its affairs in accordance with the Trust's licence and the regulations and provisions set down by NHS Improvement.

3.5. The Nolan Principles - The Seven Principles of Public Life

In addition to the above roles and responsibilities Non-Executive Directors will be expected to adhere to the Nolan Principles, which are outlined below:

Selflessness

Holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.

Integrity

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.

Objectivity

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

Accountability

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

Openness

Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

Honesty

Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership

Holders of public office should promote and support these principles by leadership and example.

3.6. Person Specification

3.6.1. Essential Criteria

The Trusts are seeking to appoint an individual from any background who can demonstrate **all** of the following essential expertise:

1. professional level clinical experience gained in healthcare organisations in any sector
2. understanding of achieving change management and transformation in a dynamic organisation
3. experience of providing appropriate oversight, scrutiny, challenge and leadership at decision-making levels in a diverse organisation to help develop proposals on priorities relating to **any or all** of the following:
 - a. risk mitigation including impact of external unforeseen factors
 - b. investment
 - c. assurance
 - d. customer satisfaction
 - e. strategic planning
4. a commitment to the trusts values (see Appendix 1 & 2 for details)

3.6.2. Desirable Criteria

The Trusts would like to ensure as far as possible that the membership of the Boards enables individuals to bring their talent, experience and innovation to the oversight of building clinical partnerships and an understanding/experience of delivering clinical care. You will have demonstrable experience of motivating and creating enthusiasm to make a real difference to the people using the trusts services.

To achieve the best balance of skills on the Boards the Trusts are seeking an individual who can demonstrate, with solid evidence, their experience and skills in one of the following desirable areas:

1. Experience of or a good understanding of delivering clinical care;
2. Knowledge and understanding of the service user and carer experience including service delivery, equality and diversity, social care and third sector issues

3.6.3. Competencies

In addition to the essential criteria outlined above, all candidates interviewed will need to demonstrate at interview that they have the competencies required to be effective in this Board level role. The competencies are:

Intellectual flexibility	The ability to analyse and understand complex information and situations in order to reach an objective conclusion. The ability to think clearly and creatively bringing creative solutions to challenges as appropriate.
Strategic direction	The ability to think and plan ahead, foreseeing risks and opportunities whilst balancing needs and constraints.
Holding to account	Willing to maintain and uphold accountability of self and others, probing issues where necessary through constructive challenge. Demonstrably high levels of probity, integrity, discretion and fairness and the ability to maintain confidentiality. Able to uphold the principles of effective corporate governance.
Effective influencing and communication	Able to influence furtherance of the Trust's stated aims and objectives. Able to influence and persuade others using well-reasoned arguments. Demonstrate tact and diplomacy when dealing with potentially difficult and sensitive issues.
Team working	Be committed to working as a team member. To build constructive relationships and work effectively as a member of the Board of Directors.
Self-belief and drive	To maintain the self-motivation to pursue agreed standards of performance and take on new challenges, both individually and as a member of the Board of Directors.
Service Users, Carers and Community focus	The motivation to ensure high standards are maintained and to also help improve Trust performance and the confidence to take on challenges. High level of commitment to service users, carers and the community and to tackling health inequalities. Strong commitment to uphold NHS values, principles and the aims of the Trust and the wider local community.

3.7. Eligibility

To be eligible for appointment candidates must:-

- ✓ meet all the requirements of the 'Fit and Proper persons' test as set out in the Health & Social Care Act 2008 (Regulated Activities) Regulations 2014; and
- ✓ be a member of Cumbria Partnership NHS Foundation Trust (membership is free). You must reside in Cumbria or Lancashire but must not be employed by the Trust. To become a member of Cumbria Partnership NHS Foundation Trust, please visit the Trust website at <https://www.cumbriapartnership.nhs.uk/>

3.8. Criteria for Disqualification

The following paragraphs identify the circumstances where an individual would not be eligible for appointment as a member of the Board. You cannot be considered for appointment as a Non-Executive Director of the trusts if you are a person:

- ✓ who has been adjudged bankrupt or whose estate has been sequestrated and (in either case) has not been discharged;
- ✓ who has made a composition or arrangement with, or granted a trust deed for, their creditors and has not been discharged in respect of it;

- ✓ who within the preceding five (5) years has been convicted in the British Isles of any offence and a sentence of imprisonment (whether suspended or not) for a period of not less than three (3) months (without the option of a fine) was imposed on them;
- ✓ who is the spouse, partner, parent or child of a director of Cumbria Partnership NHS Foundation Trust or North Cumbria University Hospitals NHS Trust;
- ✓ who is a member of a local authority's scrutiny committee covering health matters;
- ✓ a person who is the subject of an unexpired disqualification order made under the Company Directors Disqualification Act 1986;
- ✓ whose tenure of office as a chairman or as a member or director of a health service body has been terminated on the grounds that their appointment is not in the interests of the health service, for non-attendance at meetings, or for non-disclosure of a pecuniary interest;
- ✓ who is subject to a sex offender order or whose name is on the sex offenders register;
- ✓ who has within the preceding two (2) years been dismissed, otherwise than by reason of redundancy, from any paid employment with a health service body;
- ✓ who has refused without reasonable cause to fulfil any training requirement established by the Board of Directors;
- ✓ who has refused to sign and deliver to the trusts a statement in the form required by the Board of Directors confirming acceptance of the code of conduct for directors.

Further disqualifications related to North Cumbria University Hospitals NHS Trust:

- ✓ MPs/MEPs and candidates for election
- ✓ CCG chairs and members
- ✓ CQC chair, members and employees

Non-Executive Director appointments to the Board of North Cumbria University Hospitals NHS Trust are regulated by the Commissioner for Public Appointments.

3.9. Diversity and Monitoring

The Trusts are committed to preventing discrimination, valuing diversity and achieving equality of opportunity and will not discriminate against anyone because of their race, ethnic origin, gender or gender reassignment, disability, age, nationality, sexual orientation, marital status, colour, religion, belief or non-belief.

The information on the monitoring sheet is not used in the selection process. It will be removed on receipt and is not seen by those assessing your application. However, this information may be useful to the trusts when looking at diversity strategy and the basic information about the successful appointee may need to be made public in a variety of publications such as the trusts annual report and press releases.

The trusts are committed to equality of opportunity for all and welcomes applications from all sections of the communities the trusts serves. All appointments are based on merit and the principles of independent assessment, openness and transparency of process.

3.10. Fit and Proper Persons

The trusts are committed to ensuring that all Board appointments meet with the requirements of the Fit and Proper Person requirements within the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014 (1 April 2015) which places a duty on NHS providers not to appoint a person or allow a person to continue to be an executive director or equivalent or a non-executive director under given circumstances. Checks will be carried out by the trusts after appointment and before the individual takes up their full duties.

3.11. Disclosure and Barring Service (DBS) checks

Non-Executive Directors may occasionally have access to children or vulnerable adults through their work for the trusts. To safeguard patients by identifying unsuitable candidates, the appointment will be dependent upon the satisfactory completion of a standard disclosure through the DBS. Checks will be carried out by the trusts after appointment and before the individual takes up their full duties.

3.12. Remuneration and Time Commitment

Remuneration and the time commitment for each Non-Executive Director post will be considered separately according to the processes set down for Foundation Trusts and NHS Trusts. These are detailed below.

The Chairs of the trusts will respond flexibly to the way in which Non-Executive Directors meet their time commitments. Prior to taking the appointment, successful candidates should inform the Chairs of any other time commitments. Once appointed, Non-Executive Directors should inform the chairs of any changes to their commitments. It is the responsibility of each Non-Executive Director to ensure that they can make sufficient time available with a degree of flexibility to discharge their responsibilities effectively. Some time commitment may be during the evening.

Remuneration and Time Commitment – Cumbria Partnership NHS Foundation Trust

The terms and conditions of Non-Executive Directors are determined by the Governors Council. Currently Non-Executive Directors receive £12,000 per annum and are eligible to claim allowances for travel and subsistence costs necessarily incurred on Trust business. The time commitment is an average of around 3 days per month, although this will vary from month to month.

The remuneration payable is taxable and subject to National Insurance Contributions and is not pensionable.

Remuneration and Time Commitment - North Cumbria University Hospitals NHS Trust

The terms and conditions of Non-Executive Directors of NHS trusts are determined by the Secretary of State for Health. Currently Non-Executive Directors receive £6,157 per annum and are eligible to claim allowances for travel and subsistence costs necessarily incurred on Trust business. The time commitment is an average of around 3 days per month, although this will vary from month to month.

The remuneration payable is taxable and subject to National Insurance Contributions and is not pensionable.

3.13. Appointment and Tenure of Office

The appointments will be for 2 to 4 years and will be subject to annual performance reviews.

You should also note that the posts are a public appointment or statutory office rather than a job and are therefore not subject to the provisions of employment law. To ensure that public service values are maintained at the heart of the National Health Service, Non-Executive Directors are required to subscribe to the Code of Conduct and Standing Orders and Standing Financial instructions for the respective Trust.

As Non-Executive Director you must demonstrate high standards of corporate and personal conduct. Details of what is required of you and the Board of Directors on which you serve are set out in the Codes of Conduct as outlined above.

You will be required to declare any conflict of interest that arises in the course of Board business and also declare any relevant business interests, positions of authority or other connections with commercial, public or voluntary bodies.

To find out more about Cumbria Partnership NHS Foundation Trust please visit:
www.cumbriapartnership.nhs.uk

To find out more about North Cumbria University Hospitals NHS Trust please visit:
www.ncuh.nhs.uk

4. Further information

4.1. Informal Information Event

There is an informal information event taking place in early October for people who are interested in finding out more about the role. It is an opportunity to learn more about Non-Executive Directors, the trusts, the services and plans for the future. It is taking place on:

10th October 2017 | 6pm – 8pm | Voreda, Portland Place, Penrith, CA11 7QQ

If you would like to attend please contact:

Harriet Mouat on **01228 603761** or harriet.mouat@cumbria.nhs.uk

Please note that attendance at the event is not compulsory and will not play any part in the selection process.

4.2. Application Process

This section outlines the service you should expect to receive if you apply for this post. For an informal and confidential discussion about the role, please call Daniel Scheffer, Joint Company Secretary on 01228 603013 or 07979 803386 or email Daniel.Scheffer@cumbria.nhs.uk or call Gina Tiller, NCUHT Chair on 01228 814010.

- ✓ Applications need to be received by **20 October 2017**.
- ✓ Your application will first be checked for completeness and eligibility.
- ✓ We will then assess your completed application information to see the extent to which you have the qualities and expertise specified for the post.
- ✓ It is anticipated that shortlisting will be completed by **7 November**. Candidates will be informed as soon as possible after this by telephone if they have been selected for interview and the interview details will be confirmed in writing.
- ✓ Shortlisted candidates will be asked to participate in an online competency assessment, prior to the formal interviews during **8 - 12 November** and be available for 1 hour for a validation telephone call on **13 November**.
- ✓ As part of the interview process, shortlisted candidates will be expected to present to members of the Governors Council of Cumbria Partnership NHS Foundation Trust, Board of Directors from both Trusts and Partners on **15 November**.
- ✓ A selection panel, including the Chairs of both Cumbria Partnership NHS Foundation Trust and North Cumbria University Hospitals NHS Trust will conduct interviews on **17 November**.
- ✓ The selection panel will make its recommendation to the Nominations Committee of Cumbria Partnership NHS Foundation Trust for consideration at the Governors Council on **23 November** who will make the final appointment to that Trust Board. At the same time, the recommendation will also be considered by the Provider Leadership Committee of NHS Improvement, which will make the final appointment to the North Cumbria University Hospitals NHS Trust Board.

- ✓ The successful candidate will be contacted by the Chair of either Cumbria Partnership NHS Foundation Trust or North Cumbria University Hospitals NHS Trust.
- ✓ All unsuccessful candidates will be advised of the outcome of the selection process by the Chair of either Cumbria Partnership NHS Foundation Trust or North Cumbria University Hospitals NHS Trust.

We are aiming for the successful candidate/s to commence from **1 January 2018**.

4.3. How to Respond

All applications are to be made via NHS Jobs.
Please ensure you demonstrate in the additional information section of the application form how you meet the essential and desirable criteria detailed in page 6 of the information pack.

Please note the closing date is **20 October 2017**.

Alternatively electronic, Braille, large print and tape versions of this information pack are available by e-mailing harriet.mouat@cumbria.nhs.uk

4.4. Useful Documents and Links

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. Further information can be found at <https://improvement.nhs.uk/about-us/who-we-are/>

The Department of Health has information including latest policy initiatives:
<https://www.gov.uk/government/organisations/department-of-health>

“A Guide to NHS Foundation Trusts” published by the Department of Health:
http://webarchive.nationalarchives.gov.uk/20130107105354/http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_4008478?IcdService=GET_FILE&dID=28243&Rendition=Web

Information about NHS Foundation Trusts and the Code of Governance can be found at:
<https://www.gov.uk/government/publications/nhs-foundation-trusts-code-of-governance>

The Healthcare Financial Management Association (HFMA) has more information about NHS financial management: www.hfma.org.uk

Visit the new ICC webpages: www.northcumbriaccq.nhs.uk/iccs

Trust websites: www.cumbriapartnership.nhs.uk and www.ncuh.nhs.uk