



Could you help lead the NHS in your area?

**Coventry and Warwickshire
Partnership NHS Trust
Chair**

Candidate information pack

Reference: M3203

We value and promote diversity and are committed to equality of opportunity for all and appointments made on merit. We believe that the best boards are those that reflect the communities they serve and welcome applications from all

Our recruitment processes are conducted in accordance with the Code of Governance to ensure that they are made on merit after a fair and open process so that the best people, from the widest possible pool of candidates, are appointed.



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1. 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 Coventry and Warwickshire Partnership NHS Trust (CWPT). 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.

This is an exciting time for CWPT. They are a key partner of the Coventry and Warwickshire Integrated Care System (ICS) and work collaboratively across the Midlands region with providers of Mental Health Services and Learning Disability Services. They pride themselves on their approach to working in collaboration with others to deliver the best health outcomes for patients.

CWPT has made enormous progress in recent years. In 2022 the Trust launched its new strategy 'People at our Heart'. The vision, core purpose and values were developed in collaboration with staff, patients and carers, truly demonstrating 'people at the heart' of all they do. They are now ambitious to make the next steps to achieve excellence for patients and a great working environment for staff.

They have a strong and experienced Board and were ranked second in the Country in the latest Workforce Race Equality Standards (WRES) for the diversity of the Board. They are proud of the diversity of the board, ensuring that it is representative of the diversity of the population served.

The Trust is now looking for an outstanding individual to lead the Board, who will be able to bring to life the Trust's values in the way in which they live and work ensure that the safety and quality of services is at the heart of all that they do.

2. The person specification

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 of Coventry and Warwickshire, and surrounding areas.

Required skills, experience and attributes:

Essential criteria:

- Experience as a Non-executive Director (any sector) and chairing a Board or Committee
- Board level leadership experience of complex highly regulated public facing organisations of similar scale

Desirable criteria:

- Prior experience on an NHS board (executive, non-executive or associate role)
- Professional qualification or equivalent experience

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 competency domains are aligned to [Our NHS People Promise](#), [Our Leadership Way](#) and the [Seven Principles of Public Life](#) (Nolan Principles).



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

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

Applications will be assessed on merit, as part of a fair and open process, from the widest possible pool of candidates. The information provided by applicants will be relied on to assess whether sufficient personal responsibility and achievement have been demonstrated in previous/other roles, to satisfy the experience being sought.

The best boards are those that reflect the workforce and communities they serve. We particularly welcome applications from women, people from local black, Asian and minority ethnic communities, and people with disabilities, who we know are all under-represented in these important roles.

3. 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.

4. 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**.

5. About Coventry and Warwickshire Partnership NHS Trust

Coventry and Warwickshire Partnership NHS Trust (CWPT) provides mental health, learning disability and community health services to the people of Coventry. They also provide mental health and learning disability services in Warwickshire Services are provided to a population of over one million people living in Coventry and Warwickshire and a wider geographical area in some of their specialist services, and they see on average around 5,000 patients every day.

CWPT plays an important role in helping to prevent ill-health and addressing health inequalities, both within services and through partnerships with health and care organisations across the local health and care system. Making a positive difference to the health and wellbeing of service users and those in the community is their core purpose.

The Trust's services have an overall rating of Good by the CQC .
The Trust has three directorates, each of which is quite distinct in offering different

types of services to various groups of people:

- Mental Health Services
 - Adult Mental Health Services
 - Children and Young People's Mental Health Services
- Learning Disability and Autism
- Community Services

Key Facts



The Trust forms part of the Coventry & Warwickshire Integrated Care Board (ICB) & Health and Care Partnership which is made up of the NHS, local government and the third sector to integrate care and better meet health and care needs now and in the future.



In order for the Trust to review and refresh its vision, values and strategic priorities, the Trust engaged with more than 1,000 people who shared their views and opinions. Following this significant engagement programme, the new strategy 'People at Our Heart' strategy emerged and was launched in May 2022.

Our Vision

Becoming an **innovative, forward-thinking, and inclusive teaching organisation**, enabling us to provide consistently high quality, safe, and compassionate care.

Our Core Purpose

Making a **positive difference to the health and wellbeing** of people and communities who need our services.

Our Values

Our values underpin everything we do and how we do it. They reflect the behaviours our service users, colleagues, partners and others can expect from us all.





Compassion

We are compassionate, kind and caring to everyone, including people who use our services and people we work with.



Respect

We are civil and respectful. We celebrate diversity and always appreciate the views of other people.



Excellence

We always do our best and seek to achieve excellence in all we do. We innovate and try out new things, and when things don't go to plan we embrace this as an opportunity to learn and improve.



Collaboration

We take pride in involving people and working together as an inclusive team, both within our organisation, and in co-production with people who use our services, carers, partners, local community groups and others.



Integrity

We do the right thing and people can trust us. We are open, honest and transparent, even when things go wrong.

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2023 wrapped - CWPT wins big at national awards

Last year was a bumper year for us at CWPT and we're thrilled at the number of national awards we won.

These awards are a testament to the hard work of CWPT colleagues and are just a few examples of the fantastic work being done by our services across the Trust. A summary of the awards is as follows:

- Michelle Webster won the Dunscombe Prize Top Student Award for the PGDip in Digital Health Leadership 2021-22.
- Professor Swaran Singh, Associate Director of Research and Innovation (R&I) won the Science and Tech Award 2023 at the British Sikh Awards.
- OP Courage Urgent Pathway Coventry Hub won Most Outstanding NHS/Healthcare Winner and Most Outstanding Overall Winner at the first Services Awards for their support for veterans.
- Our Speech and Language Therapy Service was named 'Best Healthcare Initiative in a Community or Criminal Justice Setting' at the Skills for Health Our Health Heroes Awards.
- We won the Employee Engagement Award and the Public Sector Award for our People at Our Heart Strategy at the PRCA DARE Awards 2023.
- Our Chair, Jagtar Singh, OBE, was awarded the British International Doctors Association (BIDA) 'Fellowship' Award for recognition of his immense contributions to supporting BAME doctors and promoting equality and inclusion in healthcare.
- Four nurses within our Community Services were announced as Queen's Nurses (QNs): Nikki Wise, Amanda Parsons, Laura Richards, and Jennie Knight, as well as Cathy Watt in our Learning Disability and Autism Service.
- Our Chair, Jagtar Singh OBE, was named one of the 50 most influential Black, Asian and minority ethnic people in health.
- Sarah Galvin, Mental Health Homeless Team, won the Mental Health Social Worker of the Year Silver Winner in the Social Worker of the Year Awards 2023.
- The Environmental App won the Health and Safety Technology Innovation in the Business Awards UK 2023 Health and Safety Awards.
- Coventry and Warwickshire Integrated Care System won the Performance Recovery Award in the HSJ Awards 2023 for 'Improving the Physical Health of People with a Severe Mental Illness in Coventry and Warwickshire.
- We received the Bronze Workplace Wellbeing Award Thrive at Work accreditation.
- Leanne Howlett, a former Coventry University student whose placement was within RISE won the Nursing Student Award in the RCN Nursing Awards for developing a co-produced discharge wellbeing pack.

A huge congratulations to all the teams and individuals who won!

You can view all our awards from 2023 and previous years on our 'Awards and Recognition' page on our website: covworkpt.nhs.uk.



Our Strategic Priorities

Our extensive engagement over recent months has resulted in the identification of five strategic priorities for us to focus on over the next five years:



Achieving these priorities will directly contribute to fulfilling our overarching ambition for the Trust, and everything we do as an organisation will be aligned with at least one of these strategic priority areas.

Each priority has its own **'bold goals'** for us to achieve, together with measurable outcomes to help map our progress along the way. We will monitor our performance against these measures and will make improvements and adjustments, where needed, to keep us on track.

We are committed to doing fewer things but doing them really well, so that we can make the biggest impact possible with the resources available to us. This means that we will need to take decisions about activities we might pause or stop, and this 'mapping' exercise will be one of our key next steps.

6. Key challenges



Estates and facilities

We must ensure the adequacy of capital funding allocation to address our aging estates.

Workforce

We are experiencing the nationwide recruitment and retention challenges relevant to all NHS organisations across the country. We must find new ways to attract and retain staff.



Financial Sustainability

The pandemic has contributed to an increase in our operating costs, and we need to return to recurrent financial balance.

Performance

We recognise the need to transform our services to ensure timely access to the appropriate help and support that people need.



Exciting new developments for the Trust

It's an incredibly exciting time here at Coventry and Warwickshire Partnership NHS Trust (CWPT). The Board is in the process of "resetting" the Trust direction, which has resulted in some changes to the organisation's core purpose.

The Trust is in the process of recalibrating its service portfolio and from July 2024 will no longer provide adult physical health services. This has provided the Trust with a huge opportunity to focus on, and become, a centre of excellence for all-age mental health, learning disability and autism services, as well as develop its new ambition of becoming a leader in the development of integrated children's services.

The Trust considers children's services as core to the organisation's strategic direction and is actively exploring opportunities to develop its offering further to create an integrated children's service for children and young people in Coventry and Warwickshire.

Given these significant changes in strategic direction, it is an exciting time for our new chair to come onboard and passionately champion on behalf of the people who use our services within the system, to provide them with a voice and address health inequalities, head on.

Strategic workstreams

In addition to our strategic priorities the Trust has identified 5 key strategic workstreams to focus on:



Appendix 1: 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

Appendix 2: 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](#).

Appendix 3: More information

For information about the Trust, such as business plans, annual reports, and services, visit their [website](#).

Other sources of information include:

- Care Quality Commission [website](#).
- ICB [website](#)

- [Twitter](#)
- [LinkedIn](#)

Follow the links for more information about:

- **Support to prepare candidates to apply for a non-executive vacancy including:**
 - Building your application
 - Sources of information and useful reading
 - Eligibility and disqualification criteria
 - Terms and conditions of chair and non-executive director appointments
 - How we will handle your application and information
- **[View all current chair and non-executive vacancies](#)**
- **[Sign up to receive email alerts on the latest vacancies](#)**
- **[Contact details for the Senior Appointments and Assessment Team](#)**

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Appendix 4: Making an application

For more information, you can get in touch with:

- **Gatenby Sanderson** who are helping us to identify potential candidates, if you would like a confidential discussion about the role contact:
Julia St Clare, Consultant t:07807 631564 or
e:Julia.stclare@gatenbysanderson.com or Carmel Bell, Researcher e:
carmel.bell@gatenbysanderson.com
- **NHS England** – for general process enquiries contact Miriam Walker on 0113 825 0009 or by emailing miriam.walker@nhs.net

If you wish to be considered for this role, please provide:

- a CV that includes your address and contact details, highlighting and explaining any gaps in your employment history
- a supporting statement that highlights your motivation for applying and your understanding of the NHS and the role. You should outline your personal responsibility and achievement within previous roles and how your experience matches the person specification

- the names, positions, organisations and contact details for three referees. Your referees should be individuals in a line management capacity, and cover your most recent employer, any regulated health or social care activity or where roles involved children or vulnerable adults. Your references may be taken prior to interview and may be shared with the selection panel. In accordance with [NHSE's FPPT framework](#) if appointed your references and other background checks will be shared with the Trust.
- please complete and return the monitoring information form which accompanies this pack
- tell us about any dates when you will not be available

This information should be emailed to england.chairsandneds@nhs.net quoting reference **M3203** in the subject line.

Appendix 4: Key dates

- **Closing date for receipt of applications: 18 October at 12 noon**
- **Stakeholder event:** the shortlisted candidates will be invited to the Trust to meet groups of its key stakeholders **during November 2024 (tbc)**
- **Interview date: late November / early December 2024 (tbc)**
- **Proposed start date: January 2025**

NHS England

E: england.chairsandneds@nhs.net

W: england.nhs.uk

