



Essex Partnership University  
NHS Foundation Trust

EPUT



# NON-EXECUTIVE DIRECTOR CANDIDATE INFORMATION PACK

December 2024



# Welcome

**Thank you for your interest in joining our Board here at Essex Partnership University NHS Foundation Trust (EPUT) as a Non-Executive Director (NED).**



EPUT is a Trust with an exciting future, and we are now seeking an innovative, transformational and passionate NED to join us in making a sustainable and lasting difference to our 6,000 staff, who work across our 200 sites, and the 1.3 million people we provide mental health, community health, learning disability and social care services to across Essex, Suffolk, Luton and Bedfordshire.

We are a relatively young organisation, formed through a merger of two former Trusts in Essex in 2017, and our CQC report overall rating is “Requires Improvement”. We know there is much still to do in order to realise our ambition of being rated as an “Outstanding” organisation. The recruitment of our new NED comes at a critical time. The Lampard Inquiry, which is investigating the deaths of mental health patients in Essex from January 2000 to December 2023, is currently hearing evidence, building on the work of the previous independent inquiry which began in 2021. EPUT welcomes the inquiry and has publically committed to do all it can to support The Lampard Inquiry to deliver the answers that patients, families and carers have been seeking.

We have made significant improvements and are very proud of some of our recent achievements. As a Trust, we are working hard to put the people we care for and their supporters at the heart of everything we do. That’s why we are taking a co-production first approach so that everything we do is in partnership with people who use our services.

In order to help us toward this, we are looking to appoint a NED who offers the necessary skills and perspectives alongside the energy, passion and curiosity to contribute to the execution of the Trust’s strategic plan.

This is an exceptional opportunity to share your talents and expertise to enhance and diversify our capabilities on our Board, making a positive difference to the lives of people served by the Trust by continuously improving our service user experience and outcomes through the delivery of high quality, safe, and innovative services. You will assist us in our role as a leading community and mental health Trust and valued system leader focused on integrated solutions that are shaped by the communities we serve, actively supporting a healthy culture for the Trust, building strong working relationships across our organisation and beyond, and upholding the highest standards of governance. In turn, you will be part of an excellent team, where you are encouraged to challenge, support and provide independent judgement and advice, embodying our values of We Care, We Learn and We Empower, and ensuring these are woven into the fabric of everything we do.

I am delighted that you are considering this fantastic opportunity to have a genuine impact across a large geography and diverse range of services at a time of significant change for our people and our organisation. The following pages will give you some more insight into EPUT and our work and I would also encourage you to speak to our recruitment partner, James McLeod at Hunter Healthcare on 07842 424530 or by email at [jmcleod@hunter-healthcare.com](mailto:jmcleod@hunter-healthcare.com)

We look forward to hearing from you.

**Professor Sheila Salmon**  
**Chair of Essex Partnership University NHS Foundation Trust**

# About Us

**Essex Partnership University NHS Foundation Trust (EPUT) was formed in 2017. It provides a wide range of community health, mental health and learning disability services to support more than 3.2 million people living across Luton and Bedfordshire, Essex and Suffolk.**

We are a large employer in the East of England with more than 6,500 staff working across more than 200 sites. We also provide services in people's homes and community settings.

Over the last few years, we have been transforming our **vision, values** and **strategic objectives** as part of a cultural transformation of the organisation:

## Our Vision

Our vision is to be **the leading health and wellbeing service in the provision of mental health and community care.**

This vision encapsulates the collaborative nature of mental health as part of general wellbeing, both in an inpatient and community environment. Our focus is on supporting the people who rely on us in an integrated way so that we look at the best way to care for an individual, working with them and their family and carers as well as our service partners.

Our **philosophy** is that 'what we do together matters'. At the heart of this is enabling each other to be the best that we can, working together with our system partners to make our services better and helping our communities thrive.

To help us we have developed a set of values which we aspire to. By living our values and behaviours throughout the organisation we will improve together every day.

## Our Values

Our core values are:

- We care
- We learn
- We empower

## Our Strategic Objectives

Our five-year strategy sets out a clear and exciting direction for our services. It is being developed with our staff, partner organisations and representatives of the communities we serve. In seeking to achieve our ambition, we have set four strategic objectives which help to define what success for the organisation will look like over the coming years and guide planning and investments:

- We will deliver safe, high quality integrated care services
- We will work with our partners to make our services better
- We will enable each other to be the best we can be
- We will help our communities thrive

Our objectives focus on enabling people to have control of their health by continuing to deliver safe, high quality integrated care services to the people we serve – as well as transformational objectives which will help us achieve the aspirations of an integrated approach to health and care which better meets the needs of our population.

Our strategy aligns with national and local strategies and recognises that we are part of a complex system of health, care and **wellbeing** services. As such, we have a key role in making sure that our service users receive joined up care.



### Co-production

As a Trust, we are working hard to put the people we care for and their supporters at the heart of everything we do. That's why we are taking a co-production first approach so that everything we do is in partnership with people who use our services.

This philosophy is one of three guiding principles set out in our **Working in Partnership with People and Communities** enabling strategy, the other two being **Equitable Partnerships** and **Lived Experience Practice is What We Do (it's in our DNA)**.

Lived experience is so important to us that over the last three years we have changed policies (our reward and recognition policy has been recognised as exemplary by the Quality of Care team in NHS England), procedures, and systems, to enable those with lived experience to work in partnership with the Trust, using their lived experience to drive change and improvements.

As a result of this work, we have a growing community of lived experience practitioners who make up the Trust's lived experience team.

The lived experience team now consists of over 200 people – Lived Experience Ambassadors (LEAs), and is growing every week. Our LEAs, who have all used community and mental health services or are close to someone who has, are helping to shape our services, ensuring service user voice is at the heart of EPUT and that the care we deliver best meets the needs of our patients, their families and supporters.

Lived Experience Ambassadors work co-productively with our staff to drive change and improvement across all of our major programmes, working in a 'patient' leadership capacity, and co-chair many of the steering groups that report in the Trust's quality governance structure.

### Our LEAs:

- peer review patient facing information through the PIPE (Patient Information in Plain English group)
- support activities that most benefit our patients (through the Inpatient Operating model redesign work)
- provide peer support (through the TTC Inpatient Peer Support programme)
- make sure the views of patients and their supporters are heard and represented
- share their personal experiences to improve staff understanding of patient needs
- sit on interview panels to recruit new staff
- are actively involved in the design and delivery of patient/service forums, networks, and focus groups – internally and externally supporting system partners as thought leaders.

We have a Co-Production Champions Network which is for people with lived experience of using health and care services to collaborate with people working in health and care services to think about how we can continue to innovate in the space of co-production in health and social care services. We believe our lived experience team are integral to driving changes in practice and culture in the services we provide, and value them hugely.



**CHAMPION VOICES AND BECOME A  
LIVED EXPERIENCE AMBASSADOR  
TODAY!**

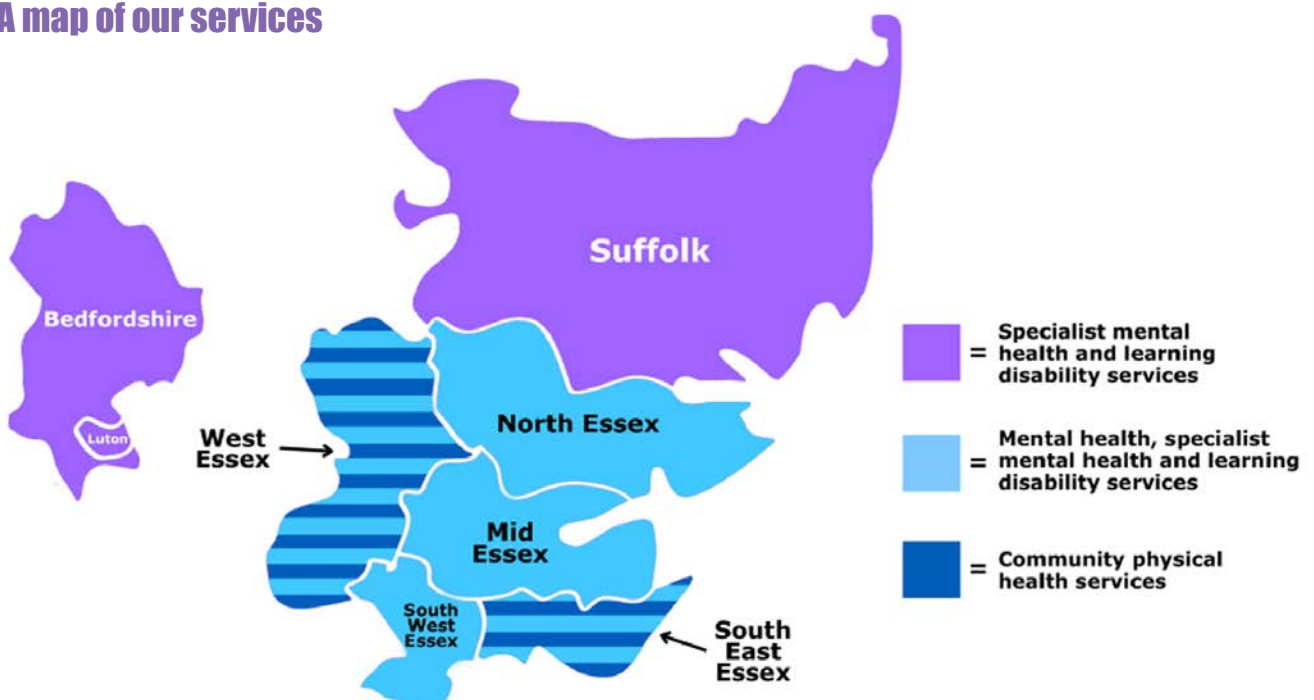
- ✓ Community Impact
- ✓ Advocacy Skills
- ✓ Empowered Voices



# Our services

- **Mental Health Services:** we provide a wide range of treatment and support to young people, adults and older people experiencing mental illness, both as inpatients and within the community. A number of our specialist services have achieved accreditation from the Royal College of Psychiatrists.
- **Community Health Services:** our diverse range of community health services provides support and treatment to both adults and children. We deliver this care in community hospitals, health centres, GP surgeries and in our patients' homes.
- **Learning Disability Services:** crisis support and inpatient services. Our community learning disability teams work in partnership with local councils to provide assessment and support for adults with learning disabilities.
- **Social Care:** we provide personalised social care support to people with a range of needs, including people with learning disabilities or mental illness and support them to live independently.
- **Vaccination services:** we are a lead provider of vaccination services for school-aged children in Bedfordshire, Essex, Luton and Milton Keynes as well as providing seasonal booster vaccines for specific groups.
- **Collaborative arrangements:** the Trust is part of both the Mid and South Essex Community provider collaborative and the East of England Specialist Mental Health Commissioning Collaborative.
- **The Mid and South Essex Community Provider Collaborative** is a contractual joint venture that brings together three community service providers (EPUT, North East London NHS Foundation Trust and Provide) to explore ways to improve services, learn from each other, provide a coherent voice of community services and create a platform for developing our services further. The collaborative is overseen by a Board made up of the constituent Trust Chairs, CEOs and Executives.
- **The East of England Mental Health Specialist Commissioning Collaborative** is a partnership between EPUT, Hertfordshire Partnership University NHS Foundation Trust and Cambridgeshire and Peterborough NHS Foundation Trust and independent sector providers which commissions specialist services utilising knowledge and skills from within all three organisations. It covers specialist children's and young people's services, medium and low secure adult services and specialist adult eating disorder services.

## A map of our services



# Context

**There is increasing recognition that the challenges for our services, and the health and care system as a whole, are significant.**

People are living longer, there is an increasing demand for both health and care services, and advances in technology have made more expensive therapies available. All of this must be managed within a tightening financial system.

To meet these challenges, we have to adopt new ways of working and achieve higher levels of co-ordination with other parts of the system. The development of our staff, with new skills and the introduction of new roles, is at the heart of this. Technology also has a key role in making our services more accessible and using information well. Innovation is also required to ensure that our services continue to be centres of excellence.

Delivering our strategic objectives will make sure that we can meet the needs of local people with high quality services and good use of resources.

## The Lampard Inquiry

The Lampard Inquiry is an independent statutory inquiry investigating the deaths of mental health inpatients in Essex, chaired by Baroness Kate Lampard CBE. The Inquiry continues the work of the Essex Mental Health Independent Inquiry and considers deaths between January 2000 and December 2023.

EPUT is fully committed to supporting the aims of the Inquiry and to helping ensure that patients and families affected can receive the answers they deserve.

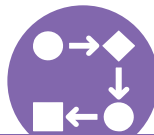
## Time to Care – transforming our inpatient staffing model

Our **Time to Care** programme will transform our inpatient staffing model, introducing a wider range of skills and disciplines and giving our teams more time to focus on providing high quality, therapeutic care which is tailored to patients’ individual needs. The programme’s scope is described below.



### Staffing Model Redesign

- **Staffing model and role re-design** to increase capacity, safety and quality based on patient needs
- **Build on current in-progress projects** (Purposeful Admission, Skill Mapping, MHost Review, domestic & overseas recruitment)



### Process Improvement

- Identification of ‘quick wins’, medium and longer term solutions to optimise ways of working
- **Alignment of Standard Operating Procedures** and practice to ensure consistency across wards



### Data/Technology Improvement

- **Optimise the use of data and technology** to support teams and delivery of care
- Working with the Trust Digital team, **identify opportunities and design solutions** for **further optimisation** of systems



### Engagement, Inclusivity & Wellbeing

- **Co-creation and implementation** of proposal with staff
- **Supporting wellbeing** and recognition of **wellbeing** challenges

# Our People

## Recruiting, retaining and supporting staff

- **We welcomed over 1,700 new colleagues in 2023**, including over 220 from overseas
  - **Our turnover rate is at 9.6 per cent**
  - **Overall vacancy rates are 11.1 per cent**
  - **Vacancy rates in our inpatient units have fallen to 10 per cent** from an all-time high of 40 per cent in 2020
  - We are on track to have **no inpatient unit vacancies by the end of 2024**
- **We have more colleagues on track to join us:**
    - 87 Nurses with offers/start dates
    - 57 HCAs with offers/start dates
    - 33 AHPs with offers/start dates
  - We are working with system partners on **joint recruitment campaigns**
  - We have launched our **MSE ICS Healthcare Academy**. The Academy is led by EPUT and unifies recruitment efforts between system partners with the goal of candidate attraction, training and retention. The academy has an acute and mental health focused induction programme.



# Recent Highlights

- Our **therapeutic education department at the St Aubyn Centre Child and Adolescent Mental Health Unit in Colchester (pictured below) was recently rated Outstanding** following an Ofsted inspection in late 2023
- Our **rough sleepers initiative** covering six districts with partner organisations helped over 1,000 people in 2023
- **A former soldier has spoken about his positive experience of the NHS Op COURAGE veterans support programme** which EPUT leads across the east of England region
- We celebrated **National Apprenticeship Week in early February** by featuring several past and present apprentices to encourage more applicants
- **We joined partner organisations for recruitment events:**
  - Harlow College NHS student career showcase
  - Essex Cares Ltd event for autistic people and people with learning disabilities
- An **EPUT healthcare assistant has been shortlisted in the national Health Hero Awards** for work to tackle elder abuse





# New Services

**Our Mental Health Urgent Care department in Basildon provides care for people experiencing mental health crisis in a calm and therapeutic space**

- New department developed jointly with health and care partners across mid and south Essex (MSE) with **MSE system investing over £5million**
- Department opened in March 2023
- Provides an alternative for people in mental health crisis to acute hospital A&Es:
  - **Many attendees leave the department within six and a half hours**, with a care plan in place
  - **Far fewer are admitted** to an inpatient facility as a result
  - **Seamless transition** to mental health crisis and liaison teams, and **close links** to housing and social care
- Supports the whole MSE health and care system by:
  - **Improving the flow of patients** through the urgent care pathway
  - Helping **reduce acute ambulance handover time**
  - Allowing clinicians **more time to make the right decisions for people's needs**
  - Helping **reduce A&E 12hour trolley wait breaches by over 90%**
  - **Helping resolve issues** which can lead to repeat attendances at A&E departments



# Structure and Governance

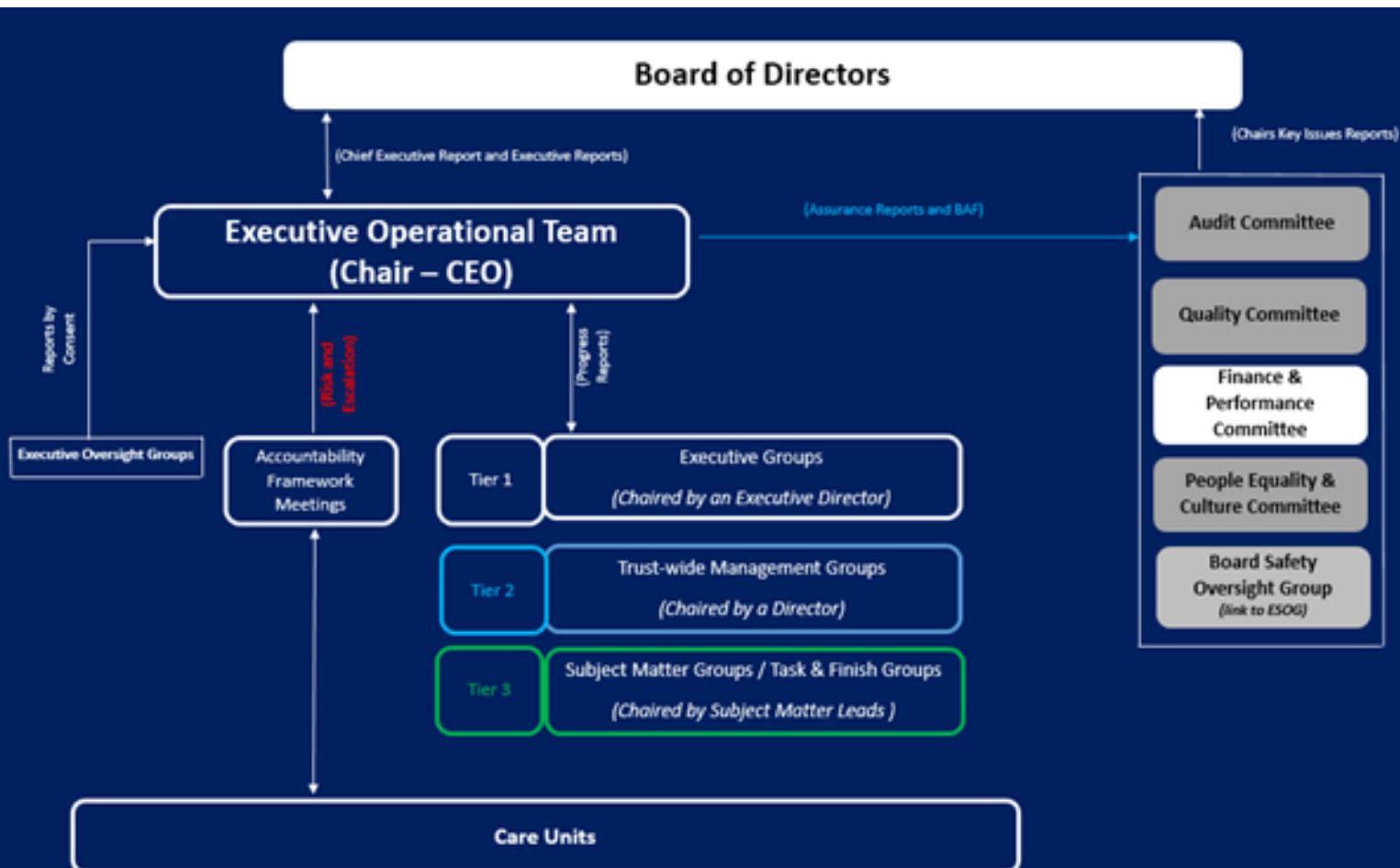
The Trust is organised internally into six care units, alongside our corporate services:

- Community Mid and South Essex
- Community North East Essex
- Community West Essex
- Psychological services
- Specialist services
- Inpatient and Urgent and Emergency Care Mental Health

The Care Units are responsible for general business within a delegated portfolio and budget. They report monthly to accountability meetings against performance metrics which are set out within our accountability framework (AF). They also have responsibility for governance: safety, clinical effectiveness, safeguarding and patient experience. The Executive Team reports into the Trust Board committees on a monthly basis. The committees and their remits are as follows:

- Finance and Performance committee – finance and operational assurance.
- Quality committee – safety, experience and effectiveness assurance.
- Audit committee – independent and objective advice on financial and governance obligations and compliance with all relevant legislation and guidance.
- People, Engagement and Culture committee – oversees the Trust’s People Plan, monitors standard workforce metrics, and recruitment strategies and approaches.

The Board meets on a bi-monthly basis. The Board and its committees have formal minutes and the Senior Leadership Team provides strategic and operational support. The chart below describes the Trust’s governance structure.



# The Opportunity

**We are looking for a NED to join our Board. This is an exceptional opportunity to join a forward thinking, innovative, friendly organisation with whom you can share your talents and expertise to make a positive difference to the lives of those served by our Trust.**

We are seeking applicants who will add value to the skills and experience of the current board membership to ensure that the Board acts in the best interests of service users and the public, and able to act as critical friends and hold the Board to account by challenging decisions and outcomes in these unique times within the NHS.

To deliver the ambition of the Trust, as set out in our strategic objectives, we welcome applicants who will bring different insights and perspectives and would be particularly interested in those with a real understanding of transformational large scale organisational development programmes, and who offer the necessary skillset and perspective alongside the energy, passion and curiosity to contribute to the development of the Trust's strategic direction.

We believe that the best boards are those that reflect the communities we serve. We are therefore seeking to increase the diversity of our Board to make it truly representative of our workforce and local population and so would particularly welcome applications from people from groups that are under-represented at Board level.

We are committed to developing a pipeline of prospective NEDs to ensure succession planning for the Board. As such, should there be a strong field of applicants the Trust may consider the appointment of Associate Non-Executives.

These roles support the Board by bringing a broader range of experience and diversity and are an opportunity for prospective NEDs to become involved to help shape the future of local health care which offers the best outcomes to our local population.

Whilst associates are not voting Board members they are invited to attend all Board meetings and development seminars and, otherwise play a full role in the Trust's business.



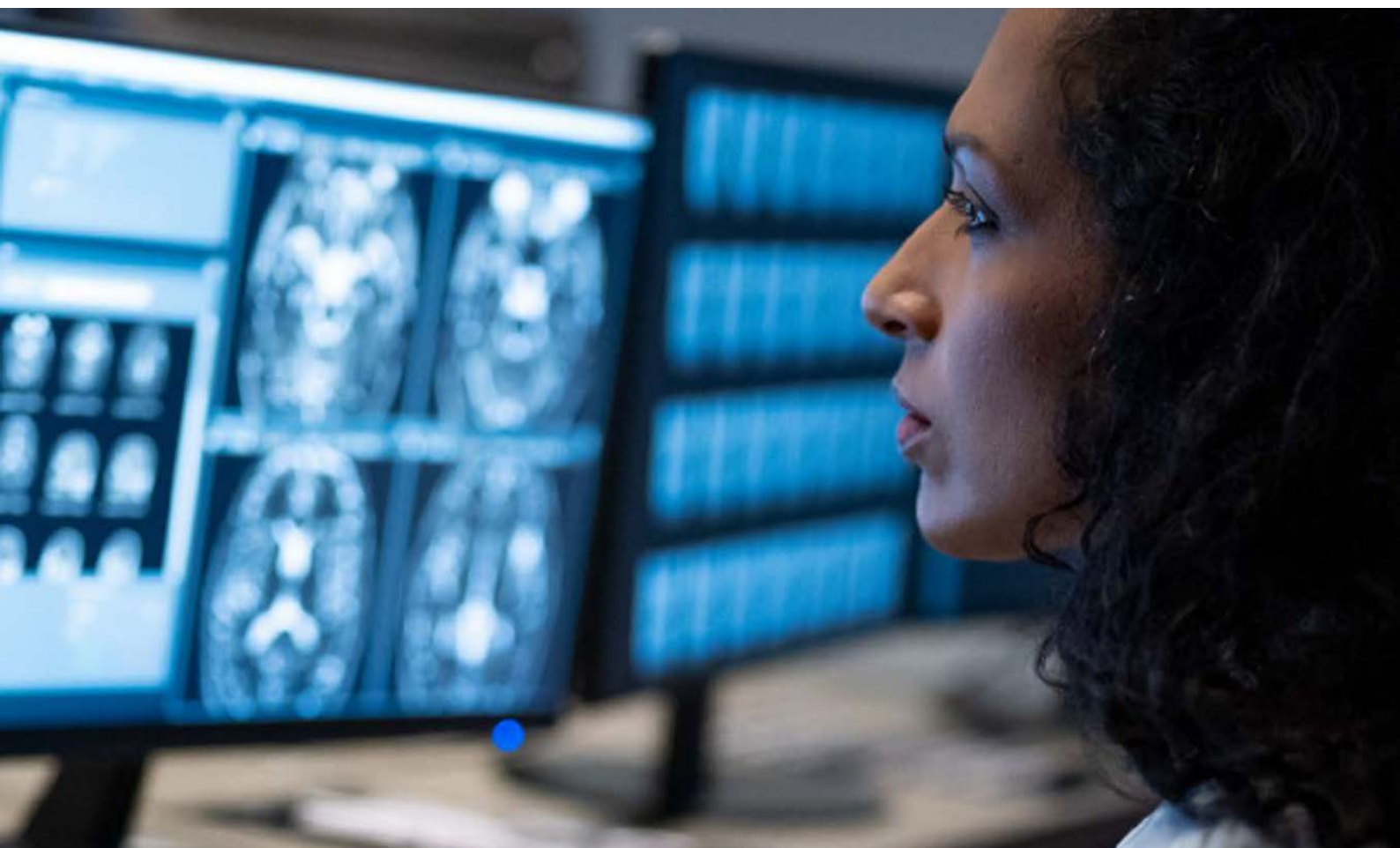
# The Role

As a Non-Executive Director of EPUT, you will work alongside other NEDs, including the Chair, and Executive Directors (EDs) as an equal member of a unitary Board, accountable to the Trust Chair and Council of Governors. You will share responsibility with fellow Board directors for the strategic leadership, direction, governance and overall success of the organisation in delivering healthcare and improving the health of local people. You will bring independence, objective judgement and constructive challenge to bear on issues of strategy, performance and resources.

## Key responsibilities:

- Contribute to the development of strategies, business cases and governance processes that will drive delivery of effective management to achieve excellence in quality and financial outcomes and support the provision of the best care and experience.
- Ensure that the Board sets challenging goals and objectives for service delivery and achievement of targets and monitor progress towards those goals and objectives.
- Provide insight to and relevant experience of organisational development and culture to aid Board discussions and decisions concerning organisational change programmes.
- Scrutinise and challenge proposals to support the provision of modernised, patient-focused services across Essex and the surrounding areas.
- Be a member of or chair Board committees as requested by the Chair.
- Uphold the Nolan Principles of Public Life and promote these principles through the organisation.
- Be held to account by the Council of Governors, individually and collectively, for the performance of the Board.
- Promote the success of the organisation to maximise the benefits for the members as a whole and the public.
- Avoid conflicts of interests.

**A full role description and person specification can be found in appendix 1.**



# Other information

## Time commitment

The expected commitment is four days per month on average. Directors are expected to attend the Board meetings and informal Board seminars, and are likely to be appointed to sit on one or two committees. As a consequence of the COVID-19 pandemic we have increased our use of video conferencing to conduct business.

## Induction and training

A detailed induction programme has been developed for newly appointed NEDs. In addition, there is access to a number of nationally-organised training events.

## Remuneration

Remuneration is set at £15,835 taxed through payroll under PAYE. It is not pensionable.

NEDs are also eligible to claim allowances, in line with the Trust's policies, for travel and subsistence costs necessarily incurred on Trust business.

## Appointment, tenure and termination of office

NEDs are appointed for an initial period of up to three years, subject to a satisfactory annual appraisal. They are eligible to be considered for a second term, but there is no expectation of automatic re-appointment.

These posts are statutory offices, and are not subject to the provisions of employment law: a NED is an office-holder, not an employee. To ensure that public service values are maintained at the heart of the NHS, all chairs and directors of NHS Boards are required, on appointment, to agree to comply with standards for members of NHS boards and Clinical Commissioning Group governing bodies in England, published by the Professional Standards Authority.

## Criteria for disqualification (including Fit and Proper Persons Test)

It is a statutory requirement that all directors meet the 'Fit and Proper Person' test set out in Regulation 5 of the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014. This means that:

- You are of good character
- Have the qualifications, skills and experience necessary to undertake your Trust role
- Your health enables you (after reasonable adjustments, if required) to undertake the role
- You have not been involved with or aware of any serious misconduct or mismanagement in relation to the provision of services regulated by the Care Quality Commission
- You are not subject to certain other matters related to bankruptcy, being on a Barred Person's List, or having been struck off by a health or social care regulator.

You will be asked to self-certify your eligibility under this Regulation, and the Trust will undertake checks prior to confirming an appointment. All directors are subject to review, at least annually, to ensure that they continue to meet these requirements.

## Criteria for eligibility for appointment as a member of the Board

It is a requirement of the Trust Constitution that all individuals applying for appointment as a NED must meet the eligibility criteria to be a member of the Foundation Trust.

The following paragraphs identify the circumstances where an individual would not be eligible for appointment as a member of the Board of Directors. These are quoted directly from the Trust's Constitution.

A person may not become or continue as a director of the Foundation Trust if:

- They have been adjudged bankrupt or whose estate has been sequestrated and (in either case) has not been discharged;
- They have made a composition or arrangement with, or granted a trust deed for, their creditors and has not been discharged in respect of it;
- They have within the preceding five (5) years been convicted in the British Isles of any offence if 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.

## Checks with the Disclosure and Barring Scheme (DBS)

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

Part of the legal qualification for serving as a NED is that you are a formal member of the Foundation Trust.

The successful candidates will require to have been accepted into membership prior to assuming office.

## Diversity and monitoring

EPUT is committed to being an organisation within which diversity is valued and appreciated, regardless of race, age, disability, gender, sexual orientation, faith or religion and socio-economic status. The Trust recognises that everyone is different, valuing the unique contribution that individual experience, knowledge and skill can make in the delivering the goals and objectives of the organisation.

The Trust undertakes monitoring of its workforce and that of its applicants and in order to ensure its effectiveness, we ask that you complete and return the monitoring form enclosed with your application form. Please note that this form will not be seen by any members of the interviewing panel.

## Data protection

The NED must at all times respect the confidentiality of information in line with the requirements of the General Data Protection Regulations. This includes, if required to do so, obtaining, processing and/or using information held on a computer in a fair and lawful way, holding data only for the specified registered purposes and using or disclosing data only to authorised persons or organisations as instructed.

## Policies and procedures

The NED will be expected to comply with all statutory legislation and the Trust's governance policies and procedures, such as the EPUT Constitution, Matters Reserved for the Board, Scheme of Delegation, Standing Financial Instructions and Health & Safety Policy. The NED is also expected to be aware of the Trust's Risk Management Framework, which includes the responsibilities placed on them by the Health & Safety at Work Act (1974), and the Clinical Governance Framework. NEDs are expected to comply with all Trust policies and procedures.

# How to apply

The closing date for applications is 23:59 on Wednesday 15th January 2025.

For a confidential discussion please contact James McLeod on 07842 424530 or by email: [jmcleod@hunter-healthcare.com](mailto:jmcleod@hunter-healthcare.com).

All applications must quote the reference **EPUT\_NEDS** and include:

- A **covering letter** explaining why the appointment interests you, how you meet the appointment criteria and what you specifically would bring to the post.
- A **Curriculum Vitae** (CV) with education and professional qualifications and full employment history. Please include daytime and evening telephone contact numbers and e-mail addresses. The CV should include names and contact details of referees to cover the past six years. References will not be taken without your permission.

- A completed **Diversity Monitoring Form** and **Fit and Proper Person Monitoring Form**.

Please note that the information you provide will be treated as confidential, and is for monitoring purposes only. It will not form part of the application process.

All applications should be sent to: [applications@hunter-healthcare.com](mailto:applications@hunter-healthcare.com).

All applications will be acknowledged.

## KEY DATES

<b>Wednesday 15 Jan 2025</b>	Application closing date
<b>Mid February 2025 TBC</b>	Stakeholder events
<b>Mid February 2025 TBC</b>	Interviews







# Appendix 1: Role Description & Person Specification

<b>Job Title:</b>	Non-Executive Director (NED)
<b>Time Commitment:</b>	Four days per month average (48 days per annum)
<b>Remuneration:</b>	£15,835
<b>Start Date:</b>	1 April 2025

## Role Profile Summary

NEDs play a crucial role in bringing an independent perspective to the Board in addition to any specific knowledge and skills they may have.

NEDs have a duty to uphold the highest standards of integrity and probity, and to foster good relationships with the Board as well as forging links with the Council of Governors as the Council is responsible for holding the NEDs to account both individually and collectively for the performance of the Board.

A NED will work alongside other Non-Executives, the Chair of the Trust, and the EDs as equal members of the Board. They will be expected to use their skills, knowledge and expertise to direct the work of our Trust. They play an important role in monitoring strategy, performance, risk, people management and local accountability.

The Board is collectively responsible for the success of the Trust by directing and supervising its affairs. This includes responsibility to ensure the Trust:

- continues to be a going concern by, for example, maintaining financial viability and using resources effectively within appropriate financial controls
- continually develops and delivers high quality services
- continually progresses towards clinical excellence, ensuring that national standards for the delivery of services are met
- has robust and effective systems and processes for all aspects of governance.

NEDs may also chair selected standing-committees of the Board in accordance with the Trust's standing orders, Standing Financial Instructions and the Scheme of Reservation & Delegation. They are expected to participate fully as members of these standing committees to which they are appointed.

All Board directors must demonstrate high standards of corporate and personal conduct, and the Chair of the Trust as well as the NEDs will also bring independent and objective judgement to bear on issues of strategy, performance and resources.

## Main Responsibilities

There are five key elements relating to statutory responsibilities that an independent NED must adhere to as a member of the Board. These elements are based on best practice guidance from FSA, Higgs Report, NHS England and statutory responsibilities:

**Strategy:** constructively challenge and help develop strategic plans

**Performance:** scrutinise performance of management in meeting agreed goals and objectives and monitor the reporting of performance. Provide support to executives to implement the decisions of the Board

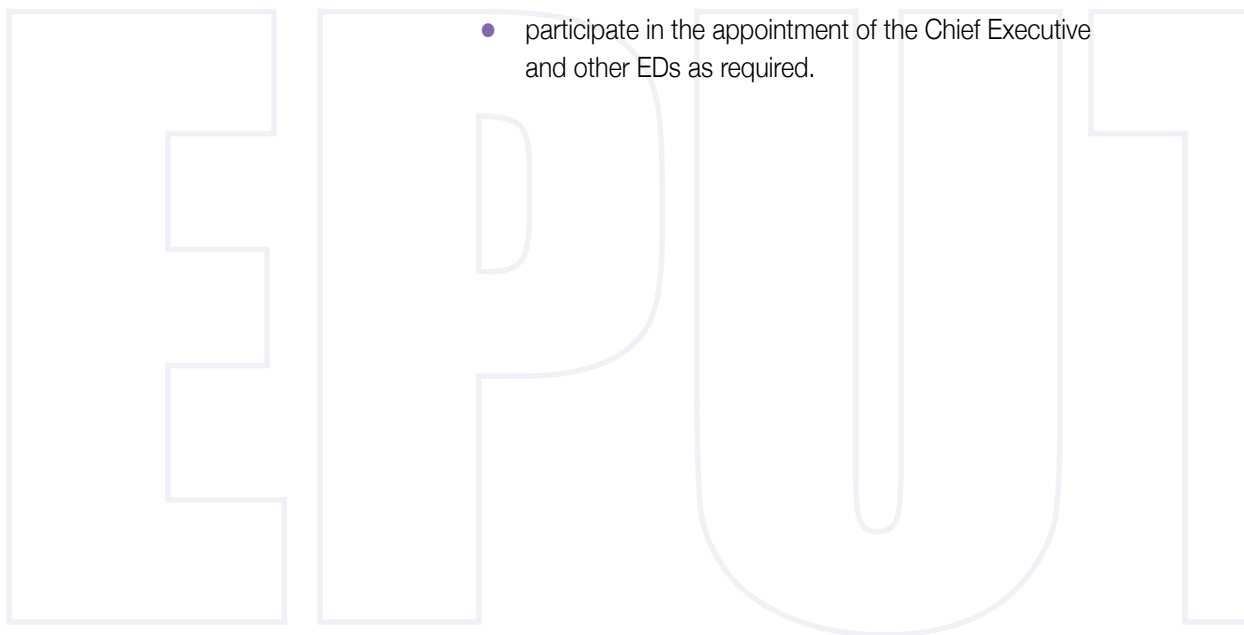
**Risk:** satisfy themselves on the integrity of financial and clinical information and that controls and systems of risk management are effective

**People:** responsible for determining appropriate levels of remuneration of EDs and have a prime role in appointing and, where necessary, removing EDs and for succession planning

**Accountability:** responsible for ensuring that the Board acts in the best interests of the public and is fully accountable to the public for the services provided by the organisation and the funds it uses.

### NEDs have a responsibility to:

- ensure that the Board acts in the best interests of service users, patients, carers, members and the wider public
- hold the Chief Executive and other EDs to account for the effective management and delivery of the Trust's strategic objectives
- constructively challenge the proposed decisions of the Board and ensure that due process and constructive challenge has been applied at all stages of decision-making, and full and complete consideration has been given to all options during that process
- support the Chair, Chief Executive and EDs in promoting the Trust's vision and values
- support a positive culture throughout the Trust and adopt behaviours in the boardroom and elsewhere that exemplify the corporate culture
- help develop proposals on priorities, the strategic direction and business plan
- help develop proposals on risk management and mitigation
- help develop proposals on values and standards
- participate as required in the work of the Trust through membership of committees of the Board
- help to develop and maintain close relationships with all stakeholders in the health and social care community and wider health system
- participate in the appointment of the Chief Executive and other EDs as required.



**NEDs have a duty to:**

- scrutinise the performance of the executive management in meeting agreed goals and objectives
- satisfy themselves as to the integrity of financial, clinical and other information
- satisfy themselves that financial and clinical quality controls and systems of risk management and governance are sound and that they are used effectively
- commission and use external advice as necessary
- ensure that they receive adequate information in the form that they specify and to monitor the reporting of performance
- uphold the highest standards of integrity and probity, and foster good relationships in the boardroom
- ensure the Trust promotes equality, diversity and inclusion and prevents unfair discrimination in the treatment of its service users, patients, carers, volunteers and staff
- promote the highest standards of corporate and clinical governance in compliance with Monitor's NHS FT Code of Governance and other regulatory requirements and best practice where appropriate

**NEDs should:**

- contribute to building and maintaining good working relationships with Governors
- attend meetings of the Council of Governors (held in public) to ensure that they understand the views of Governors on the key strategic and performance issues facing the Trust
- take into account the views of Governors and other members to gain a different perspective on the Trust and its performance
- have an on-going dialogue with the Council of Governors on the progress made in delivering the Trust's strategic objectives, the high level performance of the Trust
- receive feedback from the Council of Governors regarding performance and ensure that the Board is aware of this feedback.

**Commitments**

There are also fixed commitments that independent NEDs are required to fulfil including (but not limited to):

- Visits to Trust sites to triangulate information received at the Board level
- Scrutinising the Mental Health Act hearings process
- Standing committee membership (including acting as chair) and attendance
- Attendance at Board meetings and development sessions as well as other internal and external training opportunities
- Participating in complaints assurance reviews
- Attendance at Council of Governors meetings when invited
- Involvement with Governors' constituency work.

In addition, all NEDs will meet periodically with the Chair in the absence of the EDs, including the Chief Executive, to discuss issues of interest or concern.

Post holders should be outstanding NEDs to deliver the ambition of the Trust, as set out in our current strategic objectives, these roles require:

- The importance of cultural development and investing in our people, those who bring a background in organisational development and cultural leadership from an organisation of similar scale and complexity to EPUT (including higher education / research and innovation).
- The move towards partnership working, those with a population health background who bring experience of working at system level.
- The need to maximise our patient / carer voice and membership engagement, those with a strong service experience / communications background.
- The strengthening of the Audit committee with recent senior financial experience / chartered accountant / auditor.

The ideal candidates will have the following skills and experience that will be essential to complement those currently represented on the Board and to equip the Board to meet the Trust's exciting and demanding forward agenda:

## Essential Expertise

- Recent experience at senior director/Board level or equivalent in a progressive and complex organisation
- A proven and successful strategic thinker with experience of looking beyond organisational and/or geographical boundaries
- Demonstrable experience of leading transformation and large scale change programmes as an enabler to create better service user outcomes.
- Strong recent experience of using business acumen with a sound knowledge of strategic planning, organisational risk and performance management
- A proven track record at the highest level in **at least one** of the following areas:
  - Strong clinical leadership experience / clinical background, with particular focus on Nursing and Allied Health Professionals.
  - Experience in partnership working, working with communities and primary care.
  - Experience in significant cultural change and transformation programmes, specifically around Equality, Diversity & Inclusion (EDI) and preventing violence & aggression.
  - A strong service experience / communications background, to maximise our patient / carer voice and membership engagement
  - Recent senior financial experience in a complex organisation with a background as a chartered or certified accountant or auditor
  - Significant strategic transformational change and strategy
  - NHS Board and/or Public/Voluntary Board level experience
  - Understanding, ideally with actual experience, of working across and influencing complex political environments
  - Complex partnership working (both vertical and horizontal)
- Experience of developing successful alliances and working relationships with a range of stakeholders
- Passion for the NHS, public service and for improving healthcare
- Understanding of the NHS political and operational environment
- Genuine interest in healthcare issues and a commitment to the needs of the local community
- Sound knowledge of/commitment to promoting the highest standards of corporate governance and accustomed to being held to a high level of accountability
- Clear understanding of the legal duties, liabilities and responsibilities of NEDs
- Credible experience of using intellectual flexibility, clear and original thinking, and balanced judgement
- Credible experience of using intellectual rigour to understand complex issues quickly
- Credible experience of a willingness to evaluate the ideas of others critically and constructively
- Experience of being a confident communicator/ influencer with credible experience of listening, probing and challenging constructively
- Strong personal commitment to public service values (Nolan Principles) of selflessness, accountability, probity, openness, taking account of equality, diversity and inclusion; to the NHS Core Principles as set out in the NHS Constitution and the Trust's Standards of Business Conduct; personal integrity and probity

## Desirable Expertise

- Awareness and understanding of the requirements of the NHS operating environment as set down by NHS England
- Experience of mental health and/or community health services
- Experience of working with diverse local communities
- Knowledge and experience of improving equality, diversity and inclusion
- Understanding the role of a NED and the relationship with Governors.

## Competencies

In addition to the expertise detailed above, candidates will need to demonstrate they have the competencies required to be effective in a Board level role:

### Strategic direction

- Experience of thinking and planning ahead
- Experience of balancing needs and constraints
- Experience of debating cogently

### Holding to account

- Experience of being personally accountable for business outcomes
- Experience of challenging constructively and effectively
- Experience of contributing to effective governance

### Influencing and communication

- Experience of persuading and influencing others with well-chosen arguments, using facts and figures to support argument
- Experience of being receptive to the views of others
- Experience of establishing credibility with senior colleagues, Governors and staff

### Team working

- Demonstrable experience of respecting other team members
- Experience of sharing expertise and knowledge freely
- Demonstrable experience of being committed to working as a team member in the context of a unitary Board

### Personal motivation

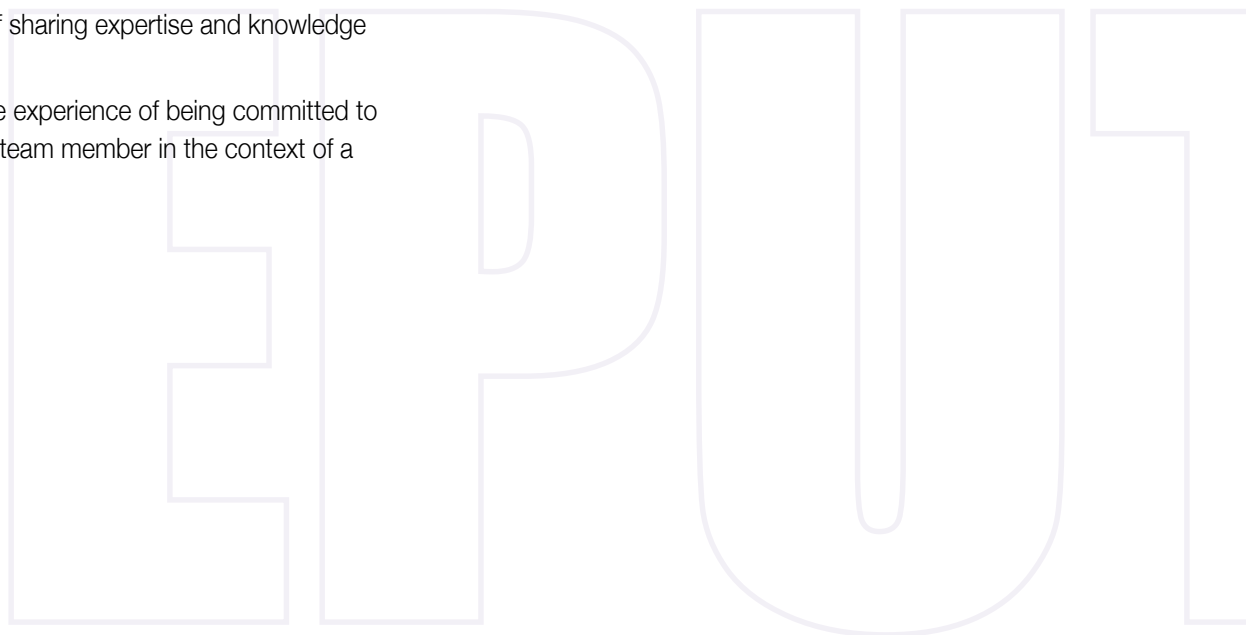
- Strong personal commitment to the NHS
- High level of self-awareness and emotional intelligence
- Enthusiastic to achieve outcomes

### Patient and community focus

- Experience or knowledge of demonstrating a high level of commitment to service users, carers and the community
- Experience of understanding the consequences of diversity in the community and the differing view points
- Experience of promoting inclusion, community involvement and engagement

### Intellectual flexibility

- Credible experience of digesting and analysing information
- Credible experience of being willing to modify own thinking
- Credible experience of thinking clearly, creatively and constructively.





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