



Appointment of the Trust Chair Candidate Information Pack



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1. Welcome

Are you looking to make a difference as our new Trust Chair?

Are you driven by improving our NHS and passionate about ensuring that patients are placed at the heart of services? If the answer is YES, you could be the ideal person to become the new Chair of the CWP Board.

We provide services for over 1 million people across Cheshire, Wirral and beyond, delivering care from 66 sites. People who access our services are often faced with deprivation, stigma and discrimination, and can be struggling with complex and varying needs. Supporting them in the best way possible, against a backdrop of NHS cuts on a historically underfunded area of care like mental health, is a great challenge.



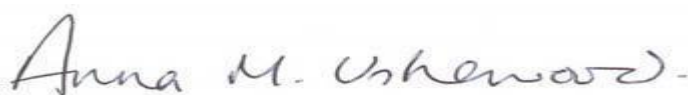
Our highly regarded and successful Chair reaches the end of his terms of office in June 2016. We are now looking for an exceptional individual to succeed him to lead the Board of Directors and work with Governors, Non-Executive and Executive colleagues to ensure that CWP, a successful and highly regarded Foundation Trust, continues to thrive and develop. Working closely with the Chief Executive, the new Chair will play a pivotal role in shaping the organisation's strategic agenda and will represent the Trust within a fast moving partnership and stakeholder driven environment.

We are looking for an outstanding individual who is passionate about the quality of care for our local population. You will have Board or senior level expertise gained in either a commercial or public sector environment and you will be able to demonstrate inspirational leadership along with a deep understanding of strategic management and organisational governance.

At a time when resources are tight and structures are changing, it will require particular skills and experience to drive the Trust forward and support the Executive Team. We must ensure that the quality and efficiency of our services continuously improve to meet local population needs and respond to people who access our services, their carers and families, stakeholders, and commissioners while ensuring that our workforce is supported and developed to deliver excellent services.

If you would like to explore this opportunity further, please feel free to call our retained consultant, Diane Charnock on 07988 653669 or email diane@dianecharnockconsulting.co.uk

I look forward to receiving your application.



Anna Usherwood, Lead Governor

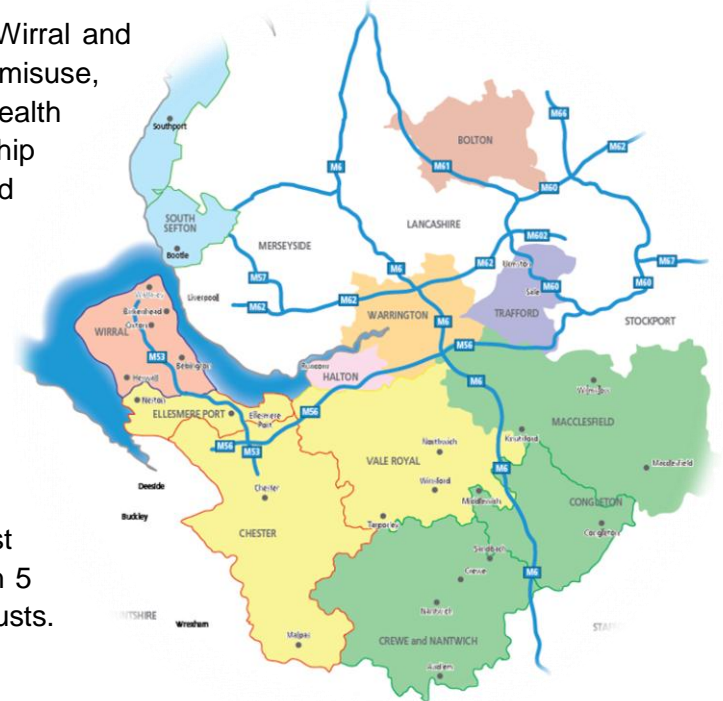
January 2016

2. About our Trust

Cheshire and Wirral Partnership NHS Foundation Trust (CWP) was formed on 1st April 2002 and achieved Foundation Trust status in 2007. Over the last thirteen years CWP has provided services to over 1 million people across the North West.

The Trust provides a range of services throughout Wirral and Cheshire, including mental health, substance misuse, learning disability and community physical health services. These services are provided in partnership with commissioners, local authorities, voluntary and independent organisations, people who access our services, their carers and families. The Trust also provides specialist services within Liverpool, Sefton, Bolton, Warrington, Halton and Trafford.

CWP employs approximately 3,400 staff, has just under 15,000 Foundation Trust members and a Council of Governors with 34 seats. Principally, the Trust operates across three local authority areas; East Cheshire, West Cheshire and Wirral, and works with 5 clinical commissioning groups and 4 acute hospital trusts.



We provide integrated care in the community, and within inpatient settings, based on best practice and outcome measures. We continue to work in partnership with patients, staff, and other partner organisations to deliver the highest quality care to our service users and carers. We strive for clinical excellence by ensuring there is a framework to deliver, quality improvements, patient safety above all, and quality outcomes for service users.

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

Following our recent inspection in June 2015, the CQC rated us "good" overall and "outstanding" for care and the Trust ended 2014/15 with a green governance rating and a Continuity of Services Risk Rating of 4 as assessed by the regulator of Foundation Trusts, Monitor.

Click [here](#) to see a short video about #TeamCWP - the people and places that make up CWP.

3. Our achievements

- **Award-winning leadership in health**
Sheena Cumiskey - awarded Chief Executive of the Year at the 2015 Health Service Journal Awards.

Avril Devaney, Director of Nursing- awarded an MBE for services to the nursing of people with mental health problems in January 2015.

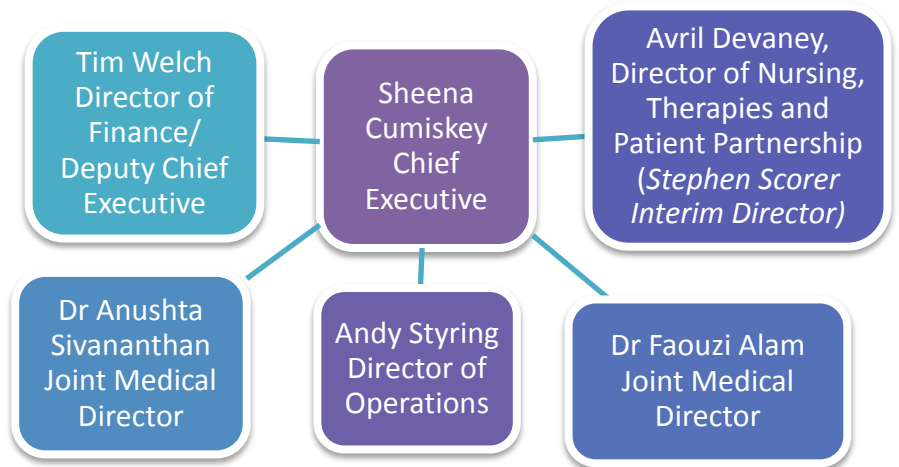
- **CQC results**
Following our recent inspection in June 2015, the Care Quality Commission has rated us "good" overall and "outstanding" for care. Of the 14 core services inspected, inpatient services for people with learning disabilities and/or autism were rated 'outstanding'.
- **Achieved top results from CQC in national community mental health patient survey**
The Trust achieved the highest number of questions with a 'better than expected' score more than any of the other 55 Trusts who took part in the survey.
- **Triangle of Care Gold Star Award**
First Trust to be awarded one of only 4 Trusts to hold 2 stars nationally for our work with carers.
- **Leaders in involvement**
With a strong ethos for participation and public and patient engagement, CWP was the first health trust in the country to adopt the Young Advisors initiative.
- **Communication recognition**
Winner of the 'Value and Improvement' Communication category 2015 (HSJ Value in Healthcare Awards) and recently crowned winner at the iNetwork Innovation Awards (Mymind.org.uk).
- **Inspirational staff**
Our staff have achieved many accolades which include mental health nurse and West Cheshire CCG patient leader, Julie Sheen, who was recognised as an 'Unsung Nursing Hero' at the HSJ Awards 2015 held in Newcastle.
- **Top employer**
Recognised as one of the best places to work in the health service in the HSJ Best Places to Work top 100 list 2014 and 2015.



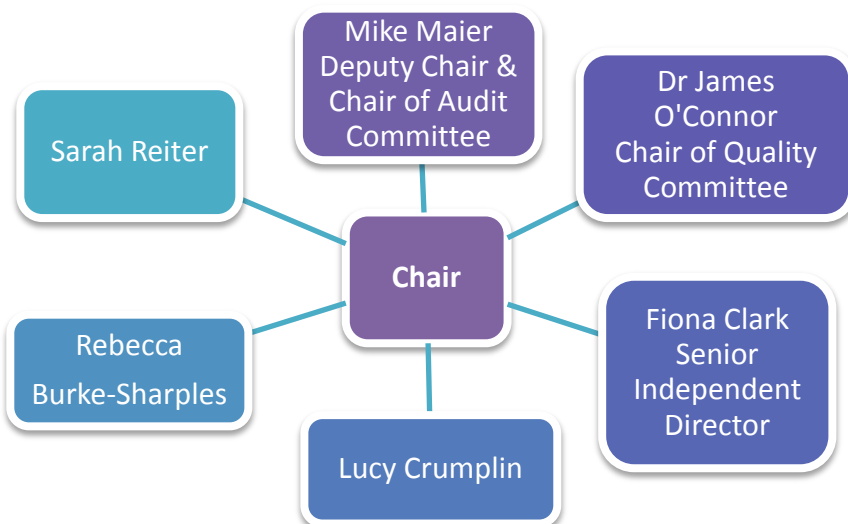
in association with 

4. Our Trust Board

Executive Directors



Non - Executive Directors



Council of Governors

CWP has an active Council of Governors made up of 34 Governor seats.

The CWP Lead Governors are:

- Anna Usherwood - Lead Governor
- Rob Robertson - Deputy Lead Governor
- Robert Walker - Deputy Lead Governor

A full list of Governors and their constituencies is available at www.cwp.nhs.uk

5. Our strategic vision

The Trust's strategic vision of *'Leading in partnership to improve health and well-being by providing high quality care'* reflects the continued emphasis on the local move towards integrated working and the development of collaborative partnerships to deliver services.

To achieve our ambition, we have 7 strategic objectives which underpin and drive our vision

- Deliver high quality, integrated and innovative services that improve outcomes
- Ensure meaningful involvement of service users, carers, staff and the wider community
- Be a model employer and have a caring, competent and motivated workforce
- Maintain and develop robust partnerships with existing and potential new stakeholders
- Improve quality of information to improve service delivery, evaluation and planning
- Sustain financial viability and deliver value for money
- Be recognised as an open, progressive organisation that is about care, well-being and partnership



6. Our values

The 6Cs demonstrate the Trust's emphasis on the quality of services for patients and carers and highlight the qualities that the Trust looks for in its staff. We have been developing initiatives to ensure that the 6Cs are embedded in all that we do.



We want the 6Cs to define what it feels like to work and receive care from the Trust. They are applicable to everyone associated with the organisation, patients, service users, carers and staff alike.

The 6Cs embody a set of behaviours to enable cultural change and underpin the Trust's drive towards a continuous improvement culture. The Trust is encouraging staff to understand their individual responsibilities to embody these values in professional practice and in their everyday roles via a collective responsibility agreement.

We have published a Big Book of Best Practice annually since 2013 which is a publication of case studies showcasing how we have delivered the best outcomes for people throughout the previous year.

CWP also stands for **Care, Well-being** and **Partnership**. These ideals are at the centre of everything we do and mean that we pride ourselves on:

- Openness, respect and partnership working with all stakeholders and local communities
- A strong commitment to improving the service user experience and promotion of a recovery ethos
- Encouraging creativity, innovation and challenging traditional boundaries
- Recognising the contribution of our staff and aiming to provide a supportive, flexible working environment
- Embracing diversity and challenging prejudice and discrimination wherever this affects our service users and staff
- Ensuring effective stewardship of public resources acting in the wider public interest



Cheshire and Wirral Partnership NHS Foundation Trust also has a clear commitment to delivering recovery orientated services that value the expertise of lived experience from people who access our services, their carers and families. CWP works to enable people to be the best they can be by supporting them effectively manage their conditions to live a fulfilling life. We continue to work on improving person-centred care by increasing collaboration in care planning, further developing co-production, reducing the use of restrictive practices and further embedding learning.

7. What makes us stand out from the crowd?

Quality: Our approach to quality and our Zero Harm strategy. Our aim is to stop, think and listen to reduce avoidable harm and continually improve to provide safe and effective care.

Experience: The depth and breadth of the skills of our staff, the investment we make in their constant development and being one of the early implementers of the *HSE stress standards* mean we have an experienced team to tackle the challenges of the modern NHS. We have nationally and internally renowned clinicians and are a Mindful Employer as well as the lead for the North West Mindful Employer Network.

Leadership: At all levels within the organisation we encourage our people to be leaders in their field, to improve the quality of services and the patient and carer experience.

Engagement: We have around 15,000 Foundation Trust members and provide ongoing opportunities for public participation through locally driven involvement programmes which are very much at the heart of the culture of the organisation.

Reputation: We enjoy a reputation for delivering and developing excellent services and proactively promote Trust work and achievements.

Pioneering: We are a pioneering Trust that seeks to develop tomorrow's solution today.

Security: Our risk management procedures are tried and tested and provide reassurance to staff and service users that they have a secure working and caring environment.

Innovation: We encourage staff at all levels to establish innovative ideas on how to improve services and create new services that deliver outcomes.

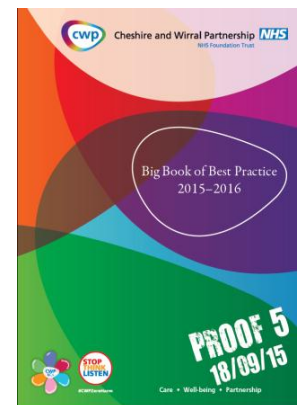
Safety: The safety of our service users, carers and our staff is paramount, evidenced by the policies and procedures adhered to by all throughout the Trust.

Value: Our services are cost effective – we deliver services on the principle of best value, so corners aren't cut at the expense of quality.

Continuity: We are an established Foundation Trust which is a reliable and consistent performer within the NHS.

Partnership: We work collaboratively with a range of NHS, social care and community partners to deliver our services. We believe in long term relationships with commissioners that deliver value for both parties.

Research: We have an excellent record for research and development.



8. The role

We are seeking to appoint a Chair who shares and will continue to drive forward our values and ambition in a highly complex and challenging external environment. You must be passionate about building on our success and can bring strong leadership, insight, strategic vision, sound judgement and understanding of governance to our Board. You will be an experienced systems leader with ability to identify and explore future opportunities for the delivery of person centred services.

Demonstrating visible and ethical leadership, the Chair must lead the Board of Directors and Council of Governors, ensuring that the two bodies work together effectively while developing relationships based on openness and candour.

As a member of a unitary Board, there is a shared and collective responsibility amongst all the Directors for the overall strategic direction and performance of the Trust, with the Chair promoting the highest standards of integrity, probity and corporate governance. You will share responsibility with the other Directors for the decisions made by the Board and for the success of the organisation in leading the local improvement of healthcare services for the population.

All of the Board members are required to work collaboratively and also to provide constructive challenge as necessary. Directors must satisfy themselves as to the appropriateness and integrity of the information that comes to the Board and the efficacy of the controls and systems in place to ensure the good governance of the Trust.

9. Key responsibilities

- Promoting the highest standards of integrity, probity and corporate governance throughout the organisation and particularly at the level of the Board of Directors
- Demonstrating visible and ethical personal leadership by modelling the highest standards of personal behaviour and ensuring that the Board of Directors follows this example
- Leading the Board in establishing effective decision making processes and acting as the guardian of due process
- Ensuring that constructive relationships based on candour, trust and mutual respect exist between Executive and Non-Executive directors, elected and appointed members of the Council of Governors and between the Board of Directors and the Council of Governors
- Developing productive working relationships with all Executive directors, the Chief Executive in particular, providing support, guidance and challenge where necessary
- Promoting an understanding of the role of the Board, the scheme of delegations and the role of Non-Executive directors and of Executive Directors
- Supporting and developing the Non-Executive Directors, ensuring good communication and effective relationships
- General leadership of the Board of Directors and the Council of Governors, ensuring ongoing effective joint working

10. Candidate profile

We are looking for an exceptional individual who is passionate about the quality of care for service users and who embodies the Trust values. You will have Board or senior level expertise gained in either a commercial or public environment and you will be able to demonstrate inspirational leadership along with a deep understanding of strategic management and organisational governance.

Essential/Core Criteria

Knowledge	Skills	Experience	Personal Qualities
<ul style="list-style-type: none"> • Strong commercial expertise and financial acumen founded in the public or private sector • Sound knowledge and understanding of corporate governance • Clear understanding and acceptance of the legal duties, liabilities and responsibilities of Non-Executive Directors 	<ul style="list-style-type: none"> • Exceptional leadership skills, engendering respect from others • A good listener, able to weigh up arguments and summarise for others • Exceptional interpersonal, influencing and communication skills • Capable public speaker with the ability to engage and network effectively with organisations inside and outside the NHS, including the media. • Ability to engage positively with staff, service users and Governors • Analytical and creative, with the ability to be independent in judgement • Politically astute • Astute negotiator, able to grasp relevant issues and understand the relationships between interested parties • Excellent chairing skills 	<ul style="list-style-type: none"> • Significant experience at Board or very senior level in a large, complex and changing organisation • Formulating and ensuring delivery of strategies and plans of action to achieve objectives • Proven track record of delivering high performance in a rapidly changing and uncertain environment 	<ul style="list-style-type: none"> • Commitment to NHS values and principles and in particular those of CWP • An understanding of the NHS political and operational environment • Demonstrate ability to effectively represent the Trust to its constituents, service users and carers, partner organisations and regulators

Desirable Criteria

Knowledge	Skills	Experience	Personal Qualities
<ul style="list-style-type: none"> • Understanding of Foundation Trust status and Governor responsibilities • Knowledge and understanding of the developing health economy of the region and of this Trust's position within it • Knowledge and understanding of mental health issues 		<ul style="list-style-type: none"> • Experience as a Non-Executive Director, Governor, Trustee or equivalent in the commercial, voluntary or public sector 	
<p style="text-align: center;">Additional requirements</p> <ul style="list-style-type: none"> • Membership of the Trust (see below for details) • Willingness to travel • Reside within reasonable access of Trust HQ 			

11. Further details about the role

Eligibility:

Candidates must be a member of one of the Foundation Trust constituencies. Find out how to apply to become a member by visiting the Trust website at: <http://www.cwp.nhs.uk/get-involved/become-a-member>

Time commitment:

This is currently approximately 10 days per month. This may be during the working day or in the evening including chairing the meetings of the Board of Directors and Council of Governors.

Outside Interests:

Candidates are required to declare any conflicts of interest in respect of relevant business interests or other appointments or connections with commercial, local authority, voluntary or NHS bodies and any connections with bodies contracting for Trust services.

Code of Conduct:

As a member of the Board of Directors 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 of relationship you have which impinges on your responsibilities as a member of the Board.

12. Fit and Proper Persons Test

As a member of the Board of Directors, you are required to comply with the requirements of the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014) and will be required to confirm your fitness to hold office as a Non-Executive Director of the Trust. An annual declaration will also be required thereafter to confirm your ongoing fitness as to continue as a Non-Executive Director Monitor criteria for Fit and Proper person as Governors and Directors.

1. The Licensee shall ensure that no person who is an unfit person may become or continue as a Governor, except with the approval in writing of Monitor.
2. The Licensee shall not appoint as a Director any person who is an unfit person, except with the approval in writing of Monitor.
3. The Licensee shall ensure that its contracts of service with its Directors contain a provision permitting summary termination in the event of a Director being or becoming an unfit person. The Licensee shall ensure that it enforces that provision promptly upon discovering any Director to be an unfit person, except with the approval in writing of Monitor.
4. If Monitor has given approval in relation to any person in accordance with paragraph 1, 2, or 3 of this condition the Licensee shall notify Monitor promptly in writing of any material change in the role required of or performed by that person.

In this Condition an unfit person is:

1. an individual;
- who has been adjudged bankrupt or whose estate has been sequestrated and (in either case) has not been discharged; or

- who has made a composition or arrangement with, or granted a trust deed for, his creditors and has not been discharged in respect of it; or
 - who within the preceding five years has been convicted in the British Islands of any offence and 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 on him; or
 - who is subject to an unexpired disqualification order made under the Company Directors' Disqualification Act 1986; or
2. a body corporate or a body corporate with a parent body corporate;

Section 1 – General Conditions

- where one or more of the Directors of the body corporate or of its parent body corporate is an unfit person under the provisions of sub-paragraph (a) of this paragraph or
- in relation to which a voluntary arrangement is proposed under section 1 of the Insolvency Act 1986 or
- which has a receiver (including an administrative receiver within the meaning of section 29 (2) of the 1986 Act) appointed for the whole or any material part of its assets or undertaking or
- which has an administrator appointed to manage its affairs, business and properly in accordance with Schedule B1 to the 1986 Act or
- which passes any resolution for winding up or
- which becomes subject to an order of a court for winding up

Independence

Factors that could call into question the “independence” of candidates and thereby disqualify them from consideration include:

- has been an employee of the NHS foundation trust within the last five years
- has, or has had within the last three years, a material business relationship with the NHS foundation trust either directly, or as a partner, shareholder, director or senior employee of a body that has such a relationship with the NHS foundation trust
- has received or receives additional remuneration from the NHS foundation trust apart from a director's fee, participates in the NHS foundation trust's performance-related pay scheme, or is a member of the NHS foundation trust's pension scheme
- has close family ties with any of the NHS foundation trust's advisers, directors or senior employees
- holds cross-directorships or has significant links with other directors through involvement in other companies or bodies
- has served on the Board of the NHS foundation trust for more than six years from the date of their first appointment
- is an appointed representative of the NHS foundation trust's university medical or dental school

13. Recruitment process

To request a candidate information pack or to have a confidential discussion about the role, please contact our retained consultant Diane Charnock on 07988 653669 or email diane@dianecharnockconsulting.co.uk

To apply, please send an up to date CV and covering letter to support your suitability for this role to Diane at diane@dianecharnockconsulting.co.uk. The closing date for receipt of applications is **Friday 5th February 2016**.

Preliminary interviews with the consultant for long listed candidates will take place during February 2016.

A shortlisting exercise will be undertaken in early March 2016 and successful candidates will be invited to participate in a selection process in March 2016. This will involve meetings with the Chief Executive, other Directors and representative Governors. Interviews will be held on Monday 21st March 2016.

Any offer of appointment is subject to approval by the CWP Council of Governors.