

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

**Recruitment Information Pack  
May 2018**

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

We are currently looking for an Associate Non-Executive Director/s to be appointed to our Board of Directors. This is an exceptional opportunity to share your talents and expertise to help us achieve better health outcomes for people who use our services at the same time as meeting the uniquely challenging and significant pressure facing health and social care services in the next few years.

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, an Executive Director team, a Non-Executive Director and are integrating our clinical and 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.

Please note that the successful candidate will be a key member of the Non-Executive Director team. They will attend Board meetings and relevant committee meetings, playing an active role by providing advice and appropriate challenge across the range of Trust healthcare services and supporting business areas. However, as they are not formally appointed as Board members, and should circumstances arise, they will not be eligible to vote. In all other respects Associate Non-Executive Directors are of equal status and value.

This role is part of the Board's succession planning and the successful candidate may be considered for appointment as a full Non-Executive Director, if a suitable vacancy arises.

## 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 an Associate Non-Executive Directors include the following:

- ✓ To consistently deliver the highest quality of services we can;
- ✓ Commitment to working to, and encouraging within the Trusts, 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;
- ✓ Participate in the Audit & Risk, Quality & Safety and Finance, Investment & Performance Committees established to exercise delegated responsibilities;

- ✓ As a member of Board committees, support, encourage and where appropriate 'mentor' the Chief Executive and senior executives;
- ✓ Bring independent judgement and experience based on commercial, financial, clinical, 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 Trusts strategic aims, ensuring that the necessary financial and workforce are in place for the Trusts to meet their objectives, and that performance is effectively monitored and reviewed;
- ✓ Assist fellow directors in providing entrepreneurial leadership to the Trusts within a framework of prudent and effective controls, which enable risk to be assessed and managed;
- ✓ Assist fellow directors in setting the Trusts 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 Trusts 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 Trusts in engagement with stakeholders including the local community, dealing with the media when appropriate.

### **3.3. Associate Non-Executive Directors should:**

- ✓ become conversant with the Trust's business activities, its strategy and the main areas of risk;
- ✓ participate in the Trusts Induction programme including partnering Executive Directors, Non-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 Trusts activity and how to engage with members of the community;
- ✓ participate in visits to Trusts 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 Associate 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**

You will need to have a genuine commitment to patients and the promotion of excellent health care services. You will have functioned at senior Executive/Board in one or more of the following areas:

- ✓ Data futures, digital technology
- ✓ Human Resources
- ✓ governance experience within the commercial sector, bringing experience of strategic planning, financial, risk and performance management

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 Associate 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 one of the public member constituencies of Cumbria, Lancashire or North East England.

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. We 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 page 7.

### 3.6.1 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:

<b>Intellectual flexibility</b>	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.
<b>Strategic direction</b>	The ability to think and plan ahead, foreseeing risks and opportunities whilst balancing needs and constraints.
<b>Holding to account</b>	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.
<b>Effective influencing and communication</b>	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.
<b>Team working</b>	Be committed to working as a team member. To build constructive relationships and work effectively as a member of the Board of Directors.
<b>Self-belief and drive</b>	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.
<b>Service Users, Carers and Community focus</b>	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, Lancashire or North East England 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 an Associate 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

### **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**

Associate 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 Disclosure and Barring Service (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 Associate 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 an Associate Non-Executive Director can meet their time commitments. Prior to taking the appointment, the successful candidate should inform the Chairs of any other time commitments at interview. Once appointed, Associate Non-Executive Directors are expected to inform the Chairs of any changes to their commitments. It is the responsibility of an Associate 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 required during the evening.

Associate 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 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 an Associate 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 the Trusts visit: [www.cumbriapartnership.nhs.uk](http://www.cumbriapartnership.nhs.uk) and [www.ncuh.nhs.uk](http://www.ncuh.nhs.uk)

## 4. Further information

### 4.1. 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 contact Daniel Scheffer, Joint Company Secretary on 07979 803386 or email [Daniel.Scheffer@cumbria.nhs.uk](mailto:Daniel.Scheffer@cumbria.nhs.uk) or call Gina Tiller, NCUHT Chair on 01228 814010.

- ✓ Applications need to be received by **midnight on Sunday, 10 June 2018**.
- ✓ 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 **14 June**. 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.
- ✓ 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 and external Partners on **Wednesday, 27 June (am)**.
- ✓ A selection panel, including the Chairs of both Trusts and CPFT Nominations Committee will conduct interviews on **Friday, 29 June**.
- ✓ The selection panel will make its recommendation to CPFT Nominations Committee for consideration at the Governors Council on **Thursday, 5 July** who will make the final appointment to CPFT Board. At the same time, the recommendation will also be considered by the Chair of NCUHT, which will make the final appointment to the NCUHT Board.
- ✓ The successful candidate will be contacted by the Chairs of both Trusts.
- ✓ All unsuccessful candidates will be advised of the outcome of the selection process by the Chair of Cumbria Partnership NHS Foundation Trust.

We are aiming for the successful candidate/s to commence as soon as possible in **August 2018**.

### 4.2. How to Respond

All applications are to be made via NHS Jobs. **Please note closing date is midnight on Sunday, 10 June 2018.**

**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.**

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

### 4.3. 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?IdcService=GET\\_FILE&dID=28243&Rendition=Web](http://webarchive.nationalarchives.gov.uk/20130107105354/http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_4008478?IdcService=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](http://www.hfma.org.uk)**

Visit the new ICC webpages: **[www.northcumbriaccq.nhs.uk/iccs](http://www.northcumbriaccq.nhs.uk/iccs)**

Trust websites: **[www.cumbriapartnership.nhs.uk](http://www.cumbriapartnership.nhs.uk)** and **[www.ncuh.nhs.uk](http://www.ncuh.nhs.uk)**