



Non-executive Director Candidate guide

Closing Date - 11th October 2020

Welcome from the Chair

Sheffield Children's NHS Foundation Trust is a dedicated children's hospital trust which provides integrated healthcare for children and young people, including community and mental health care as well as acute and specialist services. We see children from 0-16 in most cases and in some cases up to 19.

We provide a full range of services for residents of Sheffield and South Yorkshire as well as specialised services for patients from across the United Kingdom.

Demand for our services is growing and we are increasingly delivering healthcare to patients over a wider geographical area as our reputation for providing outstanding specialist care grows. We have some of the best medical and surgical services for children in the country.

We are seeking a non-executive director to join our unitary Board, to bring support and constructive challenge, and help lead the strategic direction of the Trust. Being a non-executive director with the Trust is demanding, but very rewarding. You have the chance to join a highly capable Board that prides itself on keeping patients at the heart of its decisions.

We are looking for an individual who has the values, attitude and behaviour that echoes those of our organisation and who can bring a different perspective and approach.

I would like to take this opportunity to personally encourage applicants from all aspects of society. However we particularly welcome applications from women and Black, Asian and Minority Ethnic and disabled people who are under-represented at this level in the organisation.

We look forward to hearing from you.



Sarah Jones
Chair



Front-page: show s England Netball captain Ama Agbeze MBE during a recent visit to the Becton Centre in 2019.

Our story

Our strategy 'Caring Together' aims to provide care and treatment of the highest standard to the children and young people of Sheffield, South Yorkshire and beyond, working closely with children and their families, other partners, and our staff to improve the health, wellbeing and life chances of the younger population.

We have five overarching objectives that set the direction for the Trust and our clinical services. Our aims are to:

- provide high quality patient experience and outcomes;
- empower motivated and compassionate staff;
- lead improvements in paediatric care;
- build clinical and financial sustainability;
- discover new ways of improving child health.

These objectives are underpinned by our values – accountability, compassion, excellence, integrity and teamwork. Our strategic aims and values are currently under review. The refresh will be published in October 2020.

Board of Directors

Our Board of Directors is responsible for the management of the Trust and, with input from the Council of Governors, sets its future direction. They are also responsible for monitoring performance against national, regional and local objectives and ensuring the highest levels of standards and performance.

There are 13 voting members of the Board of Directors made up of seven non-executive directors including the Chair and six executive directors. Sarah Jones was appointed Chair of the Board from 1 September 2016 and she was reappointed for a further three years from 1 September 2019.

One of the key roles of the non-executive directors is to obtain assurance that the correct governance, policies and procedures are in place and that performance is being appropriately managed at operational level. One of the ways it does this is through three board committees responsible for:

- People and performance;
- Quality;
- Risk and audit.

There are two other board committees responsible for appointing and remunerating executive directors and for managing the charitable funds of the Trust. We also have a committee that takes decisions relating to our partnership working across the Integrated Care System.

Council of Governors

The Council of Governors is made up of 32 governors who are either elected by staff or public members of the Trust or appointed by stakeholder organisations such as the clinical commissioning groups, local authorities, voluntary sector or universities.

Governors have two key duties:

- To hold the non-executive directors to account for the performance of the Board; and
- To represent the interests of our members and the public.

Members

Being a member means keeping up to date with developments and having a say about how the Trust is run. At the moment there are around 11,300 Trust members spread throughout Sheffield and beyond. It is the members of our public and staff constituencies who appoint our governors.

Divisional leadership

To aid in the running of Sheffield Children's, our wards and departments are split into what we call 'divisions'. There are five divisions in total:

- Medicine
- Surgical and Critical Care
- Pharmacy, Diagnostic and Genetics
- Community Wellbeing and Mental Health (CWAMH)
- Research and Innovation

A number of corporate departments also support the work of the Trust.



Left: Staff from the Children's Hospital celebrate the introduction of the Rainbow Badge Scheme alongside some of our executive directors, Dr Ronx Ikharia and Sheffield's Lord Mayor. The Rainbow Badge signifies our support to staff, patients, families, friends and visitors who identify as LGBT+.

2019/20 A year in review

Sheffield Children's 
NHS Foundation Trust

 **212,043**

Patients attended an outpatient appointment  1%

20,887

CAMHS community appointments



24,577

Inpatients were admitted on to one of our wards for at least one night



50,883

Children attended outpatient, inpatient, community or consultant appointments at the Ryegate Centre



'Good'

Sheffield Children's was awarded a 'Good' rating by the CQC

1976

Transfers made by Embrace - the highly specialist transport service

1306

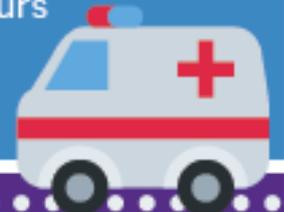
Overnight stays at Ryegate House



58,721  3%

Patients treated in our Emergency Department

97.12% were seen inside the target four hours



3529 Staff helping families



1 Royal visit to the Trust



212 Volunteers

154,251

Contacts made by our Community teams



992

Public participants involved in

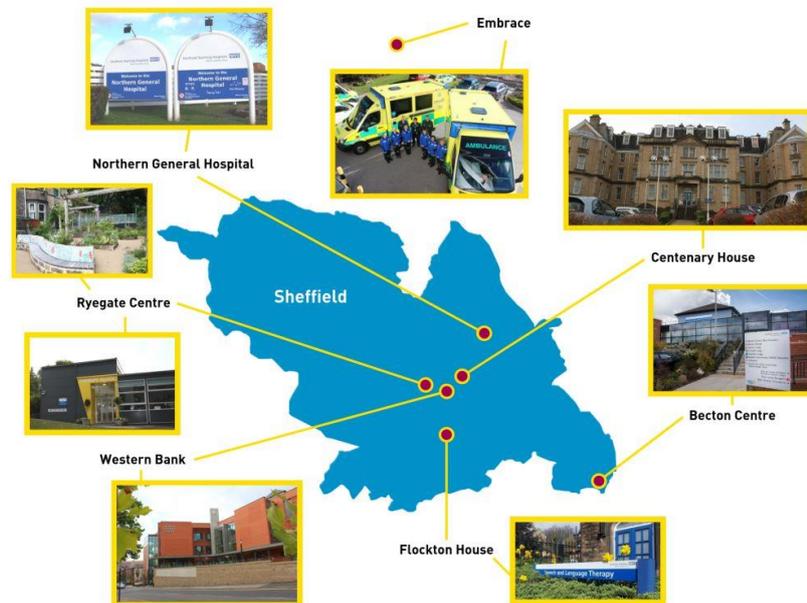
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research studies at Sheffield Children's

Our Sites

We are the only dedicated children's trust in the country that provides care for children and young people across community, mental health and acute specialist settings. The Trust offers a comprehensive approach to supporting children and families, with the aim to be at the forefront of best practice in delivering high quality and integrated care to children and young people.



Services are provided in a number of different locations. The majority of acute care is provided at the Sheffield Children's Hospital which is situated on Western Bank, a central location in the city. It is in close proximity to Sheffield's universities and many of the facilities offered by Sheffield Teaching Hospitals. Sheffield Children's community and mental health services are provided from a number of locations.

The Ryegate Children's Centre is situated a mile away from Sheffield Children's Hospital, in the south west of the city and provides a focus for the delivery of services to children with disabilities, including those with complex neuro-disability. Mental health and community services are provided from sites across the city of Sheffield, including Flockton House, Centenary House and the Becton Centre for Children and Young People.

Our services extend to care delivered directly in the home, with our Helena Nursing Team providing 24 hour respite care, advice, specialist nursing, and palliative care to children with complex neurological disabilities within their own homes.

We also host Embrace, an accredited critical care transport service based in Barnsley.

Role outline

These are exciting times at Sheffield Children's.

We are a Trust with a strong local, regional and national identity that invests in its infrastructure and quality of care for patients. Indeed, we have just invested almost £50m in a new Outpatients facility and wards.

In 2018, we were the number one trust in the country for achieving the four-hour accident and emergency standard and are a trust that consistently surpasses other national targets. In our most recent inspection of our quality and leadership we were rated 'Good' by the CQC (July 2019).

We are seeking to appoint a non-executive director to our Board of Directors who will help us to better reflect the diverse experiences of our staff, patients and stakeholders. We particularly would welcome applications from members of our Black, Asian and Minority Ethnic communities who are currently under-represented on our Board of Directors.

The successful candidate will have a significant track record of leadership, strategic focus and personal achievement in a complex environment. As a non-executive director you will need the ability to influence the strategic direction of the organisation and have a passion for developing the quality of service provided by the Trust. You will also need to act as an ambassador and advocate for the Trust.

The time commitment is three days each month.

The closing date for applications is 11th October. Initial interviews will take place 2nd November and final interviews will take place 9th November. Appointment will be confirmed 17th November for a 1st December start date. Interviews are likely to be conducted virtually.

To apply, please submit a CV and a structured letter of application of no more than two sides that identifies how you meet the requirements of the person specification (see penultimate page of this candidate guide) to matthew.kane1@nhs.net

If possible, your application documents should be in Microsoft Word format.

Further details about the role

The seven non-executive directors, together with the full time executive directors form the Board of the Trust. The Board is chaired by a non-executive Chair and there is also a non-executive Deputy Chair. The Board's collective role is in developing and maintaining the strategic direction of Sheffield Children's NHS Foundation Trust (the Trust), ensuring it is informed by, and developed in, consultation with the Trust's governors, who are responsible for appointing non-executive directors.

Non-executive directors play a crucial role in bringing an independent perspective to the boardroom in addition to any specific knowledge and skills they may have. Non-executive directors have a duty to uphold the highest standards of integrity and probity and to foster good relations in the boardroom. They should apply similar standards of care and skill in their role as a non-executive director of a foundation trust as they would in similar roles elsewhere.

Non-executive directors, including the chair, have a particular role in facilitating the Council of Governors to hold the non-executive board members to account for the performance of the Board of Directors.

Non-executive directors are expected to participate fully as members of committees of the Board of Directors to which they are appointed and to take the role of committee chair when so appointed.

Non-executive directors will meet as necessary with the Chair in the absence of executive directors to discuss issues of interest or concern in addition to the annual meetings to deal with the remuneration of the executive directors.

Non-executive directors, through the Senior Independent Director, will participate in the Chair's appraisal and the setting of objectives for the Chair. In exceptional circumstances they may be asked to meet with the Senior Independent Director to attempt to attempt resolve issues concerning the Chair's performance or to take action in that respect.

Non-executive directors have a responsibility to:

- support the Chair, Chief Executive and executive directors in promoting the Foundation Trust's values;
- support a positive culture throughout the Foundation Trust and adopt behaviours in the boardroom and elsewhere that exemplify the corporate culture;
- constructively challenge the proposed decisions of the Board and ensure that appropriate challenge is made in all circumstances;
- help develop proposals on priorities;
- help develop proposals on risk mitigation;
- help develop proposals on values and standards;
- contribute to the development of strategy.

Non-executive directors have a duty to:

- scrutinise the performance of the executive management in meeting agreed goals and objectives;
- satisfy themselves as to the integrity of financial, clinical and other information;
- satisfy themselves that financial and clinical quality controls and systems of risk management and governance are sound and that they are used;
- commission and use external advice as necessary;
- ensure that they receive adequate information in the form that they specify and to monitor the reporting of performance.

Non-executive directors are responsible (acting in the appropriate committees) for:

- determining appropriate levels of remuneration of executive directors;
- participating in the appraisal of executive directors, their fellow non-executive directors and the Chair;
- appointing the Chief Executive (with the approval of the Council of Governors);
- appointing other executive directors along with the Chief Executive;
- where necessary removing executive directors;
- succession planning for key executive posts.

Non-executive directors should:

- attend meetings of the Council of Governors with sufficient frequency to ensure that they understand the views of governors on the key strategic and performance issues facing the Foundation Trust;
- take into account the views of governors and other members to gain a different perspective on the Foundation Trust and its performance;
- have on on-going dialogue with the Council of Governors on the progress made in delivering the Foundation Trust's strategic objectives, the high level financial and operational performance of the Foundation Trust;
- receive feedback from the Council of Governors regarding performance and ensure that the Board of Directors is aware of this feedback.

It is essential that new non-executive directors become conversant at the earliest opportunity with the FT's business activities, its strategy and the main areas of risk.

Non-executive directors should:

- participate in the Foundation Trust's induction programme including partnering executive directors, attending briefings, meetings and reading induction materials;
- familiarise themselves with documents set out in the director's induction schedule particularly the key areas of risk facing the Foundation Trust;
- take opportunities to develop and refresh their knowledge and skills and ensure that they are well informed in respect of the main areas of the Foundation Trust's activity.

Time commitment

Non-executive directors of the Trust are required to devote sufficient time to ensure the satisfactory discharge of their duties. This will mean an average of three days per month during the working day or in the evening.

Prior to taking the appointment successful candidates should inform the Council of Governors of any other time commitments. Once appointed non-executive directors should inform the Chair of any changes to their time commitments. It is the responsibility of each non-executive director to ensure that they can make sufficient time available to discharge their responsibilities effectively.

Residence Requirement

Non-executive directors should live within one of the public constituencies detailed in the Trust's constitution. Our constituencies cover the whole of England and Wales. Non-executive directors will be expected to reside within a reasonable distance of the Trust to enable them to discharge their responsibilities.

Eligibility

To be eligible for appointment candidates must be a member of the Trust and satisfy the criteria determined by the Board of Directors and endorsed by the governors, to include the 'Fit and Proper Person test'.

Remuneration

The current rate of remuneration is £13,000. Remuneration is taxable and subject to National Insurance contributions. It is not pensionable.

Non-executive directors are eligible to claim travel and subsistence allowances for costs necessarily incurred on Trust business; this does not include travel between home and base.

Tenure

This appointment will be for an initial period of up to three years and subject to annual performance reviews.

Re-appointments can be made at the end of that period of office, subject to consistently good performance. However, a degree of change is often sought on Boards and there should be no expectation of automatic re-appointment. Any term beyond six years will be subject to rigorous review.

Appointment

This is a public appointment/statutory office rather than a job and is not subject to the provisions of employment law. To ensure public service values are maintained, all directors of NHS boards are required, on appointment, to subscribe to the Codes of Conduct and Accountability and adhere to Foundation Trust policies and procedures at all times.

As a non-executive director high standards of professional and personal conduct must be demonstrated (reference Nolan Principles / Standards for members of NHS Boards and CCG Governing Bodies in England, Professional Standards Authority, November 2012).

In performing their individual roles, the non-executive directors will agree formal, annual performance objectives with the Trust Chair.

It should be noted that there is a requirement to declare any conflict of interest that arises in the course of Board business and to declare any relevant business interests, positions of authority or any connections with commercial, public or voluntary bodies. These will be published in the Trust's Register of Interests.

Criteria for Disqualification

A person may not become or continue as a director of the Foundation Trust if:

- they do not meet / cease to meet the requirements of the 'Fit and Proper Person' test;
- they are a member of the Council of Governors, or a governor of another Foundation Trust;
- they are a member of the Foundation Trust's Patient's Forum;
- they are the spouse, partner, parent or child of a member of the Board of Directors of the Foundation Trust;
- they are a member of a local authority's scrutiny committee covering health matters;
- they have been adjudged bankrupt or their estate has been sequestrated and in either case they have not been discharged;
- they have made a composition or arrangement with, or granted a trust deed for, their creditors and have not been discharged in respect of it;
- if, on the basis of disclosures obtained through an application to the Criminal Records Bureau, they are not considered suitable by the Foundation Trust's Executive Director responsible for human resources;
- they have within the preceding five years been convicted in the British Islands of any offence, and a sentence of imprisonment (whether suspended or not) for a period of three months or more (without the option of a fine) was imposed;

- they are the subject of a disqualification order made under the Company Directors Disqualification Act 1986;
- they are no longer a member of one of the public constituencies;
- they are a person whose tenure of office as a chairperson 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;
- they have had their name removed by a Direction under section 154 of the 2006 Act from any list prepared under Part 4 of that Act, and not subsequently had their name included on such a list;
- they have within the preceding two years been dismissed, otherwise than by reason of redundancy, by the coming to the end of a fixed term contract or through ill health, from any paid employment with a health service body;
- in the case of a non-executive director they have refused without reasonable cause to fulfil any training requirement established by the Board of Directors;
- they are a member of a public and patient involvement forum; or
- they have refused to sign and deliver to the Secretary a statement in the form required by the Board of Directors confirming acceptance of the Code of Conduct for Directors.

Person specification

Applications should include a CV and a structured letter of application of no more than two sides that identifies how you meet the requirements of the person specification (below).

Experience and skills

- Ability to work at a Board level position and experience of senior leadership
- Confidence to challenge and scrutinise information, and other colleagues, to make informed and appropriate decisions

Personal qualities

- Ability to act as a member of the unitary board of directors whilst being an ambassador for our Trust and our local communities
- Ability to add to the existing Board members' life experience through, for example, bringing personal insights into one or more of the following:
 - The experience of people from a Black, Asian and Minority Ethnic background
 - The experience of women
 - Younger people
 - Those who are open about their faith
 - The lives of people from socially deprived backgrounds
 - Those who live with a disability
 - Are openly LGBT+

Behaviours and competences

- Ability to demonstrate the Trust's values of excellence, compassion, accountability, integrity and teamwork as well as:
 - Patient and/or community focus
 - Supporting the strategic development of the organisation
 - Holding to account
 - Effective influencing and communication
 - Team working
 - Self-belief and drive
 - Intellectual flexibility

Back-page: shows the iconic Play Tower at Sheffield Children's Hospital.



If you have any further questions please contact the Corporate Affairs Office on 0114 2717593

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