



Could you help lead the NHS in your area?

Solent NHS Trust

Non-executive Director

Candidate information pack

Reference: S2243



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.

Our recruitment processes are conducted in accordance with the Code of Governance to ensure that they are made on merit after a fair and open process so that the best people, from the widest possible pool of candidates, are appointed.

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1. The opportunity

There is a vacancy for a Non-executive Director (NED) at Solent NHS Trust. This is an exceptional opportunity to share your talents and expertise to make a positive difference to the lives of people served by the Trust.

The successful NED will be responsible for chairing key Board Committee meetings – including the Audit & Risk Committee.

2. The person specification

Essential criteria

You will need to be a values-driven leader and have a genuine commitment to patients and the promotion of excellent health care services. You will also have:

- Recent, relevant finance experience in a large and complex organisation with the capacity to Chair the Audit Committee, preferably, with a financial qualification
- Experience of providing high levels of scrutiny, strong governance, risk management and strategic leadership would be advantageous.

Solent NHS Trust is committed to building a diverse Board and would welcome perspectives from those who will complement their existing Board members. Whilst some knowledge of the health and care sectors may be useful, the Trust is keen to hear from applicants from all sectors who offer relevant audit and risk experience at board level in complex environments.

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 non-executive directors must **champion the standards of public life** – by upholding the highest standards of conduct and displaying the principles of selflessness, integrity, objectivity, accountability, openness, honesty, and leadership.

As a future NHS leader, the successful candidate will be able to demonstrate the range of behaviours required to contribute effectively in this board level role. These are outlined in the NHS Leadership Academy's [Healthcare Leadership Model](#).

Applicants should live in or have strong connections with Southampton, Portsmouth or wider Hampshire.

- On average this role will require the equivalent to 2 to 3 days a month, however the time commitment may vary and a flexible approach should be taken.
- The remuneration payable for this role is £11,500 per annum. Thereafter the remuneration will be applied in line with the framework for chairs and NEDs. On this basis the successful candidate will receive an increase on 1 April 2021 to £13,000 (standard rate for all NEDs) per annum.

Given the significant public profile and responsibility members of NHS Boards hold, it is vital that those appointed inspire confidence of the public, patients and NHS staff at all times. NHS England / NHS Improvement makes a number of specific background checks to ensure that those we appoint are “fit and proper” people to hold these important roles. More information can be found on our [website](#).

Responsibilities of audit committee chairs

Audit committee chairs should have recent and relevant financial experience. They share the functions of the other non-executives, and in addition have responsibilities to:

- bring independent financial acumen to the work of the audit committee across its governance, risk management, assurance and internal control functions
- provide leadership to the audit committee to ensure that it is effective in its role and that internal control systems are in place and operating
- ensure that the audit committee is well informed and has timely access to all the information it requires
- facilitate the contribution of all members of the audit committee, auditors and other invited participants
- ensure that the board receives sound advice, assurance and useful and timely reports from the committee

1. About Solent NHS Trust

Who is Solent NHS Trust?

Solent NHS Trust was established under an Establishment Order by the Secretary of State in April 2011 and is a specialist community and mental health provider with an annual income of over £200m for 2019/20.

At 31 March 2020 the Trust employed 5288 clinical and non-clinical members of staff (including part time and bank staff) this equates to 3026.15 full time equivalents (FTE) who contribute to providing high quality patient care across Solent's local communities.

In 2019-20, Solent NHS Trust delivered over 1.1 million service user contacts.

What does Solent NHS Trust do?

Solent specialises in providing high quality, best value, community and mental health services.

Solent is the main provider of community health services in Portsmouth and Southampton and the main provider of adult mental health services in Portsmouth. The Trust also provides a number of pan-Hampshire specialist services and also provides these on the Isle of Wight, including sexual health and specialist dentistry. The team of talented staff work from over 100 locations.

In late October 2019 the Trust was asked to work alongside the Isle of Wight NHS Trust to positively transform mental health services for the benefit of local people. This is an exciting new partnership for both organisations and is a great opportunity for Solent, in line with the NHS Long Term Plan, to make a difference by focusing on providing care out of hospital, keeping people safe, well and independent at, or close to, home. The Isle of Wight NHS Trust will continue to provide mental health services on the island. Solent also provides specialist dentistry on the island as well as providing sexual health services from 1 April 2020.

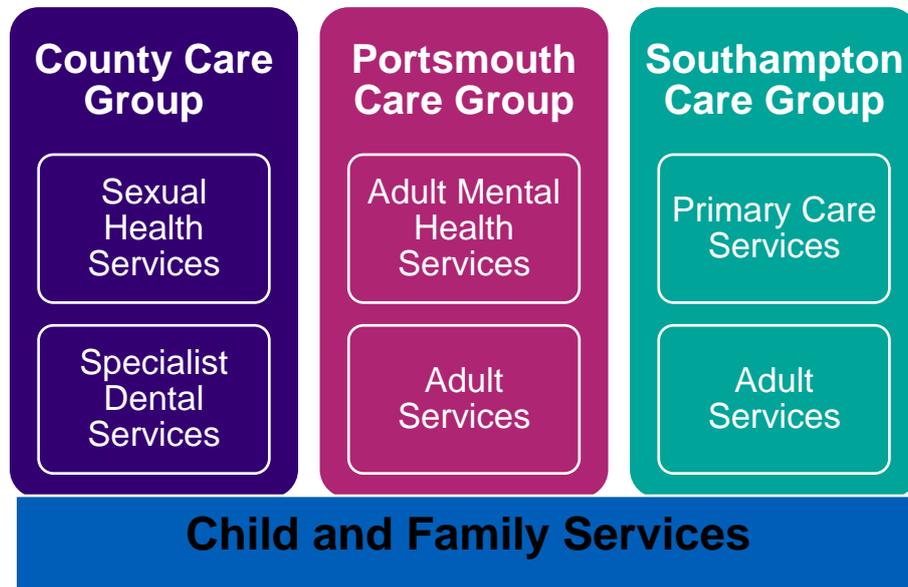
The Trust supports families to ensure children get the best start in life, provide services for people with complex care needs and help older people keep their independence. They also provide screening and health promotion services, which support people to lead a healthier lifestyle.

Solent actively promotes strong out of hospital services and takes an active role in integrating care. Working closely with other trusts, primary care, social care providers and the voluntary sector, Solent makes sure care is joined-up and organised around the individual.

The Trust always endeavours to maintain a focus on providing safe, effective and quality services and prides itself on being a learning organisation. Solent prides itself on creating a culture of continuous improvement, providing staff with the tools,

capability and capacity to continuously improve to ensure the Trust provides people with the best, and most effective, service they can.

The following diagram illustrates Solent's Care Group Structure:



They are commissioned by NHS England, Clinical Commissioning Groups and Local Authorities in Southampton, Portsmouth and Hampshire. Southampton and Portsmouth together have more than 450,000 people resident within the cities each covering a relatively small urban geographic area with significant health inequalities, which are generally significantly worse than the England average for deprivation. Hampshire covers a wider geographical area, which is predominantly more rural and affluent, but also has urban areas of higher population density, significant deprivation and health need.

Solent NHS Trust 2019-20



About us

Established on...

1st April 2011

We specialise in:
Community Services
Mental Health Services
Specialist Services
(Specialist Dental / Sexual Health)

Over 1.1 million service user contacts

Quality

Inspected and rated overall: **Good**

☆ Caring 'Outstanding' ☆ CareQuality Commission

Recommended for care

Friends & Family Test
(Month 1 - Month 11)

96.9% Community
91.2% Mental Health

Staff Friends & Family Test
(at Month 11)

87%

Workforce

5,288
Members of staff
(total headcount)*
in 2019-20
(3,028.15 Full time
equivalents FTE)

63%
Staff survey responses

7.3/10
Engagement Score
(Comparable Trust
average 7.1)

76.2% of staff
received flu vaccinations

Finance

£10m
Invested in
our estates

£4.2m
operational
savings

Year-end position

31st
March 2020

Small surplus of
£0.1m
(Control Total
target:
Breakeven)

* This includes our substantive, bank, honorary and locum staff.

Solent's story – Vision and goals

Solent NHS Trust shares an ambitious vision to make a difference by keeping more people healthy, safe and independent at, or close to, home.

People, values and culture drives the organisation; the best people, doing their best work, in pursuit of the Trust's vision. People dedicated to giving great care to their service users and patients, and great value to their partners

Solent aspires to be the partner of choice for other service providers. With them they aim to reach even more people, and care for them through even more stages of their lives. Ultimately it is the people the Trust cares for who will tell us they are successful and who will help shape their future care.

Solent recognises its vision is ambitious but has excellent foundations. Solent's organisational priorities and quality goals are how they:

- Provide great care
- Are a great place to work
- Deliver great value for money

Solent's values

The Trust's shared HEART values reflect the deep belief that they are a caring organisation at the centre of the community. They support the development of a strong working culture. They breathe life into the organisation – guiding and inspiring all of their actions and decisions. They enable the Trust to be better at what they do and create a great place for employees to work, whilst ensuring they provide the highest quality of care to the people who use their services.

How Solent works together as a values-based organisation

Solent's values create the foundation for everything they do – for employees and people in the communities.

During the annual appraisal process they asked people to reflect on what the values mean to them personally and how they bring them to work. The Trust has also reshaped their recruitment and leadership practices to make HEART a part of their daily culture.

The Trust aspires to continue to develop ways of working that draws their values into all that they do, creating a great place to work and a great experience for their service users.



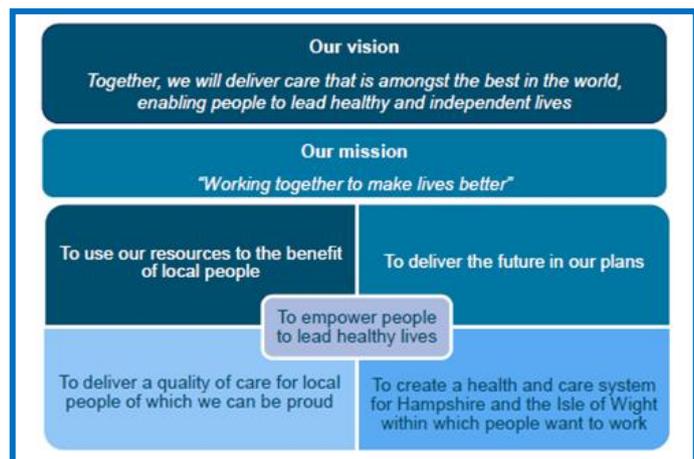
Integrated Care System

Solent continues to see the commercial environment evolving and remains committed to working in collaboration with health and social care partners within the Hampshire and Isle of Wight Integrated Care System, and Integrated Care Partnerships to develop and implement system wide plans, aligned to the NHS Long Term Plan. This will ensure the future sustainability of local health and care delivery.

The ICS vision, mission and goals are underpinned by strategic objectives and supporting programmes.

The major programmes are as follows:

- A radical approach to prevention will continue to contribute to the improved health and wellbeing of our population, working with partners to positively impact on the wider determinants of health and to the reduction in growth of activity in A&E



- Putting in place a new integrated care model delivered through the Primary Care Networks will enable the opportunity to reduce the amount of time people spend in hospital
- An urgent and emergency care programme to suppress the forecast growth of A&E through better utilisation and integration
- Improved quality and outcomes by establishing a Quality Alliance and delivering a set of self-service improvement programmes including a Mental Health Delivery Plan, and

Better enablement through a range of workforce initiatives and digital transformation.

Solent remains a committed and active partner in system discussions and developments.

The future

The Trust acknowledges that the future shape of services for Solent, as they are currently constructed, is unclear and that there is significant uncertainty in relation to the medium and long-term configuration of health and social care services within the HIOW ICS.

It is clear however that services will need to be radically transformed in order to ensure services are fit for the future – in terms of ensuring enduring quality and safety, meeting demand as well as achieving efficiencies. Whilst the frontline services offered by the Trust will predominantly remain the same, it is likely that, in the future, Solent will increasingly be providing these via integrated models with key partners, supported by effective governance models and new contractual arrangements.

Ensuring that Solent provides great care, is a great place to work and provides great value for money remains its priorities.

Appendix 1: More information

For information about the Trust, such as business plans, annual reports, and services, visit their [website](#). Follow the links for more information about:

- **Support to prepare candidates to apply for a non-executive vacancy including:**
 - Building your application
 - Sources of information and useful reading
 - Eligibility and disqualification criteria
 - Terms and conditions of chair and non-executive director appointments
 - How we will handle your application and information
- **View all current chair and non-executive vacancies**
- **Sign up to receive email alerts on the latest vacancies**
- **Contact details for the Non-executive Appointments Team**

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Appendix 2: Making an application

If you wish to be considered for this role please provide:

- a CV that includes your address and contact details, highlighting and explaining any gaps in your employment history
- a supporting statement that highlights your motivation for applying and your understanding of the NHS and the role. You should outline your personal responsibility and achievement within previous roles and how your experience matches the person specification
- the names, positions, organisations and contact details for three referees. Your referees should be individuals in a line management capacity, and cover your most recent employer, any regulated health or social care activity or where roles involved children or vulnerable adults. Your references may be taken prior to interview and may be shared with the selection panel
- please complete and return the monitoring information form which accompanies this pack and is available for download
- tell us about any dates when you will not be available

Appendix 3: Key dates

- **closing date for receipt of applications: 11 November 2020 at 11am.** Please forward your completed application to NHSI.Chairsandneds@nhs.net
- **Preliminary interviews: mid November 2020.** Long-listed candidates will be invited for a preliminary interview with Carmel Gibbons, Head of Healthcare from Odgers Berndtson. To facilitate this, we will share your application with Odgers Berndtson. Feedback from these interviews will be given to the panel.
- **Stakeholder meetings and panel interview date: 14 December 2020.**
- **proposed start date: to be confirmed**

Getting in touch

- **Odgers Berndtson** are helping us to identify potential candidates. If you would like a confidential discussion with Carmel Gibbons, please contact Rebecca Coates on 020 7518 2612 or at rebecca.coates@odgersberndtson.com
- We strongly recommend an informal and confidential discussion with Catherine Mason the Chair of the Trust. Please contact Rachel Cheal on 02381 032 305 to make arrangements.
- **NHS England / NHS Improvement** – for general enquiries contact Miriam Walker on 0300 123 2059 or by emailing miriam.walker@nhs.net

NHS England / NHS Improvement

Non-executive Appointments Team

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