

**Candidate Brief**  
**for the position of Non-Executive Director**  
**July 2020**

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## Welcome from the Trust Chair

Dear Candidate,

### **Appointment of a Non-Executive Director, Northern Lincolnshire and Goole NHS Foundation Trust**

Welcome to the Northern Lincolnshire and Goole NHS Foundation Trust (NLAG), and thank you for taking an interest in this exciting role.

The Trust has three hospitals overall which are located in Grimsby, Goole and Scunthorpe and also runs community services in North Lincolnshire. We have strong partnerships with commissioners, neighbouring providers, local authorities and the Hull York Medical School (HYMS). The Trust has 6,500 staff and provides a range of medical services to patients from an area covering North and North East Lincolnshire, East & West Lindsey and Goole & Howdenshire.

There has never been a more interesting or challenging time to join the NHS and NLAG. After years of growth the NHS is now facing its biggest ever financial challenge in delivering the significant workforce changes which are needed to ensure we have the right people in place for the future. The way in which our services are commissioned is changing and this will mean we need to take a more innovative approach to organisational changes, especially in our workforce.

NLAG is currently in Special Measures and is supported by our regulators. We are on an improvement journey which is gathering pace, where the focus is on the implementation and delivery of quality outcomes for our patients, within a financial envelope which poses significant challenges to the organisation.

As a Non-Executive Director (NED) you will play a key role in moving our organisation forward; developing strategies, providing challenge and assuring quality.

This is a challenging role within a fascinating environment which offers a unique opportunity to contribute to your local community.

If you would like to explore this opportunity further, please feel free to call me for an informal discussion.

I look forward to hearing from you soon.

**Terry Moran**  
Trust Chair

## About our Trust

NLAG operates all NHS hospitals in Grimsby, Goole and Scunthorpe. Its name reflects the wider geographical area in which the Trust is a major provider of healthcare. The Trust has strong partnerships with commissioners, neighbouring providers, local authorities and the HYMS and other higher educational providers.

The Board of Directors (BoD) has ultimate responsibility for the leadership and direction of the Trust. The Trust's performance and compliance is regulated by NHS Improvement (NHSI), the NHS Foundation Trust Regulator. Compliance with national service standards is also reviewed and rated by the Care Quality Commission (CQC).

Within the Trust, the Board is accountable to its membership through the Council of Governors (CoG). The CoG is comprised of appointed Governors, elected Staff Governors and elected Public Governors. Governors have an important role to play as it is through them the population served is directly involved in influencing the strategic direction of the Trust which has around 12,000 members.

### The Executive Directors are:

- Chief Executive: Dr Peter Reading
- Medical Director: Dr Kate Wood
- Chief Nurse: Ellie Monkhouse
- Director of Finance: Marcus Hassall
- Director of People & Organisational Effectiveness: Claire Low (Acting)
- Director of Estates and Facilities: Jug Johal
- Chief Operating Office: Shaun Stacey

### The Current Non- Executive Directors are:

- Terry Moran (Chair)
- Linda Jackson (Vice Chair)
- Sandra Hills (Senior Independent Director)
- Tony Bramley
- Michael Whitworth
- Neil Gammon

**Trust Secretary: Helen Harris**

## Trust Core Strategic Objectives

- To give great care
- To be a good employer
- To live within our means
- To work more collaboratively
- To provide strong leadership

## The Role

NLAG is led by a BoD which is collectively responsible for the exercise of powers and for the performance of the organisation. The BoD's role is to provide active leadership to ensure that the Trust exercises its functions effectively, efficiently and economically.

As members of a unitary board, NEDs have a particular duty to ensure that constructive challenge is made and should scrutinise the performance of the Executive Directors in meeting agreed goals and objectives and monitor the reporting of performance. They should satisfy themselves as to the integrity of financial, clinical and other information, and that the control mechanisms and systems of risk management are robust and defensible.

NEDs are responsible for determining appropriate levels of remuneration of Executive Directors and have a prime role in their appointment, and where necessary removal, and in succession planning.

## Main Duties and Responsibilities:

1. Provide leadership and ensure that the strategic direction of the Trust is in accordance with government policy, the Trust's Annual Plan and the terms of authorisation issued by NHSI, the independent regulator of NHS Foundation Trusts.
2. Focus on results and outcomes and ensure the Executive Directors deliver their key objectives.
3. Ensure that the Trust manages risk effectively and that all risks taken can be managed.
4. Ensure that services are run for the people using them, with particular attention to the Trusts strategic objectives.
5. Promote quality and safety in all aspects of services and ensure that the Trust's Governance Strategy is adhered to.
6. Participate in those activities where it has been agreed that NED involvement would bring an external and independent perspective e.g. appointments of senior staff and chairing of Trust Board subcommittees as agreed by the BoDs.
7. Provide independent scrutiny and challenge ensuring excellence in management is achieved.
8. Ensure effective stewardship through planning, strategy, control and value for money.
9. Work in conjunction with the CoG's to promote public sector values and the interests of Trust members through good corporate governance.

## Specific Responsibilities

1. Attend and contribute to other regular monthly BoD meetings, quarterly CoG meetings, regular Audit, Finance and other Board Sub-Committee meetings as appropriate and any other Board development activities.
2. Attend the Annual Members' Meeting, and where appropriate, provide leadership to other Board and Council committees as agreed with the Trust Chair and report on activities accordingly.
3. Participate in ward / departmental visits contributing to the overall BoDs strong visible leadership.
4. Participate in an annual review and appraisal of own performance with the Chair and contribute to both the annual appraisal of the Chair and periodic reviews of the performance of the Board.
5. Support the Chair, Chief Executive and Executive Directors in the governance and stewardship of the Trust.
6. Provide advice and guidance on issues relevant to their own financial and commercial skills, expertise and experience.

## Candidate Profile

The Trust is looking to appoint a NED for an initial two year term.

Candidates will play a leading role in setting the Trust's strategic direction, improving Trust performance, promoting the highest standards of probity and governance and supporting the delivery of the financial delivery plan.

Strong influencing skills and the ability to hold others to account are essential. It would be valuable for candidates to have experience of transformational change.

In summary, the successful candidate will have:

- wide and varied senior management experience preferably at board level;
- a strong commitment to the NHS and interest in healthcare issues, both local and national, and mindful of the NHS Constitution;
- a strong commitment to challenging practice in relation to quality whilst enabling corporate audit, risk and governance and public service values as enshrined by the Nolan principles;
- well-developed inter-personal and communication skills to be able to quickly establish relationships and the confidence of the Trust's many stakeholders;
- experience / understanding of how to achieve positive change by building high performance cultures to deliver efficient and effective outputs;
- well-developed political acumen;
- the strong ability to challenge and hold to account.

The full range of candidates' achievements and experience will be taken into account, to ensure the best balance of knowledge and skills within the Board.

## Further Details About the Role

### Equality and Diversity

The Trust is committed to building a workforce which is valued and whose diversity reflects the community it serves, allowing the Trust to deliver the best possible healthcare service to the community. In doing so, the Trust will enable all staff to achieve their full potential in an environment characterised by dignity and mutual respect.

We therefore strive to ensure that in both employment and service provision no individual is discriminated against or treated less favourably by reason of age, disability, gender, pregnancy or maternity, marital status or civil partnership, race, religion or belief, sexual orientation or transgender (Equality Act 2010).

### Eligibility

Only individuals who reside within the Trust's catchment area (i.e. within one of the public constituencies) of North Lincolnshire, North East Lincolnshire and Goole & Howdenshire and East & West Lindsey will be eligible to apply for this post. In exceptional circumstances, this requirement may be waived by the CoGs in agreement with NHSE/I. An example might be where the Trust is in 'special measures' and to secure the best possible candidate for the role (reference: Trust Constitution, section 23).

### Disqualification

The following shall not become or continue as a member of the BoDs:

- a person who has been adjudged bankrupt or whose estate has been sequestrated and (in either case) has not been discharged;
- a person who has made a composition or arrangement with, or granted a trust deed for, creditors and has not been discharged in respect of it;
- a person who within the preceding five years has been convicted in the British Isles of any offence if a sentence of imprisonment (whether suspended or not) for a period of not less than three months (without the option of a fine) was imposed;
- a person who falls within the additional grounds for disqualification is set out at Annex 8 of the Trust's Constitution.

### Time Commitments

The time commitment is approximately six days per month; this includes some evenings and time set aside for reading. All members of the BoDs are required to attend the monthly meetings of the Board. Attendance at CoGs will be required.

### Declaration of Interests

The regulatory framework requires board directors to declare interests that are 'relevant and material' to the NHS foundation Trust board of which they are a director. Candidates will be required to declare such interests. Interests which should be regarded as 'relevant and material' are:

- directorships, including non-executive directorships held in private companies or PLCs (with the exception of those of dormant companies);
- ownership, part-ownership or directorates of private companies, businesses or

consultancies likely or possibly seeking to do business with the NHS;

- majority or controlling shareholdings in organisations likely or possibly seeking to do business with the NHS;
- a position of authority in a charity or voluntary organisation in the field of health and social care;
- any connection with a voluntary or other organisation contracting for NHS services or commissioning NHS services;
- any connection with an organisation, entity or company considering entering into a financial arrangement with the trust, including, but not limited to, lenders or banks.

### Code of Conduct

As a member of the BoDs you are required to comply with the conduct for NHS Managers and code of accountability issued by the Department of Health. You must declare any financial interest or relationship you have which impinges on your responsibilities as a member of the Board.

### Fit and Proper Persons

The Trust has in place robust recruitment processes which cover the requirements of the Fit and Proper Persons Test and the posts covered within the Fit and Proper Persons Policy. These processes include pre-employment checks in line with best practice standards, as follows:

- Determination and evidence of employment history and specific qualifications / requirements set out within the job description and person specification and contained within an application form and / or CV and tested during a competency based interview (evidence of the latter may be provided in an interview pack or itinerary (which may include details of a presentation or the actual presentation) and/or interview notes)<sup>1</sup>.
- Receipt of references<sup>2</sup>
- Identity checks e.g. passport/birth certificate/driving licence
- Qualification checks
- Professional body registration checks, if applicable (\*)
- Occupational health checks
- Right to work checks e.g. passport/birth certificate/EU Visa/Non-EU Tier 2 Visa<sup>3</sup>
- Disclosure and Barring Service (DBS) checks<sup>4</sup>

Fit & Proper Person Checks (in addition to the above listed standard employment checks):

- Insolvency and bankruptcy register checks
- Disqualified directors' register checks
- Disqualified charity trustee checks
- Web based or reasonable search of the individual using key words such as 'NHS', 'Criminal', 'Fraud', 'Dismissed', 'Investigation', 'Disqualified'

<sup>1</sup> This may differ between files dependent on the date of recruitment and due to changes in the recording of recruitment information. <sup>2</sup> References are sought in accordance with advice from NHS Employers. For those staff who may be promoted internally, a minimum of one reference is considered acceptable. <sup>3</sup> Right to work checks are completed as part of the recruitment process only. There is no requirement for these to be completed annually. <sup>4</sup> Annual renewal of DBS checks for the staff covered by this policy was introduced as an annual requirement from 2019. Prior to that, DBS checks were completed on appointment only for all but the non-clinical members of staff covered by this policy. For the non-clinical staff covered by the policy, the check was completed through a self-declaration.

## Recruitment Process and How to Apply

### Recruitment Process

Informal and confidential enquiries in the first instance can be made to Linda Jackson, Vice Chair on 03033 304982 via Sarah Meggitt Personal Assistant to the Trust Chair and Trust Secretary.

Following the closing date for applications, a short listing exercise will be undertaken, shortlisted candidates will be invited to participate in a selection process that will include a formal interview process.

**Any offer of appointment is subject to ratification by the Council of Governors.**