



Surrey and Borders  
Partnership

NHS Foundation Trust



# Non Executive Director

Candidate information pack

June 2024



for a better life...

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



# Welcome

**Hello and thank you for your interest in becoming a Non-Executive Director at Surrey and Borders Partnership NHS Foundation Trust (SaBP). We are a large mental health and learning disabilities trust and provide services across the whole of Surrey and North-East Hampshire.**

Since I joined SaBP earlier this year as Chair I have spent a lot of time getting to know people and learning more about the organisation. I knew I was joining a good organisation, but I have been particularly struck by the warmth of my welcome and by the commitment that everyone has demonstrated, to working together to learn and improve.

Our vision is **for a better life** – and we want this for everyone with whom we work: for the people who use our services and those who care for them; for our 3,000+ engaged, valued and empowered staff; for the wider community we serve; and for all of our partners across the wider health and care system.

We are committed to Quality Improvement and co- production and we invest heavily in the training, development and wellbeing of our staff and in the quality of the buildings in which we work. In recent years we have grown in stature within our two Integrated Care Systems (Surrey Heartlands and Frimley Health and Care) and we have worked hard to embed the concept that improving mental health is everybody's business and have it recognised as a core priority for Surrey and North-East Hampshire.

We are now looking for a new Non-Executive Director to join our collaborative, visible and dedicated team. The ideal candidate will have a strong commercial background, with board-level experience of strategy, transformation and improvement, and will bring an understanding of how to make innovation and collaboration work. Beyond this, they will need to be intellectually curious, resilient and patient and share our values and commitment to open, honest and accountable leadership.

Surrey and Borders is a genuinely inclusive employer and welcome 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** and **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.

**Aruna Mehta**

Chair

Surrey and Borders Partnership NHS Foundation Trust

## About Us

**We lead NHS mental health, learning and neurodevelopmental disabilities, drug and alcohol and wellbeing services in Surrey and North East Hampshire and aim to ensure everyone's mental health supports them to live the best life possible.**

Our vision is **for a better life**, aimed at removing inequality caused by poor mental health, learning or neurodevelopmental disability, substance misuse, and other forms of disability, long term conditions and prejudice.

Our team is highly motivated and trained across all ages and in all aspects of the services we provide, to offer excellent and responsive prevention, diagnosis, early intervention, treatment and care.

We provide over 460,000 appointments a year in person, in clinics and hospitals, at home and in care homes, schools and on the phone or online. Our crisis and inpatient services operate 24 hours a day, all year round.

We have dedicated services for every stage of life providing expert support in a wide range of areas.

We take a whole person and family approach to keep individuals and communities safe and promote good mental health and wellbeing.



**Treat people well**



**Involve not ignore**



**Create respectful places**



**Be open, honest and accountable**



### Key FACTS:

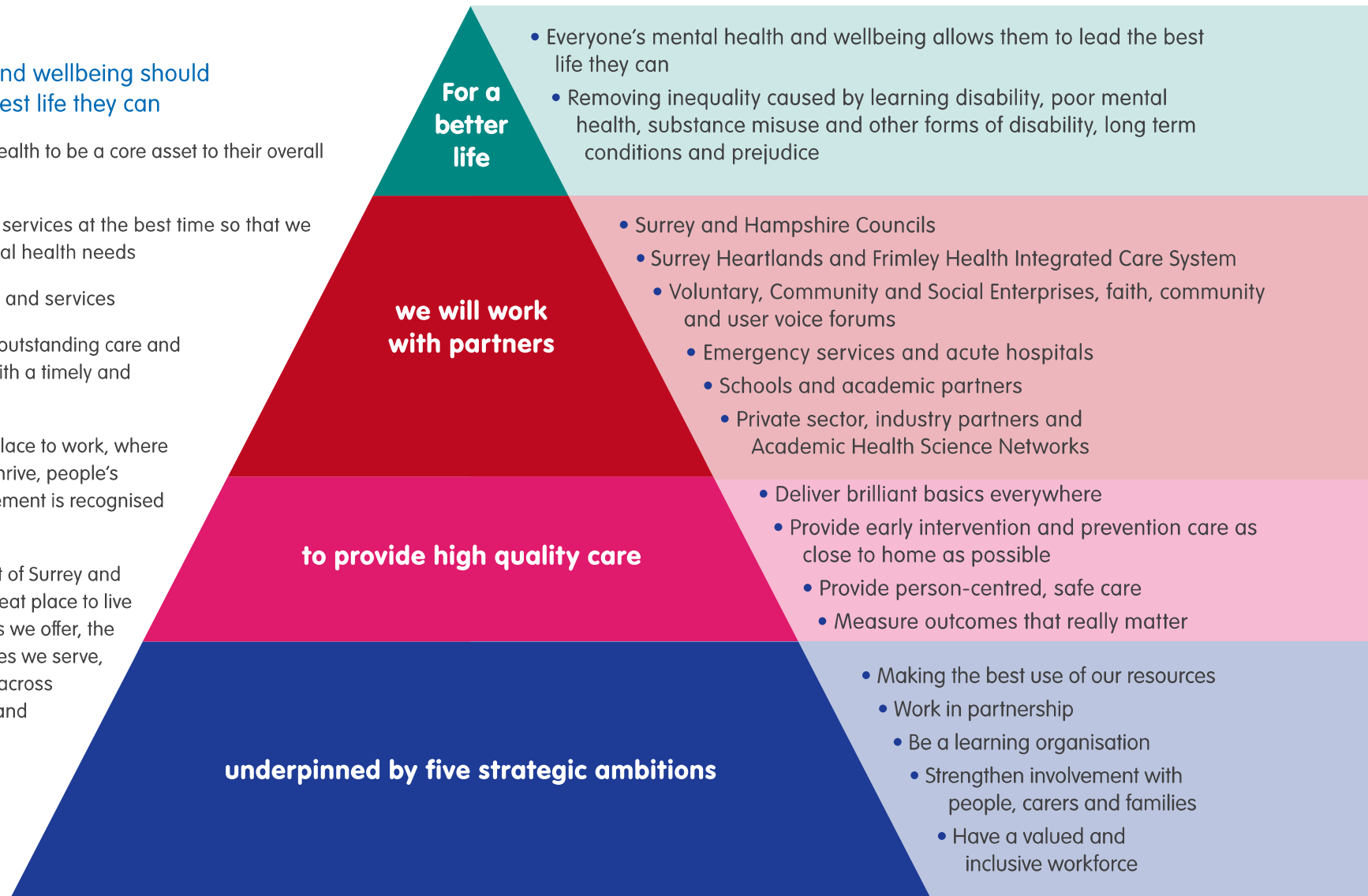
- SAPB serves a population of more than 1.3 million
- Surrey has one of the highest life expectancies in England
- 97.3% of population are registered with a GP
- Both Surrey and Hampshire are among the least deprived counties in England, but they include some pockets of deprivation. Life expectancy in Surrey can vary by as much as 13 years, depending on locality.
- Our overall Trust income for the 2022-23 financial year was £347 million, an increase of £23 million from the prior year.

# Our Vision is 'for a better life'

## Our Manifesto

Everyone's mental health and wellbeing should support them to lead the best life they can

- We want everyone's mental health to be a core asset to their overall good health and happiness
- We want to provide care and services at the best time so that we can help someone with mental health needs
- We want to provide safe care and services
- We want our services to offer outstanding care and outcomes providing people with a timely and compassionate experience
- We want SABP to be a great place to work, where careers and aspirations can thrive, people's wellbeing comes first, achievement is recognised and job satisfaction is high
- We want to represent the best of Surrey and North East Hampshire as a great place to live and work through the services we offer, the involvement of the communities we serve, the expertise of our staff and across the diversity of people's lives and experience





# Our Strategy

## 1. Providing high quality care

**Our commitments:**

- Deliver brilliant basics everywhere
- Provide early intervention and prevention as close to home as possible
- Provide person-centred safe care
- Measure outcomes that really matter

## 2. Have a valued and inclusive workforce

**Our commitments:**

- Be an employer of choice
- Be a compassionate and inclusive organisation
- Promote and support our staff health and wellbeing
- Invest in our talent, support career progression and develop leadership capabilities and capacity

## 3. Strengthen involvement with people, carers and families

**Our commitments:**

- Empower people's voices
- Continue to enhance our communications and commit to user friendly and jargon-free documents
- Grow our networks into the communities we serve to enhance the value of engagement and involvement with and for them

## 4. Making the best use of resources

**Our commitments:**

- Be financially sustainable
- Be more aware of our impact on - and be kinder to - the environment
- Optimise the use and value of property, technology and equipment

## 6. Be a learning organisation

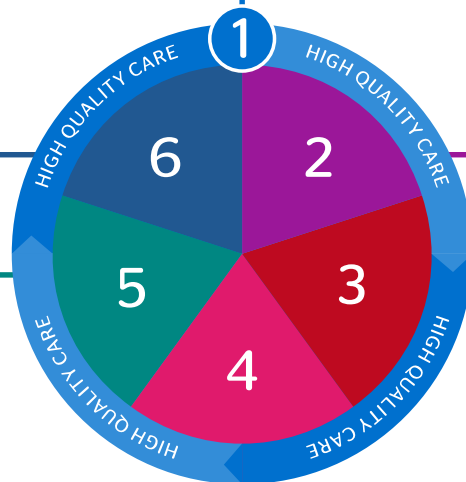
**Our commitments:**

- Be a beacon for innovation, helping staff grow and learn
- Embed quality improvement in all that we do
- Be a UK leader in developing and using innovative clinical and care discoveries

## 5. Working in partnership

**Our commitments:**

- Be bold and creative to lead system change with partners
- Reduce health inequalities
- Get the best benefits from collaboration and working together



# Our Services

## Early Years

Fetal alcohol spectrum disorder service



Developmental paediatric services  
CFHS

Perinatal services



Maternal mental health services  
With acute trusts

Parent infant mental health services



Primary school mental health teams  
CFHS

Children's learning disabilities service

## Children

Schools and specialist neurodevelopmental teams



Children's Bubble group  
Learning Space

Crisis services



Hope services  
With Surrey county council

Children's eating disorders

Early intervention in psychosis service



Emerald Place



Schools based needs offer (mental health in school)  
Mindworks partners

## Adults

Adult eating disorder service  
Solace – trauma and sexual assault



I-Access Substance misuse services  
Working with SCC and Westminster Drug Project (WDP)



GPIMHS

GP Integrated Mental Health Services

Adult services



Berkshire Healthcare Mental Health  
Integrated Community Support Services



Veterans' services

In partnership with Solent Health care

Adult learning disabilities

Integrated community teams

Adult wards



SHIPP



Psychiatric liaison services  
With acute trusts



Adult crisis services and home treatment teams

Adult ASD and ADHD services

Margaret Laurie rehabilitation unit



Safe havens  
In partnership with community connections



Mind matters IAPT services  
With other providers

Social care residential homes for people with learning disabilities

## Older Adults

Memory clinic

TIHM frailty remote monitoring



Older adults inpatient units

Dementia care & Early onset Dementia



Dementia Research Initiative

# Our Communities

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

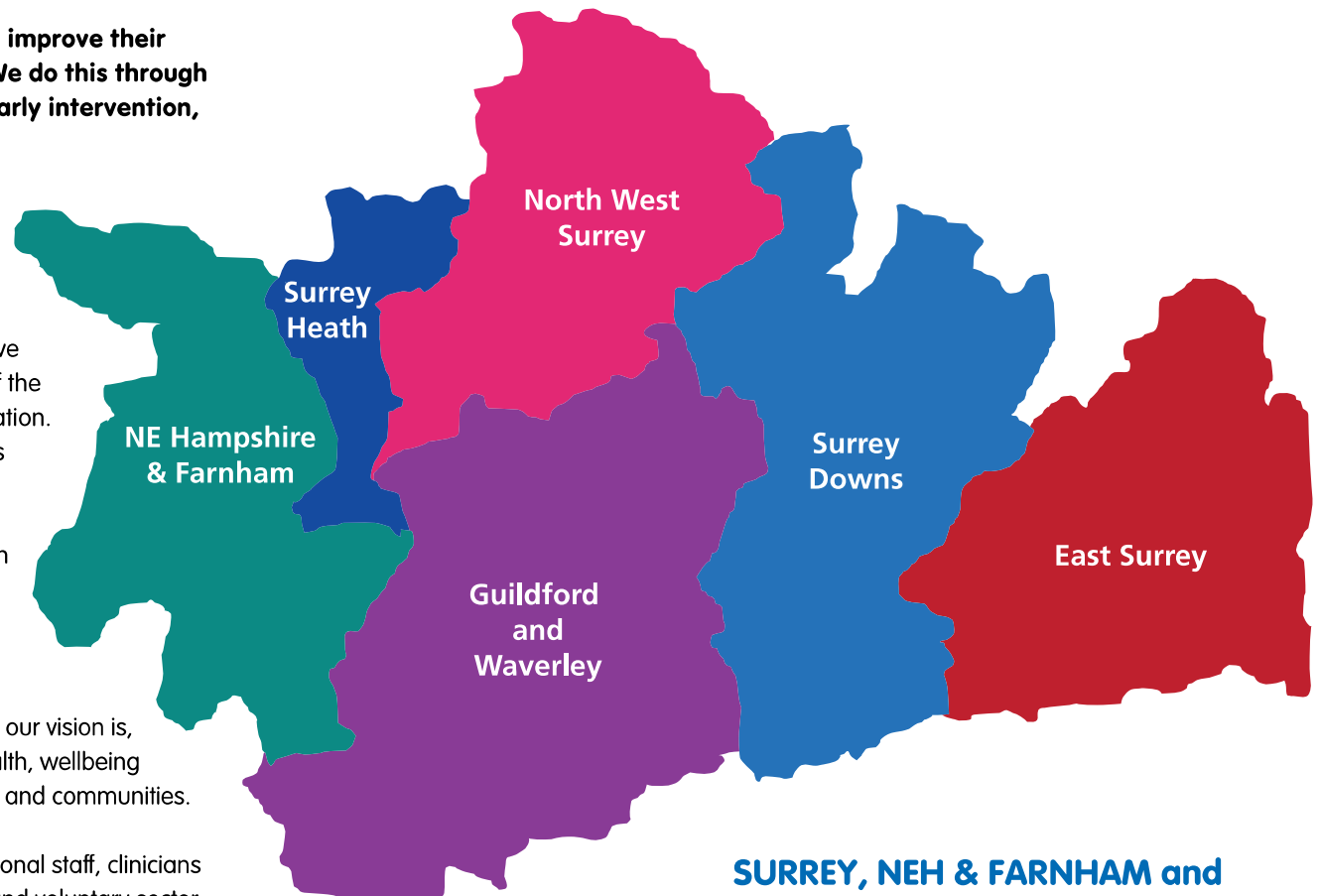
The challenges we face are increasing demand and pressure on services, the cost of more sophisticated treatments, workforce pressures and an increasingly challenging financial environment.

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

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

Surrey and Borders works in partnerships that bring together operational staff, clinicians and other health and social care staff from a host of public, private and voluntary sector organisations across our geography, as well as people who use our services, their families/carers and members of the public. We are committed to this approach, and work collaboratively to think through how we can transform services.

Our emphasis on co-production, proudly laid out in Our Strategy, means that we are confident of devising and delivering services that give local residents access to the very best care and treatments.



**SURREY, NEH & FARNHAM and SURREY HEATH "PLACES"**



# Our Infrastructure

## Our new hospitals – Building for better care

Delivering high quality care is fundamental to what we do as a trust; we have committed to develop three new mental health hospitals in Guildford, Chertsey, and East Surrey because we want our inpatient services to provide the very best in mental health services for our local communities.

Our first hospital at Farnham Road Hospital, Guildford, opened in December 2015. Following its completion, our focus moved to replacing the Abraham Cowley Unit (ACU) on the St. Peter's Hospital site, Chertsey, and our hospital to be built in the East of the county. Construction of the new inpatient unit for North West Surrey, which will be called Silverwood, is progressing according to our plans and will open in 2024/25.

We want our new hospitals to facilitate our belief that the person, not the condition, should be at the heart of their inpatient experience. People who need our services should be able to access the best clinical practice available that promotes a holistic approach to recovery by connecting mind and body, family and friends, community, and the environment.

This programme is not just about bricks and mortar; it provides a once in a generation opportunity to transform inpatient mental healthcare for our local population.

## Community Hubs programme

Our Community Hubs programme, which is focused on bringing our community services together into more centrally located and approved accommodation, is well underway. By relocating our services in this way we have been able to:

- Create better environments
- Enable closer working relationships
- Improve the accessibility of our services for those travelling by public transport and for people with additional needs
- Ensure we are more flexible with our resources so that our services are affordable and sustainable.

We have services operating from Community Hubs in Chertsey, Frimley, Redhill and Espom and our newest Hub, Leatherhead opened in June 2023.



# What we are looking for

**We are looking for someone with a strong commercial background and board level experience- gained at either an Executive or Non-Executive level. The successful candidate should bring a strong background in strategy and financial management as well as a deep understanding of quality improvement and transformation.**

The role is 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:

- Treat people well
- Create respectful places
- Involve not ignore
- Open, honest and accountable.

# Job Description

<b>Job Title:</b>	Non Executive Director (NED)
<b>Salary:</b>	In line with the NHS England/Improvement 2019 guidance for the remuneration of Non Executive Directors (£13k p.a.)
<b>Time Commitment:</b>	2-3 days per month (the successful candidate would be expected to commit in excess of this if circumstances require it at a particular time, to meet the requirements of the role)
<b>Directorate:</b>	Chief Executive's Office
<b>Tenure and Status:</b>	An initial appointment of 3 years. An option for a further three year appointment is possible, subject to approval by our Chair and Council of Governors. This role is a public appointment and not subject to the provisions of employment law.

**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 work alongside executive directors as an equal member of the Board. They share responsibility for the decisions made by the Board and for success of the organisation in leading the local improvement of healthcare for people who use the Trust's 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 and of the wider public. Led by the Trust Chair, the Governors, the majority of whom are elected, represent people who use the Trust's services, their carers and families, the wider public community, staff and key stakeholders.

## Role Summary

### Our Non Executive Director will:

- Make lives better by working positively and collaboratively with the rest of the Trust Board and Council to maximise the benefits and outcomes we can deliver for people who use our services, their carers and families, our workforce and the communities we serve.
- Champion the reduction in health inequalities for people with mental illness, a learning disability, autism and / or addiction, and be a campaigner for the improvement of our overall population's emotional and mental health and well-being.
- Build effective partnerships to ensure we, together with the wider Integrated Care Systems of which we are a part, harness and optimise the potential of our collective strengths and creativity to deliver affordable and effective care for all.
- Work tirelessly as part of our unitary Board to strengthen our connections with people who depend upon us, so that their experiences, expertise, and insights help us make good decisions to sustain and continuously improve the health and well-being of our population and make the best use of the resources we have available to us.
- Enable a culture of trust, innovation, continuous improvement and learning, including from when things go wrong, to flourish so that the services we provide are safe, effective, caring, responsive and well-led.
- Promote equality, diversity and inclusion in everything we do as an employer and provider of health and care services.

### Our Non Executive Director will do this by:

- Providing visible, compassionate, collaborative, inclusive and ethical leadership.
- Working with partners to deliver population health and well-being improvement, in the spirit of collaboration and co-production.
- Driving improvement to the lives of those with mental and emotional health illnesses, those with learning disabilities, autism and / or addictions, and their carers and families.
- Working as part of our unitary Board of Directors with our Council of Governors to establish together constructive, collaborative relationships based on candour, trust and mutual respect.



- Building relationships internally and externally across our Integrated Care Systems, for the benefit of people who use our services, their carers and families, and the wider public of Surrey and North East Hampshire.
- Contributing to a constructive dynamic within the unitary Board, which enables grounded debate and encourages constructive relationships.
- Tackling discrimination and promoting equality, diversity and inclusion; including ensuring the six high impact actions to address the intersectional impacts of discrimination and bias are considered.
- Demonstrating the highest standards of personal conduct, and independent judgement and experience.
- Working effectively as part of the unitary Board to provide effective oversight of the key risks to the achievement of its strategic objectives.
- Promoting the highest standards of integrity, probity and corporate governance, establishing effective decision-making, and acting as guardian of due process.

## The Person

**The role of our Non Executive Director is ideal for** an outstanding, values-driven individual with a strong focus on leading compassionately and collaboratively, building trust and positive relationships with: people who use our services, their carers and families; our workforce; system partners; and local communities (including their elected representatives); and who is passionate about improving the emotional health and well-being of our population. We are looking for candidates who bring:

- Prior Board (executive or non-executive) experience, gained within a large and/or complex public or private sector organisation.
- Experience in a senior management role, ideally with strategic and delivery experience of a broad range of disciplines.
- Board-level understanding of financial information including the ability to navigate and analyse complex data sets, and to balance the sometimes-competing objectives of quality, operational performance and finance.
- Good understanding of quality improvement and transformation experience.
- The capacity to understand the needs of our local communities, the roles and responsibilities of the Council of Governors and the statutory and regulatory requirement, risk management and Board assurance processes.
- Strategic direction and the ability to think and plan ahead.

- Clear understanding of the importance of good leadership, development and motivation of a diverse workforce to provide great care.
- Public and community focus and a drive to achieve the best sustainable outcomes for all people who use our services, their carers and families through encouraging continuous improvement, clinical excellence and value for money.
- The ability to hold self and colleagues to account and to probe and challenge constructively.
- Effective communication and influencing skills.
- Demonstrable commitment to team working and to partnership and collaboration.
- The ability to think clearly and react creatively.
- Self-belief, drive and intellectual flexibility.
- The motivation to improve NHS performance and the confidence to accept new challenges.

In addition, all non-executive directors must be members of the Foundation Trust (see Trust website for membership qualifications), meet the Fit and Proper Persons Regulations and demonstrate a tangible commitment to the Nolan Principles of Public Life (selflessness, integrity, objectivity, accountability, openness, honesty and leadership).

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 people from black, Asian and minority ethnic communities, and people with disabilities, all of whom are under-represented in these important roles. We are also keen to hear from people with lived experience - personally or of being a carer or family member of someone who has mental ill-health, a learning disability or addiction.

There is a requirement to achieve a satisfactory annual performance review by the Nominations Committee of the Council of Governors. A Non-Executive Director is appointed by and may be removed from office by the Chair and Council of Governors, in line with the Constitution.

## Fit and Proper Persons

All NHS Board members must be assessed as fit and proper persons against the NHS leadership competency framework, in particular the six competency domains:

- Driving high-quality and sustainable outcomes
- Setting strategy and delivering long-term transformation
- Promoting equality and inclusion and reducing health and workforce inequalities
- Providing robust governance and assurance
- Creating a compassionate, just and positive culture
- Building a trusted relationship with partners and communities

The Trust undertakes a number of specific background checks to ensure that those we appoint are “fit and proper” people to hold these important roles.

## Compliance with the NHS Foundation Trust Code of Governance

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

- Have been an employee of the Trust within the last five years.
- Have had within the last three years, a material business relationship with the Trust directly, or as a partner, shareholder, director or senior employee of a body that has such a relationship with the NHS Foundation Trust.
- Have received additional remuneration from the Trust apart from a director’s fee, or be a member of the Trust’s pension scheme.
- Have close family ties with any of the Trust’s advisers, directors or senior employees.
- Hold cross-directorships or have significant links with other directors through involvement in other companies or bodies.
- Have served on the Board of Directors for more than six years from the date of their first appointment to Non-Executive Director.
- Live outside the public catchment area for the Trust, as defined by the Trust Constitution, which includes Surrey, North East Hampshire and the rest of England.

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.



# Appendix 1: NHSE Board Member Competencies

## DOMAIN 1: 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.

<b>ROLE</b> What does good look like?	<b>COMPETENCIES REQUIRED</b> As an effective Non Executive Director:
<p>I am a member of a unitary board which is committed to ensuring excellence in the delivery (and / or the commissioning) of high quality and safe care within our limited resources, including our workforce. I seek to ensure that my organisation demonstrates continual improvement and that we strive to meet the standards expected by our patients and communities, as well as by our commissioners and regulators, by increasing productivity and bringing about better health and care outcomes with lasting change and improvement.</p>	<p>I contribute as a leader:</p> <ul style="list-style-type: none"> <li>a. to ensure that my organisation delivers the best possible care for patients</li> <li>b. to ensure that my organisation creates the culture, capability and approach for continuous improvement, applied systematically across the organisation</li> </ul>
	<p>I assess and understand:</p> <ul style="list-style-type: none"> <li>a. the performance of my organisation and ensure that, where required, actions are taken to improve</li> <li>b. the importance of efficient use of limited resources and seek to maximise:</li> <li>c. productivity and value for money</li> <li>d. delivery of high quality and safe services at population level</li> <li>e. the need for a balanced and evidence-based approach in the context of the board's risk appetite when considering innovative solutions and improvements</li> </ul>
	<p>I recognise and champion the importance of:</p> <ul style="list-style-type: none"> <li>a. attracting, developing and retaining an excellent and motivated workforce</li> <li>b. building diverse talent pipelines and ensuring appropriate succession plans are in place for critical roles</li> <li>c. retaining staff with key skills and experience in the NHS, supporting flexible working options as appropriate</li> </ul>
	<p>I personally:</p> <ul style="list-style-type: none"> <li>a. seek out and act on performance feedback and review, and continually build my own skills and capability</li> <li>b. model behaviours that demonstrate my willingness to learn and improve, including undertaking relevant training</li> </ul>

## DOMAIN 2: 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.

<b>ROLE</b> What does good look like?	<b>COMPETENCIES REQUIRED</b> As an effective Non Executive Director:
<p>I am a member of a unitary board leading the development of strategies which deliver against the needs of people using our services, as well as statutory duties and national and local system priorities. We set strategies for long term transformation that benefits the whole system and reflects best practice, including maximising the opportunities offered by digital technology. We use relevant data and take quality, performance, finance, workforce intelligence and proven innovation and improvement processes into account when setting strategy.</p>	<p>I contribute as a Leader to:</p> <ol style="list-style-type: none"> <li>the development of strategy that meets the needs of patients and communities, as well as statutory duties, national and local system priorities</li> <li>ensure there is a long-term strategic focus while delivering short-term objectives</li> <li>ensure that our strategies are informed by the political, economic, social and technological environment in which the organisation operates</li> <li>ensure effective prioritisation within the resources available when setting strategy and help others to do the same</li> </ol>
	<p>I personally:</p> <ol style="list-style-type: none"> <li>listen with care to the views of the public, staff and people who use services, and support the organisation to develop the appropriate engagement skills to do the same</li> <li>seek out and use new insights on current and future trends and use evidence, research and innovation to help inform strategies</li> </ol>
	<p>I assess and understand:</p> <ol style="list-style-type: none"> <li>the importance of continually understanding the impact of the delivery of strategic plans, including through quality and inequalities impact assessments</li> <li>the need to include evaluation and monitoring arrangements for key financial, quality and performance indicators as part of developing strategy</li> <li>clinical best practice, regulation, legislation, national and local priorities, risk and financial implications when developing strategies and delivery plans</li> </ol>
	<p>I recognise and champion the importance of long-term transformation that:</p> <ol style="list-style-type: none"> <li>benefits the whole system</li> <li>promotes workforce reform</li> <li>incorporates the adoption of proven improvement and safety approaches</li> <li>takes data and digital innovation and other technology developments into account</li> </ol>

### DOMAIN 3: PROMOTING EQUITY 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.

<b>ROLE</b> What does good look like?	<b>COMPETENCIES REQUIRED</b> As an effective Non Executive Director, I:
I am a member of a unitary board which identifies, understands and addresses variation and inequalities in the quality of care and outcomes to ensure there are improved services and outcomes for all patients and communities, including our workforce, and continued improvements to health and workforce inequalities.	I contribute as a leader to: <ol style="list-style-type: none"> <li>improve population health outcomes and reduce health inequalities by improving access, experience and the quality of care</li> <li>ensure that resource deployment takes account of the need to improve equity of health outcomes with measurable impact and identifiable outcomes</li> <li>reduce workforce inequalities and promote inclusive and compassionate leadership across all staff groups</li> </ol>
	I assess and understand <ol style="list-style-type: none"> <li>the need to work in partnership with other boards and organisations across the system to improve population health and reduce health inequalities (linked to Domain 6)</li> </ol>
	I recognise and champion: <ol style="list-style-type: none"> <li>the need for the board to consider population health risks as well as organisational and system risks</li> </ol>
	I personally: <ol style="list-style-type: none"> <li>demonstrate social and cultural awareness and work professionally and thoughtfully with people from all backgrounds</li> <li>encourage challenge to the way I lead and use this to continually improve my approaches to equality, diversity and inclusion and reducing health and workforce inequalities.</li> </ol>

## DOMAIN 4: 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.

<b>ROLE</b> What does good look like?	<b>COMPETENCIES REQUIRED</b> As an effective Non Executive Director, I:
<p>I understand my responsibilities as a board member and how we work together as a unitary board to reach collective agreement on our approach and decisions. We use a variety of information sources and data to assure our financial performance, quality and safety frameworks, workforce arrangements and operational delivery. We are visible throughout the organisation and our leadership is underpinned by the organisation's behaviours, values and standards. We are seen as a Well Led organisation and we understand the vital importance of working collaboratively.</p>	<p>I contribute as a leader by:</p> <ol style="list-style-type: none"> <li>working collaboratively on the implementation of agreed strategies</li> <li>participating in robust and respectful debate and constructive challenge to other board members</li> <li>being bound by collective decisions based on objective evaluation of research, evidence, risks and options</li> <li>contributing to effective governance and risk management arrangements</li> <li>contributing to evaluation and development of board effectiveness</li> </ol>
	<p>I understand board member responsibilities and my individual contribution in relation to:</p> <ol style="list-style-type: none"> <li>financial performance</li> <li>establishing and maintaining arrangements to meet statutory duties, national and local system priorities</li> <li>delivery of high quality and safe care</li> <li>continuous, measurable improvement</li> </ol>
	<p>I assess and understand:</p> <ol style="list-style-type: none"> <li>the level and quality of assurance from the board's committees and other sources</li> <li>where I need to challenge other board members to provide evidence and assurance on risks and how they impact decision making</li> <li>how to proactively monitor my organisation's risks through the use of the Board Assurance Framework, the risk management strategy and risk appetite statements</li> <li>the use of intelligence and data from a variety of sources to recognise and identify early warning signals and risks – including, for example, incident data; surveys; external reviews; regulatory intelligence; understanding variation and inequalities.</li> </ol>
	<p>I recognise and champion</p> <ol style="list-style-type: none"> <li>the need to triangulate observations from direct engagement with staff, patients and service users, and engagement with stakeholders</li> <li>working across systems, particularly in responding to patient safety incidents, and an understanding of how this links with continuous quality improvement</li> </ol>
	<p>I personally:</p> <ol style="list-style-type: none"> <li>understand the individual and collective strengths of the board, and I use my personal and professional knowledge and experience to contribute at the board and support others to do the same</li> </ol>

## DOMAIN 5: 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.

<b>ROLE</b> What does good look like?	<b>COMPETENCIES REQUIRED</b> As an effective Non Executive Director:
As a board member I contribute to the development and ongoing maintenance of a compassionate and just learning culture, where staff are empowered to be involved in decision making and work effectively for their patients, communities and colleagues. As a member of the board, we are each committed to continually improving our approach to quality improvement, including taking a proactive approach and culture.	I contribute as a leader: <ol style="list-style-type: none"> <li>to develop a supportive, just and positive culture across the organisation (and system) to enable all staff to work effectively for the benefit of patients, communities and colleagues</li> <li>to ensure that all staff can take ownership of their work and contribute to meaningful decision making and improvement</li> <li>to improve staff engagement, experience and wellbeing in line with our NHS People Promise (for example, with reference to equality, diversity and inclusion; freedom to speak up; personal and professional development; holding difficult conversations respectfully and addressing conflict)</li> <li>to ensure there is a safe culture of speaking up for our workforce</li> </ol>
	I assess and understand: <ol style="list-style-type: none"> <li>my role in leading the organisation's approach to improving quality, from immediate safety responses to creating a proactive and improvement-focused culture</li> </ol>
	I recognise and champion: <ol style="list-style-type: none"> <li>being respectful and I promote diversity and inclusion in my work</li> <li>the ability to respond effectively in times of crisis or uncertainty</li> </ol>
	I personally: <ol style="list-style-type: none"> <li>demonstrate visible, compassionate and inclusive leadership</li> <li>speak up against any form of racism, discrimination, bullying, aggression, sexual misconduct or violence, even when I might be the only voice</li> <li>challenge constructively, speaking up when I see actions and behaviours which are inappropriate and lead to staff or people using services feeling unsafe, or staff or people being excluded in any way or treated unfairly</li> <li>promote flexible working where possible and use data at board level to monitor impact on staff wellbeing and retention</li> </ol>



## DOMAIN 6: 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.

<b>ROLE</b> What does good look like?	<b>COMPETENCIES REQUIRED</b> As an effective Non Executive Director:
I am part of a board that recognises the need to collaborate, consult and co-produce with colleagues in neighbouring teams, providers and systems, people using services, our communities and our workforce. We are seen as leading an organisation that proactively works to strengthen relationships and develop collaborative behaviours to support working together effectively in an integrated care environment.	I contribute as a leader by: <ol style="list-style-type: none"> <li>fostering productive partnerships and harnessing opportunities to build and strengthen collaborative working, including with regulators and external partners</li> <li>identifying and communicating the priorities for financial, access and quality improvement, working with system partners to align our efforts where the need for improvement is greatest</li> </ol>
	I assess and understand: <ol style="list-style-type: none"> <li>the need to demonstrate continued curiosity and develop knowledge to understand and learn about the different parts of my own and other systems</li> <li>the need to seek insight from patient, carer, staff and public groups across different parts of the system, including Patient Safety Partners</li> </ol>
	I recognise and champion: <ol style="list-style-type: none"> <li>management, and transparent sharing, of organisational and system level information about financial and other risks, concerns and issues</li> <li>open and constructive communication with all system partners to share a common purpose, vision and strategy</li> </ol>

# How to Apply

**All applications must be received by 18 July 2024.**

For a confidential discussion please contact Rhiannon Smith and Jenny Adrian on 07939 250362 or by email: [jadrian@hunter-healthcare.com](mailto:jadrian@hunter-healthcare.com).

**All applications must quote the reference SaBPNE2024 and include:**

- A full curriculum vitae
- A covering letter (no more than two pages) indicating how you meet the essential selection criteria and articulating why you are interested in the role
- Contact details for four referees (who will not be contacted without your permission)
- A contact email address and telephone number
- A completed **Equal Opportunities Monitoring Form** and **Fit and Proper Person Monitoring Form**.

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

## KEY DATES:

Application Deadline	18 July 2024
Longlisting	26 July 2024
Shortlisting	17 Sept 2024
Interviews	4 Oct 2024





**Surrey and Borders  
Partnership  
NHS Foundation Trust**



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