

# Non-Executive Director



## Candidate Brief

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# Welcome



Dear Prospective Colleague,

Thank you for your interest in the role of Non-Executive Director of Community Health Partnerships (CHP).

CHP is an NHS Company working in partnership with local health and care systems, our purpose is to provide innovative and sustainable spaces for patient care. We were set up by the Department of Health and Social Care to provide high quality health and social care facilities which meet local needs. We have three main arms - investment specialists, estate managers and advisory service regarding strategic estates matters. We are part of the NHS family. Our people understand primary and community infrastructure and work tirelessly to support the NHS integrate services and deliver excellent patient care. Our properties house GP services, community nursing, rehabilitation services, outpatients, diagnostic services, pharmacies, dental services and other community services.

We strive to lead the field in what we do. Our priorities and our people support this. They encompass the ambition we have for the future; and our willingness to innovate and change in order to deliver improved health outcomes in local communities. Our expertise is highly valued by those we work with. We prioritise our active participation in local conversations in order to align our portfolio to emerging clinical service models and service contract needs.

As the context within which we operate continues to evolve, so too must we as an organisation. Our focus on developing our organisational capability and capacity - the shaping of our teams, the development of our staff and the capability of our leadership - remains a priority to ensure that we are well positioned to achieve our ambitions and continue to support our partners in our changing environment.

CHP is transforming and has been through significant organisational changes. As the NHS reorganised into Integrated Care Systems, CHP has been on its own journey of change to ensure it remains fit for the future and can respond to the NHS and infrastructure challenges. You will join us at an exciting time of change as our strategic direction focuses on effective management of existing estate and better meeting customer needs through existing buildings.

We are seeking two exceptional Non-Executive Directors who are guided by personal values which align to our own – committed to providing inspirational leadership to the company and to placing customers at the heart of decision making. We are particularly seeking one person with experience of leading strategic digital and IT transformation and one with strategic financial investment/bid appraisal.

If you think you have the skills and ability to add value to our organisation in driving forward our mission we would like to hear from you.

Catherine Mason  
Chair

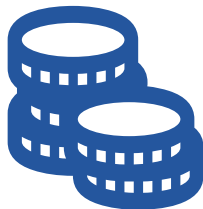




Head tenant  
of 310 properties in England



CHP buildings in 32 of 42  
Integrated Care Systems  
across England



Property portfolio worth  
£2.5bn

## About Us

Community Health Partnerships (CHP) is an NHS company wholly owned by the Secretary of State for Health and Social Care.

Incorporated in 2001 CHP was established to support the integration of community-based health and social care services, by working to improve the out of hospital NHS estate through 49 Public Private Partnerships established by the NHS Local Improvement Finance Trust (LIFT) programme. Through these partnerships we have developed over 300 properties across England often in areas of high health and social need.

They provide space for over 1300 NHS organisations who provide care to millions of patients.

We have three distinct business areas:

1. Investment and financing
2. Property and Operations
3. Strategic Business Development

CHP works with a range of partners and local systems to optimise the use of the LIFT buildings for the benefit of patients, service users, and those who care for them. CHP has a unique set of skills and experience in community infrastructure development, property management, investment portfolio management and advisory services.

Our CHP properties comprise of 5% of the NHS portfolio across England.

We are a Company with a diverse workforce with regional offices in Manchester, London and Birmingham.

Read more about our Executive and Board [here](#)

# Our Purpose and Vision



As an NHS company working in partnership with local health and care systems, our purpose is to provide innovative and sustainable spaces for patient care.

Our vision is to be a leader in shaping the care environment for locally based services.

Everything we do is delivered for the NHS and the communities we serve. Our achievements over the last year include:

- **Elective care recovery**

The NHS faces a significant backlog of elective care built up over the pandemic. The Delivery plan for tackling the COVID-19 backlog of elective care was published in February 2022. A key initiative to increase diagnostic capacity is the investment in more than 160 community diagnostic centres (CDCs). We developed an early adopter CDC at Finchley Memorial Hospital which was operational in 6 months, opening in July 2021. In its first year of operation it has tested over 50,000 patients.

- **Supporting integrated care through estate solutions and partnership working**

Through our Community Integration Programme we have been working closely with local NHS systems to make best use of our clinical spaces and buildings, supporting the Primary Care Network estates requirements, and increasing communication opportunities by bringing all partners together in one forum. We have established 3 pilots during 2021/22. We have reduced unlet space by 2,700 sqm.

- **Supporting a Greener NHS**

We completed the NHS's first purpose built low energy health centre in 2021. We will take the lessons learnt from Foleshill Health Centre and apply it to future health building design.

We also set out our roadmap to achieve CHP net zero carbon by 2040 through collaborative working with our customers, developing a proactive response to reducing the environmental impact of our buildings.

- **Buildings at the Heart of Communities**

A key part of our Corporate Social Responsibility Strategy is to maximise community benefit and deliver demonstrable social value throughout our business, ensuring we positively impact the communities in which we operate. Our Buildings at the Heart of Communities initiatives uses our relationship with the wider community to increase focus on social prescribing, inviting Local Authorities, Third Sector Organisations, Community Groups, and Charities to use our buildings for their activities.

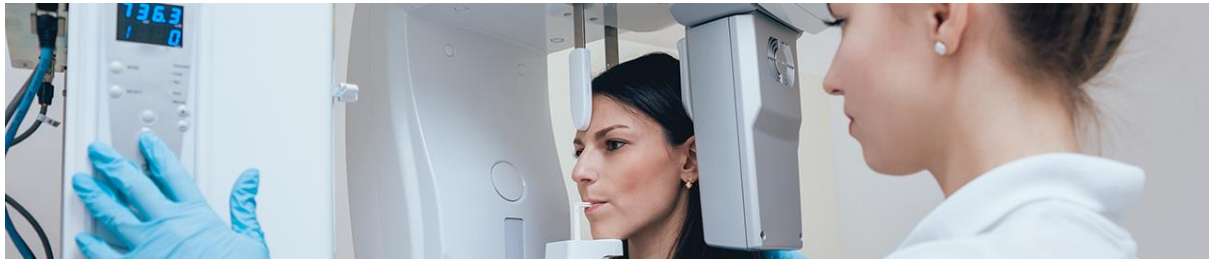
- **Social Value**

We value our social impact, building a partnership with The Social Value Portal to calculate our social value in terms of both CHP's and our suppliers environmental, social, and economic contributions.

- **Digital and data**

We will transform our estate to support the delivery of high quality, flexible care to patients; using available digital tools to enable our staff to offer an enhanced service and enabling informed decision making through comprehensive data and implementing a new Property Database to support operational activity and increased assurance on LIFT contract management through improved data, policy frameworks, and compliance reviews.

# Our Strategic Aims



We have five broad strategic aims which set out our ambition and shape our future plans.

## Leading

- Work with the DHSC, NHSE/I and local ICSs to influence policy development and infrastructure planning
- Be an innovator and leader in shaping the forward agenda for building design and utilisation

## Partners & customers

- Meeting the needs of our customers and improving our offer
- Supporting local systems to develop infrastructure plans, offering proposals and solutions to achieve best value

## Sustainable facilities

- Getting the basics right, with safe, accessible and welcoming facilities
- Improve our buildings to support the service needs of our customers, enabled by digital and smart technology achieving net carbon zero by 2040

## Value for money

- Transforming the way we work to maximise value to the NHS
- Leverage our supply chain to secure the best value outcomes for our customers

## People

- Invest in our people to provide fantastic customer service
- Make CHP a place where people want to work and feel engaged

Read our full 2022/23 Business Plan [here](#)

Read our key achievements in 2021/2022 and the Annual Report [here](#)



# Our Culture and Values



At CHP, we're committed to delivering an excellent service, both to our customers and to our colleagues. We believe in working together to support our staff in high performing teams. We are committed to nurturing a culture where everyone can achieve their best year after year.

The CHP Way defines the way we behave to provide a great working environment and excellent service to our customers:

## **Commitment**

- Do what we say we will do.
- Work together.

## **Accountability**

- Take responsibility of your words, actions, and results
- Lead by example

## **Respect**

- Actively listen and feedback
- Treat people with dignity and professionalism

## **Inclusivity**

- Value everyone for who they are.
- Be open-minded.

# Job Description

Community Health Partnerships (CHP) is owned by the Secretary of State for Health and Social Care and a key member of the NHS Family. Incorporated in 2001, CHP set out to improve community-based health and social care services, by working to improve the NHS estate through Public Private Partnerships established by the NHS LIFT programme.

We work closely with NHS commissioners and providers, NHS England (NHSE), and the Department of Health and Social Care (DHSC) and our sister company NHS Property Services. We operate in partnership with 49 PPP (NHS LIFT) companies in which we have a 40% investment interest. The investment return received from the portfolio funds the company's operations.

CHP has evolved since its beginning in 2001 as a procurement and investment company to, in 2013, taking on a broader remit including the 'end to end' management of a specific PPP asset class of buildings. Our present investment portfolio includes 310 buildings with a value of £2.5bn. Our property and asset management portfolio includes 307 properties with a turnover of £340m.

CHP is a values driven organisation focused on our customers. We have grown to be a Company with a diverse workforce, and we invest in our 222 employees and have high employee engagement levels. There are three offices: Manchester, Birmingham, and London.

CHP wants to appoint two Non-Executive Directors, to replace retiring NEDs, with extensive skills and experience to help drive the company forward by offering strategic advice and challenge to the Board and Executive Management Team

## Main Requirements

The Non-Executive Directors are members of the Board of Directors and share a corporate responsibility for strategic development, governance and the performance of CHP. Directors are expected to act in accordance with the duties of a Company Director as defined in the Companies Act 2006.

The successful candidates will:

- Work with fellow Directors in setting the Company's strategic aims, ensuring that the necessary financial and human resources are in place for it to meet its objectives, and that performance is effectively monitored and reviewed;
- Uphold the Company's values and standards and ensure that its obligations to its stakeholders and the wider community are understood and balanced;
- Provide independent judgement and advice on issues of strategy, vision, performance, resources and standards of conduct;
- Commit to upholding and encouraging the highest standards of probity, integrity and governance and contribute to ensuring that the Company's governance arrangements conform with best practice and statutory requirements;

- In accordance with agreed Board procedures, monitor the performance and conduct of management in meeting agreed goals and objectives and statutory responsibilities, including the preparation of annual reports and annual accounts;
- Seek assurance that information provided is accurate, and that controls and risk management systems are comprehensive, robust and defensible;
- Chair and be a member of committees established by the Board to exercise delegated responsibility and support accountability;
- Be well-informed about the Company and the external environment, market sectors and geographies in which it operates, with a strong command of the major issues;
- Seek continually to develop and refresh their knowledge to ensure that their contribution to the Company remains informed and relevant;
- Act as an ambassador for the Company in engagement with stakeholders and dealing with the media when appropriate;
- Declare any actual or perceived conflicts with interests which may arise.

The time commitment is approximately 18 days per year (plus preparation time), including attendance at bi-monthly Board meetings and an annual strategy day. Each successful candidate will chair a committee and be a member of another committee. The remuneration is £15,000 per annum. The appointment would be for an initial three-year period.

# Person Specification

## Qualifications, Experience and Knowledge

- Have operated successfully at a Board level within a large and complex organisation with a track record of positive impact and sound judgement;
- Experience of leading strategic digital and IT transformation **or** strategic financial investment/bid appraisal
- Experience of healthcare or property would be an advantage but not essential

## Skills and Personal Qualities

- Bring strategic thinking and an external perspective and demonstrate a commitment to improve healthcare;
- Demonstrate a strong understanding of good corporate governance;
- Have an independent mindset with the confidence and skills to advise and challenge other Board members and the Executive Team in the safe, compliant and efficient management of company operations;
- Have the motivation to improve the Company's quality of service and performance, and to plan for and address challenges as they are forecast or arise;
- Possess good inter-personal and communication skills and be able to quickly establish relationships and the confidence of the organisation's many stakeholders
- Be able to commit to the Company's values and behaviours and abide by the Nolan Principles.

# Process & Timescales

Closing Date for Applications

Monday 31<sup>st</sup> July 2023

Preliminary Interviews (with GatenbySanderson)

W/c 7<sup>th</sup> and 14<sup>th</sup> August 2023

Final Interview Panel

W/c 4<sup>th</sup> September 2023

# How to Apply

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Candidates will be selected for interview based on how closely they demonstrate their skills and experience in relation to the job description and person specification.

To apply for this post, please submit:

- a **comprehensive CV**
- a **detailed supporting statement** that:
  - addresses the appointment criteria as set out in the person specification
  - includes details of two referees who we would be able to contact if required
- Please also ensure you have completed and submitted the **equal opportunities monitoring form** provided. The information on the form will be treated as confidential, and used for statistical purposes only. The form will not be treated as part of your application.

In addition, please ensure that you provide the following information:

- Your current notice period.
- Daytime, evening and/or mobile telephone numbers as well as your personal email address (to be used with discretion).
- Confirmation of your availability for meetings on key dates as outlined above.

The closing date for applications is **Monday 31<sup>st</sup> July 2023**

If you have any queries about any aspect of the appointment process, need additional information or wish to have an informal and confidential discussion, our advising consultant Melanie Shearer 07807 621 337 will be pleased to talk to you. GatenbySanderson will respect the privacy of any initial approach or expression of interest in this role, whether formal or informal.

Once the closing date for applications has passed, applications will be evaluated according to the person specification and the Selection Panel will select which candidates will be invited to take part in the initial stage of the process.