

Non-Executive Director

Information Pack &  
Role Description

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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 are committed to the aim across the NHS to achieve gender-balanced boards (50/50) by 2020 with a goal of delivering that through this recruitment campaign.

We particularly welcome applications from female or those from non-binary backgrounds, people from the black and minority ethnic communities, and disabled people whom we know are under-represented in chair and non-executive roles.

## **1. Introduction from our Chair**

This is an exciting time for health and care services in north Cumbria as we develop our integrated health and care system and respond to the NHS Long Term Plan. We are looking to appoint two Non-Executive Directors to the Board of Directors (the Board) at a time of unprecedented challenge and opportunity.

Non-Executive Directors play a key role within the Trust and on our Board. We are looking for exceptional individuals to contribute to our exciting agenda. We are looking for people who can demonstrate a track record of achievement in their field of expertise with the confidence and ability to support and challenge at Board level. You will have experience of having influenced change and demonstrate personal qualities and skills to work effectively as a member of the Board and with the Governors' Council. You will be expected to fully subscribe to the Trust values and principles of the NHS and bring a genuine enthusiasm to help enable us to provide high quality sustainable healthcare for north Cumbria.

These appointments are a key part of our plans to merge services with North Cumbria University Hospitals NHS Trust (NCUH). An additional four Non-Executive Directors were recruited via a separate internal recruitment process to form the new Board of six Non-Executive Directors. The new Board will be in place following completion of the proposed merger transaction.

The Trust together with NCUH and local partners are at the cutting edge of 'integrated care' and in 2018 were appointed as one of 14 national integrated care systems. This is because we have been identified as one of the most rapidly improving healthcare systems in the country. As part of the integration agenda, the Trusts are in the process of merging into a single NHS provider organisation called North Cumbria Integrated Care NHS Foundation Trust by October 2019. This is an important step towards integrating health and care with our ultimate aim of providing a more robust and resilient service for patients.

At the same time as the merger, the Trust is also involved in transactions which will see the transfer of Mental Health, Learning Disabilities and Child & Adolescent Mental Health Services (CAMHS) provision to Northumberland, Tyne & Wear NHS Foundation Trust in north Cumbria and Lancashire Care NHS Foundation Trust in south Cumbria.

The Trust is committed to the wider NHS's aim of achieving gender-balanced boards (50/50) by 2020. Currently our Non-Executive Director team has a higher proportion of male

members, therefore we particularly welcome applicants from female or those from non-binary backgrounds.

As well as ensuring a gender-balanced board, we are keen to encourage diversity in all its forms. The campaign is seeking to attract candidates who can clearly associate with our values which are shared across both Trusts as well as the local Clinical Commissioning Group (CCG). Our values are:

- Kindness
- Respect
- Ambition
- Collaboration

We feel our values are inspirational, clear and relatable to everyone. We believe we have created a strong set of values that we can feel proud of, aspire to, stand by and take with us through all that we do. Each value has a set of behaviours supporting it which we are starting to build in to everything we do including appraisals, recruiting staff and our policies and procedures. We will appoint Non-Executive Directors who can clearly display and live by these values and behaviours.

I hope this information pack gives you a flavour of our priorities and ambition and that you will be enthused to apply in order to help us deliver them. If you share our values and commitment, please do put yourself forward.

Thank you for your interest in the future of our organisation.

Professor Robin Talbot

**Chair**

## **2. About Us**

**The two provider Trusts are in the process of merging into a single NHS provider organisation by October 2019. The current profile of the Trusts are:**

### **2.1. Cumbria Partnership NHS Foundation Trust (CPFT)**

The Trust is the largest provider of NHS services across Cumbria. Around 3500 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. From 1<sup>st</sup> October 2019 the mental health services are expected to transfer to other providers.

Additional information about CPFT can be found at <https://www.cumbriapartnership.nhs.uk/>

### **2.2. North Cumbria University Hospitals NHS Trust (NCUH)**

The 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 West Cumberland Hospital in Whitehaven. The Trust also provides a midwifery-led maternity service at Penrith Community Hospital and has approximately 4200 staff across its services.

Additional information about NCUH can be found at <http://www.ncuh.nhs.uk/index.aspx>

## **3. Description of role**

### **3.1. Introduction**

The Board of Directors (the Board) of Cumbria Partnership NHS Foundation Trust is fully accountable for every aspect of performance. This means being accountable for organisational systems which ensure that the services we 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 Board is required to act in ways which:

- ✓ achieves 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

The Board is required to act as a unitary board, in which responsibility and accountability for decisions is equally shared amongst all members. Within the team there are 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 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, Improvement & Safety, Finance, Investment & Performance, Remuneration and Charitable Funds Committees together with the North Cumbria System Leadership Board 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 quality, efficiency and workforce plans 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, and 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 Board is collectively responsible for the exercise of the powers and the performance of the Trust 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**

You will need to have a genuine commitment to patients and the promotion of excellent health and care services.

#### **3.6.1. Essential Criteria**

For Non-Executive Director positions, candidates will need to:

1. have board level or equivalent experience in a large, complex organisation;
2. have an understanding of achieving organisational and culture change management and transformation in a dynamic organisation;
3. have experience of providing appropriate leadership, oversight, support and challenge 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
  - f. large scale change
  - g. Equality Diversity and Inclusion (EDI)
4. demonstrate a commitment to the Trust's values (see Appendix 1 & 2 for details).

In undertaking this recruitment process, the Trust is aiming to ensure one of the successful candidates meets the essential criteria of:

- Health or care qualification/registration via Nursing & Midwifery Council, General Medical Council or Health & Care Professionals Council

#### **3.6.2. Desirable Criteria**

The Trust would like to ensure as far as possible that the membership of the Board 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 in order to make a real difference to the people using the Trust's services.

To achieve the best balance of skills on the Board, the Trust is aiming to recruit individuals with relevant experience in each of the following areas:

- Workforce
- Digital or Information Management Technology (IM&T)
- Voluntary sector or community based organisations
- Primary Care or NHS/Social Care Commissioning

### 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:

<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. Strong demonstration of behaviours supporting diversity/EDI

### **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 a Non-Executive Director of the Trust 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;
- ✓ 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.

### **3.9. Diversity and Monitoring**

The Trust is 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 Trust 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 Trust is committed to equality of opportunity for all and welcomes applications from all sections of the communities the Trust 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 Trust is 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 Trust 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 Trust. 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 Trust after appointment and before the individual takes up their full duties. Checks for Non-Executive Directors currently appointed to CPFT will be undertaken if the existing DBS check is more than 3 years old.

### **3.12. Remuneration and Time Commitment**

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

The Chair of the Trust 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 Chair of any other time commitments. Once appointed, Non-Executive Directors should inform the Chair 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.

The terms and conditions of Non-Executive Directors are determined by the Governors Council. Currently Non-Executive Directors receive £13,491 per annum and are eligible to claim allowances for travel and subsistence costs necessarily incurred on Trust business. You will be expected to be available for up to 5 days a 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 appointment will be for 1 to 4 years and will be subject to annual performance reviews. You should also note that the post is a public appointment or statutory office rather than a job and is 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 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.

## 4. Further information

### 4.1. Visiting Arrangements

Applicants are invited to visit the Trusts by arrangement with Jacky Stockdale, Executive Business Manager via [Jacky.Stockdale@ncuh.nhs.uk](mailto:Jacky.Stockdale@ncuh.nhs.uk) or on 07881 900164.

The Trusts have adopted equal opportunities policies and it is the duty of every officer and member of staff to comply with the detail and spirit of the policy.

### 4.2. Application Process

This section outlines the service you should expect to receive if you apply for this post.

We strongly encourage potential candidates to contact us for an informal and confidential discussion about the role. Please contact either Prof. Robin Talbot, Chair on 07825 315860 or email [Robin.Talbot@cumbria.nhs.uk](mailto:Robin.Talbot@cumbria.nhs.uk) or Daniel Scheffer, Company Secretary on 07979 803386 or email [Daniel.Scheffer@cumbria.nhs.uk](mailto:Daniel.Scheffer@cumbria.nhs.uk)

- ✓ Applications need to be received by **midnight on Sunday, 11 August 2019**
- ✓ 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 19 August. 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, shortlisting candidates will be expected to present to members of the Governors Council, Board of Directors and key stakeholders on **Friday, 30 August**
- ✓ The Nominations Committee will conduct interviews on **Tuesday, 3 September**
- ✓ The Nominations Committee will make its recommendation to Governors Council on **Thursday, 5 September 2019** who will make the final appointment to the Board
- ✓ The successful candidate will be contacted by the Chair
- ✓ All unsuccessful candidates will be advised of the outcome of the selection process by the Chair.

We are aiming for the successful candidates to commence in their role on the new Board from the date of transaction. This is currently scheduled for **1 October 2019**.

### 4.3. How to Respond

All applications are to be made via **NHS Jobs Ref: 262-A-19-58437**

Please ensure you demonstrate in a supporting statement how you meet the essential and desirable criteria **detailed on pages 9-10** of this information pack.

Please note the closing date is **midnight on Sunday, 11 August 2019**.

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)

### 4.4. 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 & Social Care** 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**: [https://www.wvl.nhs.uk/Library/Foundation\\_Trust/Foundation\\_Trust\\_Guide.pdf](https://www.wvl.nhs.uk/Library/Foundation_Trust/Foundation_Trust_Guide.pdf)

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)

Trust website: [www.cumbriapartnership.nhs.uk](http://www.cumbriapartnership.nhs.uk)

North Cumbria University Hospitals NHS Trust: [www.ncuh.nhs.uk](http://www.ncuh.nhs.uk)

Find out more about our Integrated Care Communities (ICCs) on the North Cumbria Health & Care System website: <http://www.northcumbriahealthandcare.nhs.uk/making-it-happen/integrated-care-communities-iccs/>