



Chair

Candidate Pack Job Description

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NHS

**Avon and Wiltshire
Mental Health Partnership**
NHS Trust

 Gatenby
Sanderson

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AWP

Welcome

from the Deputy Chair Janet Baptiste-Grant



Thank you for your interest in leading the Board of our Trust. As one of the largest mental-health Trusts in the country, AWP provides care and support to 1.9 million people across Bristol, North Somerset, South Gloucestershire, Bath, North East Somerset, Swindon and Wiltshire. Around 260,000 people in these areas are affected by common mental illness like stress or anxiety, and a further 17,000 are affected by severe mental illness which require secondary care. In addition, it's estimated that 11,000 local people are living with a Learning Disability and 6,600 have Autism.

We are looking for an outstanding leader to work with the Board in helping us reach and exceed the objectives set out in a 5-year strategy. The strategy includes reducing waiting times and ensuring patients who need inpatient care can be supported in a local bed closer to friends and family, rather than sent out of area. In fact, we eliminated out of area placements at the end of 2023 which is a huge achievement. It will also improve community mental health and learning disability services where patients can live well and independently at home.

Our strategy describes AWP's ongoing commitment to working with partners on ensuring people in a mental-health crisis get the specialist health care they need, in the right place, as quickly as possible. It outlines plans to improve access to services for more people, and to address the inequity some communities currently experience getting the help they need.



Welcome cont.

from the Deputy Chair Janet Baptiste-Grant

We listen and learn from people with lived experience to help shape how services are run, and will work with local communities so people get help as early as possible, and we will also reduce our environmental impact through different ways of working; effective use of digital; and through a sustainable Estates strategy.

Fundamental to our ability to achieve our objectives, the strategy also underlines our commitment to being a Great Place to Work with a focus on retaining and attracting skilled, qualified staff. This includes working closely with higher education providers around training and development. We are now seeing real and tangible progress across AWP and our strategy provides a clear roadmap for the organisation over the next few years,

Our commitment is now to ensure our decisions and actions are guided by it in the years ahead and as Chair of the Board, you will play a pivotal role in helping us continue to improve, champion and advocate for mental health, learning disability and autism services across the south west. We look forward to receiving your applications and exploring the next chapter with you.

Janet Baptiste-Grant

Deputy Chair



About AWP

AWP provides specialist mental health services to children, adults and older people in Bath and North East Somerset (BANES), Bristol, North Somerset, South Gloucestershire, Wiltshire and Swindon. It also provides specialist drug and alcohol services and secure mental health services to people living across a wider area.

AWP's purpose is 'to improve the lives of the people we serve'. The Trust has defined their values as "PRIDE" - Passion, Respect, Integrity, Diversity and Excellence. Specifically, the Trust provides services for people with mental health needs, with needs relating to drug or alcohol dependency and mental health services for people with learning disabilities. The Trust also provides secure mental health services and works closely with the criminal justice system for prison mental health services.

As a partnership Trust it also has important responsibilities to work together at a local level with other public bodies, such as local authorities, the police and the criminal justice system including prisons and also with the voluntary sector to ensure that services are joined up.

With over 4,000 staff distributed across such a large area, the Trust employs a range of traditional and innovative communication methods. Key to this is the way the Trust encourages staff engagement and Board members play a visible and important role in this regard.



About AWP cont.

The Trust is committed to providing person-centred services that are high quality and recovery focused. To achieve this, the Trust supports a range of innovation and improvement programmes that help continually to improve and make a difference to the services they provide. Increasingly the Trust provides treatment and care in people's own homes and other community settings, reflecting the preferences of their service users. The Trust's community services are supported by high quality inpatient services that provide short term assessment, treatment and care.

The Trust supports high quality research into the prevention, treatment and management of mental health conditions, addictions and dementia.

The Trust wants to give everyone who uses its services, their carers and families and Trust staff the chance to find out about research they might take part in. This forms the Trust's pledge of 'Everyone Included'. This means that the Trust will send people who use AWP services information about suitable research opportunities.



Our Purpose, Vision, Values and Aims

Our purpose

Our purpose is to improve the lives of the people we serve.

Our vision

Our vision is to deliver high quality, compassionate care for people living with mental ill health, learning disabilities and autism.

Our values

Our **PRIDE** values make us who we are.

Passion	Respect	Integrity	Diversity	Excellence
Doing our best all of the time	Listening, understanding and valuing what we hear	Being open, honest, straightforward and reliable	Relating to everyone as an individual	Striving to provide the highest quality support



Our Purpose, Vision, Values and Aims.

Our Aims

Our strategy consists of 4 aims that reflect our principles and support the way we provide mental health, learning disabilities and autism care.

We will provide outstanding care

We will continually improve the care we provide to help people achieve the outcomes that are important to them.

We will be a great place to work

We will create an environment where our skilled, positive and motivated workforce can provide outstanding care. We recognise that our diverse workforce is our greatest strength.



We will work in partnership

We will deliver care taking a co-production approach with patients, family, friends and carers that will deliver improved patient outcomes for the populations we serve.

We will provide sustainable services

We will ensure services are properly resourced to meet rising demand and we will maximise opportunities for change and development.

The Opportunity



NHS England has a specific role in appointing and supporting NHS Trust Chairs and Non-Executives.

We are looking for an exceptional leader to Chair Avon and Wiltshire Mental Health Partnership NHS Trust (AWP). This is a unique opportunity to help shape the future of local services by sharing your talents and expertise to help transform the hospital and make a positive difference to your community.

Person Specification

Required skills, experience and attributes are described in the NHS Leadership Competency Framework for Board Members set out below:

Desirable experience

- Prior experience as a non-executive director (any sector)
- Prior experience on an NHS board (executive, non-executive or associate role)
- Professional qualification or equivalent experience
- Prior senior experience of complex organisations outside the NHS, i.e. private, voluntary or other public sector providers of similar scale



NHS leadership competency framework for board members

Leaders in the NHS help deliver better health and care for patients by setting the tone for their organisation, team culture and performance. We have worked with a wide range of leaders from across the NHS to help describe what we do when we operate at our best.

The competency domains reflect the [NHS values](#) and the following diagram shows how they are aligned:



Working together for patients*	Compassion
Building a trusted relationship with partners and communities	Creating a compassionate, just and positive culture
Respect and dignity	Improving lives
Promoting equality and inclusion and reducing health and workforce inequalities	Setting strategy and delivering long term transformation Driving high quality sustainable outcomes
Commitment to quality of care	Everyone counts
Driving high quality and sustainable outcomes Setting strategy and delivering long term transformation	Promoting equality and inclusion and reducing health and workforce inequalities Creating a compassionate, just and positive culture
Providing robust governance and assurance	

The six NHS leadership competency domains

Driving high-quality and sustainable outcomes

The skills, knowledge and behaviours needed to deliver and bring about high quality and safe care and lasting change and improvement – from ensuring all staff are trained and well led, to fostering improvement and innovation which leads to better health and care outcomes. Candidates will have:

- A demonstrable interest in health and social care and a strong desire to achieve the best sustainable outcomes for all patients and service users through encouraging continuous improvement, clinical excellence and value for money
- Strong understanding of financial management, with the ability to balance the competing objectives of quality, operational performance and finance
- An appreciation of constitutional and regulatory NHS standards

Setting strategy and delivering long-term transformation

The skills that need to be employed in strategy development and planning, and ensuring a system wide view, along with using intelligence from quality, performance, finance and workforce measures to feed into strategy development. Candidates will have:

- Experience of leading and delivering against long-term vision and strategy
- Experience leading transformational change, managing complex organisations, budgets and people

Promoting equality and inclusion, and reducing health and workforce inequalities

- The importance of continually reviewing plans and strategies to ensure their delivery leads to improved services and outcomes for all communities, narrows health and workforce inequalities, and promotes inclusion. Candidates will have:
- A clear commitment towards issues of equality, diversity and inclusion
- Significant experience of engaging with the diverse social, economic and cultural groups served by the organisation

The six NHS leadership competency domains

Providing robust governance and assurance

The system of leadership accountability and the behaviours, values and standards that underpin our work as leaders. This domain also covers the principles of evaluation, the significance of evidence and assurance in decision making and ensuring patient safety, and the vital importance of collaboration on the board to drive delivery and improvement. Candidates will have:

- Prior board experience (any sector, executive or non-executive role)
- Evidence of successfully demonstrating the NHS Leadership competencies in other leadership roles
- An ability to identify and address issues, including underperformance, and to scrutinise and challenge information effectively for assurance

Creating a compassionate, just and positive culture

The skills and behaviours needed to develop great team and organisation cultures. This includes ensuring all staff and service users are listened to and heard, being respectful and challenging inappropriate behaviours. Candidates will have:

- A clear commitment to the NHS and the trust's values and principles
- Experience of building effective teams, encouraging change and innovation and shaping an open, inclusive and compassionate culture through setting the right tone at the top and championing diversity at, and across, all levels
- Strongly focused on the experience of all staff and patients
- Experience managing conflict, finding compromise and building consensus across varied stakeholder groups with potentially conflicting priorities

Building a trusted relationship with partners and communities

The need to collaborate, consult and co-produce with colleagues in neighbouring teams, providers and systems, people using services, our communities, and our workforce. Strengthening relationships and developing collaborative behaviours are key to the integrated care environment. Candidates will have:

- A desire to engage with the local population and to collaborate with senior stakeholders across the health and care system
- Strong interpersonal, communication and leadership skills

Role of the NHS Board and Chair

NHS boards play a key role in shaping the strategy, vision and purpose of an organisation. They hold the organisation to account for the delivery of strategy and ensure value for money. They are also responsible for assuring that risks to the organisation and the public are managed and mitigated effectively. Led by an independent chair and composed of a mixture of both executive and independent non-executive members, the board has a collective responsibility for the performance of the organisation. The Chair also ensures the Board is focused on improving outcomes in population health and healthcare, and fosters a culture of learning and continuous improvement, with a particular focus on quality, safety, access, patient experience.

The purpose of NHS boards is to govern effectively, and in so doing build patient, public and stakeholder confidence that their health and healthcare is in safe hands. This fundamental accountability to the public and stakeholders is delivered by building confidence:

- in the quality and safety of health services
- that resources are invested in a way that delivers optimal health outcomes in the accessibility and responsiveness of health services
- that patients and the public can help to shape health services to meet their needs
- that public money is spent in a way that is fair, efficient, effective and economic.

Chair

Role Description

To carry out their role effectively, the Chair must cultivate a strong, collaborative relationship with the Chief Executive. Many responsibilities in this role description will be discharged in partnership with the chief executive. It is important the chair and the chief executive are clear about their individual and shared roles, and their respective responsibilities towards the unitary board.

Together, the Chair and the Chief Executive set the tone for the whole organisation. They are ultimately responsible for ensuring that the population the trust serves and the wider system in which the organisation sits receive the best possible care in a sustainable way.

Responsibilities of the Chair

The Chair has a unique role in leading the NHS Trust board. The role combines the duty to lead effective governance, consistent with the [Nolan principles](#) and [NHS values](#), with securing a long-term vision and strategy for the organisation. Fundamentally, the Chair is responsible for the effective leadership of the Board. They are pivotal in creating the conditions necessary for overall Board and individual director effectiveness. Central to the chair's role are the six NHS leadership competency domains.

Values and concepts from NHS Leadership Competency Framework

Our people promise:

- We are compassionate and inclusive
- We are recognised and rewarded
- We each have a voice that counts
- We are safe and healthy
- We are always learning
- We work flexibly
- We are a team

NHS values

- Working together for patients
- Respect and dignity
- Commitment to quality of care
- Compassion
- Improving lives
- Everyone counts

Our leadership way

- We are compassionate
- We are inclusive, promote equality and diversity, and challenge discrimination
- We are kind and treat people with compassion, courtesy and respect.
- We are curious
- We aim for the highest standards and seek to continually improve, harnessing our ingenuity
- We can be trusted to do what we promise We are collaborative
- We collaborate, forming effective partnerships to achieve our common goals
- We celebrate success and support our people to be the best they can be

Health and Care Act 2022

- Collaborate with partners to address our shared priorities and have the core aim and duty to improve the health and wellbeing of the people of England.
- Improve the quality, including safety, of services provided.
- Ensure the sustainable, efficient use of resources for the wider system and communities

Seven principles of public life

- Selflessness
- Integrity
- Objectivity
- Accountability
- Openness
- Honesty
- Leadership





Terms of Appointment

- The current remuneration for this role is £47,100 per annum.
- The initial appointment will be for a period of up to four years, after which you may be considered for further terms of office, subject to the needs of the organisation and a good performance in the role.
- You will have considerable flexibility to decide how you manage the time needed to undertake this role. On average, it will require 2 to 3 days a week, including preparation time away from the Trust, the occasional evening engagement and events designed to support your continuous development.
- Applicants should live in or have strong connections with the area served by the Trust.

Given the significant public profile and responsibility members of NHS Boards hold, it is vital that those appointed inspire confidence of the public, patients and NHS staff at all times. NHS England makes a number of specific background checks to ensure that those we appoint are “fit and proper” people to hold these important roles. More information can be found on our website.

Recruitment Timetable

Closing date for applications

15 July

Preliminary interviews

(via Teams with GatenbySanderson)

w/c 22 July

Stakeholder sessions

(virtual via Teams)

early August

Final panel interviews

(face to face)

12th August



AWP

How to Apply

Apply for the role via the [GatenbySanderson website](#).

- Please submit an up to date copy of your CV, along with a Supporting Statement that addresses the criteria set out in the person specification, using examples to demonstrate how you meet the essential requirements.
- A completed fit and proper person form – the template can be downloaded from the same place as the job description.
- Detail any employment or education gaps.

You should provide the names, positions, organisations, and contact details for your referees, which must be your line managers and include your current and most recent employer. The referees should cover at least two roles as the minimum. Please note, should you be appointed, you will be required to provide references covering your last 6 years of employment. Where there have been gaps in employment, this six year period will be extended accordingly. Referees will only be contacted for those proceeding to the final stage - we will always gain your permission before we contact referees

- Let us know any difficulty you may have with the indicative timetable.

For a confidential discussion, please contact:

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Avon and Wiltshire
Mental Health Partnership
NHS Trust

Find out more by visiting
the Trust website.

