



# Candidate brief for the position of Chair Airedale NHS Foundation Trust

January 2025



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# Welcome

Dear Candidate

Thank you for your interest in the role of Chair at Airedale NHS Foundation Trust (ANHSFT).

Airedale NHS Foundation Trust is an award-winning NHS hospital and community services trust providing high quality, personalised, acute, elective, specialist and community care for a population of over 200,000 people from a widespread area covering 700 square miles within Yorkshire and Lancashire. Our catchment population stretches as far as the Yorkshire Dales and the National Park in North Yorkshire, reaching areas of North Bradford and Guiseley in West Yorkshire and extending into Colne and Pendle in the East of Lancashire.

Our local population is very supportive of the Trust and our level of community engagement is a testament to this. Our communities and location strongly shape the priorities of the Trust.

We employ over 3,000 staff and have over 350 committed volunteers. On an annual basis we treat over 32,000 Inpatients, 31,000 Non-Elective patients and 155,000 Outpatients. Our Emergency Department sees approximately 70,000 patients and over 2,000 babies are born at Airedale Hospital each year.

We provide services from our main hospital site, Airedale Hospital, and at other locations across the community – such as Castleberg Hospital near Settle, Coronation Hospital in Ilkley and Skipton Hospital.

This is a particularly exciting time to join Airedale. We are embarking on a journey to implement a new electronic patient record as part of our broader ambition for a digital future. This initiative builds on our significant successes in telemedicine and digital care. Despite financial challenges, we have continued to invest in our people, and our current strategy aims for thriving people and healthy communities. Looking ahead, we are developing our new strategy through extensive engagement with our stakeholders.

How hospitals are run is changing. More than ever, hospitals are urged to come together and support each other to provide everybody with efficient, high-quality healthcare. We are an integral partner in the Bradford District and Craven place, the West Yorkshire and Harrogate Integrated Care System and the West Yorkshire Association of Acute Trusts (WYAAT). These collaborations enable us to manage health and social care collectively with several different organisations. Our new Chair will play an important outward facing role with our local communities and system partners to support this collaborative approach. They will also provide excellent support and challenge to the organisation through the successful leadership of the Board of Directors and the Council of Governors to ensure the Trust continues its journey of improvement and puts quality and safety at the heart of its decisions.

We have a once in a generation chance to transform our hospital through the New Hospital Programme and we are looking to appoint an outstanding individual to lead the Trust through this exciting development, ideally someone who has had previous Non-Executive experience in a complex person-centred, regulated environment with multiple stakeholders.

A strong affiliation with the Bradford District and Craven Place and the West Yorkshire System is desirable but not a prerequisite though the new Chair will need to share our passion for the area and [be a member of one of our public constituencies](#).



We believe that the best Boards represent the workplace population and the communities the Trust serves and we would love to hear from candidates from a diverse and wide range of backgrounds. Appointments are made on merit and we value and promote diversity and inclusion and are committed to equality of opportunity for all.

Team health and wellbeing and the principles of kind leadership in our 'ways of working' are amongst our top priorities and our new Chair will play a key role in modelling and nurturing this culture. How colleagues are treated significantly influences care provision and the new Chair must embody qualities that are in line with those of our Trust values. The ability to evidence inclusion, support and kindness are essential for a successful application.

We hope you will consider applying and thank you for your interest in the role.

Yours Faithfully,



**Karen Ellison**  
Lead Governor



**Foluke Ajayi**  
Chief Executive

# Background to the Trust

Airedale NHS Foundation Trust became a Foundation Trust on 1 June 2010 and has continued to grow and develop as an award-winning, forward-looking integrated acute and community trust.

Our catchment population stretches as far as the Yorkshire Dales and the National Park in North Yorkshire, reaching areas of North Bradford and Guiseley in West Yorkshire and extending into Colne and Pendle in the east of Lancashire. Our local population is very supportive of the Trust and our level of community engagement is a testament to this. Our communities and location strongly shape the priorities of the Trust.

We employ over 3,000 staff and have over 350 committed volunteers. On an annual basis we treat over 32,000 Inpatients, 31,000 Non-Elective patients and 155,000 Outpatients. Our Emergency Department sees approximately 70,000 patients and over 2,000 babies are born at Airedale Hospital each year.

We provide services from our main hospital site, Airedale Hospital, and at other locations across the community including Castleberg Hospital near Settle, Coronation Hospital in Ilkley and Skipton Hospital.

## Our ambition is to have thriving people and healthy communities

We are proud of being rural district general hospital and community trust that is an anchor institution at the heart of our community. We want to be at the forefront of service delivery; developing, innovating and transforming the services we provide to our community to ensure high-quality patient-centred care. We also want our people to thrive in providing great services and care, ultimately leading to healthy communities.

The Board has developed its strategy for 2020-2025 - *Thriving people, healthy communities* – with five key aims:


- Patient-centred – providing safe, high-quality care and experience
- Supporting our people to thrive and flourish
- Progressing our services through continuous improvement, innovation and development
- Meeting our populations' needs, involving and engaging our communities in providing health care
- Working in partnership with others, supporting transformation and future sustainability

We are ambitious for the future; not only in our reputation for innovation and agility, but also the long-term sustainability of our services with an estate that is fit for purpose. Our strategy is underpinned by our aim of 'Securing the Future', which would see Airedale Hospital transformed into a state-of-the-art, environmentally sustainable facility that will provide care now and for future generations.

Find out more about our work and our ambitions on the Trust's website: [www.airedale-trust.nhs.uk](http://www.airedale-trust.nhs.uk)



## Airedale at a Glance



### About us


**350** bed hospital

**700** square miles – urban and rural

**200,000** local population

**3,300** staff

**350+** volunteers



### Our activity

**21,336** inpatient stays


**127,961** community contacts

**74,492** Emergency Department attendances

**156,587** outpatient appointments


**57,493** telemedicine contacts

**1,871** births




Operating income:  
**£262 million**

### Pound split



- Clinical support staff pay: 18p
- Medical staff pay: 17p
- Nursing staff pay: 16p
- Other staff pay: 15p
- Drugs: 6p
- Clinical supplies & services: 8p
- Depreciation: 2p
- Other operating costs: 18p




### Trust team

**3,338** staff

82% female  
18% male

Scientific and Technical	<b>80</b>
Additional Clinical Services	<b>791</b>
Administrative and Clerical	<b>691</b>
Allied Health Professionals	<b>292</b>
Estates and Ancillary	<b>5</b>
Healthcare Scientists	<b>156</b>
Medical and Dental	<b>399</b>
Nursing and Midwifery	<b>917</b>
Students	<b>7</b>



### AGH Solutions team

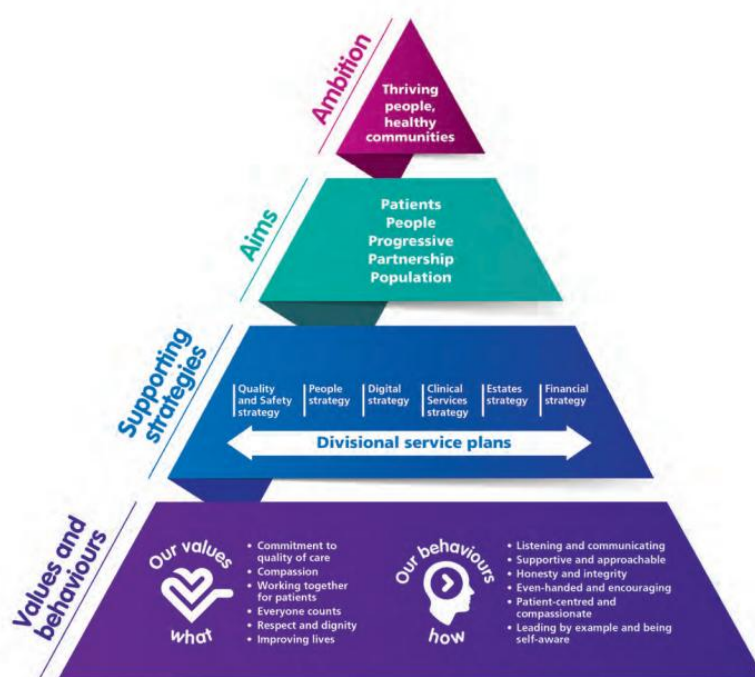
Additional Clinical Services	<b>2</b>
Administrative and Clerical	<b>79</b>
Estates and Ancillary	<b>339</b>
Healthcare Scientists	<b>7</b>

**427** staff

53% female  
47% male



## Our Strategy - 2020–2025



## Strategic Priorities

The Board developed its strategy for 2020-2025 - *Thriving people, healthy communities* – with five key aims:

- Patient-centred – providing safe, high-quality care and experience
- Supporting our people to thrive and flourish
- Progressing our services through continuous improvement, innovation and development
- Meeting our populations’ needs, involving and engaging our communities in providing health care
- Working in partnership with others, supporting transformation and future sustainability

We are proud of being rural district general hospital and community trust that is an anchor institution at the heart of our community. We want to be at the forefront of service delivery; developing, innovating and transforming the services we provide to our community to ensure high-quality patient-centred care. We also want our people to thrive personally and professionally, to enable them to provide the best care possible.

We are ambitious for the future; not only in our reputation for innovation and agility, but also the long-term sustainability of our services with an estate that is fit for purpose. In May 2023 it was announced that Airedale would be joining the government’s New Hospital Programme, which will see a new, state-of-the-art, environmentally sustainable hospital constructed by 2030.

This is part of our ‘*Securing the Future*’ strategy to provide the best possible care for our communities, now and for future generations. As part of this, during 2023-24 we embarked on the development of our five-year clinical strategy which will



set the vision and direction for our hospital and community services as we prepare for our new facility. This strategy is currently being developed for beyond 2025.

## Our Values and Behaviours

We deliver our Values through the Behaviours we display and the way we work, individually, with each other, together, every day. We all need to take responsibility for delivering safe, high quality patient care and experience. The Values and Behaviours were developed previously with staff across the Trust and describe what we all need to demonstrate and develop in our practice



## Additional Sources of Information

The Trust is rated by the Care Quality Commission (CQC) as overall 'Requires Improvement – last full inspection was in November 2018. The full report can be found [here](#).

The Trust has around 12,900 members, including service users, staff, and public members. Our aim is to review and develop our Membership and Engagement Strategy, allowing us to concentrate on developing a truly engaged and representative membership. We encourage our members to become involved with the business of the Trust by use of websites, social media, and its Annual Members' Meeting.

The Trust has three commercial entities:

[AGH Solutions Ltd](#)  
[Integrated Pathology Services LLP and Integrated Laboratory Solutions LLP](#)  
[Immedicare LLP](#)

Further information about Airedale NHS Foundation Trust can be found at the following links:



[Website](#)

[Constitution](#)

[Corporate Publications](#)

[Scheme of Reservation and Delegation](#)

[Board Papers](#)

[Council of Governors' Papers](#)

[Annual Report and Accounts](#)

Or through our social media:

- [Twitter](#)
- [Facebook](#)

Further information about our local Integrated Care Board (ICB), local Place and Provider Collaboratives can be found here:

[West Yorkshire ICB](#)

[Bradford District & Craven Place](#)

[West Yorkshire Association of Acute Trusts](#)

[West Yorkshire Community Healthcare Collaborative](#)

NHS England's (the independent Regulator of foundation trusts) website contains information on the governance of Foundation Trusts and other useful references: [NHS England](#)



# Governance Structure

The Board of Directors is responsible for oversight of the strategy and leadership of the Trust and monitoring and assuring the operational delivery of its services, targets and performance. In addition, the Board is responsible for agreeing policy, monitoring the delivery of that policy, ensuring clinical quality and the financial viability of the Trust. The Board operates within the terms of the Constitution and Standing Orders governing the proceedings of Board meetings, the way responsibilities are delegated, standards of business conduct and contract procedure. Included in the Standing Orders are the Standing Financial Instructions, which detail the financial policies, responsibilities and procedures to be applied in the Trust.

The Board of Directors comprises six Executive Directors and seven Non-Executive Directors including the Chair all of whom are voting members of the Board. There are three further Executive Directors who attend Board meetings but who are non-voting. You can read more about our Board on our Trust website.

The Board is accountable to the Council of Governors for the proper use of the assets and resources at its disposal. The Council ensures the Board carries out its plans and influences how they develop in the future. The Council of Governors is there to represent its members, the public, the Trust's staff and its partners and make sure their views are heard. The Council of Governors reaches out into local communities and encourages a wide and representative membership.

The Council of Governors has 20 members:

- 12 public governors who are elected by public members.
- 4 staff governors who are elected by staff members.
- 4 stakeholder governors who are nominated by partner organisations of the Trust.

More information about our Governors and the role they play is available on our Trust website.



# Role of the NHS Board and Chair

## Role of the NHS Board

NHS Boards play a key role in shaping the strategy, vision and purpose of an 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 and the public are managed and mitigated effectively.

Led by an independent Chair and composed of a mixture of both Executive and Independent Non-Executive members, the Board is a Unitary Board which means it has a collective responsibility for the performance of the Trust.

The purpose of NHS Boards is to govern effectively, and in so doing build patient public and stakeholder confidence that their health and healthcare is in safe hands. This fundamental accountability to the public and stakeholders is delivered by building confidence:

- in the quality and safety of health services.
- that resources are invested in a way that delivers optimal health outcomes.
- in the accessibility and responsiveness of health services.
- that patients and the public can help to shape health services to meet their needs.
- that public money is spent in a way that is fair, efficient, effective and economic.

## Role of the Chair of an NHS Board

The Chair has a unique role in leading an NHS Trust Board and supporting [the six NHS leadership competency domains](#). They play a pivotal role in creating the conditions necessary for overall Board and individual Director effectiveness. The role combines the duty to lead effective governance, consistent with the [Nolan principles](#) and [NHS values](#), with securing a long-term vision and strategy for the organisation.

The Chair also ensures the Board is focused on improving outcomes in population health and healthcare, and fosters a culture of learning and continuous improvement, with a particular focus on quality, safety, access, patient experience.

The Chair is also responsible for the effective, visible and authentic leadership of the Council of Governors as well as the Board of Directors. The Chair must ensure that all communication is clear, consistent and honest, maintaining strong and effective working relationships with members, Governors, and other internal stakeholders, as well as with partner organisations in the area, the region and nationally.

Working in partnership with colleagues across the Trust, the Chair will set the tone for partnership and collaborative working. They will act as a role model for a culture that is inclusive and respectful and reflect the vision and values. Externally, the Chair will be a public voice for Airedale, exemplifying the values and representing the best interests of its patients and the community it serves.

To carry out their role effectively, the Chair must cultivate a strong, collaborative relationship with the Chief Executive. Many responsibilities in this role description will be discharged in partnership with the Chief Executive. It is important the Chair and the Chief Executive are clear about their individual and shared roles, and their respective responsibilities towards the Unitary Board.



Together, the Chair and the Chief Executive set 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 operates receive the best possible care in a sustainable way.

# Key Criteria for Successful Candidates

## Eligibility Criteria

The Chair must be a member of Airedale NHS Foundation Trust, details of how to become a member can be found our [website](#). Full details of eligibility criteria and exclusions for membership can be found in the Trust’s [Constitution](#).

## Key Criteria

We are looking for candidates who want to use their energy, skills and experience to help drive the delivery of sustainable healthcare services for the people of Airedale and surrounding areas and who can demonstrate the following skills, experience and attributes:

- A clear commitment to the NHS and the values and principles of Airedale NHS Foundation Trust.
- An understanding of the communities we serve.
- Experience as a Non-executive Director (any sector) and chairing a Board or Committee.
- Whilst prior experience in the NHS is not essential, an understanding of the health and social care sector would be beneficial
- Professional qualification or equivalent experience.
- Prior Board level leadership experience of complex highly regulated person-centred organisations within or outside the NHS, i.e. private, voluntary or other public sector providers of similar scale.
- Demonstrable skills and behaviours in line with the [NHS Leadership Competency Framework](#) (details included at Appendix B).

## NHS Leadership Competency Framework for Board Members

Leaders in the NHS help deliver better health and care for patients by setting the tone for their organisation, team culture and performance. NHS England has worked with a wide range of NHS leaders to design a set of competency domains to describe good leadership practice which all NHS Board members will be measured against. The competences align to [Our NHS People Promise](#), [Our Leadership Way](#) and the [Seven Principles of Public Life](#) (Nolan Principles) as shown in the diagram below:



The six NHS leadership competency domains are included in the person specification for this role.



## Terms of Appointment

The current remuneration for this role is £47,100 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.

The initial appointment will be for a period of up to three years, after which you may be considered for further terms of office (up to a maximum term of office of nine years from first date of appointment to the Board ([Section C, 4.3](#)), subject to the needs of the organization, good performance in the role, continued compliance with the [Fit & Proper Person requirements](#) and continued independence ([Section B, 2.6](#)).

Our [Constitution](#) details the disqualification criteria for Board membership.

You will have considerable flexibility to decide how you manage the time needed to undertake this role. On average, it will require 2 to 3 days a week, including preparation time away from the Trust, the occasional evening engagement and events designed to support your continuous development.

Applicants should live in or have strong connections with the area served by the Trust and must be a member of one of the public constituencies.

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.

All NHS Board members are required to meet the [Fit and Proper Persons requirements](#). NHS England has developed a Fit and Proper Person Test (FPPT) Framework in response to recommendations made by Tom Kark KC in his 2019 review of the FPPT (the Kark Review). This also takes into account the requirements of the Care Quality Commission (CQC) in relation to directors being fit and proper for their roles. The FPPT framework for board members has recently been published. Please see [NHS England » NHS England Fit and Proper Person Test Framework for board members](#) for latest details.

Under the regulations, the Trust will make a number of specific background checks to ensure that we appoint 'fit and proper' people to hold these important roles and that no appointments meet any of the 'unfitness' criteria set out in the [regulations](#). More information can be found [here](#).

Appointment to this role will be dependent upon the satisfactory completion of Standard checks carried out with the Disclosure and Barring Service. Checks will be carried out by the Trust after appointment and before the individual takes up their full duties.



# How to Apply

## Key Dates

Closing date for applications – **Sunday 23<sup>rd</sup> March 2025** .

Selected candidates will be invited to attend preliminary interviews with Odgers Berndtson.

The final interview process with Airedale NHS FT will take place on a date to be confirmed during **w/c 21st April 2025**.

## How to apply

The preferred method of application is online at: [www.odgers.com/93265](http://www.odgers.com/93265)

If you are unable to apply online please email: [93265@odgersberndtson.com](mailto:93265@odgersberndtson.com)

All applications will receive an automated response.

Any postal applications should be sent directly to Vicky Graham, Odgers Berndtson, 8th floor, 1 Marsden St, Manchester M2 1HW.

## Applications Should Include:

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 the names and contact details of referees covering your most recent six years of employment. Referees will not be approached until the final stages and not without prior permission from candidates.

All candidates are also requested to complete an Equal Opportunities Monitoring Form which will be available upon submission of your online application. If you submit your application via email you will receive the Equal Opportunities Monitoring Form via email link during the process. This will assist Airedale NHS Foundation Trust in monitoring their selection decisions to assess whether equality of opportunity is being achieved. The information you give us will be treated as confidential and is for monitoring purposes only; it will not form part of the application process.

The successful applicant will be subject to Occupational Health, qualifications and Disclosure and Barring Service checks and is subject to the Fit and Proper Persons Requirement (FPPR). All organisations regulated by the Care Quality Commission need to ensure that successful candidates meet the Fit and Proper Persons Requirement. Please see this link for more information on NHS England's fit and proper person test framework for board members.

<https://www.england.nhs.uk/publication/nhs-england-fit-and-proper-person-test-framework-for-board-members/>

## 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.

## Disability Confident Employer

As a disability confident employer, Airedale are offering a guaranteed first stage interview with Odgers Berndtson for disabled candidates who meet the minimum requirements for the role. If you wish to apply under this scheme please make this clear in your application documents.

## Contact details

For a conversation in confidence, please contact:

Peter Mason – [peter.mason@odgersberndtson.com](mailto:peter.mason@odgersberndtson.com)

Gillian Powell – [gillian.powell@odgersberndtson.com](mailto:gillian.powell@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 [vicky.graham@odgersberndtson.com](mailto:vicky.graham@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 at [response.manager@odgersberndtson.com](mailto:response.manager@odgersberndtson.com)



# Appendix A: Role Description

Role: Trust Chair

Hours: c.2-3 days per week

## Role Purpose

The Chair's main role is to provide clear leadership to the Board, demonstrate an ability to set the Board agenda, strategy and culture and lead the other Non-Executive Directors in holding the Executive to account for the satisfactory operation and management of the Trust and Airedale NHS Foundation Trust Group.

The Chair leads both the Board of Directors and the Council of Governors and is a key representative within the local community and amongst partners at System and Place. The Chair ensures that high standards of probity and governance prevail within the Trust and the wider Group.

The Board of Directors is collectively responsible for the success of the Foundation Trust, by directing and supervising its affairs including the commercial entities in the wider Group. This includes the responsibility to deliver safe quality services and maintain financial viability, using resources effectively and appropriately to deliver good care and value for money.

## Key Working Relationships

- Board of Directors
- Council of Governors
- Trust's commercial entities
- Bradford & District Place
- West Yorkshire Integrated Care Board
- West Yorkshire Association of Acute Trusts
- West Yorkshire Community Healthcare Collaborative
- NHS England: North East and Yorkshire
- Other NHS providers and wider healthcare and key stakeholder groups

## Key Responsibilities

Board of Directors - Leadership



- Providing leadership to the Board of Directors in setting the strategic direction of the Trust and the wider Group.
- Leading the Board of Directors in setting the culture of the organisation and the Trust's values, standards and behaviours.
- Ensuring the Board is focused on improving outcomes in population health and healthcare, and fosters a culture of learning and continuous improvement, with a particular focus on quality, safety, access, patient experience.
- Chairing meetings of the Board of Directors and other meetings of the Trust, setting the agenda, style and tone of Board discussions to promote effective decision-making and constructive debate.
- Running the Board of Directors and ensuring their effectiveness in all aspects of its role, including regularity and frequency of meetings.
- Setting the Board agenda, taking into account the issues and concerns of all Directors, as appropriate. The agenda should be forward looking, concentrating on strategic matters.
- Managing the meetings of Board of Directors to allow sufficient time for the discussion of complex or contentious issues, ensuring that Directors have appropriate time to consider critical issues, obtain answers to any questions or concerns they may have and are not faced with unrealistic deadlines for decision-making.
- Ensuring that Directors are fully informed about all issues on which the Board will have to make a decision.
- Facilitating the effective contribution of Non-Executive Directors at Board and Committee meetings and encourage active engagement and participation by all Board members.
- Ensuring that there is appropriate delegation of authority, timely and clear information, including about current performance, to enable the Board of Directors to make sound decisions, monitor effectively and provide advice to promote the success of the Trust and the Group.
- Holding meetings with the Non-Executive Directors without the presence of Executive Directors.
- Ensuring the effective implementation of Board of Director decisions by the Chief Executive and the Executive team.
- Holding the Chief Executive accountable for the effective management and delivery of the organisation's strategic aims and objectives.
- Developing a close and constructive relationship with the Chief Executive and Executive Directors, providing support and guidance while respecting Executive responsibility.

## Board of Directors - Development

- Ensuring the performance of the Board of Directors, its Committees and individual Directors is evaluated at least annually, and acting on the results of such evaluation by recognising the strengths and addressing the weaknesses of the Board of Directors. Taking a lead role in the appraisal of the Non-Executive Directors and Chief Executive.
- Ensuring that new Directors participate in a full, formal and tailored induction programme and that the development needs of individual Directors and the Board as a whole are identified and met to enhance the overall effectiveness of the Board team.
- Building an effective and complementary Board of Directors which has a broad range of skills and experiences to meet current and future priorities.
- Ensuring effective and constructive relations and active communications are established and maintained between Executive Directors, Non-Executive Directors, Governors, members and wider stakeholders.



## Council of Governors

- Providing leadership to the Council of Governors in holding the Board of Directors to account in its development of the strategic direction of the Trust and ensuring their effectiveness in all aspects of their role.
- Chairing meetings of the Council of Governors, the Annual Members' Meeting and other meetings with Governors and members as required.
- Enabling the Council of Governors to run effectively by ensuring Governors are equipped with the skills and training they need to discharge their duties and that meetings occur with the appropriate regularity and frequency of meetings.
- Ensuring that the Council of Governors receives the information it needs to enable it to fulfil its two key functions of representation and holding to account.
- Facilitating the effective contribution of Governors and active engagement between Board members and Governors.
- Ensuring continued and effective dialogue between Governors, Non-Executive Directors and Executive Directors in furtherance of the goals of the Foundation Trust and taking due regard for the views of the Council of Governors, where appropriate.
- Ensuring that new Governors participate in a full, formal and tailored induction programme.
- Setting the agenda, style and tone of Council of Governors' discussions to promote effective decision-making and constructive debate and challenge.
- Ensuring the Council of Governors reviews its performance and acting on the results of such evaluation by recognising the strengths and addressing any areas for improvement.

## Compliance

- Ensuring that the Foundation Trust complies with its Constitution and licence conditions and other applicable legislation and regulations, especially in relation to its commercial entities.
- Ensuring the long-term sustainability of the Trust, clinically, financially and environmentally, by overseeing systems and process which monitor use of resources and value for money.
- Working with the Integrated Care Board (ICB) and Place to ensure the effective delivery of services commissioned through contracted arrangements.
- Promoting the highest standards of corporate and clinical governance in compliance with the [Code of Governance for NHS Provider Trusts](#) and other regulatory requirements and best practice, where appropriate.

## Other Responsibilities

- Upholding the highest standards of integrity and probity, adhering to the Nolan Principles.
- Ensuring all Board Directors comply with the [Fit & Proper Person Requirements](#).



- Upholding the values of the Trust by example and ensuring that the organisation promotes equality, diversity and inclusion for all its patients, staff and other stakeholders.
- Promoting team health and wellbeing and the principles of kind and compassionate leadership in the Trust's ways of working.
- Representing effective, visible and authentic leadership and communicating clearly, consistently and honestly.
- Setting the tone for partnership and collaborative working.
- Operating as a role model for a culture that is inclusive and respectful and reflects the Trust's vision and values.
- Acting as a public voice for Airedale, exemplifying the values and representing the best interests of its patients and the community it serves.
- Safeguarding the good name and reputation of the Trust.
- Maintaining constructive relationships with NHS England, the CQC and other regulators.



# Appendix B: Person Specification

## *(Taken from the NHS Leadership Competency Framework for Board Members)*

### Driving high-quality and sustainable outcomes

The skills, knowledge and behaviours needed to deliver and bring about high quality and safe care and lasting change and improvement – from ensuring all staff are trained and well led, to fostering improvement and innovation which leads to better health and care outcomes. Candidates will have:

- A demonstrable interest in health and social care and a strong desire to achieve the best sustainable outcomes for all patients and service users through encouraging continuous improvement, clinical excellence and value for money.
- Strong understanding of financial management, with the ability to balance the competing objectives of quality, operational performance and finance.
- An appreciation of Constitutional and regulatory NHS standards.

### Setting strategy and delivering long-term transformation

The skills that need to be employed in strategy development and planning, and ensuring a system wide view, along with using intelligence from quality, performance, finance and workforce measures to feed into strategy development. Candidates will have:

- Experience of leading and delivering against long-term vision and strategy.
- Experience leading transformational change, managing complex organisations, budgets and people.

### Promoting equality and inclusion, and reducing health and workforce inequalities

The importance of continually reviewing plans and strategies to ensure their delivery leads to improved services and outcomes for all communities, narrows health and workforce inequalities, and promotes inclusion. Candidates will have:

- A clear commitment towards issues of equality, diversity and inclusion.
- Significant experience of engaging with the diverse social, economic and cultural groups served by the organisation.



## Providing robust governance and assurance

The system of leadership accountability and the behaviours, values and standards that underpin our work as leaders. This domain also covers the principles of evaluation, the significance of evidence and assurance in decision making and ensuring patient safety, and the vital importance of collaboration on the board to drive delivery and improvement. Candidates will have:

- Prior board experience (any sector, executive or non-executive role).
- Evidence of successfully demonstrating the NHS Leadership competencies in other leadership roles.
- An ability to identify and address issues, including underperformance, and to scrutinise and challenge information effectively for assurance.

## Creating a compassionate, just and positive culture

The skills and behaviours needed to develop great team and organisation cultures. This includes ensuring all staff and service users are listened to and heard, being respectful and challenging inappropriate behaviours. Candidates will have:

- A clear commitment to the NHS and the trust's values and principles.
- Experience of building effective teams, encouraging change and innovation and shaping an open, inclusive and compassionate culture through setting the right tone at the top and championing diversity at, and across, all levels.
- Strongly focused on the experience of all staff and patients.
- Experience managing conflict, finding compromise and building consensus across varied stakeholder groups with potentially conflicting priorities.

## Building a trusted relationship with partners and communities

The need to collaborate, consult and co-produce with colleagues in neighbouring teams, providers and systems, people using services, our communities, and our workforce. Strengthening relationships and developing collaborative behaviours are key to the integrated care environment. Candidates will have:

- A desire to engage with the local population and to collaborate with senior stakeholders across the health and care system.
- Strong interpersonal, communication and leadership skills.





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