

Joint Chair Appointment

Candidate Information Pack

For more information, visit:

<https://tgands.seymourjohn.com/>

June 2024



Stockport
NHS Foundation Trust



Tameside and Glossop
Integrated Care
NHS Foundation Trust

Dear Candidate

Thank you for taking the time to explore this candidate pack which we have developed to inspire exceptional candidates to apply for the role of Joint Chair of Tameside and Glossop Integrated Care NHS Foundation Trust and Stockport NHS Foundation Trust. This unique position offers an exciting opportunity to lead two dynamic and forward-thinking healthcare organisations, fostering collaboration and driving excellence in integrated care.

The Trusts have a long history of partnership working as geographical neighbours, and we are seeking to strengthen that collaborative approach driven by a shared commitment to enhancing patient care, improving health outcomes, and ensuring the sustainability of healthcare services in our communities. This appointment of a Joint Chair builds upon recent Joint appointments made in the Executive Team across the Trusts.

As Joint Chair, you will play a critical role in shaping the strategic direction of both Trusts. You will provide visionary leadership, ensuring the delivery of high-quality, integrated health and care services. Your ability to foster strong relationships with stakeholders, including patients, staff, and partner organisations, will be key to our success, as will your ability to help us develop improved Board governance arrangements to allow us greater collaborative opportunities.

We are seeking an individual with a proven track record of strategic leadership and governance within a complex healthcare environment. Your ability to inspire and lead diverse teams, coupled with a deep commitment to patient care and service excellence, will be essential. You will possess exceptional communication and interpersonal skills, enabling you to build strong, productive relationships with a wide range of stakeholders.

This is a rare and exciting opportunity to make a significant impact on the health and well-being of our communities. As Joint Chair, you will be at the forefront of transforming health and care services, driving forward an ambitious agenda for integrated care. You will be supported by dedicated and talented teams, committed to achieving our shared vision of outstanding healthcare for all.

We look forward to receiving your application and exploring how your leadership can help shape the future of our Trusts.

Council of Governors

Stockport NHS Foundation Trust

Tameside & Glossop Integrated Care NHS Foundation Trust

Welcome to Stockport, a vibrant and thriving town nestled in the heart of Greater Manchester. Renowned for its perfect blend of historic charm and modern amenities, Stockport offers an exceptional quality of life for residents.

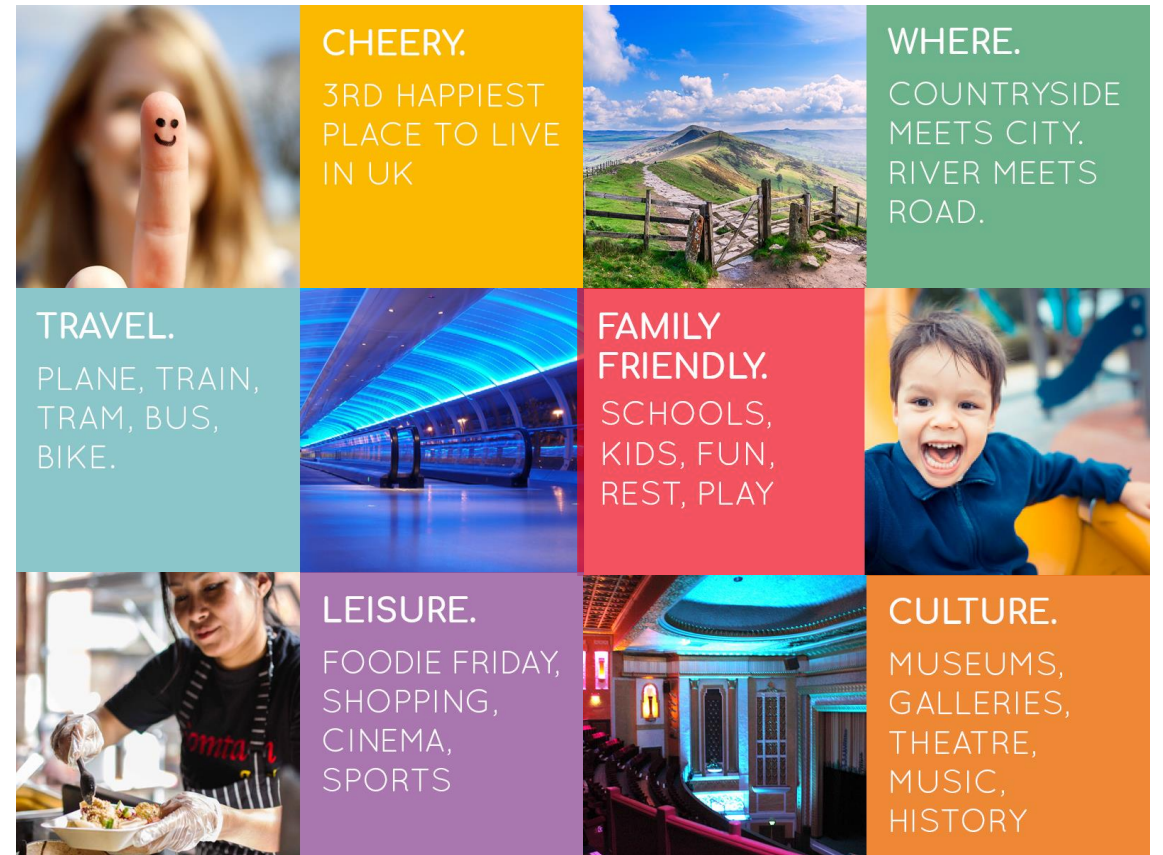
As a place to live, Stockport boasts a variety of attractive residential areas, from picturesque villages to bustling urban neighbourhoods. The town is rich in green spaces, such as the beautiful Lyme Park and the scenic Peak District, providing ample opportunities for outdoor activities and relaxation. Families benefit from excellent educational institutions, ranging from outstanding primary and secondary schools to prestigious colleges and universities in the nearby city of Manchester. A diverse array of shops, restaurants, and cultural venues, including museums, theatres, and galleries, ensure there's always something to explore and enjoy.

The town's thriving economy is bolstered by a strong entrepreneurial spirit and a robust network of local businesses and industries, ranging from retail to tech innovation. Stockport's proactive council and numerous business support initiatives further enhance its appeal as a prime destination for investment and growth. The town is also home to several business parks and coworking spaces, fostering a collaborative and innovative business community.

Stockport is committed to sustainability and forward-thinking development. Its regeneration projects aim to revitalise the area while preserving its rich heritage, creating a vibrant and prosperous future for all who live and work here. The blend of modern infrastructure with historical landmarks, such as the iconic Stockport Viaduct and the enchanting Bramall Hall, adds to the town's unique character.

In Stockport, you'll find a welcoming community, a wealth of opportunities, and a place where both life and work can flourish. Discover why so many are choosing to call Stockport their home and their business base. Embrace the charm, convenience, and potential that Stockport has to offer.

Stockport is a great place to live and work. Check out the reasons why we love where we live:



The region of Tameside & Glossop offers a supportive and thriving environment in which to live and work. It has a rich cultural heritage, reflected in its historic sites, museums, and local arts scene. Visitors and residents can explore the area's history through its well-preserved architecture, such as the Ashton-under-Lyne town centre and the Stalybridge Canal. The local arts community is vibrant, with numerous galleries, theatres, and events that showcase the talents of local artists and performers. This cultural richness adds depth and diversity to the community, creating an enriching environment for all who live and work here.

Natural beauty is another defining feature of Tameside & Glossop. The scenic landscapes of the Peak District National Park provide a stunning backdrop to the area and offer a wide range of outdoor activities. Whether you're interested in hiking, cycling, or simply enjoying the outdoors, the park's rolling hills, and picturesque valleys provide ample opportunities for recreation and relaxation. Additionally, the area has several parks and green spaces, making it easy to enjoy nature without leaving the community.

Living in Tameside & Glossop means being part of a community that values well-being and quality of life. The area offers excellent schools, making it a great place for families with children. With a variety of housing options, from charming historic homes to modern apartments, individuals and families can find a place that suits their needs and preferences. The cost of living is also relatively affordable, providing a comfortable lifestyle without the high expenses often associated with larger cities.

Transportation links in Tameside & Glossop are convenient and efficient, with easy access to major motorways and public transportation. This connectivity ensures that residents can easily commute to nearby cities, including Manchester, for work or leisure. The area's infrastructure supports a balanced lifestyle, where work and personal life can coexist harmoniously.

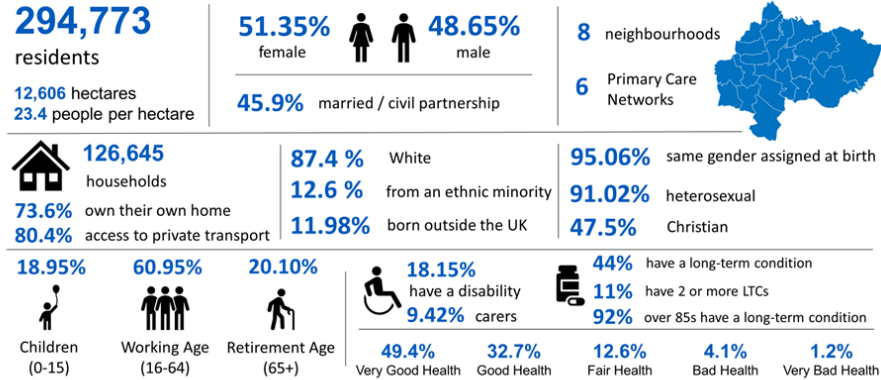
The community in Tameside & Glossop is welcoming and inclusive, with numerous local events and activities that bring people together. Farmers' markets, festivals, and community gatherings foster a strong sense of belonging and connection among residents. This supportive atmosphere makes it easy for newcomers to integrate and feel at home.

From the bustling town of Ashton-under-Lyne to the magnificent Peak District, Tameside and Glossop offers something for everyone:



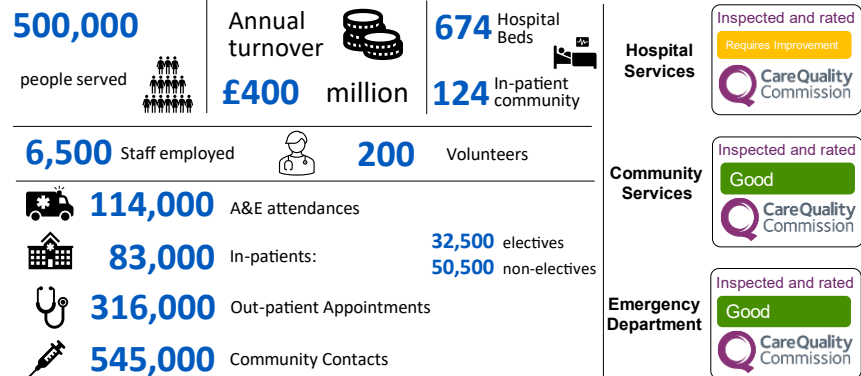
Stockport NHS FT is a leading provider of hospital and community health services in Greater Manchester. With a strong focus on clinical excellence, patient safety, and service innovation, we are dedicated to improving the health and well-being of the communities we serve. Our services include acute hospital care, specialist treatments, and extensive community-based health services. With an annual budget of around £400m and 6,500 staff, the Trust supports around half a million patients a year across Stockport, as well as patients from neighbouring Cheshire East and the High Peak area of Derbyshire

Our Population - Stockport



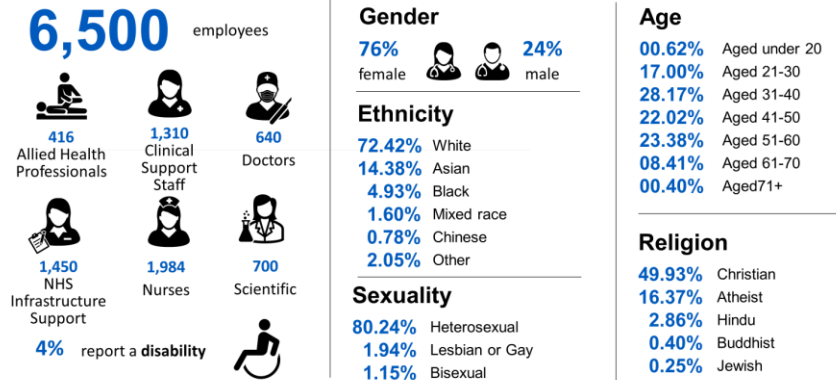
Stockport Overview

Our Trust - Stockport



Stockport Overview

Our Workforce - Stockport



Stockport Overview

Trust Strategy - Stockport

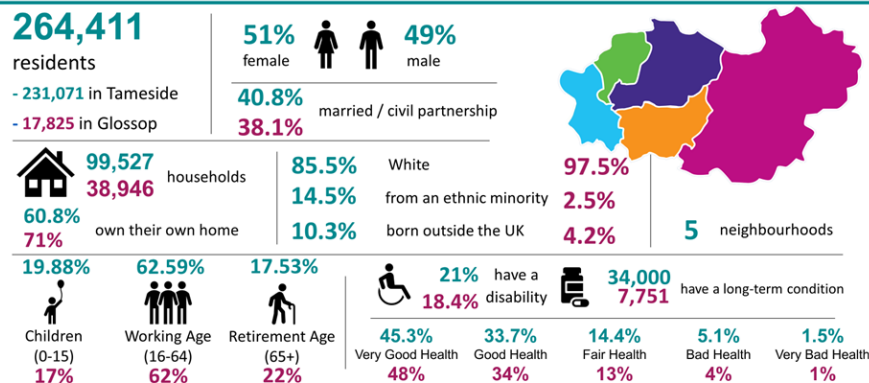


Stockport Overview

Focus on Tameside & Glossop Integrated Care NHS FT

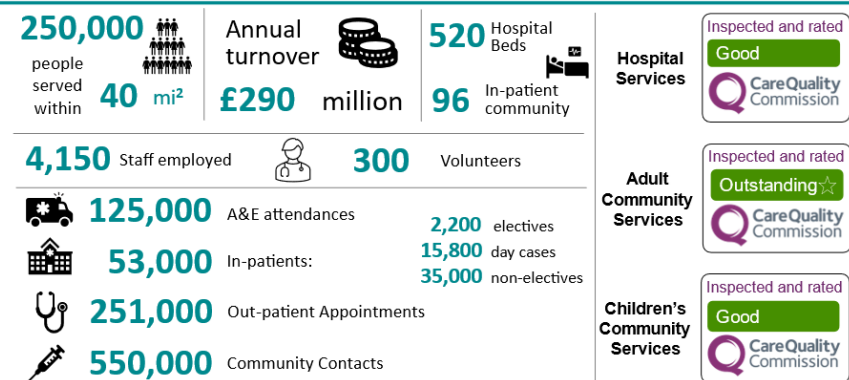
Tameside & Glossop Integrated Care NHS FT delivers acute hospital services from Ashton Under-Lyne as well as community health services for the borough of Tameside in Greater Manchester, and Glossop in Derbyshire. With an annual budget of around £290m and 4,150 staff support around a quarter of a million patients in Tameside, Glossop and from neighbouring Derbyshire.

Our Population – Tameside & Glossop



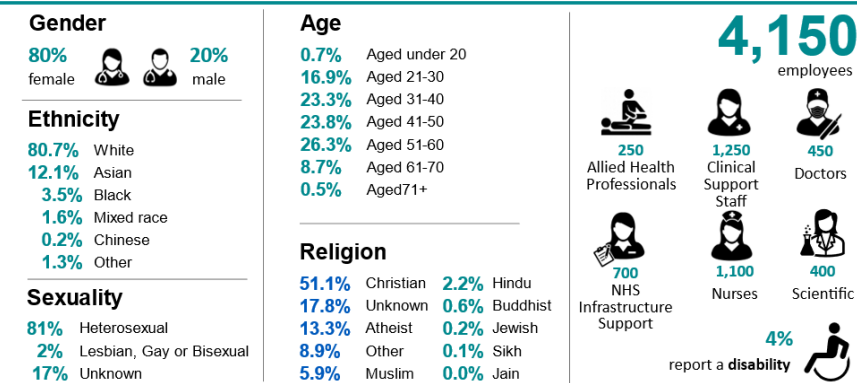
Tameside & Glossop Overview

Our Trust – Tameside & Glossop



Tameside & Glossop Overview

Our Workforce – Tameside & Glossop



Tameside & Glossop Overview

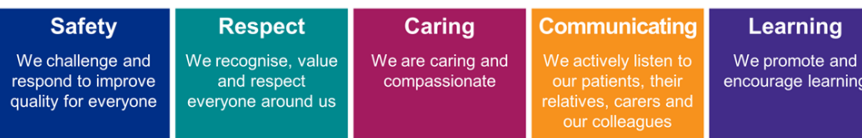
Trust Strategy – Tameside & Glossop



Mission: To improve health outcomes for our population and influence the wider determinants of health, through collaboration with the people of Tameside and Glossop and our health and care partners.

Vision: An integrated health and care system, where teams work together to give the people of Tameside & Glossop the **best start in life**, and support people to **live well** and **age well**.

Values & Behaviours:



Tameside & Glossop Overview

Our Joint Chief Executive

Karen James OBE

Karen began her career as a registered nurse, quickly advancing to leadership roles due to her clinical expertise and strong management skills. Karen holds a Bachelor of Science in Nursing and a Master's degree in Healthcare Management, which have equipped her to navigate the complexities of the healthcare system effectively.

Under Karen's leadership, both the Trusts she leads have seen significant improvements in patient care, operational efficiency, and staff morale. She has been instrumental in fostering a culture of continuous improvement and innovation, focusing on integrating care services to provide seamless patient experiences.

Known for her dedication to patient-centred care and staff well-being, Karen has championed various initiatives to enhance mental health services, expand community care, and leverage technology in healthcare. Outside of her professional life, she is involved in community service and charitable organisations, leaving a lasting positive impact on the patients and communities served by the trusts she leads.



The Role of NHS Boards

NHS Boards play a key role in shaping the strategy, vision, culture and purpose of an organisation. They hold the organisation to account for the delivery of strategy and ensure value for money.

NHS Boards 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. Additionally for Foundation Trusts, the Council of Governors helps to shape the strategy and reflects the needs and priorities of patients, service users, carers, staff and local communities.

The purpose of NHS Boards is to govern effectively and in so doing build patient, service users, public and stakeholder confidence that their health and healthcare are 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, service users and the public can help shape health services to meet their needs.
- That public money is spent in a way that is fair, efficient, effective and economical.



The Role of a Joint Chair

To carry out the role effectively the Joint Chair will cultivate a strong, collaborative partnership with the Boards of both organisations, in particular building strong relationships with the Chief Executive and Non-Executive Directors as well as with key external stakeholders in Stockport and Tameside & Glossop and the Greater Manchester system of which both Trusts are part.

Many responsibilities in this role description will be discharged in partnership with the Chief Executive. The Joint Chair and Chief Executive must be clear about their individual and shared roles, as well as their respective responsibilities towards their unitary Boards.

Working in partnership with the Chief Executive of both Trusts, the Joint Chair will set the tone for the collaboration between both organisations and will act as a role model for a culture which is inclusive, respectful and reflecting the Trusts' vision and values in every interaction. This includes the development of updated governance arrangements to allow the organisations to work more efficiently with the development of updated governance arrangements etc.

The Joint Chair is ultimately responsible for ensuring that the population the Trusts serve and the wider systems in which the organisations sit receive the best possible care in a sustainable way.

Responsibilities of the Joint Chair

The Joint Chair has a unique role in leading two NHS Foundation Trust Boards of Directors and Councils of Governors. The role combines the duty to lead effective

governance, consistent with the Nolan principles and NHS values, whilst delivering a long-term vision and strategy for both organisations.

The Joint Chair will lead the two organisations enabling both Trusts to harness the strengths of each other, sharing innovation and opening up opportunities for greater collaboration for the benefit of the populations the Trusts serve. Fundamentally, the Joint Chair is responsible for the effective leadership of each Board and will be pivotal in creating the conditions necessary for the effectiveness of the two Boards, both collectively and individually.



The Role of a Joint Chair (contd)

Central to the Joint Chair's role are the following key areas of responsibility:

- Provide highly effective, visible and authentic leadership of both Boards of Directors and Councils of Governors.
- Work with the ICSs and the Boards of both organisations to develop a strategy to improve the health of the populations the Trusts serve by leading the organisations collectively and holistically, acting as a catalyst for change and ensuring the services delivered are appropriately specified, supported and resourced.
- Determine and implement sustainable and appropriate collaborative arrangements between the two organisations that can develop and evolve over time.
- Develop and empower the executive leadership of the organisations to optimise collaboration and outcomes whilst holding to account for strategy delivery.
- In their role as an ambassador, lead in developing relationships and partnership working.

The Joint Chair will be expected to continue to ensure that the Trusts are recognised as leading organisations where people participation, co-production, staff engagement and quality improvement are at the heart of what we do.



Role Description – Joint Chair

Strategic Leadership

In their strategic leadership role, the Joint Chair is responsible for:

- Ensuring both Boards and Councils play a full part in developing and determining each Trust’s vision, values, strategy and overall objectives to deliver organisational purpose and sustainability.
 - Providing leadership necessary to retain and strengthen a culture within both organisations which aligns with the values of the NHS and the Trusts’ own visions and values.
 - Ensuring that the obligations to and the interests of stakeholders and the wider community and population are understood and fairly balanced at all times.
 - Providing single visible leadership for the populations the Trusts serve as well as in place-based partnerships.
 - Providing strategic leadership across provider collaborative arrangements, particularly in the Greater Manchester ICS and the North West of England region.
- Ensuring both Boards and Councils operate effectively and function within the legal and regulatory framework, understanding their own accountability and compliance with their approved procedures.
 - With the assistance of the relevant Trust Secretaries, ensuring that the Boards and Councils have an effective corporate governance framework with an annual cycle of business and with committees that are properly constituted and effective .
 - Ensuring that Fit & Proper Persons processes are in place for all Board members.

Providing robust governance and assurance

The Joint Chair is responsible for:

- Leading on the development of governance processes to enable further collaboration and partnership working between the two Trusts.
- Working to, and encouraging both organisations to work to, the highest standards of probity, integrity and governance, and ensuring that the internal governance arrangements support each Trust’s strategy and direction, as well as conform with best practice and statutory requirements.



Role Description - Joint Chair (contd)

Creating a compassionate, just and positive culture

In the role of shaping organisational culture and setting the right tone at the top, the Joint Chair is responsible for:

- Providing visible ethical, compassionate and inclusive leadership in developing a healthy, open and transparent co-production culture for the organisations where all staff have equality of opportunity to progress, the freedom to speak up and debate is encouraged.
- Leading the work of the Boards and Councils in a positive and collaborative fashion, and maintaining appropriate links with individual Directors and Governors.
- Ensuring the Boards reflect and promoting equality, diversity and inclusion for the Trusts' service users, staff and other stakeholders.
- Developing constructive, open and effective relationships with all Board Directors particularly the Chief Executive, providing support, guidance and advice while respecting executive responsibility.

Building a trusted relationships with partners and communities

In the role as an ambassador for both Trusts within their local communities and with partners and stakeholders at local, regional and national levels, the Joint Chair is responsible for:

- Acting in and promoting the common interests of both Trusts, representing the organisations externally, developing and facilitating strong partnerships and promoting collaborative whole system working that focuses on integrated high-quality services and outcomes that meet the population's healthcare needs, through engagement with:
 - Patients, service users, members and the public
 - All staff

- Key partners
 - Regulators
 - Other Chairs in the system and the wider NHS provider Chair community including where appropriate through integrating with other care providers, and identifying, managing and sharing risks.
- Helping to ensure effective collaboration, not only between the Trusts and their unitary Boards, but just as importantly, with places and boroughs across all the localities we serve.
 - Developing and extensively communicating a single shared narrative to the public and internally within both organisations, alongside other members of the Board.

This role description highlights the main areas of responsibility for the role of the Joint Chair and is not exhaustive. There will be other responsibilities and requirements that will be commensurate to this role.



Person Specification - Joint Chair

We are looking for candidates who want to use their energy, skills and experience to help drive the delivery of sustainable healthcare services for the people in Stockport and Tameside & Glossop.

Required skills, experience and attributes:

- A clear commitment to the NHS and the values and principles of the Trusts.
- An understanding of the communities we serve in Stockport and Tameside & Glossop.

Candidates must have:

- A commitment to the principles of the NHS, a passion for the values of both Trusts and a track record of delivering social justice, addressing health inequalities and improving services to deliver to the highest standards.
- Experience in chairing a complex organisation where they have led a Board of diverse talents to deliver sustained improvement through their cohesive, facilitative and collegiate style.
- A sound understanding of the strategic agenda facing both Trusts and the wider systems coupled with an appreciation of the current and future pressures on the NHS, with the ability to identify strategic priorities and risks, as well as the ability to exploit opportunities for collaborative working.
- Demonstrable experience of developing successful partnerships, with the ability to handle complex inter-relationships and to manage ambiguity including the ability to develop the executive leadership of the Trusts to optimise collaboration.
- Strong interpersonal, communication and leadership skills
- 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.

- A strong focus on the experience of all staff and patients
- A strong focus towards issues of equality, diversity and inclusion, and championing diversity at all levels.
- Robust knowledge and experience of best-in-class governance systems and processes with an understanding of how to work flexibly and make things happen within highly regulated environments.
- But most of all our new chair needs to be a people person, caring, kind and able to demonstrate a commitment to compassionate, values-led leadership and a sustained focus on meeting the needs of our patients and residents of Stockport and Tameside & Glossop.



The NHS Leadership Competency Framework

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 Six 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.

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.

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.

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.

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.

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.



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 workplace inequalities Creating a compassionate, just and positive culture
Providing robust governance and assurance	

Terms of Appointment *

Terms of Office

- This is a single role, chairing two NHS Foundation Trusts.
- The initial appointment will be for a period of up to three years after which you may be considered for a further term of office subject to the needs of both organisations and good performance in the role.
- In exceptional circumstances you may serve longer than six years subject to annual reappointment and subject to external competition if recommended by the Boards and approved by the Councils in accordance with the Trusts' constitutions.
- The Joint Chair is required to be a member of both Trusts.
- The Joint Chair must demonstrate high standards of corporate and personal conduct.
- The Trusts' constitutions include disqualification criteria for those who may not become or continue as a member of the Board of Directors.

Time Commitment

- You will have considerable flexibility to decide how you manage the time needed to undertake this role.
- This role will require an average of around 12 days a month including preparation time away from the Trusts, the occasional evening engagement and events designed to support your continuous development.
- Given the relative uniqueness of this role and the intensity of focus expected to develop and implement appropriate governance mechanisms that support a Joint Chair model and recognise the need for functioning Board arrangements across both Trusts, it is expected that initially in this transitional period the time commitment will be greater.

* Subject to Council of Governors approval

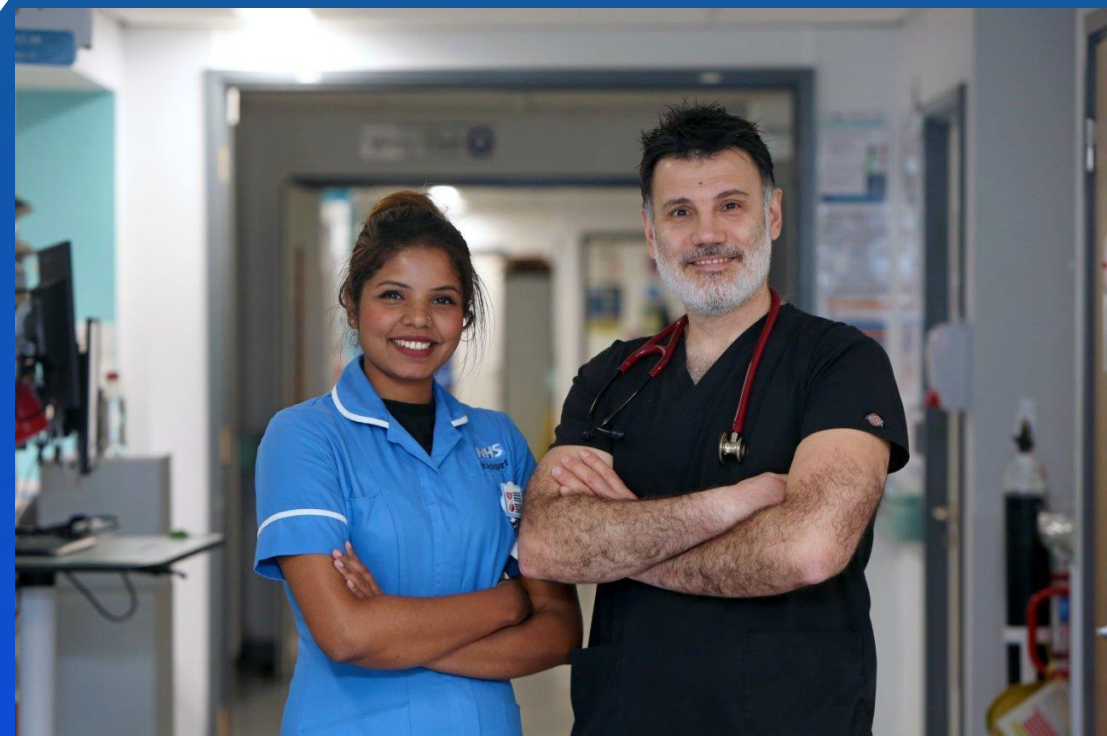
Remuneration

- The role will be competitively remunerated. The Councils of both Trusts are responsible for setting the remuneration of the Chair and Non-Executive Directors and will review these levels annually.
- Remuneration is taxable and subject to Class 1 NI Contributions; it is not pensionable.
- The Joint Chair is eligible to be reimbursed for travel, subsistence and other associated costs necessarily incurred on Trust business in accordance with the Trusts' policies.

Independence Requirement

The Joint Chair should at all times meet the independence requirement:

- A major contribution of the Joint Chair is to bring wider experience and a fresh perspective to the boardroom. Although required to establish close relationships with the Executive Directors and be well-informed, the Joint Chair needs to be independent of mind and willing and able to challenge, question and speak up.
- The Joint Chair is considered independent in character and judgement and there are no relationships or circumstances that could affect, or appear to affect, the person's judgement.
- The Financial Reporting Council's UK Corporate Governance Code currently provides that a chair should be independent of management and free from any business or other relationship which could materially interfere with the exercise of their independent judgement.



Appointment Timetable & How to Apply

Closing Date for Applications	Thursday July 18th 2024
Stakeholder Panel	Wednesday September 4th 2024
Final Interviews	Friday September 6th 2024

Please ensure your application includes the following:-

- A CV which demonstrates how you meet the criteria.
- A cover letter highlighting the aspects of the role that particularly attract you and outlining why you feel you are the right appointment for both Trusts.
- Contact details for 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 Persons self-declaration form.

Please send all documentation by email to recruitment@tgh.nhs.uk using the Subject “Joint Chair Application”

For more information, please visit www.tgands.seymourjohn.com

Alternatively, contact:

Martin Chadwick martin@seymourjohn.com 07971 929230

or

Jonathan Phillips jp@seymourjohn.com 07817 988490



Fit and Proper Person Criteria for Directors in the NHS

- Given the significant public profile and responsibility members of NHS Boards hold, it is essential that those appointed inspire the confidence of the public, patients, service users, carers and NHS staff at all times.
- A number of specific background checks will therefore be undertaken to ensure that those appointed are 'fit and proper' people to hold this important role.
- All candidates will be required to complete a self-declaration that they meet the requirements of the Fit and Proper Persons regulations, and the successful candidate will be required to meet these regulations on a continuing basis.

Equality & Diversity

We know that diversity is under-represented in Chair and Non-Executive Director roles. We value and promote diversity and are committed to equality of opportunity for all. Our appointments are made on merit. We actively encourage and welcome applications from women, people from black, Asian and minority ethnic communities, older people, people with disabilities/long-term health conditions, people from the LGBTQ+ community and people from all protected categories.



Produced in partnership with:

Seymour John Ltd

The Whitehouse, Greenalls Ave

Stockton Heath

Cheshire

WA4 6HL

www.seymourjohn.com

jp@seymourjohn.com



Take the next step

