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Tower Hamlets is seeking an Independent Chair of its Tower Hamlets Together (THT) Partnership Board.

Location: Tower Hamlets & occasional travel to North East London locations	Contract length: 2 years subject to review and an annual appraisal
Salary: £600-£650 daily rate	Start date: January 2019
Time commitment: Between 2-4 days per month	Application closing date: 19 th December 2018

The Tower Hamlets Health & Wellbeing Board (HWBB) has identified integration of health and care services as one of its five priorities for 2018/19 and beyond.

The Tower Hamlets Together Board (“the Board”) is responsible for furthering the strategic development of health and social care with key partners, including the voluntary and community sector, education, and the local community, with the scope to involve other key NHS and social care partners. In particular, it is responsible for building effective relationships across the public service system.

The Board has a leading role in promoting the health of the borough’s population and the oversight of health and social care integration, including service redesign, transformation and innovation. Integration is the key local priority. Board members identify opportunities to improve outcomes, reduce costs and duplication, and develop joint working arrangements to address this. The ethos of partnership working underpins the programme of work, recognising that, on occasion, difficult decisions may be required by partners in order to deliver improvements for the people of the borough.

In recognition of the scale and nature of local challenges, the members of THT Board have agreed that an Independent Chair should be appointed to ensure implementation of the THT vision takes place at pace, with a major focus on promoting system sustainability, working in partnership.

Job Summary

The role of the Independent Chair will include challenging any entrenched and parochial views and reconciling, where appropriate, the differing priorities and perspectives held by individual organisations, clinicians and other major stakeholders. The postholder will also facilitate the translation of good ideas into practice.

The role requires a bold and energetic strategic leader who can guide the THT Board to further develop its Integrated Health and Care (IHC) vision and ensure delivery takes place at pace. The successful candidate will have extensive prior experience as a leader in health and/or local government, and will need to have a personal style that balances soft skills to enable trust to be gained quickly, with the ability to act with authority to broker difficult decisions.

How to apply

For an informal discussion about the role please contact: Warwick Tomsett, Joint Director of Integrated Commissioning through his PA, Shopna Ahmed. Her telephone number is 020 7364 2609 and her e-mail address is:

shopna.ahmed@towerhamlets.gov.uk

The appointment is for two years, with an option to extend.

The role is estimated to be *between* 2-4 days per month at £600-£650 per day.

For further information on the duties and specification of the role please see the attached job description/specification and candidates' information pack.

Closing Date: midnight 19th December 2018

Interviews: Week commencing 7th January 2019

To apply, please forward your CV, covering letter/ supporting statement (max two pages) describing how you meet the "specification" for the post (by email) to: Suki Kaur, Deputy Director of Partnership Development at suki.kaur1@nhs.net

TOWER HAMLETS TOGETHER



www.towerhamletstogether.com

Independent Chair Job Description

Main Purpose

- 1) To provide independent leadership and strategic vision to Tower Hamlets Together (THT).
- 2) To Chair the monthly THT Board and any extraordinary meetings as required.
- 3) To ensure the THT Board makes decisions in a transparent and objective manner
- 4) To act as an ambassador for the partnership in relation to a wide range of external stakeholders, to raise its profile and to ensure that its work is understood, and to facilitate the involvement of external stakeholders in its work.

Key Responsibilities

- 1) Chair the THT Board in an effective and professional manner including setting of agendas, approval of minutes and management of associated business to ensure:
 - the delivery of the THT strategy for becoming an Integrated Health and Care system;
 - the delivery of agreed plans at pace and that necessary decisions are made in a timely manner;
 - that the best balance is achieved between healthy debate and action-based progress;
 - that disagreements are anticipated, acting proactively to handle them sensitively, in the system's best interest; and
 - that trusting relationships are built with Commissioners, Providers, the Alliance Board, the CCG, the Council for Voluntary Services, the Mayor, local MPs and Councillors.
- 2) Ensure that the THT Board works effectively, with good collaboration between Board members, encouraging and supporting the development of partnership working between Commissioners, Providers and the third sector, including any sub-groups/ networks of THT.

- 3) Ensure that THT operates first and foremost in the interests of local people rather than its constituent organisations and that any conflicts of interest are appropriately managed.
- 4) Hold partner organisations to account regarding the deployment of resources required for delivering the integration of health and social care.
- 5) Provide leadership on matters of system governance, and in particular, holding Board members to account for acting in accordance with the partnership's terms of reference.
- 6) Oversee the effectiveness of the THT infrastructure including the various work streams, its priorities and the achievement of the agreed outcomes.
- 7) Take a leading role in the partnership's communications, public relations issues or inter-agency problems, at short notice if required, including making public or professional presentations as needed.
- 8) Link into the East London Health and Care Partnership and the North East London Commissioning Alliance as necessary to ensure THT activity is aligned with regional and sub regional developments.
- 9) Enthusiastically represent the interests of the system to national health and care bodies (such as Health Education England, Public Health England, the DH), and other key stakeholders (including MPs, Ministers, the Universities etc.).
- 10) Prepare and deliver annually a Chair's statement on the partnership's work for incorporation into partner organisations' Annual Reports.
- 11) Provide leadership, advice and guidance to Board Members, including the induction of new Directors and other senior staff to the work of THT and engage with wider system partners from Newham and Waltham Forrest.
- 12) Develop links and work co-operatively where appropriate with other Care partnerships and associations to further develop good practice and learn from common issues.
- 13) Adhere to confidentiality in respect of the THT Board or individual commissioner and provider Member business.
- 14) Undertake any other duties as may be needed from time to time as necessary and appropriate to the role.
- 15) Provide leadership in supporting the Boards development to take on further delegation of decision making.

Independent Chair - Person Specification

Knowledge	Essential	Desirable
<input type="checkbox"/> Understanding of the NHS and Local Government specifically its commissioning and delivery.	✓	
<input type="checkbox"/> Understanding of the Tower Hamlets Health and Care System.	✓	
<input type="checkbox"/> Knowledge of establishing corporate / organisational structures and governance frameworks across multiple organisations.		✓
<input type="checkbox"/> Knowledge of the national health and care policy and key drivers / influences for integrating public services in this area.	✓	
Experience		
<input type="checkbox"/> Chairing complex professional meetings at a senior level efficiently and effectively.	✓	
<input type="checkbox"/> Leading and managing at a senior level in large public or third sector organisations, in a manner that commands the respect of diverse stakeholders, including senior agency representatives.		✓
<input type="checkbox"/> Experience in resolving divergent perspectives to deliver both high quality service outcomes and the highest value for money for stakeholders.	✓	
<input type="checkbox"/> Working across agency and professional boundaries and collaborative and partnership working.	✓	
<input type="checkbox"/> Working with professionals and members of the public in order to improve service and create value for money for stakeholders.	✓	
<input type="checkbox"/> Overseeing strategic change in a complex, organisational or systemic context.		✓
Skills		
<input type="checkbox"/> Excellent interpersonal and communications skills in the following areas: presentation skills, media relations, and maintaining a positive public and professional profile, sufficient to represent THT effectively to the media & other forums as required.	✓	
<input type="checkbox"/> Ability to influence key decision makers and other stakeholders in a complex, multi-agency environment.	✓	
<input type="checkbox"/> Assertive and clear thinking, with the ability to negotiate and persuade.	✓	

<input type="checkbox"/> Ability to generate and develop good working relations across THT partner organisations.	✓	
<input type="checkbox"/> Strong problem solving skills, including the ability to identify issues and areas of risk, and lead partners to effective resolution and decision.		✓
<input type="checkbox"/> Highly developed meeting skills: including the ability to organise, coordinate and follow through on key decisions; manage competing or differing views, and challenge positively to achieve the desired outcome.	✓	
<input type="checkbox"/> Skills in negotiating to assist in managing and resolving differences between agencies and other bodies.		✓
<input type="checkbox"/> Ability to recognise and challenge discrimination in its many forms and ensure Equal Opportunities policies within the operation of THT are followed.	✓	
<input type="checkbox"/> Ability to ensure high standards of confidentiality in terms of individual cases and sensitive cross-organisational matters.	✓	
<input type="checkbox"/> Self-motivating and able to operate outside of a single agency hierarchical structure.	✓	
<input type="checkbox"/> Ability to influence senior personnel and liaise with political representatives in order to further encourage support and funding for THT.	✓	
<input type="checkbox"/> Conversant with and be able to use information technology systems.		✓
Qualifications/Training		
<input type="checkbox"/> Relevant professional qualifications and/ or corresponding practical experience and sufficient standing in previous roles to command professional respect within the multi-organisational membership of THT.		✓
Attitude/ Motivation		
<input type="checkbox"/> Enthusiasm, commitment and a determination to carry forward a complex agenda.	✓	
<input type="checkbox"/> Commitment to improving outcomes for Tower Hamlets residents.	✓	
<input type="checkbox"/> Ability to enthuse and gain the commitment of others.	✓	
<input type="checkbox"/> Commitment to principles of promoting equality and respecting diversity.	✓	
Availability		
<input type="checkbox"/> Have the flexibility to carry out the required tasks and duties, including working outside normal office hours.		✓
<input type="checkbox"/> Be accessible to Board Members outside of THT Board meetings.		✓

TOWER HAMLETS TOGETHER



Information Pack for Candidates

for

Independent Chair of the Tower Hamlets Together Partnership

Closing Date for Completed Applications - Midnight on 19th December 2018

Interview Date - Week commencing 7th January 2019



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Dear Applicant,

We are delighted that you are interested in joining us. This is an exciting role with the opportunity to make a difference to individuals and communities across Tower Hamlets (TH).

Tower Hamlets Together (THT) is a partnership of health and care organisations that are responsible for the planning and delivery of prevention and health and care services for the residents of Tower Hamlets. The partnership includes the London Borough of Tower Hamlets, NHS Tower Hamlets Clinical Commissioning Group, the Tower Hamlets GP Care Group, East London NHS Foundation Trust, Barts Health NHS Trust and the Tower Hamlets Council for Voluntary Service.

The six partners have established the Tower Hamlets Together Board alongside the Joint Commissioning Executive (JCE) to jointly commission and deliver all adults and children's services across Tower Hamlets.

Tower Hamlets Together has a specific responsibility to support the Tower Hamlets Health and Well-being Board with the delivery of its strategy to further integration of health and social care. This is in line with the national policy the Five Year Forward View, the 2015 Comprehensive Spending Review, and the forthcoming NHS 10 year plan.

We are looking to appoint a non-voting Independent Chair to work with Board members and other key stakeholders to reach consensus and to ensure the Board carries out its roles and functions in accordance with the authority delegated to it through its Terms of Reference.

This information pack provides candidates with further information on the role, the appointments process and some background information on THT.

If you would like to arrange an informal discussion to find out if this role is right for you, please contact me through my PA, Shopna Ahmed. Her telephone number is 020 7364 2609 and her e-mail address is: shopna.ahmed@towerhamlets.gov.uk

We hope you find this an exciting opportunity to work in a dynamic environment influencing the future direction of health and care in Tower Hamlets.

We look forward to receiving your application.

Warwick Tomsett
Joint Director of Integrated Commissioning
London Borough of Tower Hamlets and
Tower Hamlets Clinical Commissioning Group

[Tower Hamlets Together \(THT\)](#)

Tower Hamlets Together (THT) and its work to date

Tower Hamlets Together (THT) is a partnership of local health and social care organisations working towards the shared aim of improving the health and wellbeing of people in Tower Hamlets. Its plans involve working together to design services that address local priorities through joint planning, joint commissioning, and the alignment of operational health and care teams in the community, whilst at the same time working with wider planning footprints to ensure the system as a whole secures the best possible outcomes and maximum value for the collective investment. The partnership includes:

- Tower Hamlets Council
- Tower Hamlets CCG
- Tower Hamlets GP Care Group
- East London Foundation Trust
- Barts Health Trust
- Tower Hamlets Council for Voluntary Service

Tower Hamlets is already working towards the emerging national model for integration. At the borough level, we are taking a whole population approach and have developed three THT 'lifecourse' workstreams, while, at a neighbourhood level, there are four Locality Health and Well Being Committees. The three workstreams are:

1. Born Well and Growing Well – focussing on maternity, children and young adults
2. Living Well – focussing on mainly healthy adults
3. Promoting Independence – focussing on adults with complex needs and older adults

On behalf of the THT Board, each workstream takes a leading role in promoting the health and well-being of the sector of the population with which it is concerned. It also has an oversight role of health and social care integration, including service redesign, transformation and innovation. Workstream members identify opportunities to improve outcomes, reduce costs and system duplication and promote joint working in developing system priorities. Each workstream is chaired by a THT Board Member.

At the neighbourhood level, the Locality Health and Well Being Committees have a wider remit that involves not only the delivery of integrated care but also delivery of the broader population health strategy. As part of its drive to make the health and social care system more sustainable, the borough is developing a Population Health Strategy to embed a prevention approach across the system, which will focus on the wider determinants of health, with the long-term aim of reducing health inequalities.

At the network level, Tower Hamlets have the nationally-recognised GP Care Group, with its eight GP networks across the borough. This is another key part of the national approach to integrated care and provides one of the foundations for the

new four locality-based committees and the Multi-Disciplinary Team (MDT) arrangements now operating across the borough. These are supported by locality-based Community Health Teams, and the intention is to integrate mental health teams into the locality model. In addition, the council has reviewed its operational adult social care services, with a view to moving towards greater alignment of local social care and health services by 31 March 2019. The envisaged changes will build on a number of initiatives, including the work of the Adults Community Health Social Work Team, the proactive use of Reablement to reduce pressure on the health system, the work of the seven-day hospital social work team and the community equipment service.

The CCG and the local authority are forging ahead with integrated commissioning, as the best means of meeting the financial challenges ahead and established a Joint Commissioning Executive (JCE) in 2016, comprised of senior managers from the CCG and the council. The JCE sits within the THT and the Health and Well Being Board governance structure and is responsible for the joint strategic commissioning of services in Tower Hamlets for children and young people, adults and public health. The JCE is also responsible for coordinating the development of joint strategies for health and social care and ensuring necessary arrangements are in place to implement these strategies and procure service changes. In addition, it is responsible for strategic market development and management and overseeing plans to recommission and de-commission services, as well as aligning this work with joint strategic procurement plans.

The CCG and council have jointly appointed a Director of Integrated Commissioning. Following a finance summit held by the THT Board in 2018, the following actions were agreed as priorities for 2018-19 and will be led by the Director of Integrated Commissioning.

1. Identify the resources available for the lifecourse workstreams to fully align around the populations they are set up to serve
2. Further align and pool budgets across commissioning
3. Further align/integrate commissioning and service delivery
4. Develop a framework for governance and accountability for the THT system to include decision making and risk share

Tower Hamlets CCG has revised its constitution so as to invest in THT the responsibility to oversee the development and delivery of the CCGs commissioning strategy. The CCG has not delegated any statutory responsibilities to THT, but intends that the THT Board and its workstreams will make recommendations to a new committee of the CCG Governing Body, the Strategic Finance & Investment Committee, and to the JCE on the development and delivery of its commissioning strategy.

The Tower Hamlets Together partnership is underpinned by an 'Alliance' contract, which was awarded to Barts Health, ELFT and the GP Care Group in 2017. The Alliance partnership focusses on delivering a community health model that is designed to address needs in community settings wherever practicable, thereby relieving pressure on the local hospitals. The Alliance model is based on the

principles of care closer to home and is proactively focused on admission avoidance and speedy discharge from acute settings.

Our population

So why are we doing this?

Tower Hamlets is a borough of contrasts. It is both one of the most deprived areas in England, yet it is also home to one of the country's main financial centres, Canary Wharf. The level of deprivation in the borough has an adverse impact on the health and wellbeing of local people and places a significant demand on public services.

The population is changing rapidly, due to the level of development within the borough, but unemployment levels remain high. It has one of the fastest growing populations in London, with an estimated resident population of 305,000, which the GLA expects will rise to 364,500 in 2026.

The borough is adjacent to major commercial developments, including the site of the London 2012 Olympic and Paralympic Games, Thames Gateway and projects in Canary Wharf. The borough has seen significant residential development over the last few years and this is projected to continue, providing opportunities for local regeneration, but has less green space than the national average.

Tower Hamlets has a diverse population, with 33% from White British or Irish ethnic groups and 67% from other ethnic minority groups, the largest of which (32%) is the Bangladeshi community. It has a 'young' population with 37% of people aged 20-34, compared with only 20% across England as a whole. The borough is densely populated and has one of the highest child poverty rates in the UK.

A significant proportion of the demand on the local health system and the council comes from increasing numbers of people with multiple long term conditions, including mental health. Hospital admission rates for heart disease and stroke are above the national average. Life expectancy remains lower than the rest of the country, with premature deaths rates from circulatory disease, cancer and respiratory disease are among the highest in London and the UK. The number of hospital admissions and use of A&E remains challenging, therefore making the need for health and social care to deliver better value greater than ever.

The current health and social care services do not always work together as well as they could to meet local people's needs. Local health and care services are delivered by a number of organisations. The complexity of the care system can make an individual's journey through an illness or managing a long-term social or health care need seem complicated and confusing, and it is not uncommon for people to have to repeat the same story about their condition or illness to various health and social care workers. Organisations too often work with different systems and these systems do not always communicate with each other as effectively as they might.

Consequently, local people do not always get the joined-up services they need, which can get in the way of them staying healthy. Opportunities to make things better for local people are sometimes missed and money is wasted. For example,

people are sent to hospital, or they stay in hospital too long, when it would have been better for them to get care at home. Sometimes people get the same service twice – from the NHS and other care organisations – or an important part of their care is missing.

The current approach, which treats conditions ‘one at a time’ – instead of seeing the whole person – can be improved.

So how are we trying to improve the way things work?

In order to put people – rather than process and systems – at the heart of their own care, THT are working together more closely. This requires courage, a bold new vision, joined-up planning, a willingness to change and, most importantly, the engagement and participation of local people in local decisions about some of the most important things in their lives – including health.

The goal of ‘THT’ is to see the greatest and fastest possible improvement to the health and wellbeing of the 300,000 plus people who live in the borough. We want to achieve a system which is easy to understand, easy to access and provides the support that local people need.

The six Tower Hamlets health and care partners have come together to articulate and address these gaps together with their main providers, local Council for Voluntary Sector and the CCG and Local Authority.

In Tower Hamlets we are fortunate to have strong third sector organisations, which are vital for driving forward our shared approach to building strong community engagement, and the experience of the sector has been invaluable as we put our vision for effective preventative services into practice. We are mobilising our communities and recognise their assets, strengths and abilities, not just their needs. We are building on the assets in our community to support active self-management by people, so they take control of their own health and wellbeing to address issues such as smoking, loneliness, exercise and diet. Integrated care and support is about partnerships beyond the NHS and social care – involving individuals, communities, voluntary and private sectors and the council’s wider services, particularly employment and housing.

[What this means for our local residents?](#)

People in Tower Hamlets deserve health and social care services of the highest quality that are provided as locally as possible. Leaders of local health and social care services believe that people should sit at the heart of a proactive care system, centred on them and their carers.

The aim of Tower Hamlets Together is to ensure that local people have better access to joined-up care, and are encouraged to lead healthier lives and have more say in their care. The partnership also aims to help carers perform their caring roles, whilst maintaining their own physical, mental and emotional wellbeing.

To do this, we work collaboratively across our organisations, and with service users, carers and citizens as active and equal partners, to plan and deliver good quality

and good value preventative and person-centred mental and physical health and care services across the primary and secondary healthcare sectors and social care.

Independent Chair of the Tower Hamlets Together Board - Non-Voting -

Overall job purpose

The overall purpose of the Independent Chair is to:

- To provide leadership and strategic vision to Tower Hamlets Together
- To Chair the monthly THT Board and any extraordinary meetings as required.
- To ensure the THT Board has an independent objective and authoritative identity

Key relationships

The key relationships are with:

- Tower Hamlets Together Board Members;
- Joint Commissioning Executive members;
- North East London Commissioning Alliance Accountable Officer and Directors
- Programme Support teams

Appointment details

Line Management

This is to be confirmed

On appointment

This role is an appointment to an 'office holder' position. It is therefore not subject to the provisions of employment law, except where discrimination is alleged.

Time Commitment

The independent Chair will be expected to be available between 2-4 days per month. This will include attending monthly Board meetings. They may also be required to attend workshops or seminars in some months. Most Board meetings take place on the first Thursday of the month from 9-11am but they may also be held on other days from time to time.

Remuneration

The remuneration for this post will be £14,400-£15,600 per annum, subject to local reviews as required. (Daily rate up to circa £600-650)

Remuneration will be paid through payroll.

Period of appointment

Appointments will be made for a period of two years in the first instance. After this the post holder may be considered for a further term, subject to consistently good performance and the needs of the partnership.

Training and development

This will be discussed in line with individual requirements.

Standards in public life

You will be expected to demonstrate high standards of corporate and personal conduct. All successful candidates will be asked to subscribe to the Nolan Principles of Public Life at Appendix 1 below and *the Good Governance Standard for Public Life* at Appendix 2 below.

You should note particularly the requirement to declare any conflict of interest that arises in the course of THT business and the need to declare any relevant business interests, positions of authority or other connections with commercial, public or voluntary bodies.

Disqualification for appointment

The following individuals will not be eligible to be appointed to this role including those:

- Who are not eligible to work in the UK;
- Have received a prison sentence or suspended sentence of 3 months or more in the last 5 years;
- Are the subject of a bankruptcy restriction order or interim order;
- Have been dismissed (except by redundancy) by a former employer (within or outside the NHS) on the grounds of misconduct within the last 5 years;
- Who have currently been suspended from their employment pending the outcome of a disciplinary or grievance hearing;
- Are under a disqualification order under the Company Directors Disqualification Act 1986 or the Company Directors Disqualification (Northern Ireland) Order 2002;
- Have been removed from the management or control of a charity;
- Have a conflict of interest which cannot be effectively managed.

Applying for the Post

The selection for the Independent Chair of the THT Board will take place as follows:

Applications

To apply for this post you will need to send a covering letter and your CV to suki.kaur1@nhs.net. Applicants should include the name and contact details of two referees who will support their application. At least one of these should be a line manager in your current or most recent professional and/or voluntary activity.

Your application needs to be submitted by midnight on 19th December 2018.

Selection Process

The process is:

- Upon receipt of your application you will receive email confirmation of receipt;
- A selection panel will review your completed application form to assess the extent to which you have the qualities and expertise specified for the role;
- Shortlisted candidates will be invited for an interview and assessment with a panel

- Candidates who are not shortlisted will be informed in writing/by e-mail;
- Upon completion of the selection process the successful candidate will be offered the role.
- All unsuccessful interview candidates will be informed in writing/by e-mail.

The Nolan Principles: The Seven Principles of Public Life

All applicants for public appointments are expected to demonstrate a commitment to, and an understanding of, the value and importance of the principles of public service. The seven principles of public life are:

Selflessness

Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other benefits for themselves, their family or their friends.

Integrity

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.

Objectivity

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

Accountability

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

Openness

Holders of public office should be open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands it.

Honesty

Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership

Holders of public office should promote and support these principles by leadership and example

The Good Governance Standard for Public Services

Adapted from *The Good Governance Standard for Public Services*

Good governance means focusing on the organisation's purpose and on outcomes for citizens and service users:

- Being clear about purpose and intended outcomes for citizens and service users;
- Making sure that patients receive a high quality service;
- Making sure that taxpayers receive value for money.

Good governance means performing effectively in clearly defined functions and roles:

- Being clear about the functions of the Board;
- Being clear about the responsibilities of individual roles and making sure that those responsibilities are carried out;
- Being clear about relationships between the organisations and the public.

Good governance means promoting values for the whole organisation and demonstrating the values of good governance through behavior:

- Putting organisational values into practice;
- Individuals in leadership roles behaving in ways that uphold and exemplify effective governance.

Good governance means taking informed, transparent decisions and managing risk:

- Being rigorous and transparent about how decisions are taken;
- Having and using good quality information, advice and support;
- Making sure that an effective risk management system is in operation.

Good governance means developing the capacity and capability of the THT Board to be effective:

- Making sure that members of the THT Board have the skills, knowledge and experience they need to perform well;
- Developing the capability of people with governance responsibilities and evaluating their performance, as individuals and as a group;
- Striking a balance, in the membership of the THT Board, between continuity and renewal.

Good governance means engaging stakeholders and making accountability real:

- Understanding formal and informal accountability relationships;
- Taking an active and planned approach to dialogue with, and accountability to, the public;
- Taking an active and planned approach to responsibility to staff;
- Engaging effectively with stakeholders.