



North Cumbria
Integrated Care
NHS Foundation Trust

is this

you?

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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 with a goal of delivering that through this recruitment campaign.

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

1. Introduction from our Chair and Governors' Council

Thank you for the interest you have shown in North Cumbria Integrated Care NHS Foundation Trust (or NCIC for short). There has never been a more exciting and challenging time to join us as we move into a new era for healthcare provision to provide more joined up care for patients across community and hospital services and with our system partners.

Established on 1 October 2019, North Cumbria Integrated Care NHS Foundation Trust (NCIC) provides a wide range of community and acute services throughout north Cumbria and beyond. We are pioneering integrated working with our partners and are creating a centre of excellence for rural and remote healthcare to deliver safe, high quality care every time.

Non-Executive Directors play a key role within the Trust and on our Board of Directors. We are looking for individuals who can bring their talents and experience to strengthen and bring new perspectives to the Board of Directors. We are particularly looking for:

- individuals with a senior clinical background who can help drive improvements to the quality of care we deliver for our patients
- individuals who have substantial business management experience at a very senior level outside of the NHS and public sector

Our Governors' Council, led by the Chair, is vibrant, forward-looking and actively makes sure the views of the communities are fed back to the Board. Through engagement with our communities they are involved in the co-production of services to support health and wellbeing of our communities.

A big focus for us this year will be to support our staff and services to recover from the disruption and challenges caused by Covid-19, embed the learning to transform how we work, and to ensure the right care is delivered to our patients in a timely, high quality and appropriate way. We want to improve the experience of those working for and with us through embedding our values, tackling recruitment challenges and improving the culture within the organisation.

As a major employer in Cumbria we will be working together more with our partners to offer better career opportunities to young people and to buck the trend of young people leaving the county. We have strong links with local universities in Cumbria providing high quality placements for students as well as good relationships with our partners meaning we can offer a vast range of unique careers at NCIC. We also need to play our part in tackling climate change through sustainable plans, spending more of our money locally and supporting the economy here in Cumbria to thrive. We have a real opportunity to do that as NCIC.





Within the Trust, there are some exciting developments taking place right now including the development of a new £35m cancer centre in partnership with Newcastle Hospitals at the Cumberland Infirmary in Carlisle and the next phase of the West Cumberland Hospital redevelopment in Whitehaven. We are also working

together with our partners to provide more care in the community through our Integrated Care Communities. These are just some of the infrastructure developments that will enhance opportunities to deliver high quality services in North Cumbria for our local population and improve patients' experience of our services. There's no doubt this will be a challenging role but also one that will be hugely rewarding, we look forward to hearing from you.

2. About Us

North Cumbria Integrated Care NHS Foundation Trust provides hospital and community health services to a population of around half a million people. We are responsible for delivering over 70 services across 15 main locations and we employ around 6000 members of staff.

Our workforce is led by clinical staff who are driven by our values to provide safe, high quality care every time, the NCIC way. We are passionate about our values of kindness, respect, ambition and collaboration and want NCIC to be a great place for everyone to work.

-  **Kindness** - Kindness and compassion cost nothing, yet accomplish a great deal
-  **Respect** - We are respectful to everyone and are open, honest and fair - respect behaviours
-  **Ambition** - We set goals to achieve the best for our patients, teams, organisation and our partners
-  **Collaboration** - We are stronger and better working together with and for our patients

We have 5 key principles that we believe are vital to deliver 'safe, high quality care every time'.

- Being a clinically led organisation
- Quality and safety at the heart
- A positive patient experience every time
- A great place to work
- Managing our money well

As a single integrated Trust we share our vision with our partners in the wider north Cumbria health and care system, with an ambition to become more embedded in local communities improving their wellbeing, not just caring for them.

Our vision is: We want to build a new integrated health and care system together, using our collective capabilities for a healthier and happier population.

Composition of the Board

Our Board of Directors comprises of:

- The Chair, who also chairs the Governors' Council
- Six Non-Executive Directors
- Chief Executive Officer
- Executive Medical Director
- Executive Chief Nurse
- Executive Director of Finance, Digital and Estates
- Executive Director of Operations
- Executive Director of Performance and Improvement
- Executive Director of Workforce and Organisational Development

Role of the Board of Directors

The Board of Directors sets the vision, strategic objectives and priorities for the Trust and ensures that all the appropriate mechanisms are in place to deliver. It identifies the risks and challenges that the Trust faces and takes action to minimise risk and meet the challenges. It ensures that robust performance management systems are in place in order to track performance and take corrective action when necessary. In particular it drives the highest quality of care, financial strength, and innovation. The Board is the body which is held to account for all the activities of the organisation, and is the group responsible for ensuring that the organisation operates properly and effectively.

Role of the Governors' Council

The Trust is a public benefit corporation and, as such, has governors who represent the users of the organisation – i.e. the public and other stakeholders. The primary purpose of governors is to act as guardians of the organisation on behalf of the users.

The role of the governors is to give advice - both as a body (the Governors' Council) and as individual Governors – for consideration by the Board of Directors of the Trust and to hold the Board to account for the performance of the Trust; all in order to contribute to the achievement of the agreed Vision and Strategic Aims and so having an influence on change and development.

Governors fulfil this role by carrying out various responsibilities. These responsibilities are, largely, statutory - that is, there are responsibilities that are based on the Government requirements of the Health Services Act of 2006, under which the Trust received its Foundation Trust status, and the Health and Social Care Act 2012, which strengthened the role of governors and introduced the "Provider Licence". These responsibilities, together with further discretionary responsibilities given by the Trust itself, relate to several of the operational areas of the Trust and are also enshrined in the Trust Constitution.

In essence, the key role of the Governors' Council is to hold the Board to account through the Non-Executive Directors for the overall performance of the Trust and for the delivery of our Vision, through the Annual Plan. Specifically the governors' role is to:

- To appoint, remove and decide upon the terms of office of the Chair and Non-Executive Directors
- To appoint or remove the Trust's External Auditor
- To determine the remuneration of the Chair and Non-Executive Directors
- To approve or not approve the appointment of the Trust's Chief Executive
- To receive the annual report and accounts and auditor's report at a general meeting
- To hold the Non-Executive Directors to account for the performance of the Board
- To consider a report from the Board of Directors each year on the use of income from the provision of goods and services from sources other than the NHS in England
- To approve or not approve acquisitions, mergers, separations and dissolutions
- To jointly approve changes to the Trust's constitution with the Board
- To express a view on the Board's plans for the Trust's submission to NHS Improvement
- To represent the interests of members and the public
- Governors are responsible for regularly feeding back information about the NHS Foundation Trust, its vision and its performance to the constituencies and the stakeholder organisations that either elected them or appointed them.

3. Description of Role

3.1 Introduction

The Board of Directors (the Board) of North Cumbria Integrated Care NHS Foundation Trust is fully and finally 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:

- ✓ achieve the highest quality of services and care for patients
- ✓ builds patient, public and stakeholder confidence that their health and healthcare is in safe hands
- ✓ 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

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 and Finance, Investment & Performance Committees
- ✓ as a member of Board committees, contribute to decisions about the appointment and removal of the Chief Executive and senior executives,
- ✓ support, encouragement and where appropriate 'mentoring' of 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 clinical, 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 patients and the local community, including dealing with the media when appropriate

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
- ✓ engage positively with governors, including through attendance at Governors' Council
- ✓ participate in visits to Trust services

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.

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.

Essential Criteria

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

- ✓ have board level or equivalent experience in a large, complex organisation;
- ✓ understanding of achieving organisational and culture change management and transformation in a dynamic organisation;
- ✓ experience of providing appropriate leadership, oversight, support and challenge at decision-making levels in a diverse organisation

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:

- ✓ a strong professional clinical background with experience of operating at a very senior management level and who has a professional registration with the GMC gained in healthcare organisations in any sector
- ✓ business acumen with substantial experience of operating at very senior level outside of the NHS and public sector

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:

Intellectual flexibility	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.
Strategic direction	The ability to think and plan ahead, foreseeing risks and opportunities whilst balancing needs and constraints.
Holding to account	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.
Effective influencing and communication	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.
Team working	Be committed to working as a team member. To build constructive relationships and work effectively as a member of the Board of Directors.
Self-belief and drive	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.
Service Users, Carers and Community focus	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.

Eligibility and disqualification criteria

To be eligible for appointment the candidate 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. A full list of disqualifications can be found in the Trust Constitution: *para 32/page 22* (link on page 17); and
- ✓ you must be a member of North Cumbria Integrated Care NHS Foundation Trust (membership is free) and you must reside in Cumbria, Lancashire or North East England but must not be employed by the Trust. To become a member of our Trust, please visit the Trust website at <https://www.ncic.nhs.uk/trust/how-we-are-run/be-involved/become-a-member>

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.

3.2 Appointment, Remuneration and Tenure

The terms and conditions of Non-Executive Directors (NEDs) are determined by the Governors' Council. The main function of the Governors' Council is to work with the Board of Directors to ensure that the Trust acts in a way that is consistent with its constitution and objectives, and to help set the Trust's strategic direction.

The Nominations Committee, a sub-committee of the Governors' Council, will be carrying out the selection process with support from the Trust. Following the selection process, the Nominations Committee will make their recommendation to the Governors' Council for consideration and approval. The successful candidate will be chosen by the Governors' Council.

Remuneration is £13,000 per annum. Remuneration is taxable and subject to National Insurance Contributions. It is not pensionable. In addition NEDs are also eligible to claim allowances for travel and subsistence costs necessarily incurred on Trust business.

Time commitment is up to 5 days per month and the appointment will be for 2 to 4 years and will be subject to annual performance review approved by the Governors' Council.

Prior to taking the appointment, the successful candidate should inform the Governors' Council of any other time commitments. Once appointed, the NED should inform the Board and Governors' Council of any changes to their commitments. It is the responsibility of the NED to ensure that they can make sufficient time available with a degree of flexibility to discharge their responsibilities effectively. There may be occasions when some time commitment during the evening is expected.

You should also note that this 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, the NED is required to subscribe to the Code of Conduct and Standing Orders and Standing Financial instructions for the Foundation Trust.

As a NED 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 Code 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.

3.3 Recruitment Timetable

Action	Date
Opening date for applications / advertisement	8 February 2021
Opportunity for informal discussions	During application phase
Closing date for applications	21 February 2021
Long/Short listing	25 February 2021
Long/short listed candidates advised	26 February 2021
Psychometric testing*	1-5 March 2021
Stakeholder event*	9 March 2021
Further short listing as required	9 March 2021
Interview (max 3 applicants per post)*	16 and/or 17 March 2021
Governors' Council agree appointment	23 March 2021

***Please note these dates are fixed and applicants are expected to be available on all of these dates.**

3.4 Visiting Arrangements

Applicants are invited to visit the Trust by arrangement with Jacky Stockdale, Executive Business Manager via jacky.stockdale@ncic.nhs.uk or 0788 1900164.

The Trust has 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.

3.5 Contact Information

We strongly encourage potential candidates to contact the Trust with informal and confidential enquires. These are welcomed and can be arranged by contacting; Diane Teasdale, Head of Corporate Governance via diane.teasdale@ncic.nhs.uk or 07766 951829.

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

- Details that includes your address and contact details, highlighting and explaining any gaps in your employment history;
- A supporting statement that highlights your motivation and values 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 will be taken prior to interview and will be shared with the selection panel;
- Please complete and return the monitoring information form which accompanies this pack; and
- Confirm your preferred email and telephone contact details.

All applications are to be made via [NHS Jobs](#) Ref: **262-A-21-90927**

Useful Documents and Links

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>

From 1 April 2019, NHS England and NHS Improvement came together to act as a single organisation. Their aim is to better support the NHS and help improve care for patients. To find out more go to <https://www.england.nhs.uk/about/> and <https://improvement.nhs.uk/about-us/what-we-do/>

Our Trust website: <https://www.ncic.nhs.uk/> and our Trust Constitution: <https://www.ncic.nhs.uk/trust/publications>



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