Introduction by Chief Executive

We are currently looking for a new Chair for the Trust to be appointed on 1 November 2017.

Thank you for showing an interest in this vacancy and for taking the time to read this information pack. I hope this very rewarding position catches your imagination and that you are encouraged to apply.

This crucial role is a unique opportunity to influence the future delivery of NHS services to our communities in Cumbria.

In line with the national picture, our organisation is increasingly working together with health and care partners to deliver more integrated health and care services across two distinct systems, West, North & East Cumbria and Lancashire & South Cumbria as well as continuing to provide countywide services which include Mental Health and Children and Families.

This role will be vital in navigating the board of directors through the system-wide developments in the best interests of all of the services we currently provide, our staff and communities.

Claire Molloy
Chief Executive
Cumbria Partnership NHS FT
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1. Introduction to the Trust

1.1 About Us

We are the largest provider of NHS services across Cumbria. Around 4000 staff operate 60 different community and mental health services from over 20 main sites and many other premises shared with other health or community services such as GP surgeries. In any one year we see around one fifth of the population providing health care services from new babies to care of the frail and elderly.

1.2 Our Vision

Our Vision | People in our communities living happier, healthier and more hopeful lives

We value and recognise the importance of everyone in the community - our patients, carers, staff, partners and the wider community in helping to achieve our shared vision.

Our Mission | Delivering quality and best value for our patients

1.3 Our Care Groups

Our services are organised into care groups, designed to put clinicians in control of decision making with patients and carers so that services are run by experts in the clinical area.

- **Children and Families**
  Our services for children & families promote a healthy start to life. They provide health care services that are responsive to the changing needs of young people and their families.

- **Community**
  Our community health services provide safe and effective care in patients' homes or community settings such as health centres and hospitals.

- **Mental Health**
  Our mental health services support people who are experiencing difficulties in their day to day lives due to mental health problems. They aim to support people to recover and live as independently as possible.

- **Specialist**
  Our specialist services are led by experts in areas including dentistry, sexual health and diabetes. This growing group of services deliver smaller, more specialist services into the communities of Cumbria.
1.4 Our Values

We have shared values that guide the way that we work with each other, our patients and with our partners and wider communities.

**We act with kindness, we always remember we are here for our patients.** Kindness underpins our moral purpose; we share an over-riding commitment to making a positive difference to the health and well-being of our community.

![Kindness](image)

**We are fair, we strive to bring about social equity.** Fairness creates healthier, happier societies, by treating everyone with fairness, respect and dignity. We will use our skills and talents to help reduce health inequality in our region.

![Fairness](image)

**We are ambitious, we never stop improving.** Ambition improves quality and safety, we accept our responsibility to learn from others and for others to learn from us - continually challenging ourselves, ambition maintains our relevance.

![Ambition](image)

**We are energetic, resourceful and determined.** Spirit creates connection. We look to create support and goodwill. We believe in a generous spirit, helping each other to live happier, healthier and hopeful lives.

![Spirit](image)
1.5 Our Unique Trust

We share the stories of our staff and teams on our website and social media in the themes of what set us apart.

**Our Amazing People**

Work is much more than a job to us, it’s a vocation that drives us to deliver the very best for our patients, to find solutions to the challenges our patients face.

[Read stories about Our Amazing People on our website](#)

**Our Shared Know How**

If we don’t know, we know someone who does! Our clinical experts and trailblazers from an unrivalled range of clinical backgrounds bring their knowledge to find innovative solutions to continually improve quality.

[Read stories about Our Shared Know How on our website](#)

**Heart of the Community**

We live and work in our communities; we know our own patch inside out and provide health care services to our families and friends. We are our communities.

[Read stories about Heart of the Community on our website](#)

**The Partnership Trust**

We value the connections we have and build trusted partnerships with communities and organisations to make the most of the valuable resource we have.

[Read stories about The Partnership Trust on our website](#)
1.6 Partnership Working

We are active members of the Sustainable Transformation Partnerships (STPs) that are made up of all NHS and social care providers, and commissioners in Cumbria. Collaborating with our partners across organisational boundaries in the development of accountable care systems is a vital component of being able to deliver happier, healthier, more hopeful lives for our communities.

1.7 Our Priorities

In moving towards our shared vision, we have long term goals, priorities now and plans for how we will achieve them.

1.6.1 Our Strategic Goals

1. To consistently deliver the highest quality of services we can
2. To ensure we are using the full potential and talent of our staff, patients, carers and families
3. To transform and improve our services

1.6.2 Our priorities now

1. To make real improvements in quality (experience, safety and outcomes) for our patients, carers and staff
2. Fulfil our contractual and regulatory requirements
3. Establish more effective leadership and support for our services
4. Change the way the organisation is run to place quality as the focus of everything we do by continuously learning
5. Designing future services with our partners and communities to make them more sustainable for the future

1.6.3 How we will work together to achieve our priorities and goals;

1. Improving quality and a great place to work
   o Hearing the voice of the patient in everything that we do
   o Developing a culture that supports improving quality
   o A clear shared vision and shared values

2. Transforming our services
   o Providing most effective services possible in hospital and community settings
   o Modernising services to enable people to be in control of their own healthcare and as independent as possible
   o Looking beyond direct health and care interventions to improve quality

More information about these plans are included in our Strategic Five Year Plan, our Quality & Organisational Development Strategy – Together for Quality; and our Business Plan all available on our website or hard copies available from Harriet Mouat on 01228 603761 or harriet.mouat@cumbria.nhs.uk
2. Description of role

2.1 Introduction

The Board of Directors (the Board) is fully and finally accountable for every aspect of performance of the Trust. This means being accountable for organisational systems which ensure that our services to patients, many of whom are amongst the most vulnerable in our communities, are relevant to their needs and are both safe and of high quality. The Board is required to act in ways which:

- achieve the highest quality of services and care for patients
- determines the health needs of the local population and implements a strategic direction to achieve excellent outcomes and experience
- ensures that the organisation is productive and efficient in its use of public funds and remains financially viable
- demonstrates the requirements of good governance

The Board is required to act as a unitary board, in which responsibility and accountability for decisions is equally shared amongst all members. Within the team they make different contributions to the work of the Board:

- Executives bring detailed knowledge of the Trust’s management systems and processes and of the health and social care sector, as well as specialist clinical and managerial expertise
- Non-Executive Directors have a particular responsibility to scrutinise and constructively challenge members of the Board to ensure that; performance, assurance, policy, and strategy are soundly based and rigorously explored

2.2 Role Description

The role and responsibilities of a Chair include the following:

- The Chair is accountable to the Governors Council and members of the Foundation Trust for leadership of the Board of Directors in support of the Trust’s objectives, and to NHS Improvement and Parliament for complying with the Trust’s Licence and the aims of the NHS.
- The Chair will lead Cumbria Partnership NHS Foundation Trust in its commitment to consistently delivering the highest possible quality of service it can achieve. They will drive the Trust’s vision and values in a way that supports its long term viability and sustainability.
- The Chair will use their broad spheres of influence to protect, promote and develop the organisation and will act as the Trust’s ambassador at local and national levels.
- With the Chief Executive, the Chair will ensure the Board maintains a focus on being a highly networked health and care organisation, with a vast range of expert services, delivered by skilful and committed professionals who embody the spirit of Cumbria.
- The Chair will ensure the Trust complies with all regulatory and legal requirements and operates high standards of probity and compliance. They are responsible for ensuring that the organisation remains within the terms of its licence as an NHS Foundation Trust.
2.2.1 Functions the Chair will typically be required to carry out, or ensure are carried out, in order to fulfil the role

Leadership
a. To lead the Board in setting the Trust’s values and standards and uphold these values by example; safeguarding the good name and reputation of the Trust and promoting equality of opportunity for patients and staff.
b. To lead the Governors Council and to develop and maintain an effective and close working relationship between the Board of Directors (the Board) and the Governors Council (the Council) and provide leadership to both in setting the strategic direction and objectives of the Trust. Ensure that performance against the objectives is reviewed.
c. Ensure the Trust complies with its Licence, Constitution and any other applicable statutory requirements, legislation and regulations.
d. Set the tone and style of Board discussions which facilitate effective decision-making and constructive debate and ensure, with the Chief Executive, effective implementation of decisions.
e. Provide vision to the Trust in using its Foundation Trust status effectively. Ensure the Board maintains a focus on being a highly networked health and care organisation, with a vast range of expert services, delivered by skilful and committed professionals who embody the spirit of Cumbria.
f. To build and maintain an effective and complementary Board, and with the Council, initiate change and plan succession in the Non-Executive appointments.
g. To ensure regular performance appraisal of the Board, its committees and individual Directors and ensure appropriate development is put in place as appropriate.
h. To ensure that new Directors and Governors participate in a full, formal and tailored induction programme and subsequent development activities, supported by the Associate Director of Corporate Governance & Company Secretary.

Governance
i. To support and challenge the Chief Executive and Directors of the Board to ensure the highest standards of corporate and clinical governance are maintained throughout the organisation.
j. To ensure the best use of financial resources to maximise benefits for patients and that effective financial control arrangements are developed across the Trust to secure high levels of probity and value for money.
k. With the assistance of the Associate Director of Corporate Governance & Company Secretary, ensure that the Board has an effective Corporate Governance framework, with appropriate sub-committees and Non-Executive Director involvement and to chair sub-committees of the Board as appropriate.
l. Work with the Associate Director of Corporate Governance & Company Secretary to ensure all administrative aspects of the Board and Council meetings are properly executed in accordance with the requirements of the Constitution.

Communication and relationships
m. To establish and build a constructive working relationship with NHS Improvement, other healthcare inspectorates and regulators.
n. To ensure that effective communication is maintained between the Board and the Council and that the Board, in reaching its decisions, is aware of the views of the Council, where appropriate.
o. To develop a constructive, frank and open relationship with the Chief Executive through regular communication and meetings in the furtherance of the Foundation Trust’s best interests, and to provide support and advice while respecting Executive responsibility.
p. To ensure the provision of accurate, timely and clear information to Directors, Governors and Foundation Trust Members.
q. Work with Commissioners to build effective relationships focused on high quality service delivery and outcomes and meeting the population’s healthcare needs.
r. To represent the Trust with national, regional or local bodies or individuals to ensure that the views of a wide range of stakeholders are considered and to be an ambassador for the Foundation Trust.
s. Represent the Trust within the local community and with the media on a local and national basis as appropriate.

2.2.2 Principles

The Board is collectively responsible for the exercise of the powers and the performance of Cumbria Partnership NHS Foundation Trust, by directing and supervising its affairs in accordance with the Trust’s licence, in accordance with regulations and provisions set down by NHS Improvement.

The Chair will lead the Board of Non-Executive Directors, Chief Executive and the Executive Directors, as an equal member of the Board of Directors.

The Chair will also Chair the Governors Council and facilitate the work of the Governors Council in meeting its statutory duties. In particular, to hold the Non-Executive Directors individually and collectively to account for the performance of the Board of Directors; and to represent the interests of the members of the Foundation Trust as a whole and the interests of the public.

The Chair of the Trust must demonstrate high standards of corporate and personal conduct.

2.2.3 The Nolan Principles - The Seven Principles of Public Life

In addition to the above roles and responsibilities Non-Executive Directors will be expected to adhere to the Nolan Principles, which are outlined below:

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

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

Objectivity
In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.
Accountability
Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

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

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

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

2.2.4 Relations with the Governors Council
For further information on the Governors Council contact Daniel Scheffer, Associate Director for Corporate Governance and Company Secretary on 01228 60 3013 or email Daniel.Scheffer@cumbria.nhs.uk

2.3 Person Specification
The candidate will have:

- experience of leading an organisation with a significant budget and of comparable complexity;
- business orientation;
- compassion and commitment to public sector values and Trust values;
- a considerable reputation within their field whether private, public or third sector;
- a portfolio of high level governance and organisational experience which might include strategic planning, financial management, risk management, organisation performance management and service development in a regulated environment;
- experience of building alliances and working relationships with a range of stakeholders
- experience of collaborative working or knowledge of joint ventures

Background and Experience

- Evidence of successful strategic vision and leadership beyond organisational boundaries
- Board level or equivalent experience of successfully leading and developing a large/complex/changing organisation, whether in the private, public or third sector
- Previous Non-Executive experience or equivalent with evidence of exercising independent thinking, sound judgement, common sense and diplomacy
Strong business and financial acumen, preferably gained in a regulated environment
Experience of building or fostering successful partnerships and/or alliances within a complex stakeholder environment
Experience of holding executive teams to account and of being held to account by others
Strong reputation for commercial expertise and an entrepreneurial approach in the private, public or third sectors
Evidence of the promotion and development of patient centric organisational cultures
Extensive experience of leading effective board assurance processes in complex organisations
Experienced in effective negotiating and influencing at a local, regional and national level
Experience of effective management of media messages and relationships

Skills, Knowledge and Personal Attributes

- Personal integrity and a commitment to promoting an open environment with a visible and approachable style
- Highly developed interpersonal and communication skills with strong listening skills
- High level of understanding and interest in healthcare issues with an appreciation of the complexity of the NHS environment
- A commitment to the Trust’s values of care, ambition, respect, engagement and learning and translating these values into personal behaviours
- A demonstrable passion for patient issues
- Visionary and creative; receptive to change and encouraging of innovation
- Proven leadership skills with the ability to build and develop highly performing teams
- Intellectual ability to understand complex strategic issues, analyse and resolve difficult problems, challenge constructively and summarise effectively for others
- Politically astute, with the ability to grasp relevant issues, quickly gain respect and understand relationships between interested parties internally and externally
- Financially astute
- An appreciation and understanding of the local environment in which the Trust operates
- Clear understanding, and acceptance, of the legal duties, liabilities and responsibilities of non-executive directors
- Sound knowledge of good corporate governance
- Well developed and extensive relevant networks
- Sufficient time and commitment to fulfil the role

2.3.1 Essential Criteria

The Trust is seeking to appoint an individual from any background who can demonstrate all of the following essential expertise:

1. professional level experience gained in organisations in any sector
2. understanding of achieving change management and transformation in a dynamic organisation
3. experience of providing appropriate oversight, scrutiny, challenge and leadership at decision-making levels in a diverse organisation to help develop proposals on priorities relating to any or all of the following:
   a. risk mitigation including impact of external unforeseen factors
   b. investment
   c. assurance
   d. customer or patient satisfaction
   e. strategic planning
4. experience of building or fostering successful partnerships and/or alliances within a complex stakeholder environment
5. experience of collaborative working or knowledge of joint ventures
6. knowledge and/or experience of whole system planning, governance, accountable care organisations
7. a commitment to the Trusts values of Kindness, Fairness, Ambition and Spirit (see 1.4 for details)

2.3.2 Competencies

In addition to the essential criteria outlined above all candidates interviewed will need to demonstrate at interview that they have the competencies required to be effective in this Board level role. The competencies are:

<table>
<thead>
<tr>
<th>Competency</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intellectual flexibility</td>
<td>The ability to analyse and understand complex information and situations in order to reach an objective conclusion. The ability to think clearly and creatively bringing creative solutions to challenges as appropriate.</td>
</tr>
<tr>
<td>Strategic direction</td>
<td>The ability to think and plan ahead, foreseeing risks and opportunities whilst balancing needs and constraints.</td>
</tr>
<tr>
<td>Holding to account</td>
<td>Willing to maintain and uphold accountability of self and others, probing issues where necessary through constructive challenge. Demonstrably high levels of probity, integrity, discretion and fairness and the ability to maintain confidentiality. Able to uphold the principles of effective corporate governance.</td>
</tr>
<tr>
<td>Effective influencing and communication</td>
<td>Able to influence furtherance of the Trust’s stated aims and objectives. Able to influence and persuade others using well-reasoned arguments. Demonstrate tact and diplomacy when dealing with potentially difficult and sensitive issues.</td>
</tr>
<tr>
<td>Team working</td>
<td>Be committed to working as a team member. To build constructive relationships and work effectively as a member of the Board of Directors.</td>
</tr>
<tr>
<td>Self-belief and drive</td>
<td>To maintain the self-motivation to pursue agreed standards of performance and take on new challenges, both individually and as a member of the Board of Directors.</td>
</tr>
<tr>
<td>Service Users, Carers and Community focus</td>
<td>The motivation to ensure high standards are maintained and to also help improve Trust performance and the confidence to take on challenges. High level of commitment to service users, carers and the community and to tackling health inequalities. Strong commitment to uphold NHS values, principles and the aims of the Trust and the wider local community.</td>
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2.4 Eligibility

To be eligible for appointment candidates must:-

- meet all the requirements of the ‘Fit and Proper persons’ test as set out in the Health & Social Care Act 2008 (Regulated Activities) Regulations 2014; and
- be a member of the Trust (membership is free) you must reside in Cumbria or Lancashire but must not be employed by the Trust. To become a member of the Trust please visit the Trust website at https://www.cumbriapartnership.nhs.uk/the-trust/members

2.5 Criteria for Disqualification

The following paragraphs identify the circumstances where an individual would not be eligible for appointment as a member of the Board. You cannot be considered for appointment as a Non-Executive Director of the Trust if you are a person:

- who has been adjudged bankrupt or whose estate has been sequestrated and (in either case) has not been discharged
- who has made a composition or arrangement with, or granted a trust deed for, their creditors and has not been discharged in respect of it
- who within the preceding five (5) years has been convicted in the British Isles of any offence and a sentence of imprisonment (whether suspended or not) for a period of not less than three (3) months (without the option of a fine) was imposed on them
- who is a governor (although governors may apply but would need to resign if appointed)
- who is the spouse, partner, parent or child of a director of the foundation trust
- who is a member of a local authority’s scrutiny committee covering health matters
- a person who is the subject of an unexpired disqualification order made under the Company Directors Disqualification Act 1986
- who is no longer a Trust member of one of the Public constituencies
- whose tenure of office as a chairman or as a member or director of a health service body has been terminated on the grounds that their appointment is not in the interests of the health service, for non-attendance at meetings, or for non-disclosure of a pecuniary interest
- who is subject to a sex offender order or whose name is on the sex offenders register
- who has within the preceding two (2) years been dismissed, otherwise than by reason of redundancy, from any paid employment with a health service body
- who has refused without reasonable cause to fulfil any training requirement established by the Board of Directors
- who has refused to sign and deliver to the foundation trust a statement in the form required by the Board of Directors confirming acceptance of the code of conduct for directors

2.6 Diversity and Monitoring

The Trust is committed to preventing discrimination, valuing diversity and achieving equality of opportunity and will not discriminate against anyone because of their
race, ethnic origin, gender or gender reassignment, disability, age, nationality, sexual orientation, marital status, colour, religion, belief or non-belief.

The information on the monitoring sheet is not used in the selection process. It will be removed on receipt and is not seen by those assessing your application. However, this information may be useful to the Trust when looking at diversity strategy and the basic information about the successful appointee may need to be made public in a variety of publications such as the trust’s annual report and press releases.

The Trust is committed to equality of opportunity for all and welcomes applications from all sections of the communities the Trust serves. All appointments are based on merit and the principles of independent assessment, openness and transparency of process.

2.7 Fit and Proper Persons

The Trust is committed to ensuring that all Board appointments meet with the requirements of the Fit and Proper Person requirements within the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014 (1 April 2015) which places a duty on NHS providers not to appoint a person or allow a person to continue to be an executive director or equivalent or a non-executive director under given circumstances. Checks will be carried out by the Trust after appointment and before the individual takes up their full duties.

2.8 Disclosure and Barring Service (DBS) checks

The Chair may occasionally have access to children or vulnerable adults through their work for the Trust. To safeguard patients by identifying unsuitable candidates, the appointment will be dependent upon the satisfactory completion of a standard disclosure through the DBS. Checks will be carried out by the Trust after appointment and before the individual takes up their full duties.

2.9 Remuneration and Time Commitment

The terms and conditions of the Chair are determined by the Governors Council. Currently the Chair receives £45,000 per annum. In addition the Chair is also 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 (up to 3 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 Governors Council of any other time commitments. Once appointed, the Chair should inform the Board and Governors Council 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.
2.10 Appointment and Tenure of Office

The main function of the Governors Council is to work with the Board of Directors to ensure that the Trust acts in a way that is consistent with its constitution and objectives, and to help set the Trust’s strategic direction. The Governors Council is not involved in matters of day-to-day management, but has powers of appointment to the Board of Directors (Chair and Non-Executive Directors) and holds the Non-Executive Directors individually and collectively to account for the performance of the Board. It also represents the interests and views of the community, staff and partner organisations, ensuring these are taken into account in the Trust’s forward plans.

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

The appointment will be for 2 to 4 years and will be subject to annual performance reviews and approval by the Governors Council.

You should also note that this post is a public appointment or statutory office rather than a job and is therefore not subject to the provisions of employment law. To ensure that public service values are maintained at the heart of the National Health Service, the Chair is 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 Board of Directors 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.

To find out more about Cumbria Partnership NHS Foundation Trust please visit: www.cumbriapartnership.nhs.uk

3. Further information

3.1 Informal Information Event

There is an informal information event taking place in (date) for people who are interested in finding out more about the role. It is an opportunity to learn more about Non-Executive Directors, the Trust, its services and its plans for the future. It is taking place on 24 May 2017 at 6pm – 8pm in Voreda, Portland Place, Penrith, CA11 7QQ

If you would like to attend please contact Harriet Mouat on 01228 603761 or harriet.mouat@cumbria.nhs.uk

Please note that attendance at the event is not compulsory and will not play any part in the selection process.
3.2 Application Process

This section outlines the service you should expect to receive if you apply for this post:

- Applications need to be received by **02 June 2017**
- Your application will be acknowledged
- Your application will first be checked for completeness and eligibility
- We will then assess your completed application form to see the extent to which you have the qualities and expertise specified for the post before it is passed to the Nominations Committee for consideration
- It is anticipated that shortlisting will be completed by **14 June 2017**. Candidates will be informed as soon as possible after this by telephone if they have been selected for interview and the interview details will be confirmed in writing.
- As part of the interview process, shortlisted candidates will be expected to present to members of the Governors Council and Board of Directors on **22 June 2017**.
- Shortlisted candidates will be asked to participate in a competency assessment during **16 – 23 June 2017** prior to the formal interviews.
- Interviews will take place on **10 July 2017**. You will be asked questions by the Nominations Committee to assess whether you can demonstrate the qualities and expertise specified.
- The Nominations Committee will recommend their preferred candidates to the Governors Council on **13 July 2017** who will make the final appointment.
- The successful candidate will be contacted by Jill Stannard, Senior Independent Director
- All unsuccessful candidates will be advised of the outcome of the selection process by Jill Stannard, Senior Independent Director

The appointment will commence on **1 November 2017** to succeed the retiring Chair. However, it is anticipated that the successful candidate will commence in shadow form at an earlier date to be agreed.

3.3 How to Respond

For further information please contact NHS Leadership Academy on 0113 322 5672. To apply for this post please email your CV and supporting statement to applications@leadershipacademy.nhs.uk

Please note closing date is **02 June 2016**

Alternatively electronic, Braille, large print and tape versions of this information pack and the application form are available from the Foundation Trust by e-mailing harriet.mouat@cumbria.nhs.uk

3.4 About Foundation Trusts

Foundation Trusts are a key part of the reform programme in the NHS. They are autonomous organisations, free from central Government control. They decide how to improve their services and can retain any surpluses they generate or borrow money to support these investments. They establish strong connections with their local communities; local people can become members and governors. These freedoms mean Foundation Trusts can better shape their healthcare services around
local needs and priorities. Foundation Trusts remain providers of healthcare according to core NHS principles: free care, based on need and not ability to pay.

3.5 Useful Documents and Links


NHS Improvement is responsible for overseeing NHS foundation trusts, NHS trusts and independent providers, helping them give patients consistently safe, high quality, compassionate care within local health systems that are financially sustainable. Further information can be found at https://improvement.nhs.uk/about-us/who-we-are/

Information about NHS Foundation Trusts and the Code of Governance can be found at: https://www.gov.uk/government/publications/nhs-foundation-trusts-code-of-governance

The Department of Health has information including latest policy initiatives: https://www.gov.uk/government/organisations/department-of-health

The Healthcare Financial Management Association (HFMA) has more information about NHS financial management: www.hfma.org.uk

Foundation Trust’s website: www.cumbriapartnership.nhs.uk

The Foundation Trust’s Constitution can be downloaded from NHS Improvement: https://www.gov.uk/government/groups/cumbria-partnership-nhs-foundation-trust

Healthcare for the Future, West/North/East Cumbria: http://www.wnecumbria.nhs.uk/

Better Care Together Partnership: http://www.bettercaretogether.co.uk/