

Chief Executive Vacancy

Candidate Pack





Cumbria, Northumberland, Tyne and Wear NHS Foundation Trust

Chief Executive vacancy

John Lawlor OBE is retiring as the Chief Executive of this twice rated Outstanding Trust on the 31st of January 2022.

If you can answer the following questions positively, please contact Ken Jarrold CBE, Chair of the Council of Governors and Board of Directors and John Lawlor to discuss the role.

- Do you keep service users and carers at the centre of all you do and, in your mind, and heart?
- Are you committed to good relationships with the Governors, members of the Board and our colleagues of every profession and occupation?
- Can you lead and manage, support others to manage and encourage leadership throughout the Trust?
- Do you understand that CNTW cannot deliver for the people we serve on our own and that relationships with Local Government, Primary Care Networks, the Third Sector and all our partners are fundamental to all we do?
- Can you fulfil the role of the Accountable Officer of a Statutory organisation and play a full part in the work of the Integrated Care System?
- Can you work with our Staff Networks and all our colleagues to progress the Equality, Diversity and Inclusion agenda and combat discrimination of any kind?
- Will you do your best to live the values of CNTW – caring and compassionate, respectful, honest and transparent?

If you can answer these questions positively, you could be our next Chief Executive.

The ideal candidate will also have a demonstrable track record of working at Chief Executive or Executive Director level leadership in healthcare.

Should you be interested in this role and would like to have an informal discussion with Ken Jarrold, Chairman or John Lawlor, Chief Executive, please contact Debbie Henderson, Director of Corporate Affairs and Communications at Debbie.henderson@cntw.nhs.uk.

If you would like a confidential discussion about the role, please contact Jim Canning, Michelle Shirley or Robin Staveley on 020 7426 3985 or via email jim.canning@gatenbysanderson.com.

Closing date for applications: **midnight Friday 26 November 2021**

Interviews will be held on Thursday 16th and Friday 17th December 2021

Cumbria, Northumberland, Tyne and Wear NHS Foundation Trust

The Trust works from more than 70 sites across Cumbria, Northumberland, Newcastle, North Tyneside, Gateshead, South Tyneside, Sunderland and Middlesbrough. We also run a number of regional and national specialist services. Along with partners, we deliver support to people in their own homes, and from community and hospital-based premises, making CNTW one of the largest NHS Foundation Trusts of its kind in the country. We have more than 7,000 people working for us and a budget of over £380 million.

In August 2016 we were rated 'Outstanding' by the Care Quality Commission, one of the first mental health Trusts in the country to achieve this. In 2018 we were again awarded an 'Outstanding' rating.

Although this recognition of the work done by our colleagues is very welcome, like other Trusts providing autism, learning disability, neuro-disability and mental health services, CNTW is facing immense challenges including the rising demand for services and staffing shortages.

At the heart of all we do is a commitment to developing services that enable and empower our service users to reach their potential and live fulfilling lives.

Background information

CNTW was formed in 2019 when the mental health and learning disability services in North Cumbria were transferred to Northumberland, Tyne and Wear NHS Foundation Trust. Northumberland, Tyne and Wear NHS Foundation Trust was created back in 2006. This was through the merger of three different NHS Trusts: Newcastle, North Tyneside and Northumberland Mental Health NHS Trust; South of Tyne and Wearside Mental Health NHS Trust; and Northgate and Prudhoe NHS Trust.

Since then, there have been some dramatic changes that have helped shape how we care and support the people we serve. For instance, we have been able to provide some state-of-the-art facilities, which have dramatically improved inpatient services.

The Trust provides support to people in the communities of Cumbria, Northumberland, Newcastle, North Tyneside, Gateshead, South Tyneside, Sunderland and Middlesbrough working with a range of partners to deliver care and support to people in their own homes and from community and hospital-based premises. Our main hospital sites are:

- Walkergate Park, Newcastle upon Tyne;
- St. Nicholas Hospital, Newcastle upon Tyne;
- St. George's Park, Morpeth;
- Northgate Hospital, Morpeth;
- Hopewood Park Hospital, Sunderland;
- Monkwearmouth Hospital, Sunderland;
- Ferndene, Prudhoe;
- Carleton Clinic, Cumbria.

Our commitment to Equality, Diversity and Inclusion

Equality is about creating a fairer society where everyone has the opportunity to fulfil their potential. Diversity is about recognising and valuing difference in its broadest sense. Inclusion is about an individual's experience within the workplace and in wider society and the extent to which they feel valued and included (*NHS Employers*).

We commit to promoting equality, fairness and respect for all in our employment, whether temporary, part-time or full-time, as well as for volunteers, bank and agency workers.

We are working hard together with our staff Networks: BAME Network; LGBT+ Network; Disability Network; Armed Forces Network, and Mental Health and Well Being Network, to prevent discrimination of any kind. This includes creating a working environment free of bullying, harassment, victimisation and unlawful discrimination, promoting dignity and respect for all, and where individual differences and the contributions of all colleagues are recognised and valued.

Promoting equality, diversity and inclusion is at the heart of our Trust values. We aim to employ a workforce which is as representative as possible of our local population including ensuring our Board of Directors are representative of the communities we serve.

On this basis, we are actively seeking applications from people from Black, Asian and Minority Ethnic backgrounds and people with other protected characteristics.

NTW Solutions Limited


The Trust established NTW Solutions Limited as a wholly owned subsidiary company, which became operational in April 2017. Wholly owned subsidiary companies are an organisational and governance form that NHS Foundation Trusts can legally establish to manage part of their organisation. Wholly owned subsidiary companies are separate legal entities. NTW Solutions Limited is part of the "CNTW Group", sharing the vision and values of the Trust in carrying out its activities, with the Trust holding 100% of the Company's shares.

NTW Solutions provides our estates and facilities management services and a range of other services including workforce recruitment; staff records; procurement; materials management; some financial services; car leasing and other staff benefit schemes; digital dictation; and outpatient pharmacy dispensing. It employed 629 staff (physical number of staff not full-time equivalents) at the end of 2019/20, the large majority of whom were transferred from the Trust to the company under TUPE regulations, thereby protecting many of their NHS terms and conditions. New company staff appointed since April 2017 are employed on company terms and conditions of service.

Our Vision, Values, Quality Goals and Strategic Objectives

‘To be a leader in the delivery of high-quality care and a champion for those we serve’

Our vision is underpinned by a set of core values which we developed in consultation with a range of stakeholders, including service users, carers, staff, Governors and partner organisations.

Our vision	<p>“To be a leader in the delivery of high quality care and a champion for those we serve”</p> 		
Our values	<p>Caring and compassionate</p> <ul style="list-style-type: none"> • Put ourselves in other people’s shoes • Listen and offer hope • Focus on recovery • Be approachable • Be sensitive and considerate • Be helpful • Go the extra mile 	<p>Respectful</p> <ul style="list-style-type: none"> • Value the skill and contribution of others • Give respect to all people • Respect and embrace difference • Encourage innovation and be open to new ideas • Work together and value our partners 	<p>Honest and transparent</p> <ul style="list-style-type: none"> • Have no secrets • Be open and truthful • Accept what is wrong and strive to put it right • Share information • Be accountable for our actions
Our quality goals	<p>Safe</p> <p>Quality goal 1 Keeping you safe</p>	<p>Experience</p> <p>Quality goal 2 Working with you, your carers and your family to support your journey</p>	<p>Effective</p> <p>Quality goal 3 Ensuring the right services are in the right place at the right time to meet all your health and wellbeing needs</p>
Our strategic ambitions	<p>Caring</p> <p>Working together with service users and carers we will provide excellent care, supporting people on their personal journey to wellbeing</p> <p>The Trust will be regarded as a great place to work</p>	<p>Discovering</p> <p>With people, communities and partners, together we will promote prevention, early intervention and resilience</p> <p>Working with partners there will be “no health without mental health” and services will be “joined up”</p>	<p>Growing</p> <p>The Trust will be a centre of excellence for mental health and disability</p> <p>The Trust’s mental health and disability services will be sustainable and deliver real value to the people who use them</p>
Together			

Longer Term Strategy

The Trust launched a refresh of its strategy in 2017 taking an inclusive approach over an eighteen-month period based on engagement and feedback from: service users and carers; staff; Clinical Commissioning Groups and other partner organisations; the Council of Governors; and the Board of Directors.

We have taken into account the national and local strategies that are relevant to the people using our services, carers, our staff and our organisation as a whole. The involvement work took many forms and some key themes emerged. These were:

- Including people
- Being people centred
- Recovery
- Developing pathways
- Real support
- Wellbeing
- Quality
- Expertise
- Listening

The feedback from all of those involved has helped us shape our strategy, identify what is important and determine our strategic ambitions. The title of our strategy is:

‘Caring, discovering, growing: Together’

Our strategy is being reviewed again by the CNTW2030 programme which is now underway with extensive discussion with service users, carers, colleagues, and partners.

The challenges and opportunities

As the NHS strives to continue to provide high quality services and to live up to the high expectations of patients and the public, we must have regard to today’s challenges and anticipate the challenges of the future. People are living much longer which is good news, but an ageing population presents a number of serious challenges for the health and social care system.

The cost of providing care is getting more expensive and the NHS is facing these challenges at a time of unprecedented austerity and adjusting to an era of much tighter public finances.

The Covid-19 pandemic has had a profound global impact and has changed the lives of people across the world forever. People have never before had to think about their personal finances, mental and physical health and wellbeing, the wider economy, climate change, and job security, all at the same time.

Having said that, the pandemic has also brought about things we never thought we could do, or ever thought we would do including the way we deliver services. We recognise that we need to use this to go further, to push for better, and re-imagine the future so that we can better support the people and communities that we serve.

There is no question that the demand for our services will increase as a result of the pandemic and alongside this, mental health in particular has never had a higher profile in society.

After many years of fighting hard to challenge the stigma associated with mental ill health, the tide is finally turning. Celebrities, pop stars and the Royal family have opened up about their personal experiences. Change for the better is happening, and more is to come. The next five years will be a time of change for the whole of the NHS and also for CNTW.

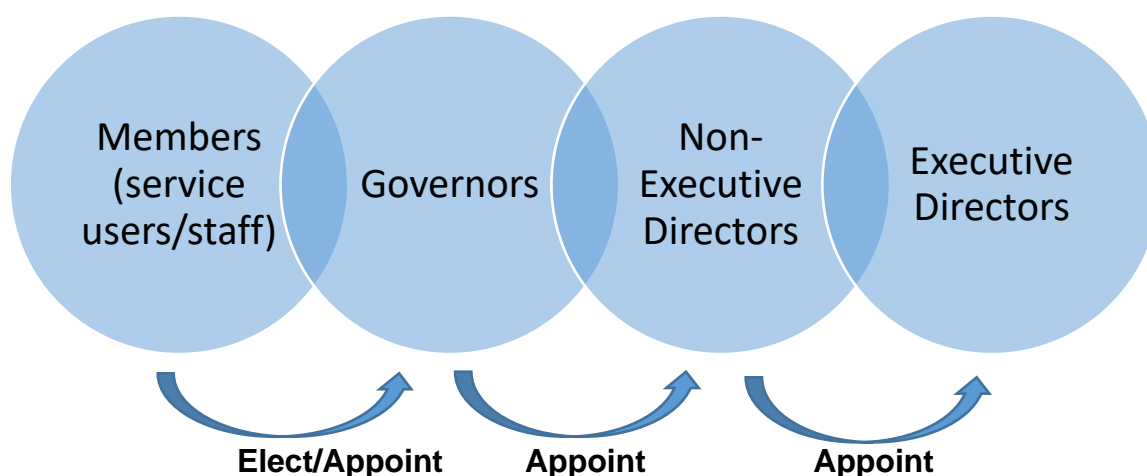
What is an Integrated Care System (ICS)?

Now, more than ever before, health and care services need to work together to deliver the right care, at the right time and in the best place. The NHS Long Term Plan, published 7 January 2019, makes it clear that ICSs are central to bringing together local organisations, to redesign care and improve health.

Creating an ICS for the North East and North Cumbria is not about developing a new organisation or structure. It's about looking at ways of working differently for the benefit of all patients and staff. An ICS will bring together health and social care organisations to agree joint priorities and decide how best to deliver efficient services where there is a common need or opportunity. By collaborating and making best use of combined resources, including technology, data, money and our workforce, we have a shared focus on improving the health and wellbeing of people in all communities.

An ICS will support joint decisions and make it easier to work 'at scale' on common issues which are bigger than one organisation. This will result in planning and tailoring care for local populations and communities by working across local boundaries to reduce some of the costs associated with planning and delivering services, in addition to sharing what works best to improve the health of local people.

Accountability Framework



Our Members (including service users, staff and stakeholders)

As a Public Benefit Corporation, CNTW has members. We have four membership constituencies to represent stakeholder interests:

- Public constituency;
- Service users and carers constituency;
- Staff constituency;
- Partner organisation constituency.

Members elect public, service user and carer Governors into post, and key partner organisations appoint representatives to the Council of Governors. Membership ensures that NHS Foundation Trusts truly represent and understand the needs of their local communities in the development of services and delivery of strategy and objectives.

The Trust's Constitution provides further detail on the governance of the Trust and the accountability framework. The Constitution is available at <https://www.cntw.nhs.uk/about/publications/trust-constitution-september-2019/cntw-constitution/>

The Council of Governors

The duties of the Council of Governors include:

- To hold the Non-Executive Directors to account for the performance of the Board of Directors, which includes ensuring the Board of Directors acts so that the Trust does not breach the terms of its Provider Licence.
- To represent the interests of the members of the NHS Foundation Trust as a whole and the interests of the public.
- Appoint and, if appropriate, remove the Chair.
- Appoint and, if appropriate, remove the other Non-Executive Directors.
- Decide the remuneration and allowances, and other terms and conditions of office, of the Chair and the other non-executive directors.
- Approve (or not) any new appointment of a Chief Executive.
- Appoint and, if appropriate, remove the Trust's Auditor.
- Contribute to the Trust Forward Planning process.
- Approve significant transactions (including mergers, acquisitions etc.).
- Approve amendments to the Trust's constitution;

The role of the Board of Directors

The Board of Directors consists of eight Non-Executive Directors including the Chairman and seven Executive Directors including the Chief Executive. They are collectively responsible for the exercise of the powers and the performance of the Trust. As a unitary Board all directors have joint responsibility for every decision of the Board of Directors and share the same liability. This does not impact upon the responsibilities of the Chief Executive as the accounting officer.

The general duty of the Board and of each director individually, is to act with a view to promoting the success of the organisation so as to maximise the benefits for the members of the Trust as a whole and for the public.

Its role is to provide entrepreneurial leadership of the Trust within a framework of prudent and effective controls, which enables risk to be assessed and managed. It is responsible for:

- Ensuring the quality and safety of healthcare services, education, training and research delivered by the Trust and applying the principles and standards of clinical governance set out by the Department of Health, NHS England, the Care Quality Commission, and other relevant NHS bodies.
- Setting the Trust's vision, values and standards of conduct and ensuring that its obligations to its members are understood, clearly communicated and met. In developing and articulating a clear vision for the Trust, it should be a formally agreed statement of the Trust's purpose and intended outcomes which can be used as a basis for the Trust's overall strategy, planning and other decisions.
- Ensuring compliance by the Trust with its licence, its constitution, mandatory guidance issued by Monitor, relevant statutory requirements and contractual obligations.
- Setting the Trust's strategic aims at least annually, taking into consideration the views of the Council of Governors, ensuring that the necessary financial and human resources are in place for the Trust to meet its priorities and objectives and then periodically reviewing progress and management performance.
- Ensuring that the Trust exercises its functions effectively, efficiently and economically.

The Board of Directors keeps its performance and effectiveness under on-going review. It undertakes a self-assessment of effectiveness supported by post Board of Directors' meeting reflections, Board time outs, a development programme, the review of governance arrangements and its committees' annual self-assessment exercise.

The Board of Directors maintains continuous oversight of the Trust's risk management and internal control systems with regular reviews covering all material controls, including financial, operational and compliance controls. The Board of Directors reports on internal control through the Annual Governance Statement as part of the Annual Report and Accounts.

The Board of Directors meets in public ten times per year (excluding Board Away Days).

The appointment of Non-Executive Directors requires approval by the majority of the Governors attending the relevant general meeting.

JOB DESCRIPTION AND PERSON SPECIFICATION

Chief Executive Cumbria, Northumberland, Tyne and Wear NHS Foundation Trust

About the role

Over the last 20 months, the NHS including Cumbria, Northumberland, Tyne and Wear NHS Foundation Trust has been on the most challenging journey in its history in responding to the Covid-19 pandemic.

The pandemic has materially impacted and changed the way we work, the way we live and the way we access health and care services both now and as we move into the future. Some of the challenges faced by the Trust includes the rising demand for mental health services, supporting the recruitment, retention, and development of all our colleagues, embracing new technology and new and innovative ways of working.

The Trust's response to the pandemic has demonstrated the remarkable adaptability, resilience and capability of the Trust's services and its people and we are in the process of refreshing our Trust strategy to respond to the challenges, and opportunities before us.

With this in mind, we are looking for someone who can answer the following questions positively.

- Do you keep service users and carers at the centre of all you do and, in your mind, and heart?
- Are you committed to good relationships with the Governors, members of the Board and our colleagues of every profession and occupation?
- Can you lead and manage, support others to manage and encourage leadership throughout the Trust?
- Do you understand that CNTW cannot deliver for the people we serve on our own and that relationships with Local Government, Primary Care Networks, the Third Sector and all our partners are fundamental to all we do?
- Can you fulfil the role of the Accountable Officer of a Statutory organisation and play a full part in the work of the Integrated Care System?
- Can you work with our Staff Networks and all our colleagues to progress the Equality, Diversity and Inclusion agenda and combat discrimination of any kind?
- Will you do your best to live the values of CNTW – caring and compassionate, respectful, honest and transparent?

Chief Executive job description and person specification

Job purpose

To be responsible to the Board of Directors for the strategic leadership and operational management of the Foundation Trust, ensuring that the Trust provides high quality services to its users; provides services which meet and preferably exceed the expectations of Commissioners and the regulatory bodies; plays a full part in developing partnerships with all those who can contribute to mental health including the third sector, primary care and local government, and that the Trust develops its status as a high performance, innovative service provider and an established reputation as employer, service provider, and partner within the wider health and wider community.

Accountability

The post holder is accountable to the Board of Directors through a primary reporting relationship to the Chairman of the Council of Governors and Board of Directors.

Key result areas

Strategy, leadership and management

- To work with service users, carers, colleagues, and partners to create and promote a vision for the Trust, which is clear, inspiring and ensures that the Trust plays its full part in a sustainable future for autism, learning disability, mental health, and neuro-disability services:
- To develop that vision – in conjunction with the Council of Governors and Board of Directors – into a set of objectives which are clear and measurable and unpinned by robust enabling strategies
- To develop a Trust wide strategy which considers the needs of other key stakeholders, integrated care system partners, service users and carers, primary care networks, third sector organisations, and colleagues at all levels
- To ensure the successful delivery of strategic objectives and execution of the overarching strategy by providing leadership to, and development of, the Executive Team and ensuring the Trust has the capacity, capability, and the effective management systems to deliver these within a culture of collective leadership.
- To ensure that the organisation continues to contribute towards its climate-friendly sustainability goals, in line with its agreed Green Plan.

Governance, stewardship, and regulatory compliance

- As Accountable Officer for the Foundation Trust, to ensure that the Trust meets its statutory requirements and service obligations as set out in its Provider License.
- To be responsible for ensuring that the Trust acts within a framework of good governance and in accordance with the Trust constitution as agreed by the Council of Governors and to deliver the Trust business in a safe, effective, efficient, and economical way
- As the Accountable Officer for the Trust, ensure that the governance arrangements are in place reflect the highest standards of probity, openness, transparency, and conduct

- To work closely with the Chairman to ensure that proper constitutional, governance, and development arrangements are in place to assure ongoing capability and capacity to meet their collective and individual duties and responsibilities.
- To contribute to the development, promotion and application of Trust values and culture

Commercial and business development

- To ensure that the Trust provides services as an autism, learning disabilities, mental health, and neuro-disability provider where it is appropriate for the Trust to be the provider rather than providers in primary care and the third sector
- To ensure delivery of the highest quality services through effective contract management to secure the best possible outcomes for service users within appropriate resource allocation whilst maintaining a consistent focus on safety, quality, integration, and innovation

Service development and provision

- To develop the Trust's ongoing transformation programme to enhance community engagement and access, and shape our services in line with the future needs of local communities
- To ensure that the Trust fulfils the commitment within its vision to be a leader in the delivery of high-quality care and a champion for those we serve
- To ensure that internal and external systems are in place to deliver safe and effective services
- To secure the Trust's position within the integrated care system structure ensuring parity of esteem for autism, learning disability, mental health, and neuro-disability services as part of the system-wide governance structure, resource allocation and decision-making

Performance management

- To ensure services are well-positioned to achieve meaningful outcomes for service users
- To ensure performance and development systems are in place to achieve compliance with and, where possible, exceed regulatory and quality standards
- To ensure effective management of resources through the development of key performance indicators which are regularly monitored by the Board of Directors
- To ensure the development of a performance management culture which is supportive, motivating, and embraces Trust and system-wider learning, objective setting, and involvement of staff at all levels

Partnership working, social inclusion and stakeholder management

- Contributing towards a truly integrated care system giving people more control over their own health and the care they receive, driving forward a collaborative approach to working with other service providers
- Contributing to the implementation of integrated care systems to deliver the best possible care

- Work with the wider health and care system including the Third Sector and local government and establish dynamic partnerships to address some of society's most complex health problems and issues of inequality
- Build and maintain effective working relationships with a wide range of stakeholders, integral to the success of the Trust and integrated care system and as a socially responsible employer and provider
- To develop a culture and practice within which the views and input of service users and carers are embedded in the Trust services, and ways of working
- To develop and maintain constructive relationships with local, regional, and national regulators, commissioners, Primary Care Networks, local authorities, MPs, the third sector, and other relevant organisations within the community
- To create a strong brand and reputation, built on ongoing relationships and dialogue to raise awareness of, and eradicate, the stigma associated with autism, learning disabilities, mental health, and neuro-disability services

Financial

- As Accountable Officer, to be responsible for the financial performance of the Trust and for effective financial systems being in place enabling the Trust's financial and statutory duties to be met
- To ensure timely and sufficient reporting of such matters to the Board of Directors so that it is adequately placed to make informed decisions about the financial health of the Trust and the wider integrated care system
- To recommend to the Board of Directors an annual budget and financial plan and ensuring their achievement following approval, taking into consideration wider system-wide priorities

Human Resources

- To ensure that the Trust delivers a Workforce Strategy which supports the delivery of its objectives, incorporating national, system-wide and local priority initiatives
- To ensure that the Trust is at the forefront of the current national commitment to supporting, engaging, and recognising the contribution of its staff
- To ensure the implementation of the Trust's Equality, Diversity and Inclusion strategy, ensuring a zero-tolerance response to discrimination and inequality

Organisational development

- To promote and embed a devolved, empowered leadership style with effective engagement of colleagues to create a just culture of innovation, inclusion and psychological safety
- To ensure effective mechanisms are in place to capture organisational learning from the varied sources both within and out-with the Trust

This role outline reflects the main responsibilities and duties of the post as it currently stands. These may be subject to amendment in accordance with changes in circumstances and priorities. Such changes will be discussed with the post holder.

Person specification

Part One – Background and Experience

- Proven track record of successful transformational leadership at Chief Executive or Executive level in a complex healthcare setting
- Experience of leading and delivering transformational change in an open and inclusive way, with a natural ability to communicate with service users and carers, communities and colleagues as well as managing complex political environments to achieve tangible and lasting improvements to services
- Experience of organisational development and design and of leading complex organisational change and influencing multiple stakeholders
- Experience of effective joint working with other statutory, third sector or private sector organisations
- Experience of working with local government
- Experience of successfully leading organisations meeting financial and statutory obligations
- Proven experience of thinking strategically and converting that thinking into measurable service benefits
- Proven track record of developing a strong organisational values-driven culture committed to high standards of performance and quality

Part Two – Knowledge and Skills

- Degree level education or equivalent managerial experience gained in a relevant field
- Masters level qualification or equivalent specialist managerial experience gained in a relevant field
- Evidence of relevant continuing professional development
- Relevant postgraduate management/leadership qualification
- High level of commitment to service users, carers, and the community and to tackling health inequalities
- Strong commitment to uphold NHS and Trust values, principles and the aims of the Trust and the wider integrated care system and local community
- Awareness of national health policy and key strategies and their implications for autism, learning disabilities, mental health, and neuro-disability services
- Knowledge of the NHS regulatory framework
- Ability to translate strategic analysis into practical / meaningful action which is understandable for different audiences
- Ability to work successfully with stakeholder groups and partner organisations
- Ability to create a culture of innovation, questioning and learning
- Ability to facilitate change, inspire, motivate, and support people and teams
- Ability to deliver under pressure
- Business acumen, political acumen and commercial awareness geared to the risks and opportunities presented by the integrated care system model

Part Three – Personal Attributes

- Demonstrate commitment to continuously improving outcomes, tackling health inequalities, and delivering the best value for money for the taxpayer

- Demonstrate commitment to the NHS, CNTW and other partners within the system for the benefit of health services and the wider population
- Demonstrate a commitment to upholding, the NHS principles and values outlined in the NHS Constitution
- Demonstrate a commitment to ensuring that the organisation values diversity, and promotes equality and inclusivity in all aspects of their business
- Demonstrate a commitment to promoting integration where this is in the patients' best interest
- Committed to 'system working', partnering across organisations to deliver on key priorities set out in NHS Long Term Plan and managing within the total resources available to the system to make these improvements
- An effective decision maker who leads by example and can take others with them
- Flexible and adaptable in approach, enabling him/her to respond to the situation accordingly
- Strategic thinker with the ability to communicate a vision and engage followership
- Personal integrity and commitment to openness

Competencies

- Demonstrates an ability to work effectively and with sound judgement in a highly complex and dynamic environment
- The ability to understand the limit of their management competencies and the wisdom to seek advice when these are reached
- The ability to develop, with service users, carers, colleagues and partners a clear and compelling organisational narrative that describes the future strategy of the Trust, and to communicate this narrative and progress to a wide range of audiences
- The ability to communicate complex health and care issues in laypersons language at public meetings and through media interviews
- Capability to understand and analyse complex issues, drawing on the breadth of data that needs to inform the Trust's deliberations and decision-making; and the wisdom to ensure that it is used ethically to balance competing priorities and make difficult decisions
- The ability to influence and persuade others articulating a well-founded view and to engage in constructive debate without being adversarial or losing respect and goodwill
- The ability to take an objective view, seeing issues from all perspectives and especially external and service user and carer perspectives
- Capability to work across organisational boundaries

Leadership

- Contribute to setting the direction and strategy and aspirations of the Trust and act in a manner consistent with its values
- Create a compelling vision for the future and communicate this within and across organisations
- Work with others in teams and networks and engage, listen, and involve service users, carers and communities to provide services with a view to continuous improvement
- Demonstrate resilience, independence of thought, emotional intelligence, the ability to work through conflict and ambiguity and the ability to demonstrate a range of leadership styles to secure results

- A level of political astuteness with highly developed skills in engaging and influencing
- Demonstrate presence and engage people by the way they communicate, behave, and interact with others

NHS STANDARD APPLICATION FORM

Please fill in the application form below. Do not type/write using only capital letters and please remember to check it carefully, as once the form has been submitted it cannot be changed. Please note that questions marked with an asterisk * are mandatory and therefore must be answered

APPLICATION FOR EMPLOYMENT WITH

Cumbria, Northumberland Tyne and Wear NHS Foundation Trust

APPLICATION FOR EMPLOYMENT

Details entered in this part of the form will be held by the recruiting employer. Access to this information will be withheld from the shortlisting panel. Please do not type/write using only capital letters, as this could lead to your application being automatically rejected. Please use the appropriate mixture of capital and lowercase letters in standard written text.

Job Reference Number	
Job Title	
Department	

Personal Details

Title	
*Surname/Family Name	
*First Name	
Middle Name	
Name in which you are registered with a professional body (if applicable)	
UK National Insurance No	
Address	
*Postcode/ Zip code	
*Country	
Home Telephone	
Mobile Telephone (only if UK registered)	

<p><i>NHS Jobs can send text messages to UK registered mobile for key activities associated with applications.</i> Check this box if you wish to receive updates by text message?</p>	<input type="checkbox"/>														
<p>Work Telephone</p>															
<p>Preferred telephone number</p>	<input type="checkbox"/> Home <input type="checkbox"/> Mobile <input type="checkbox"/> Work														
<p>Email Address</p>															
<p>*Are you a United Kingdom (UK), European Community (EC) or European Economic Area (EEA) National?</p>															
<p><input type="checkbox"/> Yes <input type="checkbox"/> No</p>															
<p>If you have answered 'no' above, you must answer these questions:</p>															
<p>Please select the category that relates to your current immigration status. This status will be subject to checking before interview.</p>															
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<input type="checkbox"/> Work Permit/Tier 2 visa	<input type="checkbox"/> Tier 5 Youth Mobility/ working holiday visa														
<input type="checkbox"/> Dependant / Spouse visa	<input type="checkbox"/> Refugee														
<input type="checkbox"/> Clinical attachment visa	<input type="checkbox"/> Other, please specify below														
<input type="checkbox"/> Tier 4 student															
<input type="checkbox"/> Visitor															
<p>Please supply details of any visa currently held:</p>															
<p>Visa No: Start Date: (DD/MM/YY) Expiry Date: (DD/MM/YY) Details of any Restriction:</p>															
<p>Does your visa have a condition restricting employment or occupation in the UK?</p>															
<p><input type="checkbox"/> Yes <input type="checkbox"/> No</p>															
<p>Are you an NHS professional returning to practice?</p>	<p><input type="checkbox"/> Yes <input type="checkbox"/> No</p>														

APPLICATION FOR EMPLOYMENT

Details entered in this part of the form will be held by the recruiting employer and will be made available to the short-listing panel.

Job Title	
Department	

All relevant qualifications. Please also indicate subjects currently being studied. All qualifications disclosed will be subject to a satisfactory check.			
Subject/Qualification	Place of Study	Grade/result	Year obtained

Training Courses Attended

Training courses that you have attended or details of courses that you are currently undertaking, together with the date completed or to be completed.			
Course Title	Training Provider	Duration	Year obtained

Membership of Professional Bodies

Please provide details regarding any relevant professional registrations or memberships. This information will be subject to a satisfactory check.

* Please indicate your UK Professional Registration status *
<input type="checkbox"/> I do not have the relevant UK professional registration status
<input type="checkbox"/> I have current UK professional registration
<input type="checkbox"/> UK professional registration required and applied for
<input type="checkbox"/> UK professional registration required but not yet applied for
<input type="checkbox"/> I am a student
<input type="checkbox"/> Not required for this post

If professional registration is not required then go to **Employment History**.

If you have answered 'I have current UK professional registration relevant for this post' or 'I have current UK professional registration and licence to practise for this post', then please enter the relevant details below.			
Professional Body	Membership or Registration type	Membership/ Registration Number	Expiry/ Renewal Date

If you are applying for a post that requires professional registration you are required to provide the following information:

Are you currently the subject of a fitness to practise investigation or proceedings by a licensing or regulatory body in the UK or in any other country?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If applicable, please provide details of any investigations or proceedings you may be subject to.	
Have you been removed from the register or have conditions been made on your registration by a fitness to practise committee or the licensing or regulatory body in the UK or in any other country?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If applicable, please provide details of any conditions you may have.	

Employment History

Please record below the details of your full employment history beginning with your current or most recent first. If required, please provide additional information regarding your employment history within the 'Supporting Information' section.

Start of continuous NHS service (If applicable) (MM/YYYY)	
Months since most recent employment ended (if applicable)	

Current/most recent employer

Employer Name			
Address			
Type of Business		Telephone	
Job Title			
Start Date (MM/YYYY)		End Date (MM/YYYY)	
Grade		Salary	
Reporting to (job title)		Period of notice	
Reason for leaving (if applicable)			
Brief description of your duties and responsibilities			

Previous Employer 1

Employer Name			
Address			
Type of Business		Telephone	
Job Title			
Start Date (MM/YYYY)		End Date (MM/YYYY)	
Grade		Salary	
Reporting to (job title)		Period of notice	
Reason for leaving (if applicable)			
Brief description of your duties and responsibilities			

Previous Employer 2

Employer Name			
Address			
Type of Business		Telephone	
Job Title			
Start Date (MM/YYYY)		End Date (MM/YYYY)	
Grade		Salary	
Reporting to (job title)		Period of notice	

Reason for leaving (if applicable)
Brief description of your duties and responsibilities

Previous Employer 3

Employer Name			
Address			
Type of Business		Telephone	
Job Title			
Start Date (MM/YYYY)		End Date (MM/YYYY)	
Grade		Salary	
Reporting to (job title)		Period of notice	
Reason for leaving (if applicable)			
Brief description of your duties and responsibilities			

Previous Employer 4

Employer Name			
Address			
Type of Business		Telephone	
Job Title			
Start Date (MM/YYYY)		End Date (MM/YYYY)	
Grade		Salary	
Reporting to (job title)		Period of notice	
Reason for leaving (if applicable)			
Brief description of your duties and responsibilities			

Previous Employer 5

Employer Name			
Address			
Type of Business		Telephone	
Job Title			
Start Date (MM/YYYY)		End Date (MM/YYYY)	
Grade		Salary	
Reporting to (job title)		Period of notice	

Reason for leaving (if applicable)
Brief description of your duties and responsibilities

Previous Employer 6

Employer Name			
Address			
Type of Business		Telephone	
Job Title			
Start Date (MM/YYYY)		End Date (MM/YYYY)	
Grade		Salary	
Reporting to (job title)		Period of notice	
Reason for leaving (if applicable)			
Brief description of your duties and responsibilities			

Please add additional employers/information on a separate sheet.

Employment Gaps

If you have any gaps within your employment history, please state the reasons for the gaps below.

References

Please provide the names and full contact details of the people who have agreed to supply references. References must include at least two positions with separate employers and, as a minimum, cover a period of three years employment and/or training history, where this is possible.

Referees will be required to comment on your competence, personal qualities and suitability for the post. This may be your line/department manager, or someone in a position of responsibility for any work experience or placement undertaken. If you are a student or trainee this should include a teacher/tutor at your education institution.

If you have not been in employment for a considerable amount of time but have had previous employment, then you should seek one reference from your last known employer and a personal reference from a person of standing within your community such as a doctor, solicitor or MP. Where it is genuinely not possible to obtain references from any of the sources outlined above, you must provide contact details of two personal acquaintances who would be willing to give a reference. Personal acquaintances must not be related to you, or have any financial arrangement with you.

Please note that all reference requests will be followed up and verified by the recruiting employer.

Referees may be approached prior to interview, unless you indicate otherwise below.

Referee 1

* Type of Reference	<input type="checkbox"/> Employer <input type="checkbox"/> Educational <input type="checkbox"/> Personal		
Title			
*Surname/Family name		* First Name	
*Relationship			

Employer Name			
Referee Job Title			
*Address			
*Postcode/ Zip Code			
Telephone		*Country	
Email		Fax	
*Can the referee be contacted prior to interview?	<input type="checkbox"/> Yes <input type="checkbox"/> No		

Referee 2

* Type of Reference	<input type="checkbox"/> Employer <input type="checkbox"/> Educational <input type="checkbox"/> Personal		
Title			
*Surname/Family name		* First Name	
*Relationship			
Employer name			
Referee Job Title			
*Address			
*Post Code/ Zip Code			
Telephone		*Country	
Email		Fax	
*Can the referee be contacted prior to interview?	<input type="checkbox"/> Yes <input type="checkbox"/> No		

If you have applied to us within the last 3 months, are you happy for us to use the references from your earlier application?	<input type="checkbox"/> Yes <input type="checkbox"/> No
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Supporting Information

In this section please give your reasons for applying for this post and additional information which demonstrates that you have read the published person specification and how you meet the essential and (where relevant) desirable criteria for this particular position. This can include relevant skills, knowledge, experience, voluntary activities, training etc.

If relevant to the post for which you are applying, you should include details about research experience, publications or poster presentations, clinical care (knowledge and skills) and clinical audit.

* Supporting information (Please continue on additional sheets if necessary).

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Additional Personal Information

Preferred Employment Type	<input type="checkbox"/> Full Time <input type="checkbox"/> Part Time <input type="checkbox"/> Job Share <input type="checkbox"/> Secondment <input type="checkbox"/> Flexible Hours
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Declaration

The information in this form is true and complete. I agree that any deliberate omission, falsification or misrepresentation in the application form will be grounds for rejecting this application or subsequent dismissal if employed by the organisation. Where applicable, I consent that the organisation can seek clarification regarding professional registration details.

I agree to the above declaration			
Signature			
Name		Date	

Where did you see this vacancy advertised?			
<input type="checkbox"/> NHS Website <input type="checkbox"/> Search Engine <input type="checkbox"/> Other Website <input type="checkbox"/> National Newspaper	<input type="checkbox"/> Local Newspaper <input type="checkbox"/> British Medical Journal <input type="checkbox"/> British Dental Journal <input type="checkbox"/> Health Service Journal	<input type="checkbox"/> Doctor <input type="checkbox"/> Therapy Weekly <input type="checkbox"/> Nursing Times <input type="checkbox"/> GP <input type="checkbox"/> Hospital Doctor	<input type="checkbox"/> Nursing Standard <input type="checkbox"/> Other Professional Journal <input type="checkbox"/> Jobcentre Plus <input type="checkbox"/> Radio <input type="checkbox"/> Other

MONITORING INFORMATION

NHS organisations recognise the benefits of having a diverse workforce and therefore welcome applications from all sections of the community. In addition to this, under the provisions of the Equality Act 2010, all NHS organisations are required to demonstrate that their recruitment processes are fair and that they are not discriminating against or disadvantaging anyone because of their age, disability, gender reassignment status, marriage or civil partnership status, pregnancy or maternity, race, religion or belief, sex or sexual orientation. Therefore a series of questions need to be raised in order to ascertain who is applying for each position and to ensure that no one is being unfairly discriminated against or disadvantaged.

This section of the application form will be detached from your application and will not be used as part of the selection process nor will it be seen by anybody who is interviewing you. The information collected is only used for monitoring purposes in an anonymised format to assist the organisation in analysing the profile and make up of individuals who apply, are shortlisted for and appointed to each vacancy. In this way, they can check that they are complying with the Equality Act 2010.

Equality Act 2010

The Equality Act 2010 protects people against discrimination on the grounds of their age and sex.

* Please state your date of birth	
* Please indicate your gender	<input type="checkbox"/> Male <input type="checkbox"/> Female <input type="checkbox"/> I do not wish to disclose this

Equality Act 2010

The Equality Act 2010 protects people who are married or in a civil partnership

* Please indicate the option which best describes your marital status	
<input type="checkbox"/> Married <input type="checkbox"/> Single <input type="checkbox"/> Civil partnership <input type="checkbox"/> Legally separated	<input type="checkbox"/> Divorced <input type="checkbox"/> Widowed <input type="checkbox"/> I do not wish to disclose this

Equality Act 2010

The Equality Act 2010 protects bisexual, gay, heterosexual and lesbian people from discrimination on the grounds of their sexual orientation

* Please indicate the option which best describes your sexual orientation	
<input type="checkbox"/> Lesbian <input type="checkbox"/> Gay <input type="checkbox"/> Bisexual	<input type="checkbox"/> Heterosexual <input type="checkbox"/> I do not wish to disclose this

Equality Act 2010

The Equality Act 2010 protects people against discrimination on the grounds of their race which includes colour, nationality, ethnic or national origin.

* Please indicate your ethnic origin		
<p>Asian or Asian British</p> <p><input type="checkbox"/> Bangladeshi</p> <p><input type="checkbox"/> Indian</p> <p><input type="checkbox"/> Pakistani</p> <p><input type="checkbox"/> Any other Asian background</p> <p>Black or Black British</p> <p><input type="checkbox"/> African</p> <p><input type="checkbox"/> Caribbean</p> <p><input type="checkbox"/> Any other Black background</p>	<p>Mixed</p> <p><input type="checkbox"/> White & Asian</p> <p><input type="checkbox"/> White & Black African</p> <p><input type="checkbox"/> White & Black Caribbean</p> <p><input type="checkbox"/> Any other mixed background</p> <p>White</p> <p><input type="checkbox"/> British</p> <p><input type="checkbox"/> Irish</p> <p><input type="checkbox"/> Any other White background</p>	<p>Other Ethnic Group</p> <p><input type="checkbox"/> Chinese</p> <p><input type="checkbox"/> Any other ethnic group</p> <p><input type="checkbox"/> I do not wish to disclose this</p>

Equality Act 2010

The Equality Act 2010 protects people against discrimination on the grounds of their religion or belief, including a lack of any belief.

* Please indicate your religion or belief		
<p><input type="checkbox"/> Atheism</p> <p><input type="checkbox"/> Buddhism</p> <p><input type="checkbox"/> Christianity</p> <p><input type="checkbox"/> Hinduism</p>	<p><input type="checkbox"/> Islam</p> <p><input type="checkbox"/> Jainism</p> <p><input type="checkbox"/> Judaism</p> <p><input type="checkbox"/> Sikhism</p>	<p><input type="checkbox"/> Other</p> <p><input type="checkbox"/> I do not wish to disclose this</p>

Equality Act 2010

The Equality Act 2010 protects disabled people - including those with long term health conditions, learning disabilities and so called "hidden" disabilities such as dyslexia. If you tell us that you have a disability we can make reasonable adjustments to ensure that any selection processes - including the interview - are fair and equitable.

<p>* Do you consider yourself to have a disability?</p>	<p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p><input type="checkbox"/> I do not wish to disclose this information</p>
<p>Please state the type of impairment which applies to you. People may experience more than one type of impairment, in which case you may indicate more than one. If none of the categories apply, please mark 'other'.</p>	
<p><input type="checkbox"/> Physical impairment</p> <p><input type="checkbox"/> Sensory impairment</p> <p><input type="checkbox"/> Mental health condition</p>	<p><input type="checkbox"/> Learning Disability/Difficulty</p> <p><input type="checkbox"/> Long-standing illness</p> <p><input type="checkbox"/> Other</p>
<p>If you have a disability, do you wish to be considered under the guaranteed interview scheme if you meet the minimum criteria as specified in the person specification?</p>	
<p><input type="checkbox"/> Yes <input type="checkbox"/> No</p>	

Rehabilitation of Offenders Act 1974

The Rehabilitation of Offenders Act 1974 (as amended) helps rehabilitated ex-offenders back into work by allowing them not to declare criminal convictions after the rehabilitation period set by the Court has elapsed and the convictions become 'spent'. During the rehabilitation period, convictions are referred to as 'unspent' convictions and must be declared to employers.

The organisation aims to promote equality of opportunity and is committed to treating all applicants for positions fairly and on merit regardless of ethnicity, disability, age, gender or gender re-assignment, religion or belief, sexual orientation, pregnancy or maternity and marriage or civil partnership. The organisation undertakes not to discriminate unfairly against applicants on the basis of a criminal conviction or other information declared.

You are required to declare all current 'unspent' criminal convictions or cautions (including reprimands and final warnings). You are not required to disclose convictions or cautions which have become 'spent'.

As part of assessing your application, organisations will only take into account relevant criminal record and other information declared which is relevant to the position being applied for.

Answering 'yes' to the question below will not necessarily bar you from appointment. This will depend on the relevance of the information you provide in respect of the nature of the position for which you are applying and the particular circumstances.

* Are you currently bound over or do you have any current 'unspent' convictions or cautions (including reprimands or warnings) that have been issued by a Court or Court-Martial in the United Kingdom or in any other country?

Yes No

If Yes, please include details of the order binding you over and/or the nature of the offence, the penalty, sentence or order of the Court, and the date and place of the Court hearing. You do not need to tell us about parking offences.

Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975 (Amendment) (England and Wales) Order 2013

The position you are applying for has been identified as being an 'eligible position' under the *Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975* [the Exceptions Order] and, in certain circumstances, the Police Act 1997. As such, it meets the eligibility criteria for a standard or an enhanced disclosure to be requested through the Disclosure and Barring Service (DBS).

Both standard and enhanced DBS disclosure certificates contain information about any convictions, cautions (including reprimands and final warnings) which are not 'protected' as defined by the *Rehabilitation of Offenders Act 1974 (Exceptions Order) 1975* (as

amended). Enhanced disclosures may also include other relevant police information where this is deemed relevant to the position you are applying for.

Please be aware that the *Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975 (Amendment) (England and Wales) Order 2013* (S.I. 2013/1198) made amendment to the *Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975* to provide that certain spent convictions and cautions will become protected when specific conditions are met. Protected convictions and cautions will not be disclosed in a DBS check, and employers cannot ask for information about protected convictions or cautions, or take these into account when considering you for appointment.

Before you complete the question(s) below please read guidance and criteria for the filtering of these convictions and cautions which can be found on the Disclosure and Barring Service website at: www.gov.uk/government/organisations/disclosure-and-barring-service

Where the position has, in addition, been identified as a regulated activity under the *Safeguarding Vulnerable Groups Act (2006) (as amended by the Protection of Freedoms Act 2012)* an enhanced DBS disclosure will include information which is held on the Children's and/or Adults barred list(s), as applicable to the position.

Please note that you do not need to tell us about convictions, cautions, warnings or reprimands which are deemed 'protected' under the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975 as amended by the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975 (Amendment) (England and Wales) Order 2013 - see notes above. You also are not required to tell us about parking offences.

* Are you currently bound over, or do you have any convictions or cautions (including warnings and reprimands) which are not deemed 'protected' under the amendment to the Exceptions Order 1975, issued by a Court or Court-Martial in the United Kingdom or in any other country?
<input type="checkbox"/> Yes <input type="checkbox"/> No
If YES, please include details of the order binding you over and/or the nature of the offence, the penalty, sentence or order of the Court, and the date and place of the Court hearing.
* Are you currently bound by any barring decision made by the Disclosure Barring Service (DBS) from working with children?
<input type="checkbox"/> Yes <input type="checkbox"/> No
* Are you currently bound by any barring decision made by the Disclosure Barring Service (DBS) from working with vulnerable adults?
<input type="checkbox"/> Yes <input type="checkbox"/> No

Relationships

If you are related to a director, or have a relationship with a director or employee of an appointing organisation, please state the relationship:

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We value and promote diversity and are committed to equality of opportunity for all and all appointments are made on merit. We believe that the best boards are those that reflect the communities they serve, we particularly welcome applications from women, people from the black and minority ethnic communities, and disabled people who we know are under-represented in non-executive roles.

How to apply

Should you be interested in this role and would like to have an informal discussion with Ken Jarrold, Chairman or John Lawlor, Chief Executive, please contact Debbie Henderson, Director of Corporate Affairs and Communications at Debbie.henderson@cntw.nhs.uk.

If you would like a confidential discussion about the role, please contact Jim Canning, Michelle Shirley or Robin Staveley on 020 7426 3985 or via email jim.canning@gatenbysanderson.com.

Closing date for applications: **midnight Friday 26 November 2021**

Interviews will be held on Thursday 16th and Friday 17th December 2021

November 2021

Cumbria, Northumberland, Tyne and Wear NHS Foundation Trust