

Welcome

Thank you for your interest in becoming a Non-Executive Director.

This information pack has been created to tell you about Nottinghamshire Healthcare NHS Foundation Trust, its strong value base and putting our patients, carers and staff at the centre of everything we do. It also gives you important information about this appointment and what we are looking for in our successful candidates.

As Chair of this Trust I want to provide an opening remark to everyone thinking of applying. At Nottinghamshire Healthcare NHS Foundation Trust, we are incredibly proud of the services we provide to our patients, carers and their families. We have a dedicated, compassionate and resilient workforce who do a fantastic job caring for all who use our services and making us the vibrant, values-based organisation we are.

We are seeking four Non-Executive Directors to join our unitary Board, to bring support and constructive challenge, and help lead the strategic direction of the Trust. As the NHS landscape changes and we play our part in the Nottingham and Nottinghamshire Integrated Care System, we are particularly keen to hear from potential candidates with strong experience of system and collaborative working, and who have the skills to challenge the organisation on its strategic direction as well as striving to achieve systemwide strategic objectives. We are looking for candidates who value equality, diversity and inclusion.

Being a Non-Executive Director with the Trust is demanding, but very rewarding. You have the chance to join a highly capable Board that prides itself on keeping patients at the heart of its decisions. We are looking for individuals who have the values, attitude and behaviour that echoes those of our organisation and who can bring a fresh perspective and approach.

I would like to take this opportunity to personally encourage applicants from all parts of society. I would particularly welcome applications from Black and Minority Ethnic people, people with disabilities, and LGBT+ people, who are all underrepresented at this level in the organisation.

Continued Professional Development (CPD) is strongly encouraged and supported by our Trust. I would urge all applicants to consider this as part of their application and how as an organisation we can ensure we fulfil your profession development needs.

If you believe you have the appropriate values, skills and experience to succeed in this role and want to be part of our journey, we want to hear from you.

Best wishes,

Paul Devlin
Chair
Nottinghamshire Healthcare NHS Foundation Trust



About the Trust

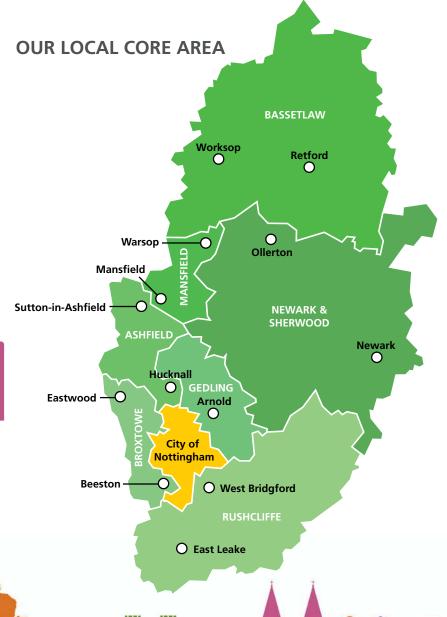
at Duncan Macmillan House, Nottingham.

The Trust was authorised as an NHS Foundation Trust in March 2015. The Trust provides a comprehensive range of mental health and intellectual disability services to Nottingham and Nottinghamshire (population 1.1 million) and a full range of forensic mental health services including high, medium and low secure and offender health services. Since 2011 the Trust has provided an extensive range of other community-based health services formerly delivered by Primary Care Trusts. Further details of services provided by the Trust can be found on the Trust's website www.nottinghamshirehealthcare.nhs.uk. What this means is that we provide the widest range of services in a variety of settings. That's one of the things that makes us 'A *Great Place to Work'*. The Trust's Headquarters are based









Board of Directors



Dr Julie AttfieldExecutive Director of Mental
Health



Clare Teeney
Executive Director of People
and Culture



Shirley Higginbotham

Director of

Corporate Affairs



Steve BanksNon-Executive Director,
Senior Independent Director



Stephen JacksonNon-Executive Director, Vice
Chair



Trevor OrmanNon-Executive Director



Anne-Maria Newham MBE
Executive Director of
Nursing, AHPs and Quality



Sarah FurleyDirector of Partnerships



Dr John BrewinChief Executive



Paul Devlin Chair



Susan NixonNon-Executive Director



Carolyn White
Non-Executive Director



Lorraine Hooper
Executive Director of
Finance, Information
and Estates



Dr Susan Elcock
Executive Medical Director/
Executive Director of Forensic
Services



Becky Sutton
Director of Community
Health Services



Manjit Darby MBE
Non-Executive Director



VacancyNon-Executive Director



VacancyNon-Executive Director



Key Priorities

Quality

- Improve health outcomes and health inequalities
- Develop a robust quality surveillance system

Outcomes

- · 'No wrong door' access to our services
- Ensure timely assessment and treatment
- Restore our services inclusively
- Strengthen leadership and accountability for health inequalities
- · Improve quality oversight of our services

People

- · Staff health and wellbeing
- Organisational culture and staff engagement
- · Equality, diversity and inclusion

- · Continue to improve our staff wellbeing support 'offer'
- · Safer and more efficient staffing
- Improve experience and engagement for all of our staff
- · Increase diversity in our workforce at all levels

Performance

- Transform community and urgent care services
- Deliver requirements of the Mental Health Long Term Plan for 2021/22
- Delivery of the high secure service specification

- Deliver the community services access target
- · Meet Mental Health Long Term Plan delivery targets at a local level
- Deliver the outcomes of the high secure specification

Well Led

• Improve our financial health

- Invest our capital funds wisely
- Continue to work collaboratively across the health and care system
- Deliver our financial plan as a Trust and as a system
- Ensure there is a fit for purpose estate and digital infrastructure
- Continue collaborative working with system partners

Our Vision, Values and five-year strategy



Trust Honesty Respect Compassion Teamwork

We want to ensure our services are delivered in a way that will enable people to be in a better position to take ownership of their own health and care needs. We are currently in the process of refreshing our Trust strategy and strategic priorities for 2022-27, along with our vision and shared sense of purpose. We are consulting with people who use our service, our staff and stakeholders. To read our current strategy click here.

Our Values

We spent time during 2019 working with the people who use our services, our staff and our stakeholders to fully refresh the Trust's vision and values.

Our clinical strategy will be achieved by ensuring our services are delivered in a way that will enable people to be in a better position to take ownership of their own health and care needs. We want to move away from reactive, hospital-based treatment models to a pro-active approach of prevention and early intervention, delivered in community locations where this is appropriate.

Our Strategic objectives

Our objectives are the four key areas that describe how we will achieve our vision:

- Provide the best possible care and support
- Demonstrate best value
- Deliver safe, sustainable services
- Make the Trust a 'A Great Place To work'

Useful documents

- Trust annual reports
- Care Quality Commission (CQC) report
- Nottinghamshire STP plan

Trust Structure

There are three substantive operational Divisions within the Trust: Forensic Services; Community Health Services and Local Mental Health Services, together with corporate and support services. Click **here** to find out more.



Mental Health Services

Most local mental health services are provided for the population of the City of Nottingham, Nottinghamshire County and Bassetlaw. The portfolio of community, outpatient, day and inpatient services are grouped as follows and provide lifespan services:

- Adult Mental Health (AMH);
- Mental Health Services for Older People (MHSOP);
- Specialist Services (this includes: Intellectual and Developmental Disabilities (IDD); Child and Adolescent Mental Health Services (CAMHS) and Psychological Therapies;
- Improving Access to Psychological Therapies (IAPT).

Services are delivered from several sites including the Queen's Medical Centre; Highbury Hospital (Nottingham); Millbrook Unit (Mansfield) and Bassetlaw Hospital (Worksop). These services are supported by a network of community teams located within local communities.

Community Health Services

The Community Health Services Division provides a diverse and varied portfolio of services in the main across the county and some aspects into the city of Nottingham, spanning two Integrated Care Systems, three Integrated Care Partnerships, two Local Authorities and three acute providers. This will be a key role in terms of forging strong working relationships with key stakeholders in particular the emergent Primary Care Networks.

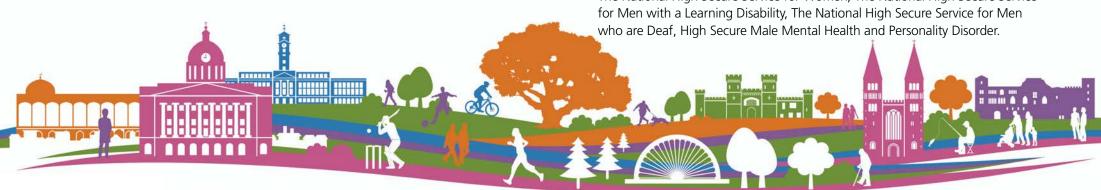
The Division provides a full range of community and bed-based functions including:

- Sub-acute and rehabilitation services (in patients) at Lings Bar Hospital
- Community based nursing, AHP and Specialist Nursing provision including a range of admission avoidance schemes
- Specialist and Generic Palliative Care services at John Eastwood and cedar **House Hospices**
- Children & Young Peoples services
- Specialist Community Services including Podiatry (Community & Surgical), Dietetics and SLT
- GP and OOH services

Forensic Services

The Trust provides a large range and diversity of adult secure services in the East Midlands as well as secure services in South Yorks and Bassetlaw (SYB) through Wathwood Hospital. The Division is in a unique position of providing its services across the full care pathway for several patient groups requiring forensic care. The portfolio of High, Medium and Low Secure services are grouped as follows and include:

- Low Secure Services;
- Community Forensic Mental Health Services;
- Integrated Offender Health within Prisons;
- Medium Secure Services for men with mental illness and men with personality disorder.
- Medium Secure Services for women requiring enhanced care;
- The National High Secure Service for Women, The National High Secure Service for Men with a Learning Disability, The National High Secure Service for Men who are Deaf, High Secure Male Mental Health and Personality Disorder.



Services are delivered from several sites including:

- High Secure inpatient beds at Rampton Hospital;
- Medium Secure inpatient beds at Arnold Lodge (Leicester) and Wathwood Hospital (Rotherham);
- Low Secure inpatient beds at The Wells Road Centre (Nottingham);
- Community Forensic Services;
- Integrated Offender Health Services (across a broad geographical area);
- Liaison with the Criminal Justice System in Nottinghamshire.

Provider Collaboratives

The NHS Long Term Plan sets an ambition for all appropriate specialised mental health services and learning disability and autism services to be managed through Provider Collaboratives (PCs) over the next five years. From October 2020 the first "fast track" PCs went live, with Lead Providers taking on a commissioning role. This requires a shift in processes, behaviours and culture with regional NHSE commissioners taking a more strategic commissioning role and PCs undertaking the operational commissioning tasks with a strong clinical and user experience focus.

The East Midlands IMPACT Adult Secure Care programme was established in November 2018 with our Trust as the lead provider, commissioning from eight other providers: Derbyshire Healthcare, Leicestershire Partnership, Lincolnshire Partnership, Northamptonshire Healthcare, Cygnet Healthcare, Elysium Healthcare, Priory Group and St Andrew's Healthcare. IMPACT is a fast track PC which went live in October 2020. The Trust, as Lead Provider, sub-contracts other providers, manages contracts, assures the quality of services and leads the necessary reporting regionally and nationally to NHS England and Improvement.

In order to preserve integrity and avoid conflicts of interest, the Trust has developed its arms-length commissioning and clinical oversight function through a Commissioning Hub.

The Trust provides a large range and diversity of specialised mental health & learning disability services within the East Midlands and Bassetlaw which means it is part of several Provider Collaboratives, as a sub-contractor, including in the South Yorkshire & Bassetlaw Provider Collaborative.

Corporate Services

The operational Divisions and service Directorates are supported by a range of focused corporate services. These ensure the efficient and effective operation of our core businesses and support the delivery of our performance and regulatory functions.

Corporate services offer a wide range of generic and specialist support and advice and include services such as Finance, Procurement, Health Informatics, Estates and Performance by the Executive Director of Finance, medical and clinical leadership via the Medical Director and professional leadership to nursing and allied health professionals with a continued focus on quality, clinical governance and patient involvement via the Executive Director of Nursing. The Director of People & Culture leads on Workforce and Organisational development, Human Resources and Equality, Diversity and Inclusion. The Chief Executive provides overall leadership to the organisation and leads the teams focusing on corporate governance and communications.



Council of Governors

The **Council of Governors** is the representative body of the Trust's membership comprising elected representatives of the Public, Patient, Service User & Carer and Staff constituencies and appointed representatives of partner organisations. The Council currently comprises 37 Governors (21 Public, 8 Staff and 8 Partners). The Council has two general duties:

- To hold the Non-Executives individually and collectively to account for the performance of the Board of Directors.
- To represent the interests of the members of the Trust as a whole and the interests of the public.

The Institute of Mental Health

The Institute of Mental Health (IMH) is committed to advancing mental healthcare through excellence in research and education and is the UK's prime location for inter-disciplinary research in mental health. Its activity is led through 7 Centres of Excellence and several large infrastructure grants such as the NIHR Collaboration for Leadership in Applied Health Research and Care (CLAHRC) East Midlands. The IMH currently hosts £46m of successfully awarded external research and education grants, 5 prestigious NIHR Senior Investigator Awards, has 28 full and associate professors among its 220 staff and publishes over 550 peer-reviewed journal articles a year. Its portfolio of training and development opportunities includes the national Knowledge and Understanding Framework (KUF) for Personality Disorder commissioned by NHS England/HMPPS which has trained over 45,000 staff in its 8 years of operation. Courses offered include one-off modules, BSc, BA, MSc, MA and PhD degrees in mental health topics. It has 15 unique Managed Innovation Networks (MINs) and 380 members including associates, fellows, senior fellows and professors. Further information can be accessed at: www.institutemh.org.uk



Job Description

JOB PURPOSE

An NHS Foundation Trust's Board of Directors plays a key role in shaping the strategy, vision and purpose of the organisation. They hold the organisation to account for the delivery of strategy and ensure value for money. They are also responsible for assuring that risks to the organisation, patients, staff, carers and the public are managed and mitigated effectively. Led by an independent Chair and composed of executive and independent Non-Executive members, the Board has a collective responsibility for the performance of the organisation.

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.

KEY COLLECTIVE RESPONSIBILITIES

STRATEGY

- Ensure that patients are treated with dignity and respect at all times, and that the patient is central to Trust decision making
- Ensure we have a skilled and dedicated workforce to deliver best patient care
- Constructively challenge, influence and help enable delivery of the organisation's objectives and ensure that the Board acts in the best interests of patients and its local community

- Establish clear objectives to deliver the agreed plans and strategy to meet the Terms of Authorisation and to deliver against agreed quality, safety and financial objectives and regularly review performance against those objectives
- Ensure the effective implementation of board of director decisions by the Chief Executive and the senior management team
- Holding the Chief Executive to account for the effective management and delivery of the organisations strategic aims and objectives
- Analysing and contributing positively to the strategic development of longterm healthcare plans for the community
- Leading in internal and external discussions on the strategic development of the Foundation Trust and attending Health community meetings and events
- Building and maintaining close relations between the Foundation Trust's constituencies, and stakeholder groups to promote the effective operation of the trust's activities
- Ensuring the Board of Directors sets challenging objectives for improving performance
- Ensuring that strategies and actions approved by the board of directors are implemented effectively by the Chief Executive and the senior management team



COMPLIANCE

- Ensuring that the Foundation Trust complies with its Terms of Authorisation, License obligations, the Trust Constitution, and any other applicable legislation and regulations
- Maintaining services and retaining protected property as defined in the Terms of Authorisation
- Maintaining the financial viability, using resources effectively, controlling and reporting on financial affairs in accordance with the requirement set out by NHS Improvement, the Regulator
- Ensuring the best use of financial and other resources in order to maximise effective treatment to patients
- Ensuring that financial controls and systems of risk management are robust and that the board is kept fully informed through timely and relevant information
- Participating in the appointment of the Chief Executive and other senior staff, as appropriate
- Working with Commissioners to ensure the effective delivery of services commissioned through contracted arrangements
- With the assistance of the Director of Corporate Affairs, promoting the highest standards of corporate and clinical governance in compliance with the NHS Foundation Trust Code of Governance and other regulatory requirements and best practice, where appropriate
- Upholding the values of the Foundation Trust by example, and ensuring that the organisation promotes equality and diversity for all its patients, staff and other stakeholders
- Promoting equality of opportunity and human rights in the treatment of all staff and patients

- Ensuring the Foundation Trust meets is commitment to patients and targets for treatment
- Establishing and maintaining the highest standards of clinical and environmental hygiene to assure robust infection control standards

BOARD ACTIVITIES

- Participating fully in the work of the Board, acting in the best interests of the Trust and ensuring the corporate responsibility of the Board of Directors
- Attending and or chairing committees, and other ad hoc meetings of the main Board and acting as 'lead' Non-Executive Director for selected functions

 for example, Diversity and Inclusion; Safeguarding; Infection Control;
 Whistleblowing
- Working corporately with the Non-Executive and Executive Directors of the Foundation Trust
- Liaising and co-operating with the Council of Governors and having due regard to their opinions, as appropriate
- Supporting the continued development and promotion of a positive and constructive relationship with the Council of Governors
- Participating in any Board induction, training and evaluation identified as an individual and as part of the Board or committees
- Working with the Lead Governor and Senior Independent Director on the annual performance evaluation of the Chair, in line with the process agreed by the Council of Governors and reporting back to the Council of Governors
- Undergoing an individual and Board performance appraisal and attending any additional training highlighted as a result of the evaluation process



COMMITMENTS

Commitments are as detailed below but these should be viewed as a minimum. An estimation of the time commitments for the role of Non-Executive Directors are as follows:

Equality, Diversity and Inclusion

Ensure 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.

Chairing Meetings – (Selected standing committees of the Board of Directors)
 A Non-Executive Director will be expected to Chair meetings at the Trust's premises or other related venues.

Attendance at Meetings

Non-Executive Directors will be expected to attend Board of Directors meetings, standing committee meetings, Council of Governors meetings, as appropriate and other ad hoc meetings. These may be during the daytime or evening. A commitment to attend 75% of meetings for which Non-Executive Directors are a member is required.

Preparing for Meetings

Non-Executive Directors will be expected to spend time preparing for meetings.

Attendance at the Trust

Non-Executive Directors will be invited to attend the Trust to meet with the Chief Executive and other Executive Directors and senior managers and visit departments within services.

Leadership Roles

Non-Executive Directors will also be expected to undertake specific roles within the Trust, for example this may include attending disciplinary and grievance hearings, and other related roles.

Emergency contact

While emergency contact with Non-Executive Directors is not normally required unless acting in the absence of the Chairman, Non-Executive Directors will be expected to be contactable during working hours through either electronic communication or by phone.

MISCELLANEOUS

- Uphold the highest standards of integrity and probity, adhering to the Nolan Principles
- Ensure continuing development and continuing Professional Development (CPD) in the role of Non-Executive Director and remaining up to date with national and local health related policy issues
- Safeguard the good name and reputation of the Trust
- Act as a trustee of Charitable Funds
- Meet and continue to meet throughout the tenure of office, the requirements of CQC Regulation 5 – Fit and Proper Persons: Directors.



Person Specification

We are recruiting **four** new Non-Executive Directors to be appointed to the board, one of whom will be **an accountant, holding a recognised accountancy qualification** (to chair the Audit Committee). For the other positions, we would welcome applications from people with one or more of the following areas of expertise:

- A specialist in Equality, Diversity and Inclusion
- An individual with experience of partnership working in a healthcare setting, preferably either a
 clinician with a primary care or public health background, or someone with experience of working in the
 social care sector
- A **digital and IT expert**, with experience of leading the implementation of these systems in a large and complex environment

Applications from people with lived experience of diversity, as reflected in the protected characteristics of the Equality Act are particularly sought.

CORE COMPETENCIES	ESSENTIAL CRITERIA
STRATEGY	 Ability to understand complex strategic issues, analyse and resolve difficult problems. Politically astute, with the ability to grasp relevant issues and understand relationships between interested parties. Support the strategic development of the organisation and safeguarding the reputation of the Trust.
PERFORMANCE	 Understand issues in respect of risk management and corporate governance. Able to accept accountability for board performance and be able to hold the Chief Executive and Executive Directors to account.
ORGANISATION	Demonstrate an understanding of the role of a Non-Executive in ensuring adequate corporate governance processes in the Trust as detailed in the Monitor Code of Governance, and Nolan principles.



CORE COMPETENCIES	ESSENTIAL CRITERIA
CULTURE	 A keen interest in healthcare issues and deep commitment to putting patients first Able to work with stakeholders both from within and external to the Trust and develop long term partnership working A commitment to NHS values and the principles of NHS Foundation Trusts Belief in and ability to work according to the Trust values
SKILLS & PERSONAL ATTRIBUTES	 Demonstrate the emotional resilience to retain independence of judgement Highly developed interpersonal and communication skills Proven leadership skills Strong business and financial acumen Committed to team working and respects and involves other team members Confidence to challenge and scrutinise information, and other colleagues, to make informed and appropriate decisions Able to think clearly and creatively, to be able to clarify complex information for others
EXPERIENCE	 Senior or Board level experience in a large/complex/ changing organisation Proven experience of working collaboratively, ideally as part of a system Sound knowledge of corporate governance.
ROLE COMMITMENTS	 Commitment to CPD and personal development Sufficient time and commitment to fulfil the role Commitment to the strategic delivery of equality, diversity and inclusion



Terms of appointment

Candidates who live in the East Midlands or have strong connections with the area are particularly encouraged to apply although we will accept applications from those with the appropriate experience living in England or Wales.

In order to be eligible for appointment, candidates must be a member of the Trust's Public, Patient, Service User and Carer constituency and live in England or Wales. A membership form is available here.

Remuneration

Remuneration is £13,526 pa. All remuneration is taxable and subject to Class 1 NI contributions but is not pensionable. Non-Executive board members are also eligible to claim allowance for travel and subsistence costs incurred necessarily on NHS business in line with rates set out in the Trust's Travel & Expenses policy.

Impact of appointment on people in receipt of benefits: your appointment may affect your entitlement to benefits. This will depend on individual circumstances and the type of benefit received. Advice should be sought from the Department that pays the benefit.

Time commitment

It is expected that the role will take up to four days a month, including attendance at board and some committee meetings. The successful candidate will, however, have considerable flexibility to decide how they manage the rest of the time, which includes reading and preparation time. As a minimum the role requires 4 days a month. **The initial period of appointment will be for 3 years.** These posts are public appointments and not jobs and are therefore not subject to the provisions of employment law.

Standards in public life

You will be expected to demonstrate high standards of corporate and personal conduct. All successful candidates will be required to subscribe to the "Codes of Conduct and Accountability for NHS Boards" and the Monitor Code of Conduct.

You should note the requirement to declare any conflict of interest that arises in the course of Board business and the need to declare any relevant business interests, positions of authority or other connections with commercial, public or voluntary bodies. These will be published in the organisation's annual report with details of all Board members' remuneration from NHS sources. Candidates must also demonstrate that they understand the standards of probity required by public appointees outlined in the Nolan "Seven Principles of Public Life".

To be eligible to be considered for appointment as a Non-Executive Director of Nottinghamshire Healthcare NHS Foundation Trust you must be a fit and proper person and not be disqualified for appointment. Further information about these requirements are available **here**.



How to Apply

The closing date for applications is midnight on **11 November 2021**. Applications should include:

- A **covering letter** explaining why the appointment interests you, how you meet the appointment criteria and what you specifically would bring to the post.
- A Curriculum Vitae (CV) with education and professional qualifications and full employment history. Please include daytime and evening telephone contact numbers and e-mail addresses. The CV should include names and contact details of three referees. References will not be taken without your permission.
- A completed Equal Opportunities Monitoring Form and Fit and Proper Person Monitoring Form. Please note that the information you provide will be treated as confidential, and is for monitoring purposes only. It will not form part of the application process.

All applications should be sent to: **applications@hunter-healthcare.com**. All applications will be acknowledged.

For an informal conversation about the post, please contact Janice Scanlan or Jenny Adrian at our recruitment partners, Hunter Healthcare by email: jadrian@hunter-healthcare.com or phone: 07939 250362

Interviews are expected to take place in week commencing **13 December 2021**. To arrange an informal discussion with our Chair, Paul Devlin, please contact the Chair's Office on 0115 955 5399.







Hunter Healthcare T: 020 7935 4570 E: enquiries@hunter-healthcare.com

