



**Sussex Partnership**  
NHS Foundation Trust

# Non-Executive Directors

Candidate information pack

**February 2025**



# Welcome from our Chair and CEO

## Hello and thank you for your interest in Sussex Partnership NHS Foundation Trust (SPFT) and in applying to be a non-executive director.

We are looking for two new Non-Executive Directors to join our Board with experience in the following:

- People, Organisational Development and major change programmes
- Quality, through a clinical lens, possibly also with a background in Research

SPFT has a vision for delivering great care and improving outcomes together while championing the rights of people with mental health problems and learning disabilities. We will work with our partners to bring health and care services together for their benefit.

Our mental health services provide care and treatment for people with conditions such as psychosis, depression, anxiety, dementia and personality disorder. Our specialist learning disability services provide community and inpatient care for people with complex health needs which can't be met by other services. We have a number of services that provide very specialist care for people with complex health conditions and social care needs.

We provide care in people's homes, in specialist clinics, hospitals and GP surgeries. Our services are aimed at children, young people and adults of all ages and many are provided in partnership.

This is a challenging time for health and care services. We are experiencing unprecedented levels of need, significant challenges in recruiting and retaining staff and the impact of wider societal issues on the mental health of our local population. When we are under pressure, our horizons can become limited by the need to manage the immediate situation. One of the challenges we face across the health and care sector is how to negotiate our way through current pressures without losing sight of the further challenges that lie ahead.



Compassionate leadership and values-led decision making will be vital in order to inspire, empower and motivate our workforce, and to create a culture of inclusion where people feel a sense of belonging. Now, more than ever, we need leaders throughout Sussex Partnership who model the behaviours we want to embed across our services.

This will enable us to promote psychological safety, trust and accountability; all of which are needed in order to ensure health and care services meet the needs of patients, families, carers and the local communities we serve. The work we are doing with our integrated care system partners will be vital in addressing these challenges.

NEDs will also need to demonstrate a range of other skills fundamental to the role including highest standards of personal conduct and independent judgement. Experience from the public, voluntary or social enterprise sectors will be valuable. NEDs must share the Trusts values and be committed to open, honest and accountable leadership.

A full person specification is included in this pack, and that will tell you a bit more about the skills this role demands. SPFT is an inclusive employer and welcomes applicants from all backgrounds, and from those with personal lived experience or experience of caring for a loved one, to ensure that our Board reflects the diversity of our communities and encourages diversity of thought.

If you would like to have an initial conversation, please contact our recruitment partners Rhiannon Smith or Jenny Adrian at Hunter Healthcare on 07939 250362 or by email at [jadrian@hunter-healthcare.com](mailto:jadrian@hunter-healthcare.com). We very much look forward to hearing from you.

**Sean Duggan OBE**  
Chair

**Dr Jane Padmore**  
Chief Executive

**“One of the challenges we face across the health and care sector is how to negotiate our way through current pressures without losing sight of the further challenges that lie ahead.”**



# About Us

**We provide NHS care and treatment to children, young people, adults and older people who have mental health problems, learning disabilities or neurodiversity needs.**

We employ about 6,000 staff. Many of our services are provided in partnership with other organisations. We provide care in people's homes, in specialist clinics, hospitals and GP surgeries.

As well as being a provider of services across Sussex we also commission specialist beds. Working with NHS and independent sector healthcare organisations across the South-East we are the lead provider in three Provider Collaboratives. These cover adult eating disorders, secure care and children and young people inpatient services.

Sussex Partnership was formed in April 2006 as an NHS Trust and established as an NHS Foundation Trust with teaching trust status in August 2008. We work closely with Brighton and Sussex Medical School, a partnership between the Universities of Brighton and Sussex.

In 2015, we became a member of the Association of UK University Hospitals, the representative body for university hospitals with major teaching and research interests across the UK and internationally.

Our services are rated 'good' by the Care Quality Commission. We work closely with other health and care partners to provide the best possible care to our local populations. We have strengths in innovation, including our work in the field of research and development.

**We are committed to making sure that people feel valued, supported and cared for. This includes people who use our services and their families, who work in partnership with us and work within our organisation.**



# Our Vision



## Delivering great care and improving outcomes together

### Deliver high quality care consistently

We work in partnership with people and organisations to provide services that are safe, effective and which result in a positive experience. Wherever people access our services, they will experience a consistent, reliable and high standard of care that meets their needs.



### Be a good partner

We are trusted partners, designing and delivering services through coproduction, alongside our charity Heads On. We take decisions in partnership with patients, carers and families to ensure people feel supported, valued, and listened to.



### Be an employer of choice

High quality staff come to work here and want to stay. This is because we have a culture where people feel valued, supported and clear about their role. Our working environment embraces diversity, supports professional development and offers people the opportunity to work in effective teams.



### Improve everyday

Learning, improvement and innovation are at the heart of everything we do. Our services are flexible, responsive, and tailored to individual need. Data and digital technology is embedded and used routinely to support effective and productive care.



### Be sustainable

We are financially and environmentally sustainable. We drive improved value for patients, carers and taxpayers through strong financial stewardship where there is a consistent focus on waste reduction and sustainability.



# Our Values and Purpose

## How we want people to experience us

### Our Values

#### We are compassionate

Compassion involves focusing on our relationships with others by listening, respecting and valuing their experience.



#### We are accountable

Accountability involves taking personal responsibility for our actions, decisions and behaviours.



#### We are optimistic

Optimism involves being positive about what it is possible to achieve on behalf of the local communities we serve.



### Our Purpose

#### We provide

We provide care for people with learning disabilities, mental health and neurodevelopmental difficulties, in Sussex, in collaboration with patients, carers, and families

#### We collaborate

As a specialist provider we focus our resources on directly providing safe, effective care and treatment which leads to a positive experience for patients, carers and families.

We collaborate with partners to join-up services and meet the needs of the local communities we serve.

#### We lead

We use our expertise and experience in learning disabilities, mental health and neurodevelopmental difficulties to provide leadership, advice, support and training to the wider health and care system.



# Integrated Care Systems (ICS)

**We are a member of Sussex Health and Care Integrated Care System one of the 42 ICSs that exist in England established on the 1 July 2022. The four key purposes of an ICS are:**

- Improving population health and healthcare
- Tackling unequal outcomes and access
- Enhancing productivity and value for money
- Helping the NHS to support broader social and economic development

The ICS comprises NHS Sussex, the three local authorities, primary care partners and seven NHS provider partners including Sussex Partnership NHS Foundation Trust.

The aim of our ICS is to ensure better health and care for all now and in the future. Our collective ambition is that every person living in Sussex will have access to the best health and care from the moment they are born throughout their lives.



**Sussex** Integrated Care  
Health&Care System (ICS)

**Vision:** Improving lives together



# What we are looking for

## We are looking for two new Non-Executive Directors to join our Board with experience in the following:

- People, Organisational Development and major change programmes
- Quality, through a clinical lens, possibly also with a background in Research

The roles are suitable for someone who is passionate about the services we provide and who is aligned with our commitment to working in true partnership with those who use our services – and with our communities – to improve the mental wellbeing of the local population. You will demonstrate the highest standards of personal conduct, and independent judgement and bring experience from the public, 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:

- We are compassionate
- We are accountable
- We are optimistic





# 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 the 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 Trust 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.

## KEY RELATIONSHIPS

- Our Governors
- The Chair and fellow Non-Executive Directors
- The Chief Executive and other Executive Directors
- Representatives of the Sussex Integrated Care Boards and Integrated Care Partnerships
- Sussex 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 of our Trust and will receive support from them. There is a requirement to achieve a satisfactory annual performance review by the Nominations and Remunerations Committee of our Council of 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 Council of 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 England, 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 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.

### Board committees

- You may be expected to chair a committee from the outset and may participate in other committees.

### 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

Non-Executive Directors **must**:

- Live within the public catchment area for the Trust, as defined by the Trust Constitution, which includes Sussex, South East England and Greater London

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.



# The Role

## Role Summary

- Uphold the values of the Trust and ensure that the Trust promotes equality and diversity for all its patients, services users and other stakeholders.
- Ensure the Trust complies with the Constitution and any other applicable legislation and regulations at all times.
- Oversee Trust financial information to ensure its accuracy and that financial controls and risk management systems are robust and defensible, in accordance with the requirements set out by NHS England.
- Ensure the Trust operates within the highest standards of probity, value for money and governance at all times.
- Provide independent judgement and advice on issues of strategy, vision, performance, resources and standards of conduct and constructively challenge, influence and support the Board.
- Support, and challenge where appropriate, the Chief Executive and other Board Directors to ensure the Board conforms to the highest standards of corporate governance.

Candidates should also demonstrate:

- A record of significant change management, including embedding cultural change, gained at board or senior executive level in an organisation of similar size and complexity.
- A good understanding of governance and accountability; of the importance of using data to drive effective decision making; and of the role of the non-executive director within a unitary board.
- The ability to question intelligently; debate and challenge constructively, thoughtfully and sensitively; and to determine outcomes fairly.
- Excellent interpersonal skills, including the ability to remain calm under pressure, develop creative solutions, manage a variety of situations and ensure that outcomes are in the best interest of the population we serve rather than self.
- The ability to respond to and reconcile the differing needs and perspectives of multiple stakeholders whilst driving for the best possible outcomes for staff, service users and carers.
- Courage when listening, bravery when challenging and calculated risk taking in decision making to help drive up performance and contribute to the creation of an engaged workforce.
- Commitment to the vision and strategic aims of Sussex Partnership and to the population we serve.
- The ability to think clearly and creatively, remain calm under pressure and at all times to act with integrity and candour, in accordance with the Nolan principles.
- A commitment to the principles of the NHS and public benefit.



# Person Specification

**We are looking for two new Non-Executive Directors to join our Board with experience in the following:**

- People, Organisational Development and major change programmes
- Quality, through a clinical lens, possibly also with a background in Research

**Applications for both roles need to meet the competencies outlined below:**

COMPETENCY	KNOWLEDGE, EXPERIENCE AND SKILLS REQUIRED
<b>Setting strategy and delivering long-term transformation</b>	<ul style="list-style-type: none"> <li>• Knowledge of health, care, local government landscape and/ or the voluntary sector</li> <li>• A capacity to thrive in a complex and politically charged environment of change and uncertainty</li> <li>• Experience leading change at a senior level to bring together disparate stakeholder interests</li> </ul>
<b>Building trusted relationships with partners and communities</b>	<ul style="list-style-type: none"> <li>• An understanding of different sectors, groups, networks and the needs of diverse populations</li> <li>• Exceptional communication skills and comfortable presenting in a variety of contexts</li> <li>• Highly developed interpersonal and influencing skills, able to lead in a creative environment which enables people to thrive and collaborate</li> <li>• Experience working collaboratively across agency and professional boundaries</li> </ul>
<b>Leading for Social Justice and health equality</b>	<ul style="list-style-type: none"> <li>• An awareness and appreciation of social justice and how it might apply within an ICB</li> <li>• Record of promoting equality, diversity and inclusion in leadership roles</li> <li>• Life experience and personal motivation that will add valuable personal insights</li> </ul>
<b>Driving high quality, sustainable outcomes</b>	<ul style="list-style-type: none"> <li>• Problem solving skills and the ability to identify issues and areas of risk, leading stakeholders to effective resolutions and decisions</li> </ul>
<b>Providing robust governance and assurance</b>	<ul style="list-style-type: none"> <li>• An understanding of good corporate governance</li> <li>• Ability to remain neutral to provide independent and unbiased leadership with a high degree of personal integrity</li> <li>• Experience contributing effectively in complex professional meetings at a very senior level</li> </ul>
<b>Creating a compassionate and inclusive culture for our people</b>	<ul style="list-style-type: none"> <li>• Models respect and a compassionate and inclusive leadership style with a demonstrable commitment to equality, diversity and inclusion in respect of boards, patients and staff</li> <li>• Creates and lives the values of openness and transparency embodied by the principles-of-public-life and in Our People Promise</li> </ul>

# Main Duties & Responsibilities

## Background and experience

- A record of achievement at board/ senior executive level in an organisation of at least similar size and complexity whether private, public or voluntary sector.
- Commercially and financially astute with experience of the overview of complex budgets.
- Evidence of providing effective strategic direction supported by knowledge of governance and how boards should add value.
- Experience of building successful alliances and working relationships with a capability to influence a complex range of stakeholders.
- Evidence of exercising independence of judgement.
- Experience of holding senior management teams to account and, in turn, accustomed to a high level of accountability.
- Experience of leading or managing significant change.

## Skills and attributes

- Politically astute, able to grasp relevant issues and understand the relationships between interested parties.
- Appreciation of the difference between governance and management
- Excellent engagement and communication skills with a wide range of audiences: staff, public, the media and other stakeholders
- Sound knowledge of corporate governance
- Ability to demonstrate an appreciation of service user issues and to maintain a balanced perspective across the organisation
- Strong interpersonal and influencing skills

## Personal attributes

- Impartial, fair and objective
- Able to engender respect from others and ensure board member views are listened to and considered. A good listener and disciplined speaker, able to weigh up arguments and summarise for others
- Effective team member.
- Intellectual calibre to grasp complexity.
- Able to demonstrate a high level of commitment to patients, carers, service users and the community.
- Evidence of commitment to Sussex Partnership values.

# How to Apply

The closing date for applications is **13 March 2025**. Applications should 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 three referees. References will not be taken without your permission.
- A completed **Equal Opportunities 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.

**Applications will be assessed on merit, as part of a fair and open process, from the widest possible pool of candidates.**

The information provided by applicants will be relied on to assess whether sufficient personal responsibility and achievement have been demonstrated in previous/other roles, to satisfy the experience being sought.

The best Boards are those that reflect the workforce and communities they serve. We particularly welcome applications from women, people from black, Asian and minority ethnic communities, and people with disabilities, who we know are all under-represented in these important roles and also those with lived experience as a person or being a carer or family member of someone who has mental ill-health or a learning disability.

There is a requirement to achieve a satisfactory annual performance review by the Nominations and Remuneration Committee of the Council of Governors.

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

## For Further Information

Sussex Partnership NHS FT will be holding a joint webinar with NHS Sussex on the respective NED recruitment campaigns. This is an opportunity to hear from the Chairs of both organisations and some of the other Board members. To register your interest in attending please email Helen Howard at [hhoward@hunter-healthcare.com](mailto:hhoward@hunter-healthcare.com).

For an informal conversation about the post, please contact Rhiannon Smith or Jenny Adrian at our recruitment partners, Hunter Healthcare by email: [jadrian@hunter-healthcare.com](mailto:jadrian@hunter-healthcare.com) or phone: 07939 250362

## KEY DATES:

Webinar	6 March 2025 (5.00-6.00 pm)
Application Deadline	13 March 2025
Longlisting	17 March 2025
Shortlisting	31 March 2025
Interviews	9 April 2025



**Sussex Partnership**  
NHS Foundation Trust



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