



**Central and  
North West London**  
NHS Foundation Trust



# Non Executive Directors

Candidate information pack  
December 2020



**HUNTER**  
Executive talent for the healthcare sector

# Welcome

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## Hello and thank you for your interest in joining our Board of Directors at CNWL.

We are looking for two Non Executive Directors to join our Board. Ideally, we would like one person with a corporate background and one with a public sector (but not NHS) background. One should bring a finance/accounting/audit background (accounting qualification very strongly preferred) and one an HR/OD background, although we are prepared to interpret that quite broadly. We are committed to improving the diversity of all of our senior posts so we welcome applications, in particular, from Black, Asian and minority ethnic candidates.

We are a large provider of Community, Mental Health and related specialist services across a wide geography. Our strong and experienced Executive Team is led by Claire Murdoch CBE, who is not only our Chief Executive, but is also the National Lead for Mental Health for NHS England.

Rated as Good overall by the Care Quality Commission, we have some outstanding specialist services (Sexual Health and Learning Disabilities) and we are rated as Outstanding for Caring. As a Trust, Quality and Quality Improvement are embedded in our culture. We have a number of key aspirations: we would like to be rated as Outstanding for Safety; to be regarded as a key anchor institution in all the areas we offer services; to be an employer of choice for NHS staff; and to be regarded as operationally excellent. We hope that everyone who uses our services and who works in partnership with us will appreciate that we live our values of Compassion, Respect, Empowerment and Partnership.

Like all NHS organisations, we have been challenged by COVID-19, but our staff have responded with a professionalism and resilience that has made me very proud. Then too, like all NHS organisations, we have challenges: the NHS is undergoing a reorganisation which will enable us to work more closely in partnership with other Providers and with Local Authorities; mental health in particular has been less well funded than physical health; we are short of staff in a very competitive environment, and money and people together support the quality of the services we can provide.

If you believe you have the skills and interest to help us on our journey to excellence and if you share our values please consider the opportunity to join our Board. For further information, please contact our recruitment partners, Rhiannon Smith or Jenny Adrian, at Hunter Healthcare on 020 7935 4570 or by email at [jadrian@hunter-healthcare.com](mailto:jadrian@hunter-healthcare.com).

**Professor Dorothy Griffiths OBE**  
**Chair, Central and North West London NHS Foundation Trust**



# Who we are

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CNWL is a large community-facing Trust, caring for people with a wide range of physical and mental health needs in a variety of settings (hospitals, clinics, schools, homes, prisons) for every age. We are the eighth largest provider of mental health and community care in England, rated by income. We also provide specialised services to communities outside those areas.

We have more than 7,000 staff providing a range of mental health, community, learning disability, substance misuse, sexual health, dentistry and specialised services to a population of around three million in the South East of England, including in North West London, Surrey, Kent, Milton Keynes and Buckinghamshire, treating around 300,000 people either in the community or as inpatients. This means there are very different levels of wealth and deprivation in CNWL's patch, which we must consider in designing services with local people.

CNWL's services are mainly within three of the 44 regional Sustainability and Transformation Programmes (STPs) / Integrated Care Systems (ICSs) for England. STPs/ICSs are catchments or 'footprints' within which all the health and social care community needs to work together with shared objectives and shared financial goals.

## Useful links:

- [Our website](#)
- [List of our services](#)
- [Annual Report and Accounts 2019-20](#)
- [Long Term Plan](#)



[Click here to watch our annual summary from 2019-20](#)

# CNWL Footprint

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## Jameson Division

### **Adult mental health services in:**

- Brent
- Harrow
- Kensington and Chelsea
- Westminster

**Learning disabilities** – London including LD CAMHS

**Talking Therapies (IAPT)**

**Perinatal mother and baby units**

**Grenfell Health and Wellbeing Service**

## Goodall Division

### **Adult mental health and community services in:**

- Hillingdon (as part of Hillingdon Health and Care Partners)

### **Community services in:**

- Camden
- Ealing
- Community Independence Service (Kensington and Chelsea, Westminster, Hammersmith and Fulham)

**Children and young people 0-19 Service – including School nursing and health visiting** (Harrow and Hillingdon)

**Child and Adolescent Mental Health Services**

**Mental Health Rehabilitation**

## Diggory Division

### **Adult mental health and Community services in:**

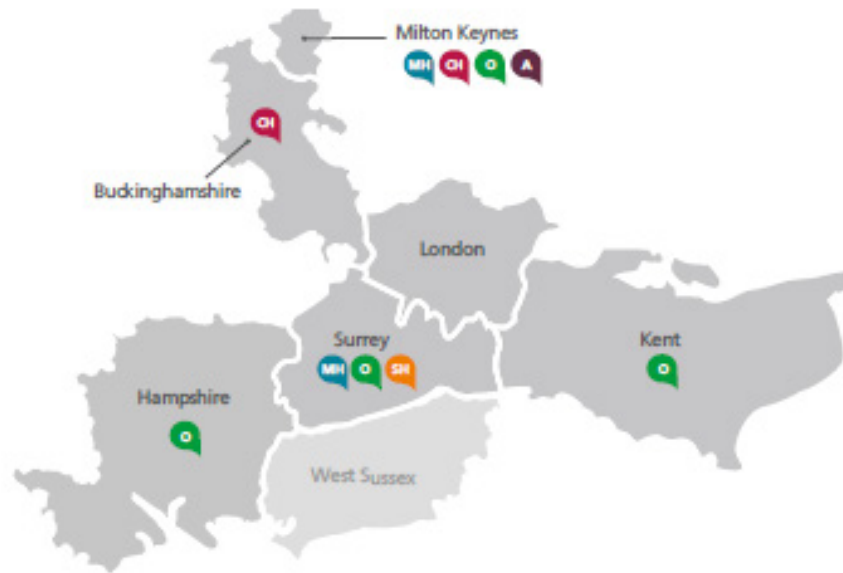
- Milton Keynes (including learning disability)

**Addictions**

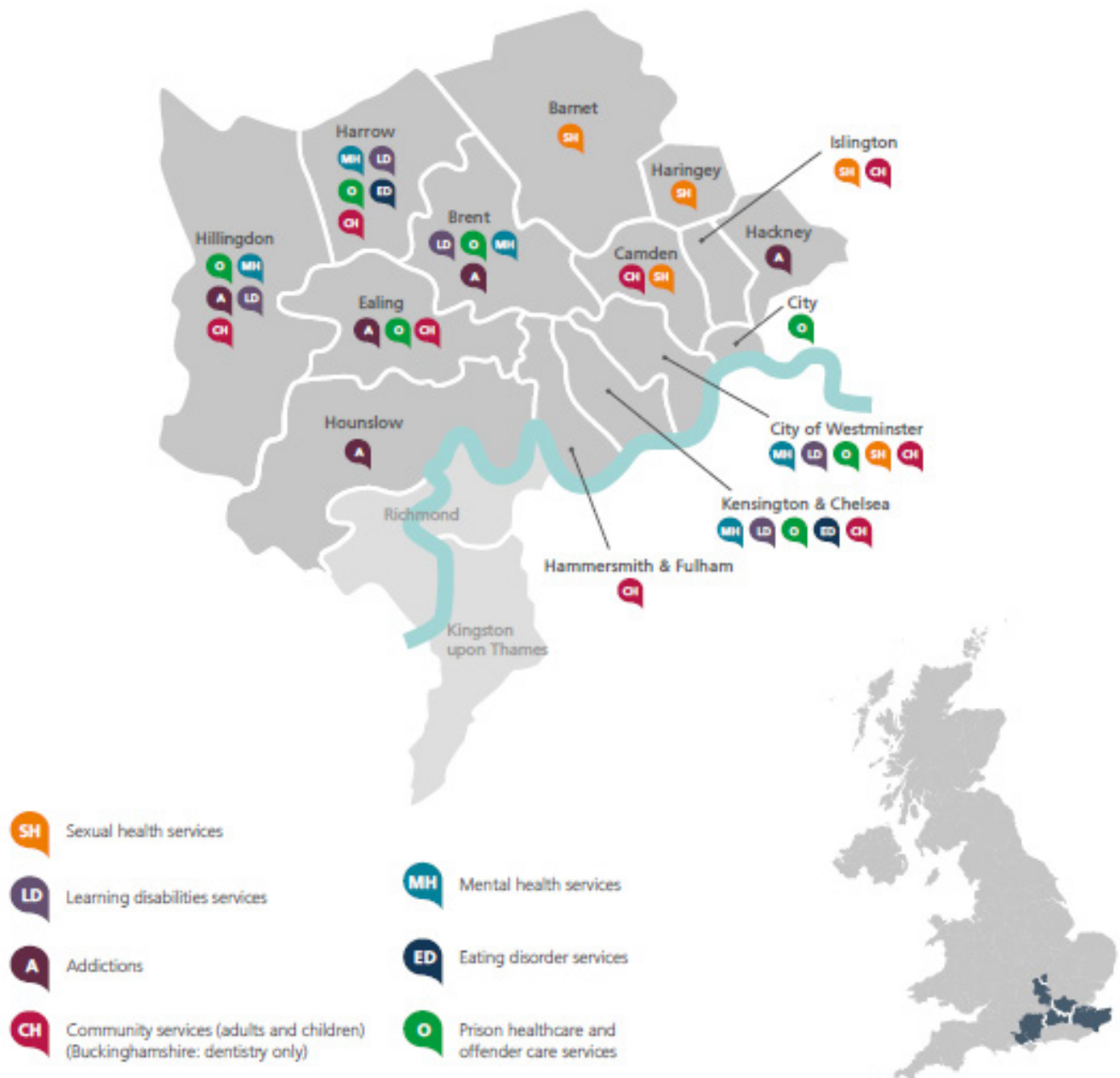
**Offender Care**

**Sexual Health**

## Services in the south of England

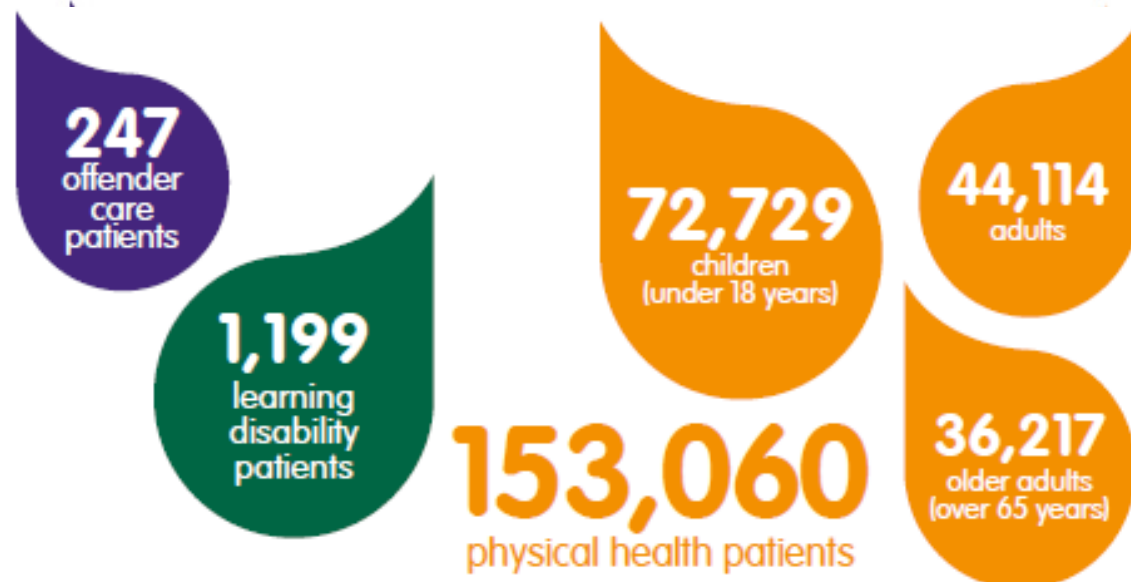
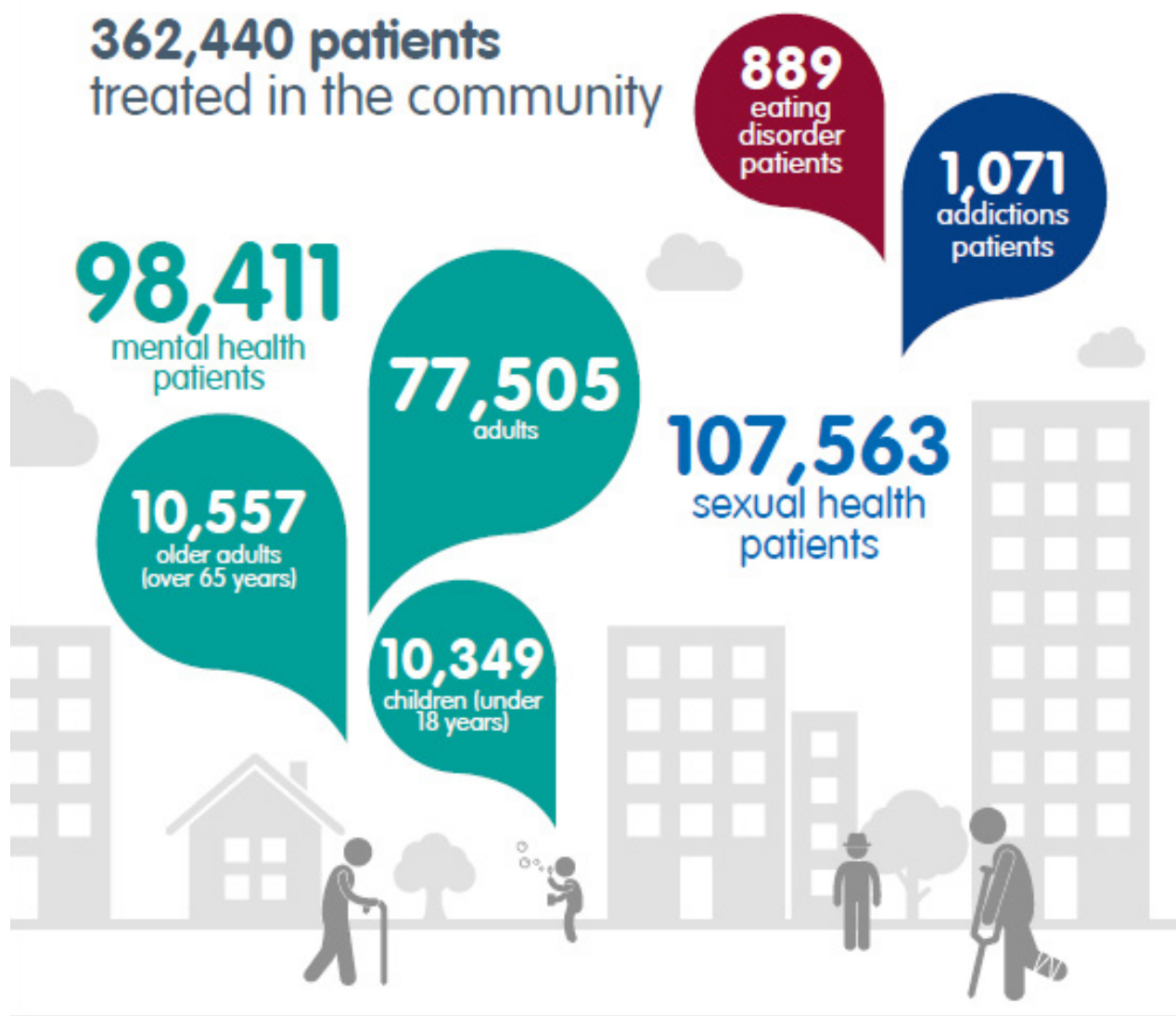


## Services across London

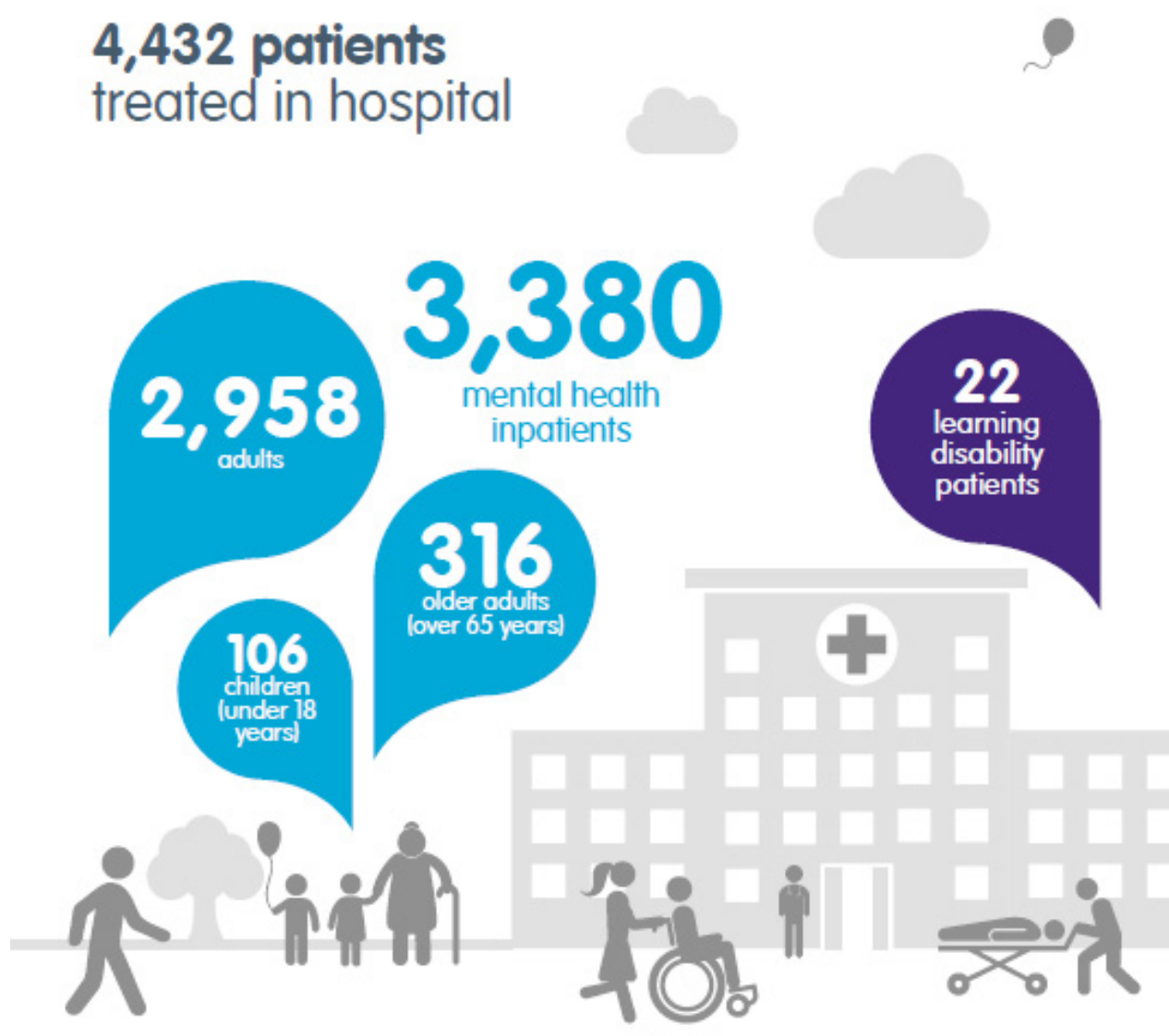




# Our Trust at a glance



**4,432 patients**  
treated in hospital



# Our vision, values and strategic objectives

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## Our Vision:

### Wellbeing for life:

We work in partnership with all who use our services to improve health and wellbeing. Together we look at ways of improving an individual's quality of life, through high quality healthcare and personal support.

## Our Values:

### Compassion:

- Our staff will be led by compassion and embody the values of care outlined in our Staff Charter.

### Respect:

- We will respect and value the diversity of our patients, service users and staff, to create a respectful and inclusive environment, which recognises the uniqueness of each individual.

### Empowerment:

- We will involve, inform and empower our patients, service users, carers and their families to take an active role in the management of their illness and adopt recovery principles. We will ensure our staff receive appropriate direction and support, to enable them to develop and grow.

### Partnership:

- We will work closely with our many partners to ensure that our combined efforts are focused on achieving the best possible outcomes for the people we serve.



## Our Strategic Objectives:

Our vision and values are underpinned by our strategic objectives:

### Quality

- To develop our approach to quality improvement and quality assurance.
- To redesign/transform care pathways and reduce unwarranted variation.
- To improve patient and carer involvement.

### Workforce

- To improve staff engagement.
- To improve recruitment and retention and redesign roles as appropriate.

### Finance

- To achieve the required savings and ensure value for the money we spend.
- To simplify and standardise corporate support services.

### Partnership

- To take full part in system wide planning partnerships and new organisational models.
- To develop and grow sustainable services.



# Our people

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The people in our organisation are one of our most valuable assets. It is our staff who provide care, develop relationships and make important decisions.

## Our Board of Directors:

The Board of Directors is responsible for the strategy and operation of the Trust. It is made up of both executive directors and non executive directors who have different roles and responsibilities but who work together to set the overall direction of the organisation and to scrutinise and challenge processes. [Read the board of directors' profiles here.](#)

## Council of Governors:

In May 2007, CNWL became a foundation trust. This was an exciting change as foundation trusts have greater independence to develop services in line with the needs of the local community and have more control over financial management. We are also able to involve local communities and our staff in decisions we take to provide the most suitable services. We involve communities and staff through the Council of Governors, which is chaired by the Chair and is made up of elected and appointed governors to represent the local population. The Council of Governors is not involved in operational matters, but plays a key role in deciding the strategic direction and development of the Trust. Anyone can become a member of the Trust and can attend the quarterly [Council of Governors meetings](#) and feed back their views through their local governor. [Find out more about the governors here.](#)

## Our Staff:

We value diversity in our workforce and encourage staff to reach their potential through training, coaching and mentoring. To recognise the important work our staff do every single day we have a monthly staff award, called the Hidden Gem Award, and an annual awards ceremony, called the Annual Gem Awards. [Read more here about the Hidden Gem Awards.](#)

### Divisional Directors:

Our services are run by three divisional directors, managed by the Chief Operating Officer. Each divisional director is in charge of individual boroughs/areas as well as of specific services. Each division has a divisional medical director and divisional nursing director. [Read the divisional directors' profiles here.](#)

### Borough Directors:

The Trust has six borough directors who are responsible for local delivery of care. They work with the divisional directors and clinical leads to ensure our services meet the needs of local people. [Read the borough directors' profiles here.](#)

# The role

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Non Executive Directors are expected to hold the Executives to account for the performance of the Trust and to use their skills, energy, imagination and experience to help the Board as it develops health, business and market strategies, and ensure the delivery of high quality services to patients.

## **Responsibilities to include the following:**

- Commit to ensuring the quality and safety of healthcare services delivered by the Trust and apply the principles and standards of quality governance set out by NHS England and NHS Improvement, the Care Quality Commission and other relevant NHS bodies.
- Commit to working to, and encouraging within the Trust, the highest standards of probity, integrity and governance and contribute to ensuring that the Trust's internal governance arrangements conform with best practice and statutory requirements.
- Assist fellow directors in setting the Trust's strategic aims, ensuring that the necessary financial and human resources are in place for the Trust to meet its objectives, and that performance is effectively monitored and reviewed.
- Engage positively with the Council of Governors and ensure that the Board has regard to their views.
- Chair Board sub-committees and take an active part in other committees established by the Board of Directors to exercise delegated responsibility. In addition, Non Executive Directors have lead areas in line with their expertise and a resulting specific supporting relationship with the relevant Executive Director. For example Finance, IT or HR lead.
- Help to ensure that the performance of management meets agreed goals and objectives.
- Provide independent judgement and advice on issues of strategy, vision, performance, resources and standards of conduct and constructively challenge, influence and help the executive board 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.
- Help to ensure that financial information is accurate and that financial controls and risk management systems are robust and defensible.
- Contribute to the determination of appropriate levels of remuneration for Executive Directors.
- As a member of Board committees, contribute to the appointment, removal and support of senior executives.

- 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 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.
- Engage positively and collaboratively in Board discussion of agenda items and act as an ambassador for the Trust in engagement with stakeholders including the local community, dealing with the media, when appropriate.

## Remuneration

- Non Executive Directors will receive £15,000 per annum.
- Remuneration is taxable and subject to National Insurance Contributions. It is not pensionable.
- Non Executive Directors are also eligible to claim allowances for travel and subsistence costs necessarily incurred on Trust business.

*For more information, please see Appendix 1.*



# What we're looking for

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We are seeking two experienced and talented individuals to add value to our vibrant and committed Board. In particular, we are looking for senior leadership expertise in one of the following at a strategic level; commercial-world experience or a public sector (non-NHS) background, either a finance/accounting/audit background or Human Resources and Organisational Development expertise.

You will need sound judgement and possess a clear understanding of governance along with a commitment to public service values and a collegiate approach. It is essential that candidates have worked at a senior level in a large, complex organisation, and are able to make a distinct contribution to the strategic direction and future success of CNWL.

We understand the benefits diversity of background, thinking, experience and approach bring to the quality of services and effective decision making at Board. We therefore actively encourage applications that will help us to build and nurture that diversity.

## **Candidates should also demonstrate:**

- Board or senior management level experience in a large and complex organisation.
- Robust understanding of the principles and practice of good governance.
- Ability to develop, form and monitor the effectiveness of strategy.
- Interest in, or experience of, mental health and community health services.
- Ability to gain credibility with service users, staff, senior leaders, clinicians and local communities.

*In addition to the expertise detailed above, all candidates interviewed will need to show that they have the competencies required to be effective in a Board-level role. They are:*

- Patient and community focus: A high level of commitment to patients, carers and the community, especially to disadvantaged groups.
- Strategic direction: The ability to think and plan ahead, balancing needs and constraints.
- Holding to account: The ability to accept accountability and probe and challenge constructively.
- Effective influencing and communication: Be able to influence and persuade others.
- Team working: Be committed to working as a team member.
- Self belief and drive: The motivation to improve NHS performance and confidence to take on challenges.
- Intellectual flexibility: The ability to think clearly and creatively.



# How to apply

Application closing date is 4 February 2021

All applications must quote CNWL - Non Executive Directors and include:

- A CV which demonstrates how you meet the criteria
- A covering letter highlighting the aspects of the role and CNWL that particularly attract you and outlining why you feel you are right for us
- Contact details for four referees (who will not be contacted without your permission)
- A contact email address and telephone number
- A completed [Equal Opportunities Monitoring Form](#) and [Fit and Proper Persons Monitoring Form](#).

Please send all documentation by email to Hunter Healthcare at [applications@hunter-healthcare.com](mailto:applications@hunter-healthcare.com)

DATE	EVENT
4 February	Application closing date
8 February	Longlisting
22 February	Shortlisting
11 March	Interviews and selection events

# Appendix 1 - Further Information

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## Criteria for disqualification

The following paragraphs identify the circumstances where an individual would not be eligible for appointment as a member of the Board of Directors.

- Is a member of staff of the Trust;
- Has been adjudged bankrupt or their estate has been sequestrated and in either case has not been discharged;
- Has made a composition or arrangement with, or granted a trust deed for, their creditors and has not been discharged in respect of it;
- Is the subject of a bankruptcy restrictions order or an interim bankruptcy restriction order or an order to like effect made in Scotland or Northern Ireland;
- Is a person to whom a moratorium period under a debt relief order applies under Part VIIA (debt relief orders) of the Insolvency Act 1986(40);
- Is included in the children's barred list or adult's barred list maintained under Section 2 of the Safeguarding Vulnerable Groups Act 2006, or in any corresponding list maintained under an equivalent enactment in force in Scotland or Northern Ireland;
- Is prohibited from holding the relevant office or position, or in the case of an individual from carrying on the regulated activity, by or under any enactment;
- Has been responsible for, been privy to, contributed to or facilitated any serious misconduct or mismanagement (whether unlawful or no) on the course of carrying on a regulated activity, or discharging any functions relating to any office or employment with a service provider;
- Is disqualified under the Company Directors' Disqualification Act 1986;
- Is no longer a member of the public constituency;
- Has had tenure of office, as Chairman or as a member of a Director of a health service body, terminated on the grounds that their appointment is not in the interests of public service, for non-attendance at meetings, or for non-disclosure of pecuniary interest;
- Has been removed from membership of a professional body or from a list of registered medical, dental, nursing or other health care practitioners as a result of disciplinary action or any conclusion that the continued inclusion of that person's name on any such list or membership of any such professional body would be prejudicial to the efficiency of the services to which the professional body or list relates and has not subsequently been re-instated to membership or such a list;

- Been dismissed, otherwise than by reason of redundancy, from any paid employment with a health service body;
- Has been convicted in the United Kingdom of any offence or been convicted elsewhere of any offence which if committed in any part of the United Kingdom would constitute an offence;

## Disclosure and barring scheme

Non Executives may occasionally have access to children or vulnerable adults through their work for the Trust. To safeguard patients by identifying unsuitable candidates, all appointments will be dependent upon the satisfactory completion of an Enhanced Disclosure through the Disclosure and Barring Service. Checks will be carried out by the Trust after appointment and before the individuals takes up their full duties.

## Applying for the post

The selection and appointment will be carried out by the Trust's Appointments Committee which will comprise the Chair of the Trust, 3 public governors, 2 user/carer governors, 2 staff governors and 2 appointed governors.

- After the closing date we will acknowledge receipt of your application form.
- Your application will first be checked for completeness and eligibility.
- The Committee will then assess your completed form to see the extent to which you have the qualities and expertise specified for the post.
- The Appointments Committee will agree which candidates to invite to interview based on the evidence given against the criteria.
- It is anticipated that shortlisting will be completed on 11 February 2019. Candidates will be informed as soon as possible if they have been selected for interview.
- The final interviews will take place on 19 February 2019. You will be asked questions by the Appointments Committee to assess whether you can demonstrate the qualities specified.
- If, in the view of the panel, you have the qualities for the post and are one of the best candidates, your name will be considered further for the vacancy.
- The Appointments Committee will recommend their preferred candidate to the Trust's Council of Members at their meeting. The Council of Members of Central and North West London NHS Foundation Trust will make the final appointment.
- The successful candidate will be contacted by the Chair of the Trust, Professor Dorothy Griffiths
- All candidates will be advised of the outcome of the selection process either by the Trust or the Appointments Committee.

# Appendix 2 - The Nolan Principles

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## The Seven Principles of Public Life

### 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 organizations 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.