NON-EXECUTIVE DIRECTOR
December 2018
Welcome

Hello and thank you for your interest in joining our Board as a Non-Executive Director.

As you can see, there is a lot going on in the Trust and the wider health economy in which we sit and this is an exciting time for a new Non-Executive Director to join us. Our new team member will join an engaged and committed group of non-executives, all of whom work closely with our Executive Team to ensure the highest standards of care are adhered to and that a collaborative culture, focused on continuous quality improvement, is embedded throughout our workforce.

Applicants should have experience of operating at, or close to, Board level in the public, private or not for profit sectors and will need to bring a broad range of strategic and operational management skills. You should have a track record of bringing about positive change in complex organisations combined with a demonstrable ability to build and improve successful teams, work collaboratively and deliver in partnership.

Beyond their technical skills, however, we want a Board colleague whose capacity to challenge constructively can inspire and motivate: a team player with emotional intelligence, passion and humour who is able to influence - and communicate effectively with - all types of audience and who has a demonstrable empathy for the services we provide and the communities we serve.

If this sounds like you and you would like to learn more please contact our recruitment partners, Rhiannon Smith and Jenny Adrian, at Hunter Healthcare on 020 7935 4570 or by email at jadrian@hunter-healthcare.com.

We very much look forward to hearing from you.

Yours sincerely,
Dr Ian McPherson,
Chair
Our Vision and Values

We are driven by our values, which act as our compass, guiding the way we do things and how we want our relationships with people to be. They are the code by which we behave. We know that if we stick to them they will help us make sure we do the right things.

Our vision and values were created as a result of a series of conversations which considered the ways we should work. More than 600 people participated in this exercise including staff, service users, their carers and families, County Council social care staff, local voluntary groups, Primary Care Trusts, our regulators and independent and private providers of services.

The statements around these headings are director quotes from participants in response to questions about what they would like their experience of the Trust to be.

The Trust Board and Executive Team are committed to ensuring that our Vision and Values guide how we work and how we make our decisions. We actively use them to test how well we are performing and as a basis for seeking the views of staff, service users and carers on how we are doing.

Our values are:

» Involve not ignore

» Creating respectful places

» Open, honest and accountable

» Treat people well
Our Communities

Our core purpose is to work with people and communities to improve their mental and physical health and wellbeing for a better life. We do this through delivering excellent and responsive prevention, diagnosis, early intervention, treatment and care.

Our partnership agreement with the local authorities across Surrey and Hampshire allow us to offer integrated health and social care to meet people’s full range of needs.

As part of the wider STP, the challenges we face are increasing demand and pressure on services, the cost of more sophisticated treatments, workforce pressures and an increasingly challenging financial environment.

The demographics of our local area can be defined by the distinctive features of being both one of the healthiest and wealthiest parts of the country but also an area of significant need with pockets of deprivation. Our population’s health, generally, and mental health specifically is on the whole above the national average yet there is growing and significant prevalence of the number of adults with dementia, children with neurodevelopmental and complex needs, suicides, people with learning disabilities and a larger population aged 40-65 and over 75 than the national average.

Health inequalities across Surrey result in higher pockets of mental health need within a number of our boroughs. In order to tackle this, our vision is, in part, to introduce a holistic, citizen-led approach to promoting health, wellbeing and resilience by connecting mind and body, families and communities.

Good mental health prioritised by everyone and harnessing the collective power of health, local government, social care, the community and citizens to design, extend and transform service models.

Surrey and Borders is part of a partnership that brings together clinicians and other healthcare staff - alongside people who use our services, their families/carers and members of the public - to think through how we can transform services so local residents have access to the very best care and treatments.

This is a new and exciting way of working, creating a real partnership that will create a positive difference to local people.
The Trust at a Glance

Surrey and Borders Partnership NHS Foundation Trust was formed on 1 April 2005 following the merger of Surrey Hampshire Borders NHS Trust, Surrey Oaklands NHS Trust and North West Surrey Partnership NHS Trust. We achieved Foundation Trust status on 1 May 2008.

Today we are the leading provider of health and social care services for people of all ages with mental ill-health and learning disabilities services to the 1.3 million population in Surrey and North East Hampshire and also provide drug and alcohol services in Surrey and Brighton as well as social care services for people with a learning disability in Croydon and ASD and ADHD assessment services in Hampshire and Surrey. In total we provide over 140 services, all of which are registered with the Care Quality Commission.

A focus on providing individual treatment and support that helps people work towards recovery is at the heart of everything we do and to this end, our 2,300 staff operate across 47 sites. Our services are provided in community settings, hospitals and residential homes with an emphasis on providing local treatment and support close to people’s homes wherever possible.

We actively seek to engage people who use our services and our communities in improving the mental wellbeing of the local population. As a Foundation Trust we have over 6,000 public members.

We provide a comprehensive range of services including:

» Community and hospital mental health services for adults and older adults with severe and/or complex illnesses
» Community mental health services for children and adolescents
» Community paediatrics services for children
» Perinatal Mental Health
» Neurodevelopmental disorder assessment services
» Early Intervention services
» Psychological therapies for people with mild to moderate and severe mental ill health
» Community drug and alcohol services for adults in Surrey and Brighton & Hove
» Community and residential learning disability health care services in Surrey for people of all ages
» Assisted living and residential learning disability social care services for people in Surrey, Hampshire and Croydon
» Community eating disorder services for young people and adults in Surrey
» Community forensic mental health services in Surrey
» Liaison services supporting general acute hospitals and GPs
Our Strategy

We continue to deliver our strategy to see more people year on year and to make best use of resources by focusing on earlier intervention, prevention and diagnosis and new models of care through our Integrated Care System partnerships to do this.

New innovative ways of working implemented in 2018/19 to reduce the demand across our system and make best use of our collective resources across health and social care e.g. Accident & Emergency as part of our Crisis Concordat, Transforming Care and Vanguard work, include our:

» Sustained delivery of our safe haven model across our catchment (joint with CCG) - providing a safe place for people to drop into if they are in crisis; following the success of this service for Adults, we have been delighted to see the launch of our Havens for young people in this year making a positive difference to their lives

» Intensive Support Team for Older People and Integrated Care Teams for Older People - working hard alongside colleagues and carers and families to keep people at home rather than needing to go into hospital

» Intensive Support Team and new assessment and treatment services for people with learning disabilities - enabling people to remain as independent as possible in their own homes and supported living arrangements and avoid hospital admission

» Launch of our Children and Family Health Surrey partnership, bringing mind and body health care together for children and families, with CSH (Central Surrey Health) and First Community Health and Care

During 2017/18 we have embarked on making a fundamental shift in our approach to creating a more comprehensive quality system as the driver in the next phase of our organisational development. This is based on the IHI (Institute of Health Improvement) principles, approach and learning from East London Foundation Trust, one of the few “outstanding” Mental Health trusts. We are developing our culture with our workforce based on our values creating continuous quality improvement supported by devolved decision making:
About the role

Non-Executive Directors aim to enhance the skills and abilities of the Board of Directors, sharing their talents and expertise to make a positive difference to the lives of people in our community.

NHS Boards play a key role in shaping the strategy, vision and purpose of an organisation, holding it to account for the delivery of strategy and ensuring 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 collective responsibility for the performance of the organisation.

Non-Executive Directors (NEDs) work alongside Executive Directors as equal members 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 for people who use our services.

The Council of Governors, which is led by the Board Chair, plays a key role in the governance and local accountability of the organisation.

The Governors hold the Non-Executive Directors individually and collectively to account for the performance of the Board, and represent the interests of the Trust’s members as a whole and the public. The majority of Governors are elected, representing people who use our services, carers and families, the wider public community we serve, our staff and key stakeholders.

Using their experience, knowledge and judgement, NEDs are asked to thoroughly scrutinise the performance of the Executive Management Team and to provide constructive challenge and support in equal measures to ensure the very best decision making.

NEDs are expected to work 2-3 days per month with an annual remuneration of £13,000.
Key functions and responsibilities

To support the Chair and Chief Executive whilst exercising personal responsibility and accountability in order to focus on the following key areas:

**Strategy**
- Contribute to the vision and values of the Trust while demonstrating and encouraging the highest standards of probity, integrity and governance and ensuring that the Trust’s governance arrangements comply with best practice and statutory requirements. NEDs are expected to participate fully in the work of the Board and abide by the Nolan principles (Annex 3).

**Planning**
- Approve the annual Business Plan, which sets out the annual objectives for the Trust and how these will be achieved and is submitted to the national Regulator, NHS Improvement.

**Performance monitoring**
- Receive and review performance data and information, comparing achievements against targets and, where necessary, support the implementation of remedial action. Check that effective financial control arrangements are in place to secure the financial viability of the Trust.

**Governance**
- Support and constructively challenge the Trust Board, including the Chair and Chief Executive, to ensure the Board conforms to the highest standards of Corporate, Information and Clinical Governance, acts in the interest of the population, membership and stakeholders it serves and is seen to be accountable for the services provided and the resources deployed.

**Guidance:**
- Provide general counsel and specific advice based on an NED’s individual knowledge and expertise.

**Sub-Committees**
- Participate in at least one committee in which, after appropriate experience and training, you may be asked to Chair.

**Communication and wider support**
- Be closely involved with the Governors, represent the Trust at external events, communicate with stakeholders as required and uphold the Trust’s reputation at all times. Be visible within the Trust.

**Self**
- Take responsibility for personal development and contribute to the leadership and development of the Trust.

Further information about the role can be found in Annex 1.
What we are looking for...

We are looking for a Non-Executive Director with a genuine commitment to service users and significant experience at Board level.

You will be an outstanding individual able to demonstrate a significant level of understanding of, and interest in, healthcare issues, and a commitment to the NHS and the aims of NHS Foundation Trusts, in particular. Senior level experience, at or close to Board level, in the public, voluntary or private sector is a requirement together with evidence of a successful track record of delivery. Business acumen, a strong sense of accountability and strategic thinking are essential attributes together with good interpersonal skills.

The role is suitable for someone who is passionate about the services offered by our Trust to the communities we serve. You will demonstrate the highest standards of personal conduct, and independent judgement and bring experience from the commercial, local authority, voluntary or social enterprise sectors, which you will apply for the benefit of the Trust, its stakeholders and its wider community.

You must meet the Fit and Proper Persons requirements and be eligible to be a member of our Foundation Trust as set out in the terms of our Constitution.

As a Non-Executive member of the Board you will have the following core competencies:

» A focus on people who use our services and the local community
» Strategic capability
» Ability to hold others to account

» Capacity to influence and communicate
» A strong team work approach
» Self-belief and drive
» Intellectual flexibility

All Non-Executives will adhere to our Trust values:

» Treat people well
» Create respectful places
» Involve not ignore
» Open, inclusive and accountable.

For further information on our values see page 5.

Our Board is also required to uphold the Seven Principles of Public Life.

Further information is available at Annex 3.
How to apply

All applications must be received by 17th January 2019.

For a confidential discussion please contact Rhiannon Smith and Jenny Adrian on 020 7935 4570 or by email: jadrian@hunter-healthcare.com.

All applications must quote the reference SaBPNE and include:

• A full curriculum vitae
• A covering letter (no more than two pages) indicating how you meet the selection criteria and articulating why you are interested in the role
• Contact details for four referees (who will not be contacted without your permission)
• A contact email address and telephone number
• A completed Equal Opportunities Monitoring Form and Fit and Proper Person Self-Certification-Form (available on our website: www.hunter-healthcare.com/opportunities/)

Please send all documentation by email to Rhiannon Smith at Hunter Healthcare on: applications@hunter-healthcare.com

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<thead>
<tr>
<th>DATE</th>
<th>EVENT</th>
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<tbody>
<tr>
<td>17th January 2019</td>
<td>Application Deadline</td>
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<tr>
<td>22nd January 2019</td>
<td>Longlisting</td>
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<td>6th February 2019</td>
<td>Shortlisting</td>
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<td>28th February 2019</td>
<td>Selection events</td>
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Annex 1.

Job description

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.

Non-executive directors will work alongside executive directors as an equal member of the Board. They share responsibility for the decisions made by the Board and for success of the organisation in leading the local improvement of healthcare for people who use our services. Non-executive directors also work with, and give assurance to, Governors.

An NHS Foundation Trust’s Council of Governors plays a key role in the governance and local accountability of the organisation. The Governors hold the non-executive directors individually and collectively to account for the performance of the Board, and represent the interests of the Foundations Trust’s members as a whole and the interests of the public. Led by the Chair, the Governors, the majority of whom are elected, represent people who use our services, carers and families, the wider public community we serve, our staff and key stakeholders.

Dimensions

We are a provider of health and social care services to people with mental illness, learning disabilities and drug and alcohol problems. Our purpose is to deliver excellent and responsive assessment, treatment and care, focused on the needs and contributions of the individual; and to lead our communities in challenging stigma and developing their role in improving the mental health and well-being of people living within our communities.

Our Trust provides services to Surrey, North East Hampshire (1.3million). Annual budget is c£160m (2017/18) and staff establishment is c2,300.

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<tr>
<th>Non-Executive Director competencies</th>
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<td>Focus on people who use our services and the local community</td>
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<td>Strategic direction</td>
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<td>Holding to account</td>
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<td>Effective influencing and communication</td>
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<td>Intellectual flexibility</td>
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<tr>
<th>Our Trust values</th>
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<th>Other requirements</th>
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<tr>
<td>Uphold “The Seven Principles of Public Life”</td>
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</table>
Job description

Our vision and values drive how we work and our thinking on critical issues and key capabilities. All Directors are expected to promote and model this drive. As we develop, we will test and adapt our values to reflect service changes and ensure changes are incorporated and integrated into the organisation in a healthy and productive way.

KEY RELATIONSHIPS

» Our Governors
» The Chair and fellow Non-Executive Directors
» The Chief Executive and other Executive Directors
» Commissioners, including Clinical Commissioning Groups
» Surrey County Council and other Local Authorities
» Partners in delivery of our services
» Our Regulators
» Peers in health and social care services locally and nationally

Our Non-Executive Directors act as ambassadors and strengthen our connections with Governors, the local community, people who use services, carers and other key stakeholders building a constructive and collaborative culture.

Reporting Relationship

You will be accountable to the Chair and will receive support from him. There is a requirement to achieve a satisfactory annual performance review by the Nominations Committee of the Governors. Non-Executive Directors are appointed by and may be removed from office by our Council of Governors, in line with our Constitution. An option for a further three year appointment is possible, subject to approval by our Chair and Governors.

KEY RESPONSIBILITIES

To support our Chair and Chief Executive whilst exercising personal responsibility and accountability in order to:

Strategy

» Contribute to the vision and values of our Trust, including demonstrating and encouraging the highest standards of probity, integrity and governance, ensuring that our Trust’s governance arrangements comply with best practice and statutory requirements. The post holder will be expected to participate fully in the work of the Board and abide by the Nolan principles.

Planning

» Approve the annual Business Plan, which has to be submitted to the national Regulator, NHS Improvement, which sets out the annual objectives for the Trust and how these will be achieved.

Performance monitoring

» Receive and review performance data and information to compare achievements against targets and, where necessary, support the implementation of remedial action. Check that effective financial control arrangements are in place to secure the financial viability of our Trust

Governance

» To give assurance to Governors and to support and constructively challenge our Trust Board, including our Chair and Chief Executive, to ensure our Board conforms to the highest standards of Corporate, Information and Clinical Governance, acts in the interest of the population, membership and stakeholders it serves and is seen to be accountable for the services provided and the resources deployed.

Guidance

» Provide general counsel and specific advice based on your particular knowledge and expertise.
Sub-Committees
» Participate in at least one committee which, after appropriate experience and training, you may be asked to Chair

Communication and wider support
» Be closely involved with the Council of Governors, represent the Trust at external events and communicate with stakeholders as required and uphold the Trust’s reputation at all times. Be visible within the Trust.

Self
» Take responsibility for your own personal development and contribution to the leadership and development of the Trust.

Compliance with the NHS Foundation Trust Code of Governance:
Non-Executive Directors must meet the independence criteria as set out in the NHS Foundation Trust Code of Governance, i.e. they must not:

» Have been an employee of the Trust within the last five years

» Have had within the last three years, a material business relationship with the Trust directly, or as a partner, shareholder, director or senior employee of a body that has such a relationship with the NHS foundation trust

» Have received additional remuneration from the Trust apart from a director’s fee, or be a member of the Trust’s pension scheme

» Have close family ties with any of the Trust’s advisers, directors or senior employees

» Hold cross-directorships or have significant links with other directors through involvement in other companies or bodies

» Have served on the Board of Directors for more than six years from the date of their first appointment to Non-Executive Director

» Live outside the public catchment area for the Trust, as defined by the Trust Constitution.

In addition, all other significant commitments must be declared prior to appointment, e.g. other executive or non-executive directorships. The Non-Executive Director’s other significant commitments should be disclosed before appointment and included in the annual report.

As one of the largest employers of people from Black and Minority Ethnic backgrounds in the region, we would welcome applicants to these senior posts from these communities.
# Annex 2.

**Person specification**

## Values

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<tr>
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<th>Essential</th>
<th>Desirable</th>
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<tr>
<td>Commitment to NHS values and principles and the vision and values of the Trust</td>
<td>✓</td>
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<td>Commitment to engaging with people who use services, their carers and families to understand their needs and aspirations</td>
<td>✓</td>
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<td>Commitment to good corporate governance</td>
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<td>Sufficient time to fulfill the requirements of the post</td>
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## Skills

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<th>Essential</th>
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<tr>
<td>Exceptional communication and public speaking skills</td>
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<td>Evident ability to work effectively as part of a team to meet common goals and willingness to use skills and experience for the benefit of the Trust and its stakeholders and partners</td>
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<td>Demonstrate ability to work as an effective member of a unitary Board</td>
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<td>Clear ability to relate to people who use our services, carers, staff and key stakeholders and partners</td>
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<td>Astute and able to grasp relevant issues and understand the relationships between interested parties</td>
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<td>Independent in judgement and a creative thinker</td>
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<td>Ability and willingness to constructively challenge when appropriate</td>
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<td>Experience</td>
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<td>Senior/board level experience in a service driven organisation of comparable scale and complexity</td>
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<td>Demonstrable leadership and strategic change management experience in challenging times</td>
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<td>A portfolio of high level governance and organisational skills</td>
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<td>Well respected reputation for partnership and collaboration expertise in the private, voluntary or public sector</td>
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<td>Experience of working in regulated environments</td>
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<td>Experience of leading and/or managing significant projects including cultural change</td>
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<td>Specific experience of one or more of the following in commercial, local authority, voluntary or social enterprise sectors:</td>
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<td>» housing and supported living</td>
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<td>» customer focused design and coproduction, from the viewpoint of the end user</td>
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<td>» organisational development</td>
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<td>» research and development</td>
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<td>» effective partnership working</td>
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<td>Specific experience of the needs of people living with one or more of the following conditions:</td>
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<td>» mental health problems</td>
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<td>» learning disabilities</td>
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<td>» substance misuse</td>
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Annex 3.

The Seven Principles of Public Life

**Selflessness**

Holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.

**Integrity**

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.

**Objectivity**

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

**Accountability**

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

**Openness**

Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

**Honesty**

Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

**Leadership**

Holders of public office should promote and support these principles by leadership and example.