

Chair

Job Description

Remuneration £55,500 - £63,300 to be determined by the Council of Governors
You will be eligible to claim allowances for travel and subsistence costs necessarily incurred on Foundation Trust business.

Appointment duration – initial three-year term with the option of a second three-year term. The role is subject to an annual performance review and fit and proper person test.

Accountable to the Council of Governors.

Role of NHS Boards and the 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. The Board is also responsible for ensuring that risks to the organisation and the public are managed and mitigated effectively. Led by an independent Chair and comprising a mixture of both executive and independent non-executive members, the Board has collective responsibility for the performance of the Foundation Trust. Additionally, the Council of Governors helps to shape the strategy and reflect 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 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, 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 economic.

The Chair has a unique role in leading the NHS Foundation 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, and they are accountable to the Council of Governors in ensuring that the Foundation Trust meets its legal obligations. 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.

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, and it is important that both 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, but the Chair is also a critical friend to the Chief Executive, holding them to account. They are ultimately responsible for ensuring that the population the Foundation Trust serves and the wider system in which the organisation sits receive the best possible care in a sustainable way.

Person Specification

Candidates will have:

- Prior board experience from any sector, at executive or non-executive director level.
- Experience of leading and delivering against long-term vision and strategy.
- Experience leading transformational change, managing complex organisations, budgets, and workforce.
- 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.
- Experience managing conflict, finding compromise, and building consensus across varied stakeholder groups with potentially conflicting priorities.

Skills and Knowledge

- Strongly focused on the experience of patients, service users, and staff, and fully attentive towards issues of equality, diversity, inclusion and belonging.
- A desire to engage with the local population and to collaborate with senior stakeholders across the health and care system.
- Evidence of successfully demonstrating the NHS provider chair competencies in other leadership roles.
- An ability to identify and address issues, including underperformance, and to scrutinise and challenge information effectively for assurance.
- 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, performance, and finance.
- An understanding of constitutional and regulatory NHS standards.
- A clear commitment to NHS values and principles.
- Strong interpersonal, communication, and leadership skills.
- An understanding of the need to create a sustainable organisation, both financially and ecologically, with a focus on the importance of tackling health inequalities.

The six NHS Leadership Competency Domains

In addition to the criteria listed in the person specification, all candidates interviewed must show they have the competencies required to be effective in this board-level role, as set out by NHS England in February 2024. These are:

Working together for patients	Compassion
Building a Foundation 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 with limited resources
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
Providing robust governance and assurance	

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. The Chair will be responsible for:

- Ensuring all board members are well briefed on external context and this is reflected in board/council debate
- Fostering a culture of innovation and learning, and promoting academic excellence and research as a means of taking health and care services forward

- Ensuring performance is accurately measured against constitutional and Care Quality Commission 'well-led' standards
- Ensuring performance on equality, diversity, and inclusion for all patients and staff is accurately measured and progressed against national frameworks
- Ensuring the board maintains an unrelenting interest in and focus on the continuous improvement and self-assessment of patient safety, experience, and clinical 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. The Chair will be responsible for:

- Ensuring the board plays a full part in developing and determining the Foundation Trust's vision, values, strategy, and overall objectives to deliver organisational purpose and sustainability, and having regard to the Council of Governors' views
- Ensuring the Foundation Trust's strategy aligns with the principles guiding the NHS and the NHS values
- Ensuring the Board identifies the key risks the Foundation Trust faces in implementing its strategy; determines its approach and attitude to providing effective oversight of those risks, and ensures there are prudent controls to assist in managing risk
- Holding the chief executive to account for delivering the strategy and performance

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. The Chair will be responsible for:

- Providing visible leadership in developing a healthy, open, and transparent patient-centred culture for the organisation, where all staff have equality of opportunity to progress, and the freedom to speak up is encouraged
- Leading and supporting a constructive dynamic within the board, enabling grounded debate with contributions from all directors, and ensuring that constructive relationships based on candour, Foundation Trust, and mutual respect exist between the board and council
- Promoting the highest standards of ethics, integrity, probity and corporate governance, and ensuring the board follows this example in its behaviour and decision-making
- Developing effective working relationships with all the board directors, particularly the chief executive, providing support, guidance and advice

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. The Chair will be responsible for:

- Making sure the board/council operates effectively and understands its own accountability and compliance with its approved procedures
- Effectively 'owning' the Foundation Trust's financial direction, in the context of the Foundation Trust's role and responsibilities as a system partner
- Setting an integrated board/council agenda relevant to the Foundation Trust's current operating environment, and taking full account of the important strategic issues and key risks it faces
- Ensuring the board/council receives accurate, high quality, timely, and clear information, that the related assurance systems are fit for purpose, and that there is a good flow of information between the board, its committees, the council, and senior management
- Leading the board in being accountable to governors and leading the council in holding the board to account. Providing the environment for agile debate and ensuring the board/council applies sufficient challenge
- Balancing the ability to seize opportunities whilst retaining robust and transparent decision making
- Working with and supporting the Foundation Trust secretary in establishing and maintaining the board's annual cycle of business
- Liaising with and consulting the senior independent director

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. The Chair will be responsible for:

- Ensuring the board sees itself as a team, has the right balance and diversity of skills, knowledge, and perspectives, and the confidence to challenge on all aspects of clinical and organisational planning, including:
 - Regularly reviewing the board's composition and sustainability with the chief executive and nominations committee
 - Considering succession planning and remuneration, including attracting and developing future talent
 - Where necessary, leading in seeking the removal of non-executive directors and giving counsel in the removal of executive directors
- Leading on continual director and governor development of skills, knowledge and familiarity with the organisation and health and social care system, to enable them to carry out their role on the board/council effectively.

- Developing a board that is genuinely connected to and assured of staff and patient experience.

Building a Foundation 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. The Chair will be responsible for:

- Promoting an understanding of the board's role, and the role of non-executive and executive directors
- Representing the organisation externally, developing and facilitating strong partnerships and promoting collaborative, whole system working through engagement with patients and the public, members and governors, staff, key stakeholders across the public, private, and voluntary sectors, regulators, and other chairs in the system and the wider NHS provider chair community
- Ensuring that effective communication with stakeholders creates board debate encompassing diverse views
- Facilitating the council of governors' work on member engagement and ensuring that governors have the dialogue they need with the board to hold non-executive directors accountable for the board's performance

Key Assessment Criteria

The appointment process will seek to gain a comprehensive understanding of each candidate's motivation for wishing to lead the Board of the new organisation, and to fully assess to what extent they have demonstrated their ability to be effective in the role, with respect to Knowledge, Mindset, and Skills.

The relative strengths and attributes of each candidate will be assessed through careful consideration of the information provided by their professional CV and covering application letter, combined with observation of their interaction with stakeholders, and their responses to a range of competency-based questions posed by the Interview Panel.

Appointable candidates will be able to demonstrate a high level of skill and ability across the six domains associated with the NHS Chair Competency Framework.

Candidates will be asked to direct the focus of their covering application letter to demonstrating their motivations, abilities, and experience against the criteria in the person specification.