



Candidate brief for the position of Non-Executive Directors Hertfordshire Partnership University NHS Foundation Trust

May 2022



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About Hertfordshire Partnership University NHS Foundation Trust

We are a leading and progressive provider of mental health and learning disability services. With a workforce of more than 3,500 people and an annual income of some £330 million, we are proud to provide integrated health and social care services through a large network of community and inpatient settings, serving diverse communities across Buckinghamshire, Essex, Hertfordshire and Norfolk. As a University NHS Foundation Trust, we continue to develop strong links with the University of Hertfordshire, providing excellent learning and development opportunities, as well as strengthening our clinical research capability.

In 2019 the CQC rated our services overall as being 'Outstanding and we were the HSJ Mental Health Trust of the Year in 2020. Our latest staff survey results show that our staff continue to be both proud to work here and of the standard of care we provide. Building on all of this, we continue to innovate, improve, transform and ultimately deliver the very highest standards of care to the service users and communities that we serve.

Our services

We provide health and social care for over 40,000 people with mental ill health, physical ill health and learning disabilities. We also deliver a range of nationally commissioned specialist services, including Tier 4 services for children and young people, perinatal services and medium and low secure learning disability services. We are also the Lead Provider for Child and Adolescent Mental Health Services within the East of England Provider Collaborative.

HPFT works in close partnership with Hertfordshire County Council and also with other NHS organisations to promote and support mental health in the communities we support:

- Mental health and learning disabilities inpatient care, along with treatment in the community for young people, adults and older people in Hertfordshire.
- Learning disability services in Buckinghamshire.
- Well-being, learning disability and community-based mental health services for adults in Essex.
- Forensic and learning disability services in Norfolk.

Our mission

We help people of all ages live their lives to their full potential by supporting them to keep mentally and physically well. Everything we do is aimed at providing consistently high quality, joined up care, support and treatment that:

- Empowers individuals to manage their mental and physical wellbeing.
- Keeps people safe from avoidable harm.
- Is effective and ensures the very best clinical and individual recovery outcomes.
- Provides the best possible experience.



Our vision

Our conversations with service users, carers, staff, commissioners and the wider communities we serve have informed a simple but ambitious vision:

"Delivering great care, achieving great outcomes - together"

We will achieve our vision by:

- Putting the people who need our care, support and treatment at the heart of everything we do – always.
- Consistently achieving the outcomes that matter to the individuals who use our services, and their families and carers, by working in partnership with them and others who support them.
- Providing the very best experience of joined-up care in line with what service users and carers have told us makes *Great Care*.

Our values and behaviours

Our values and behaviours have been developed with the involvement of over 800 service users, carers and members of staff. They describe how we aim to be with service users, carers and each other. By living our values we will deliver our ambition to be a leading provider for everyone we work with.

Our values set the tone for the:

- Way we plan and make decisions.
- Way we behave with service users and each other.
- Kind of colleagues we recruit.
- Way we induct, appraise and develop our staff.

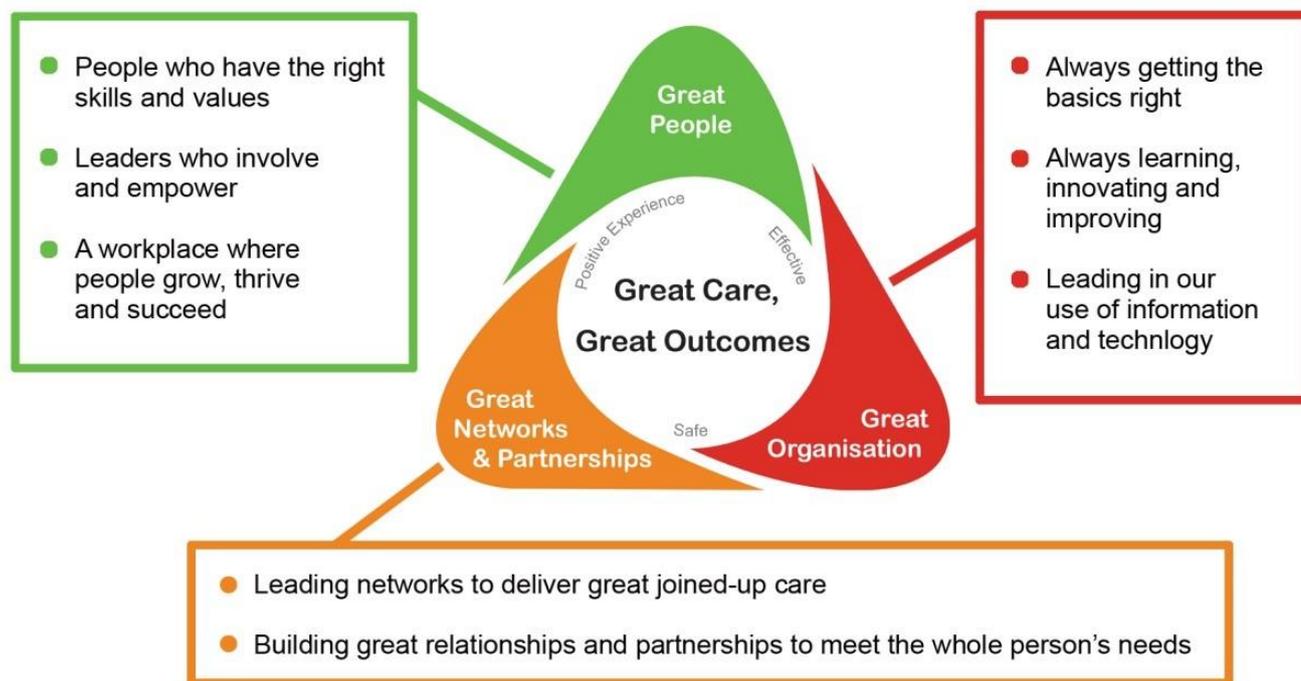
	we are...	you feel...
Our Values	Welcoming	✔ Valued as an individual
	Kind	✔ Cared for
	Positive	✔ Supported and included
	Respectful	✔ Listened to and heard
	Professional	✔ Safe and confident

"Good to Great" – Our Five Year Strategy

Achieving our vision means that we put the people who need our care, support and treatment at the heart of everything we do. It means we consistently achieve the outcomes that matter to those individuals who use our services, their families and carers by working in partnership with them and others who support them. It also means that we keep people safe from avoidable harm, whilst ensuring our care and services are effective, achieve the very best clinical outcomes and support individual recovery outcomes.

In moving towards achieving our vision for **Great Care** and **Great Outcomes** we are focusing on the key linked areas of focus shown in the diagram below.





The Trust has the following seven strategic objectives, which have provided the foundation to its annual planning over the last six years:

- 1 We will provide safe services, so that people feel safe and are protected from avoidable harm
- 2 We will deliver a great experience of our services, so that those who need to receive us support will feel positively about their experience
- 3 We will improve the health of our service users through the delivery of effective, evidence-based practice
- 4 We will attract, retain, and develop people with the right skills and values to deliver consistently great care, support, and treatment
- 5 We will improve, innovate, and transform our services to provide the most effective, productive, and high-quality care
- 6 We will deliver joined up care to meet the needs of our service users across mental, physical, and social care services in conjunction with our partners.
- 7 We will shape and influence the future development and delivery of health and social care to achieve better outcomes for our population(s)

Our Integrated Care System

The Trust works across a number of different Integrated Care Systems in Buckinghamshire, Norfolk, Essex and Hertfordshire. In Hertfordshire we co-chair the Mental Health, Learning Disability and Autism Collaborative, a Health and Care Partnership focused on improving outcomes for people with mental ill health, a learning disability or autism. The Collaborative is co-chaired by Hertfordshire County Council and includes representatives from other NHS organisations, user and carer organisations and local voluntary, community and social enterprise sectors.

HPFT is also part of the East of England Provider Collaborative formed to transform local specialist mental health services. The initial focus is on transformation of Secure/Forensic Services (both mental health & learning disabilities), Child & Adolescent Tier 4 Services and Adult Eating Disorders. As a collective provider collaborative, the mission is:

“To deliver outstanding services in local communities, enabling people to be cared for closer to home and to experience improved outcomes”

Useful links

- [Trust Website](#)
- [Board of Directors](#)
- [Council of Governors](#)
- [Trust's CQC rating](#)
- [Sustainability and Transformation Plan](#)
- [HPFT Strategy – Good to Great](#)
- [Board papers and publications](#)
- [Annual Report](#)
- [Quality Account](#)
- [Quality Strategy](#)



Job Description

Job Title:	Non-Executive Director
Accountable to:	Chair, Council of Governors
Base:	The Colonnades, Hatfield, AL10 8YE
Time Commitment:	2-3 days per month (average). In working day or evenings.

Context

Together, the board sets the tone for the whole organisation. They are ultimately responsible for ensuring that the population the trust serves and the wider system in which the organisation sits receive the best possible care in a sustainable way.

Non-Executive Directors are accountable to the Chair for their performance in role, and will be formally appointed by, and also accountable to, the governors.

Non-Executive Directors will work alongside other non-executives and executive directors as an equal member of the board. They share responsibility with the other directors for the decisions made by the board and for the success of the organisation in leading the local improvement of healthcare services for patients. Collectively, they act as a unitary board.

Principal responsibilities

This detailed description of the non-executive's role has been aligned with the competency framework (see page 15). A good non-executive will demonstrate competence in all five domains across all their responsibilities but for ease of reference we have aligned each responsibility with the competency most relevant to discharging that element of the role. It should be the aim of a Non-Executive Director, over time, to demonstrate a high level of competence in all five domains, across all of their responsibilities.

1. Strategy - ensuring the board sets the trust's long-term vision and strategic direction

1.1 In their strategic role, the Non-Executive Director assists fellow directors by:

- Providing independent judgement and advice in setting a compelling vision for the trust underpinned by clear values, strategy and overall objectives that align with the principles guiding the NHS and the NHS values
- Ensuring that the board sets challenging objectives for improving its performance across the range of its functions
- Ensuring the best use of financial and other resources in order to maximise effective treatment of patients
- Holding the executive to account for the delivery of strategy and objectives by providing purposeful, constructive scrutiny and challenge.
- Determining the board's approach and attitude to the risks associated with delivery of strategy and objectives and ensuring effective oversight and prudent controls to assist in managing risk



- Accepting accountability for the delivery of the trust's objectives and ensuring that the board acts effectively in the best interests of patients and its local community.

2. People and Culture - contributing to the tone of the board to shape and support inclusive, compassionate, patient-centred culture for the trust, encouraging diversity, change and innovation.

2.1. In their role shaping organisational culture and setting the right tone at the top, the non-executive is responsible for:

- Demonstrating the highest standards of ethics, integrity, probity, and corporate governance throughout the organisation and particularly on the board
- Actively supporting and promoting healthy, open, and transparent patient-centred culture for the organisation, where all staff have equality of opportunity to progress, the freedom to speak up is encouraged, and ensuring that this culture is reflected and modelled in their own and in the board's behaviour and decision-making
- Ensuring that the organisation values diversity in its workforce and demonstrates equality of opportunity in its treatment of staff and patients and in all aspects of its business.
- Championing visible ethical, compassionate, and inclusive personal leadership by modelling the highest standards of personal behaviour so that staff have confidence that non-executive directors provide a safe point of access to the board for raising concerns.

2.2. In their role developing the board's capacity and capability, the non-executive is responsible for:

- Developing effective working relationships with all the other board directors based on candor, trust, mutual respect and collaboration,
- Participating in any individual or board evaluation of performance and attending any additional training or board development highlighted as a result
- Mentoring less experienced non-executive directors, where relevant and providing support, guidance, and advice to executives, where appropriate.
- Recognising their own development needs through annual performance reviews, personal reflection, peer learning and mentoring/reverse mentoring as part of the wider NHS community
- Determining appropriate levels of remuneration of executive directors and having a prime role in appointing and where necessary, removing executive directors and in succession planning.
- Meeting periodically with the chair in the absence of executive directors to discuss issues of interest or concern in addition to meetings to consider appraisal and objective setting for the executive directors and the trust chair

3. Partnerships and communities - balance organisational governance priorities with system collaboration; prioritising population health in line with the NHS Long Term Plan.

3.1. In their role as an ambassador for the trust in engagement with stakeholders the non-executive director is required to:

- Promote an understanding of the board's role and champion the principles guiding the NHS and the NHS values



- Show commitment to collaborative, whole system working with key partners across public, private and voluntary sectors
- Bring personal insights and understanding from lived experience to collective decision making
- Be available to staff, (and members and governors for FTs) to ensure that they understand the key strategic and performance objectives facing the trust, listen to views and suggestions to gain a different perspective on performance, receive feedback on unresolved concerns and ensure the board is made aware, as appropriate
- Engage with the local community to ensure that patients and service users are treated with dignity and respect at all times, and that the patient is central to trust decision-making.
- Be prepared to engage with the media and regulators, when appropriate

4. Professional acumen – use personal knowledge and experience to hold the executive to account by providing purposeful, constructive scrutiny and challenge

4.1. In their governance and assurance role, the non-executive is responsible for:

- Working to the highest standards of probity, integrity and governance and contributing to ensuring that the trust's internal governance arrangements are effective and comply with best practice and statutory requirements
- Holding the executive to account for the delivery of strategy and objectives by provide purposeful, constructive scrutiny and challenge.
- Monitoring the performance and conduct of the executive in meeting agreed objectives, standards and statutory responsibilities, including the preparation of annual reports and annual accounts and other statutory duties
- Ensuring that financial and quality intelligence is accurate, and that reporting mechanisms, controls and risk management systems are robust and defensible, and that the board is kept fully informed through timely and relevant information
- Ensuring that they receive adequate information to monitor the reporting of performance, including commissioning external advice as necessary
- Satisfying themselves with the integrity of reporting mechanisms by observing and talking to patients and staff including, where appropriate, participating in organised programmes of ward and / or service location visits, with a senior member of staff who can accompany them.
- Chairing or taking part as a member of key committees that support accountability.

4.2. In their role as critical friend, the non-executive is responsible for:

- Participating fully in the work of the board, provoking clarity, and deep thinking around an issue by asking penetrating questions that challenge assumptions, ensuring that proposals are clear and that all implications and consequences are properly explored
- Balancing sufficient challenge with the ability to seize opportunities while retaining robust and transparent decision-making
- Personally, doing the right thing, ethically and in line with the NHS values, demonstrating this to and expecting the same behaviour from the board



5. **Outcomes Focus - achieve the best sustainable outcomes for patients and service users by encouraging continuous improvement, clinical excellence and value for money by:**

- Being well briefed on external context, for example policy, integration, partnerships, and societal trends
- Supporting a culture of innovation and learning, that is outward-looking, promoting and embedding innovation, technology and transformation through the board's business and debate
- Promoting academic excellence and research as a means of taking health and care services forward
- Ensuring performance is accurately measured against constitutional and Care Quality Commission 'well-led' standards
- Ensuring performance on equality, diversity and inclusion for all patients and staff is accurately measured and progressed against national frameworks including the Workforce Race Equality Standard (WRES); Workforce Disability Equality Standard (WDES); and Equality Delivery System (EDS)
- Above all, ensuring the board maintains an unrelenting interest in and focus on the continuous improvement and self-assessment of patient safety, experience, and clinical outcomes.



Person Specification

The opportunity

We are looking to appoint two Non-Executive Directors to join our board.

Successful candidates will bring expertise that could include a combination of:

- Well-developed strategic capabilities and strong analytical skills to enable them to challenge constructively effectively at board level
- Experience of embedding the equality, diversity and inclusion agenda within an organisational strategy, either through personal lived experience or through an organisation which has tackled the agenda
- Primary care or public health experience
- Education and academia
- Some experience of the NHS or wider public sector

Required values, competencies, skills, and experience

Values

You must demonstrate a clear commitment to the trust's values and the NHS values and principles outlined in the NHS Constitution and 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.

Core competencies

You will work alongside other non-executives and executive colleagues as an equal member of the board. We need diverse, inclusive, and compassionate leaders who not only reflect the community we serve and the staff we employ but have the leadership style and breadth of perspective to make good collective decisions. As an NHS leader, you will be able to demonstrate the **five core competencies** required to contribute effectively in the NHS provider non-executive director's role. You will need to be able to demonstrate you can use your experience to:

- bring independence, external perspectives, skills, and challenge to **strategy development**
- shape and support an inclusive, compassionate, patient-centred **culture** for the trust, encouraging diversity, change and innovation
- use personal knowledge and experience to hold the executive to account by providing **purposeful, constructive scrutiny and challenge**
- achieve the **best sustainable outcomes** for patients and service users by encouraging continuous improvement, clinical excellence, and value for money
- balance organisational governance priorities with **system collaboration**; prioritising population health in line with the NHS Long Term Plan.



Competency framework

The competency framework describes the core competencies required in the NHS provider non-executive's role, in the context of the NHS principles and values in the NHS Constitution

Strategic

- Brings independence, external perspectives, skills, and challenge to strategy development
- Provokes and enables new insights and encourages innovation, including bringing ideas from other sectors
- Brings experienced perspective to guide robust and transparent decision-making
- Evaluates evidence, risks and options objectively based on varied experience
- Takes account of internal and external factors to guide decision-making for the benefit of patients and service users

People

- Creates a compassionate, caring, and inclusive culture where voices are heard, and views are respected
- Uses influence to build consensus and manage change effectively
- Supports, counsels and acts as a critical friend to all directors
- Champions NHS and trusts values and principles of equality and diversity
- Is genuinely connected to and assured about staff and patient experience

Professional acumen

- Owns governance, including openness, transparency, probity, and accountability
- Applies sufficient and constructive challenge, when appropriate
- Uses personal and professional knowledge and experience effectively for the benefit of patients and service users
- Understands and communicates the trust's regulatory and compliance context
- Takes opportunities to develop and refresh their knowledge and skills and ensure that they are well informed in respect of the trust's activity

Outcomes focus

- Maintains deep personal commitment to patients
- Prioritises the benefit to the population of the system as a whole, ensuring patient safety, experience and outcomes remain the principal focus
- Holds executives to account for delivering objectives



Partnerships

- Commitment to partnership working and integration
- Promotes collaborative, whole system working for the benefit of staff, patients and service users
- Genuine connection to diverse local communities and the wider population draws on personal experience to understand needs and priorities

Lived experience

Personally, you will bring a range of professional expertise as well as community understanding and experience to the work of the board. We are interested in your life experience and personal motivation that will add valuable personal insights such as: a patient or carer of a service user; experience of gender and women's issues; engaging with diverse social, economic and cultural groups and communities; experiences and challenges of younger people; and those with lived experience of mental health issues and/or living with physical disability.

Additional criteria

Time commitment

The non-executive role is part-time to ensure independence and objectivity is maintained. The time commitment will therefore depend on local circumstances but should include attendance at all board meetings and board development sessions, some committee work and enough preparation time to ensure you are well briefed on internal and external context. A minimum of 2-3 days a month would be expected to undertake the role successfully.

Eligibility

Preference will be given to candidates who have a strong affinity and connections within the regional area(s) served by the trust and an understanding of the diverse communities it serves. 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. As part of the assurance work for all board members under the fit and proper requirements, you will be asked to address questions relating to topics including misconduct or mismanagement, bankruptcy and convictions and we will make a number of specific background checks.

Improving diversity

We value and promote diversity and are committed to equality of opportunity for all. The best boards are those that reflect the communities we serve and therefore applications from all backgrounds are welcomed. We want to increase the diversity of our board and particularly encourage applications from women, people from the local Black Asian and Minority Ethnic communities, LGBT communities, younger candidates and from people with lived experience of disability, who we know are all under-represented in these important roles.



The principles of public life

NHS board members, in their capacity as public office holders, are expected to abide by the 'Nolan principles' as defined by the Committee on Standards in Public Life.

1. Selflessness

Holders of public office should act solely in terms of the public interest.

2. Integrity

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

3. Objectivity

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

4. Accountability

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

5. Openness

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

6. Honesty

Holders of public office should be truthful.

7. Leadership

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.



How to Apply

Key Dates

Closing date for applications is **8th June**.

Following a long list meeting of the Selection Panel, successful candidates will be invited to attend preliminary interviews with Odgers Berndtson **w/c 13th June**.

The final interview stages with Hertfordshire Partnership University NHS Foundation Trust will take place **w/c 27th June and w/c 11th July**.

How to apply

In order to apply, please submit a comprehensive CV along with a covering letter which sets out your interest in the role and encapsulates the aspects of your experience relevant to the required criteria. Please include current salary details and the names and addresses of three referees. Referees will not be approached until the final stages and not without prior permission from candidates.

The preferred method of application is online at: www.odgers.com/86020

If you are unable to apply online please email: 86020@odgersberndtson.com

All applications will receive an automated response.

Personal data

In line with GDPR, we ask that you do NOT send us any information that can identify children or any of your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, data concerning health or sex life and sexual orientation, genetic and / or biometric data) in your CV and application documentation. Following this notice, any inclusion of your Sensitive Personal Data in your CV/application documentation will be understood by us as your express consent to process this information going forward. Please also remember to not mention anyone's information or details (e.g. referees) who have not previously agreed to their inclusion.

Contact details

For a conversation in confidence, please contact:

Carmel Gibbons
Carmel.gibbons@odgersberndtson.com

We are committed to ensuring everyone can access our website and application processes. This includes people with sight loss, hearing, mobility and cognitive impairments. Should you require access to these documents in alternative formats, please contact Georgina.demelo@odgersberndtson.com.

Also, if you have any comments and/or suggestions about improving access to our application processes please don't hesitate to contact us response.manager@odgersberndtson.com.





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