

Candidate brief for the position of Chair Pennine Care NHS Foundation Trust

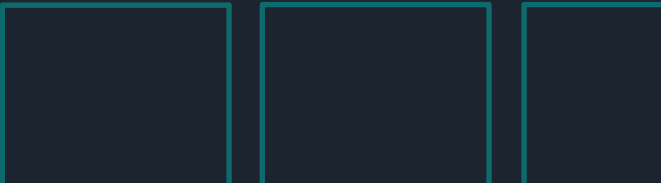
April 2025



■ ODGERS BERNDTSON

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Message from the Lead Governor

Hello and thank you for your interest in Pennine Care NHS Foundation Trust and this opportunity to become our new Chair. I hope you will enjoy finding out more about our Trust, our achievements, our partnerships and our vision for the future through this information pack.

We are proud to provide high quality mental health and learning disability services, both inpatient and in the community across six boroughs - Bury, Oldham, Rochdale, Stockport and Tameside and Glossop. Our vision is for a happier and more hopeful life for everyone in our communities and our staff work hard to deliver the very best care for the people who use our services.

More than 4,000 dedicated and skilled staff deliver care from 88 different locations in six boroughs and every one of our colleagues contribute to our ability to achieve this vision. Pennine Care is now regarded as one of the highest performing mental health and learning disability trust in the North West. Our strong focus on culture and inclusion have enabled Pennine Care to become the most improved trust nationally in the latest NHS staff survey where we ranked as the best place to work out of all mental health, learning disability and community trusts in the North and the sixth best in the country. Our powerful values of kindness, fairness, ingenuity and determination guide us – they are fundamental to who we are, wherever we are.

We are also a key partner in the Greater Manchester Integrated Care System, where we are working with partners and citizens to integrate services and ensure they meet the needs of our vibrant and diverse communities.

Pennine Care is now seeking to appoint a new Chair to succeed Evelyn Asante-Mensah OBE, who steps down this year after two successful terms leading our Board. We believe this is one of the sector's most exciting opportunities. We've got big ambitions for the future and a clear path to get there, with our new strategy – *This Is Us* – building on the considerable progress and achievements we have made over the last five years.

We are seeking an outstanding individual, a leader who is compassionate and inclusive and who will reflect our Pennine Care Values. As our new Chair, you will promote the highest standards of integrity and corporate governance, ensuring that quality, finance and operational demands are held in balance. Accustomed to high levels of accountability, you will demonstrate the credibility and political awareness to collaborate with our wide range of external stakeholders.

At Pennine Care you'll do more than join an organisation and be a leader of an important service providing essential services for our communities – you'll be valued for who you are; you'll be making a difference and be part of something good and important.

We look forward to meeting you in this process.

Mary Foden
Lead Governor





About the Trust

Here at Pennine Care we're proud to provide mental health, learning disability, and autism services to people across Greater Manchester and beyond.

We serve a population of 1.3 million and our vision is a happier and more hopeful life for everyone in our communities. More than 4,000 dedicated and skilled staff deliver care from 88 different locations in six boroughs:

- Bury
- Glossop
- Oldham
- Rochdale
- Stockport
- Tameside

Our mental health teams provide care and treatment for people with mild to moderate conditions such as depression, anxiety or dementia, or more serious mental health illnesses such as schizophrenia and bi-polar disorder. We run [talking therapies](#), [drug and alcohol services](#), psychiatric intensive care, [rehabilitation services](#), [military veterans' services](#) and many more.

Our [learning disability services](#) are for adults and children who have a diagnosed learning disability.

For more detailed information about the services we provide in each town, visit our website at:
<https://www.penninecare.nhs.uk/about-us>

This Is Us - Our Strategy 2025 - 2030

In considering our future strategy, we have had the opportunity to pause and reflect. We remain committed to our vision, purpose and values and see our values as central to who we are as an organisation and how we want to be recognised. This is therefore a refresh rather than an entirely new strategy, recognising that there is more to do in taking us towards our big ambitions. We have listened and simplified our big ambitions to ensure that they are embedded into our plans.



This is us: vision, purpose and values

Our vision

A happier and more hopeful life for everyone in our communities.

Our purpose

Maximise people's potential to live more rewarding lives and create a great place to work.

Our values



Where we provide services





Reflecting on progress

The summary below provides just a small reflection of the great work of our Pennine Care colleagues:

2020-2021

- All services continued through the pandemic, supported with digital solutions
- Electronic patient record went live
- New collective leadership model introduced, enhancing clinical leadership
- Launch of our anti-racist statement
- Launched our learning disability strategy

2021-2022

- Responded to an increase in mental health demand post pandemic
- Hosted the World Association for Psychosocial Rehabilitation conference
- New services launched - mental health support service in schools, Living Well, rapid response vehicle, transcranial magnetic simulation
- Redesigned our corporate infrastructure
- Lead provider collaborative for tier 4 child and adolescent mental health services (CAMHS) started
- Launched our green plan
- Veteran aware accreditation

2022-2023

- Completed our single gender accommodation project
- Opened Walkerwood, our new male psychiatric intensive care unit
- Started the advancing mental health inequalities programme
- Achieved best mental health and learning disability trust in the north west ranking – and the most improved in the country in the national NHS staff survey
- Refreshed strategy, supported by a new research and innovation strategy
- Key partner in the new health and social care integrated care system

2023-2024

- Opened Radcliffe Place, our hospital avoidance facility for people young with a learning disability
- Launched new joint response service with Network Rail, British Transport Police and Greater Manchester Mental Health
- Shaped by lived experience award launched
- Ranked in the top 10 organisations nationally for improvements in speaking up
- Launched clinical, partnership and estates strategies
- Published our sexual safety statement

2024-2025

- Opened Woodbank, our new female psychiatric intensive care unit
- Reduced our out-of-area placements
- Expanded our urgent care services in response to the Right Care Right Person initiative
- Appointed a strategic voluntary charitable and social enterprise (VCSE) sector partnership lead
- Started our Culture of Care programme
- Introduced a new clinical reference group
- Launched electronic-prescribing and electronic-rostering
- Tameside estates programme – improved environment and utilisation

In terms of our strategic measures:



89%

Results from our Friends and Family patient surveys continued to show positive results - consistently achieving above the national average for overall experience of care (89% v national average 85%)

Increased our overall engagement score in the staff survey - above the national average for mental health and learning disability trusts



Our NHS staff survey results for staff recommending our care continued to improve (2021 61.3%, 2023 65.7%)

Increased our peer support workers to 23



Significantly improved the number of staff recommending Pennine Care as a place to work from 2021 in the staff survey (10% improvement) - above the national average for mental health and learning disability trusts

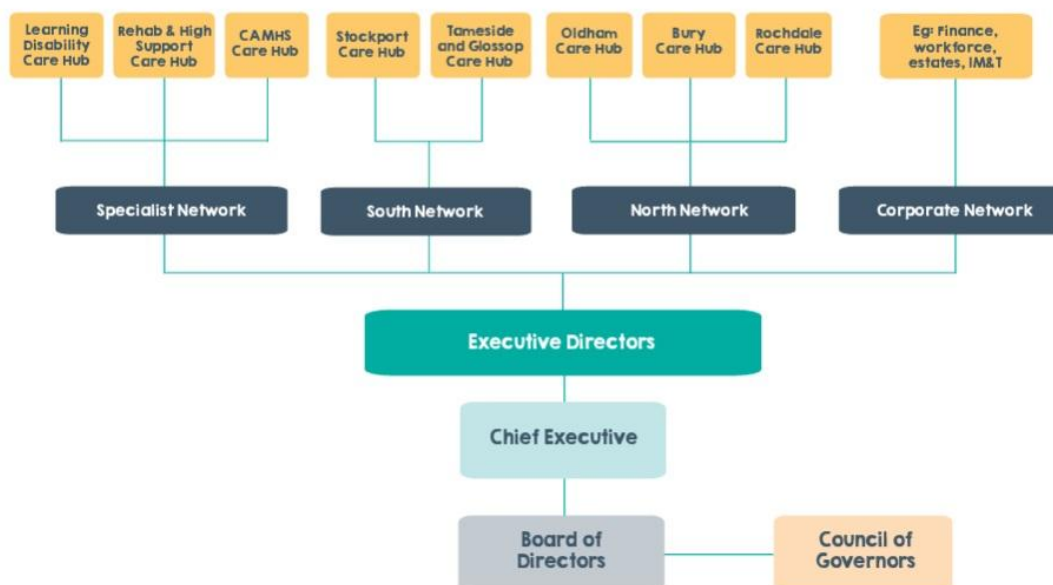


How we are Governed

Our Board of Directors has overall responsibility for the running and management of our organisation and services, including strategy and performance.

Our Council of Governors holds the Board of Directors to account for performance. For more information please visit: <https://www.penninecare.nhs.uk/board> To find the latest board agendas and minutes visit the <https://www.penninecare.nhs.uk/boardmeetings> page.

Our leadership structure



Job Description

Trust Chair – Pennine Care NHSFT

Remuneration: £44,100 - £50,000 per annum

Time Commitment: circa 3 days per week

Accountable to: Council of Governors



Role of the NHS Board and Chair

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 has a collective responsibility for the performance of 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 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 description

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 sits receive the best possible care in a sustainable way.

Responsibilities of the chair

The Chair has a unique role in leading the NHS trust board. 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. Fundamentally, the chair is responsible for the effective leadership of the board. They are pivotal in creating the conditions necessary for overall board and individual director effectiveness.

Central to the chair's role are five key responsibilities:

Strategic

In their **strategic leadership** role, the trust chair is responsible for:

- ensuring the whole board of directors plays a full part in developing and determining the **trust's vision, values, strategy and overall objectives** to deliver organisational purpose and sustainability
- ensuring the trust's strategy aligns with the principles guiding the NHS and the NHS values
- ensuring the board identifies the key risks the trust faces in implementing its strategy; determines its approach and attitude to **providing effective oversight** of those risks and ensures there are **prudent controls** to assist in managing risk
- holding the chief executive to account for delivering the strategy and performance.

People

In their role **shaping organisational culture** and setting the right tone at the top, the trust chair is responsible for:

- providing visible leadership in developing a **healthy, open and transparent patient-centred culture for the organisation**, where all staff have equality of opportunity to progress, the freedom to speak up is encouraged, and ensuring that this culture is reflected and modelled in their own and in the board's behaviour and decision-making
- leading and supporting a **constructive dynamic** within the board, enabling grounded debate with contributions from all directors
- promoting the highest standards of **ethics, integrity, probity and corporate governance** throughout the organisation and particularly on the board
- demonstrating **visible ethical, compassionate and inclusive personal leadership** by modelling the highest standards of personal behaviour and ensuring the board follows this example
- ensuring that **constructive relationships based on candour, trust and mutual respect** exist between executive and non-executive directors
- developing **effective working relationships** with all the board directors, particularly the chief executive, providing support, guidance and advice.

In their role **developing the board's capacity and capability**, the trust chair is responsible for:

- ensuring the board sees itself as a team, has the **right balance and diversity of skills, knowledge and perspectives**, and the confidence to challenge on all aspects of clinical and organisational planning; this includes:
 - regularly **reviewing the board's composition and sustainability** with the chief executive and the nominations committee
 - considering **succession planning** for the board, including attracting and developing future talent
 - considering the **suitability and diversity** of non-executive directors who are assigned as chairs and members of the board's committees, such that as far as possible they reflect the workforce and respective communities served by the board



- where necessary, leading in seeking the removal of non-executive directors and giving counsel in the removal of executive directors
- leading on **continual director development of skills**, knowledge and familiarity with the organisation and health and social care system, to enable them to carry out their role on the board effectively, including through:
 - induction programmes for new directors
 - ensuring **annual evaluation** of the board performance, the board's committees, and the directors in respect of their board contribution and development needs, **acting on the results** of these evaluations and supporting personal development planning
 - taking account of their **own development needs** through, for example, personal reflection, peer learning and mentoring/reverse mentoring as part of the wider NHS provider chair community
- developing a board that is genuinely connected to and assured about staff and patient experience, as demonstrated by appropriate feedback and other measures, including the Workforce Race Equality Standard (WRES); Workforce Disability Equality Standard (WDES); and Equality Delivery System (EDS).

Partnerships

In their role as an ambassador, leading in developing relationships and partnership working, the chair is responsible for:

- promoting an **understanding of the board's role**, and the role of non-executive and executive directors
- representing the organisation externally, developing and facilitating strong partnerships, and promoting **collaborative, whole-system working** through engagement with:
 - patients and the public
 - all staff
 - key partners across public, private and voluntary sectors
 - regulators
 - other chairs in the system and the wider NHS provider chair community, including where appropriate, through:
 - integrating with other care providers
 - identifying, managing and sharing risks
 - ensuring decisions benefit the local population, prioritising the needs of the citizens served by the organisation at a system level
- ensuring that **effective communication with stakeholders** creates board debate encompassing diverse views, and giving sufficient time and consideration to **complex, contentious or sensitive issues**

Professional acumen

In their role as **governance lead** for the board, the chair is responsible for:

- making sure the board operates effectively and understands its own **accountability** and compliance with its approved procedures – for example, meeting statutory duties relating to annual reporting



- personally **doing the right thing**, ethically and in line with the NHS values, demonstrating this to and expecting the same behaviour from the board
- leading the board in **establishing effective and ethical decision-making processes**
- **setting an integrated board agenda** relevant to the trust's current operating environment and taking full account of the **important strategic issues and key risks** it face
- ensuring that the board receives **accurate, high quality, timely and clear information**, that the related assurance systems are fit for purpose and that there is a good flow of information between the board, its committees, the council and senior management
- ensuring board committees are properly constituted and effective

In their role as **facilitator** of the board, the chair is responsible for:

- providing the environment for agile debate that considers the big picture
- ensuring the board collectively and individually applies **sufficient challenge**, balancing the ability to seize opportunities while retaining robust and transparent decision-making
- facilitating the **effective contribution** of all members of the board, drawing on their individual skills, experience and knowledge and in the case of nonexecutive directors, their independence
- working with and supporting the **trust board secretary** in establishing and maintaining the board's annual cycle of business

Outcomes focus

In their role as a **catalyst for change**, the chair is responsible for:

- ensuring all board members are well briefed on **external context** – e.g. policy, integration, partnerships and societal trends – and this is reflected in board debate
- fostering a **culture of innovation and learning**, by being outward-looking, promoting and embedding innovation, technology and transformation through the board business and debate
- promoting **academic excellence and research** as a means of taking health and care services forward
- ensuring performance is accurately measured against constitutional and Care Quality Commission 'well-led' standards
- ensuring performance on equality, diversity and inclusion for all patients and staff is accurately measured and progressed against national frameworks, including WRES, WDES and EDS
- above all, ensuring the board maintains an unrelenting interest in and focus on the continuous improvement and self-assessment of patient safety, experience and clinical outcomes.

Person Specification

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 communities served by Pennine Care NHSFT. Required skills, experience and attributes are described in the NHS Leadership Competency Framework for Board Members set out below:

The six NHS leadership competency domains:

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

Additional requirement

In addition, individuals must meet the requirements of the Fit and Proper Persons Test:

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

Desirable experience

- Prior experience as a chair or non-executive director (any sector)
- Prior senior experience of complex organisations outside the NHS, i.e. private, voluntary or other public sector providers of similar scale

Applications will be assessed on merit, as part of a fair and open process, from the widest possible pool of candidates. The information provided by applicants will be relied on to assess whether sufficient personal responsibility and achievement have been demonstrated in previous/other roles, to satisfy the experience being sought.

The best boards are those that reflect the workforce and communities they serve. All individuals regardless of race, age, disability, ethnicity, nationality, gender, gender reassignment, sexual orientation, religion or belief, marriage and civil partnership are encouraged to apply for this post. We would also encourage applications from individuals with a lived experience of mental illness, either individually or as a carer.





Remuneration and Time Commitment

The terms and conditions of the Chair are determined by the Council of Governors. In addition the Chair is eligible to claim allowances for travel and subsistence costs necessarily incurred on Trust business.

Remuneration is taxable and subject to National Insurance Contributions. It is not pensionable. The letter of appointment to the position of Chair will set out the time commitment (circa three days per week) to fulfil the duties and responsibilities of the role and any additional time commitment that is likely to be needed at times of increased Board activity.

Prior to taking the appointment, the successful candidate should inform the Council of Governors of any other time commitments. Once appointed, the Chair should inform the Board and Council of Governors of any changes to their commitments.

It is the responsibility of the Chair to ensure that they can make sufficient time available with a degree of flexibility to discharge their responsibilities effectively. Some time commitment may be during the evening.

Appointment and Tenure of Office

This appointment will initially be for three years and will be subject to annual performance reviews and approval by the Council of Governors.

You should also note that this post is a public appointment of 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, Non Executive Directors are required to subscribe to the Code of Conduct and Standing Orders and Standing Financial Instructions for the Foundation Trust.

As Chair you must demonstrate high standards of corporate and personal conduct. Details of what is required of you and the NHS board on which you serve are set out in the Codes 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.

How to Apply

Key Dates

Closing date for applications is 09:00 on Tuesday 27th May 2025.

Longlisted candidates will be invited to attend preliminary interviews with Odgers Berndtson prior to shortlisting which will take place on Wednesday 11th June 2025

Shortlisted candidates will be invited to the final interview process with Pennine Care NHSFT. This process will involve stakeholder panels as well as an interview panel. Stakeholder panels will comprise a diverse range of representatives internal to the Trust (to include patient, staff and board members) as well as external to the Trust (including representation from strategic partners such as local authority, third sector and wider healthcare partners).

The stakeholder sessions are due to take place during the morning of Thursday 3rd July 2025, with a final panel interview to be held during the afternoon of the same day.

All applications will receive an automated response.

How to Apply

The preferred method of application is online at: www.odgers.com/93829

If you are unable to apply online, please email: 93829@odgersberndtson.com

To apply, please provide the following:

- **A Curriculum Vitae (CV)** which provides details of your education and qualifications, employment history, directorships, membership of professional bodies and details of any relevant publications or awards.
- **A Supporting Statement** (ideally no longer than two pages) setting out your motivation for applying and how you meet the criteria for appointment, as set out in the person specification for the role. Please note that the Supporting Statement is an important part of your application and is as much the means by which you will be assessed as your CV.
- **Diversity monitoring information:** you will receive an email prompt to complete during the application process. This allows us to see if there are any unfair barriers to becoming a public appointee and whether there are any changes that we could make to encourage a more diverse field to apply. You can select "prefer not to say" to any question you do not wish to answer. The information you provide will not be used as part of the selection process and will not be seen by the interview panel. Applications will not be considered complete until this monitoring information has been provided.
- **Disability Confident.** If you wish to be considered for the Disability Confident scheme, then please state this at the beginning of your Supporting Statement. Odgers Berndtson are a Disability Confident employer, which signifies organisations with a positive attitude towards disabled applicants. We will offer interviews to disabled candidates who meet the minimum requirements for a job or role. It is not necessary to state the nature of your disability. Whether you choose to apply under the Disability Confident scheme or not, you can still ask us to make particular adjustments for you.

Equality of Opportunity

We are committed to providing equality of opportunity for all candidates during the selection process, so that appointments are selected from the widest pool of talent available. We are committed to making reasonable adjustments in order to support disabled job applicants and ensure that you are not disadvantaged in the recruitment and assessment process. This includes people with sight loss, hearing, mobility, and cognitive impairments. Reasonable adjustments could include, for example, ensuring that information is provided in an accessible format. If you feel that you may need a reasonable adjustment to be made, or you would like to discuss your requirements in more detail, please contact us in the first instance. If you wish to receive a hard copy of the information, or in an alternative format then please contact: 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

Personal data

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

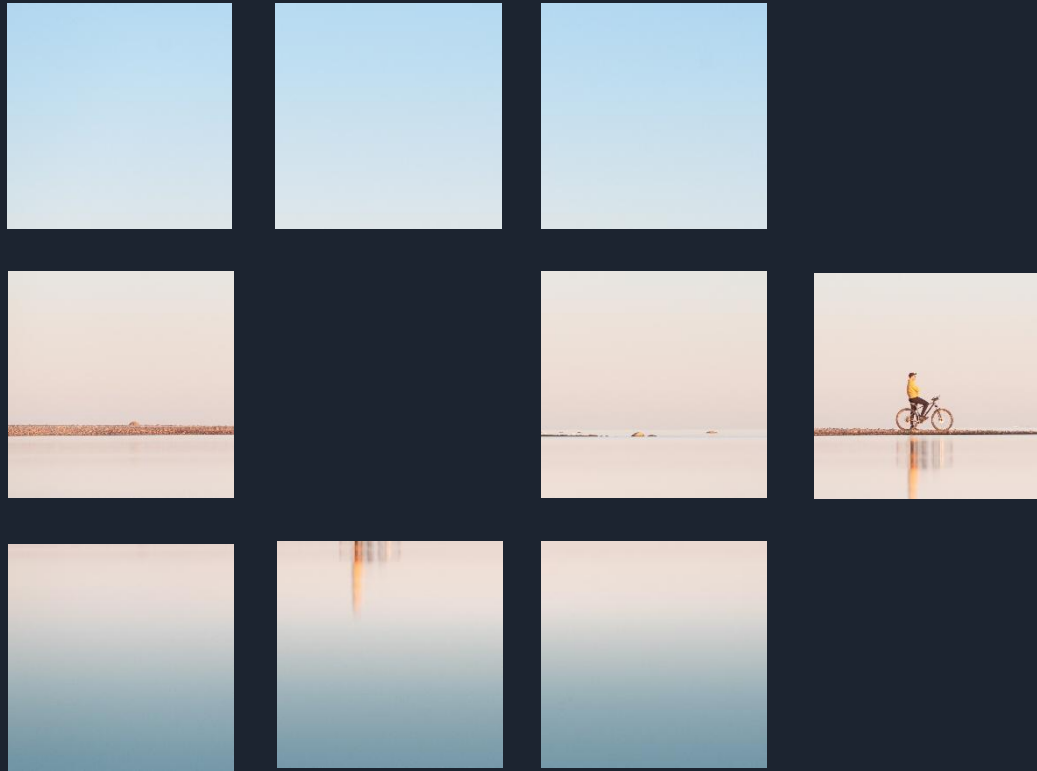
Contact details

For a conversation in confidence, please contact:

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