

Could you help lead the NHS in your area?

**Royal Cornwall Hospitals NHS
Trust**

**NExT Director Candidate
information pack**

Reference: S3327

We value and promote diversity and are committed to equality of opportunity for all and appointments 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 local black and minority ethnic communities, and disabled people who we know are under-represented in chair and non-executive roles.

Our recruitment processes are conducted in accordance with the Code of Governance to ensure that they are made on merit after a fair and open process so that the best people, from the widest possible pool of candidates, are appointed



Contents

1. The opportunity 4

2. About the Trust 9

Appendix 2: Making an application

Appendix 3: Key dates



1. The opportunity - NExT Director Programme

We believe it is important for an organisations' senior leadership team to reflect the diverse communities it serves. The Royal Cornwall Hospitals NHS Trust (RCHT) is working with the NExT Director Scheme to provide a development opportunity for a talented individual who wants to be an NHS non-executive and learn first-hand about the challenges and opportunities associated with being a non-executive director in the NHS today.

There is emphatic evidence that diverse boards make the best decisions. At RCHT we want to take positive action to increase the diversity of our board team. In non-executive roles nationally, we know that people from the local Black Asian and Minority Ethnic (BAME) communities, LGBT communities, younger people and those with lived experience of disability are all under-represented.

Royal Cornwall Hospitals NHS Trust is responsible for the provision of services at three main sites: Royal Cornwall Hospital, St Michael's Hospital and West Cornwall Hospital. We provide services across both Cornwall and the Isles of Scilly. The National Population Census in 2011 tells us that the percentage of BAME people in Cornwall was 0.2% with the 2021 census outlining this had increased to 3% (overall ethnic minority).

Our workforce disability declaration (WDES) in 2023/24 was 7.5% rising from 5.1% in the previous year which is higher than national average, which, according to the Building Disability Inclusive Workplaces guide from NHS Employers, published March 2024, is 4.9%. In 2023/24 the percentage of staff from a minority ethnicity continued to increase at a steady pace standing at 11.1% (increase on previous years since 2020/21). The widest ethnicity remained White at 79.1% of the workforce with 9.8% of staff declaring themselves as unknown.

We don't reflect these diverse communities' populations in our boardroom, and we want that to change to ensure that the voices of all our diverse communities are heard. Board member and Non-Executive Director data for ethnic minority staff has reduced 1% of Board members declaring an ethnic minority background. This is not comparable to the total substantive workforce figure and above local population of Cornwall.

In relation to people from BAME backgrounds we specifically would like to aspire to a higher target than that which would be indicated by the current BAME composition of our workforce of 3%. We commit to ensuring that we increase our Board of Directors and very senior managers are from a BAME background by 2025.

We believe that the best Boards are those that reflect the communities they serve. We are really interested in receiving applications from people with different backgrounds and specifically people from black and minority ethnic communities, who we know are under-represented in chair and non-executive roles within our organisation and



nationally. We value and promote diversity and are committed to equality of opportunity for all and appointments made on merit.

The 12 month NExT Director programme will give the successful candidate a unique insight into the role and responsibilities of being an NHS non-executive director by supporting senior people in bridging knowledge gaps, for example:

- Operating at board level
- Transitioning from executive to non-executive roles
- Board level exposure in and organisation of huge size and complexity
- Understanding NHS structures and accountability, how the money flows, who the key partners are, where all the regulators fit and the board's role in quality and safety

1.1 The opportunity

You will feel part of the Royal Cornwall Hospitals leadership team and be invited and encouraged to take part in board discussions and in committee debate. You will work with our Corporate team to devise a personalised programme to support you during your placement with us which will include:

- Access to board and committee meetings and papers as appropriate, including an opportunity to review and analyse meetings to learn alongside other board members
- The assignment of an experienced non-executive director mentor for the 12 month period to help shape your personal programme and provide regular feedback and advice
- Opportunities to shadow key senior staff and meet staff and patients' groups
- a comprehensive local induction programme based on our offer to our new substantive non-executives and access to the same training and networking opportunities available to them
- The opportunity to learn and contribute to the full range of RCHT's organisational challenges, leadership styles and governance structures

Please note this is a development opportunity and not an appointment or employment. It does not entitle you to a position with RCHT or any other Trust at the end of your placement.

1.2 NExT Director - person specification

This specification describes the skills, experience and attributes that are required to be considered for this placement as a NExT Director with RCHT.



The NHS is founded on principles and values that bind together the diverse communities and people it serves – patients and public – and the staff who work for it.

1.3 Required values, competencies and experience

Values

You must demonstrate a clear commitment to the trust's values and the NHS values and principles outlined in the [NHS Constitution](#) and the [standards of public life](#) by upholding the highest standards of conduct and displaying the principles of **selflessness, integrity, objectivity, accountability, openness, honesty, and leadership**.

Core competencies

You will work alongside non-executive and executive board colleagues. We need diverse, inclusive and compassionate leaders who not only reflect the community we serve and the staff we employ but have the leadership style and breadth of perspective to make good collective decisions.

You will be able to demonstrate the ability to contribute confidently and effectively in the NHS provider non-executive director's role. More information about the non-executive director role in the is available from [NHS England](#).

NHS leadership competency framework for board members

Leaders in the NHS help deliver better health and care for patients by setting the tone for their organisation, team culture and performance. We have worked with a wide range of leaders from across the NHS to help describe what we do when we operate at our best. Full details can be found on the NHS England website - <https://www.england.nhs.uk/long-read/nhs-leadership-competency-framework-for-board-members/>

Given the significant public profile and responsibility members of NHS Boards hold, it is vital that those appointed inspire confidence of the public, patients and NHS staff at all times. NHS England and the Trust make a number of specific background checks to ensure that those we appoint are “**fit and proper**” people to hold these important roles. More information can be found on our website.

You will need to be able to demonstrate you can use your **senior level experience** to:

- achieve the **best sustainable outcomes** for patients and service users by encouraging continuous improvement, clinical excellence and value for money



- bring independence, external perspectives, skills and challenge to **strategy development**
- shape and support an inclusive, compassionate, person-centred **culture** for the trust, encouraging diversity, change and innovation using a collaborative and engaging leadership style
- use personal knowledge and experience to hold the executive to account by providing **purposeful, constructive scrutiny and challenge** using strong analytical skills to review and interpret complex information to identify risks and evaluate options
- balance organisational governance priorities with **system collaboration**; able to form alliances and work diplomatically across complex interfaces to prioritise population health in line with the [NHS Long Term Plan](#)

1.4 Lived experience

Personally, you will bring a range of professional expertise as well as community understanding and experience. We are interested in your life experience and personal motivation that will add valuable personal insights such as: a patient or carer of a service user; engaging with diverse ethnic, cultural, social and economic and cultural groups and communities; experience of gender and women's issues; experiences and challenges of younger people; and those with lived experience of mental health issues and/or living with physical disability.

1.5 Additional criteria

You will also have:

- the self-knowledge and appetite to drive your own learning and development, and the ability to engage with and add value to the work of the board and its sub committees
- senior experience from private, public or voluntary sector with strong insight into the role and responsibilities of being a non-executive director in today's NHS.
- Applicants should live in Cornwall or have strong connections with the area but live within a reasonable travel distance to be able to attend Trust meetings on site.
- The best boards are those that reflect the workforce and communities they serve. We particularly welcome applications from women, people from local



black, Asian and minority ethnic communities, and people with disabilities, who we know are all under-represented in these important roles.

1.6 Time commitment

The non-executive role is part-time to ensure independence and objectivity is maintained. The time commitment for our NExT Director placements will include attendance at all board meetings and board development sessions, some committee work and enough preparation time to ensure you are well briefed on internal and external context. A minimum of 2-3 days a month would be expected to undertake the role successfully.

1.7 Eligibility

The NExT Director Scheme is a development programme created by NHS England focussed on supporting people from groups who are currently under-represented on our NHS boards into these important non-executive roles. It focuses on supporting people with protected characteristics and senior level experience into board level roles in the NHS.

The trust serves the populations of Cornwall and the Isles of Scilly. Ideally we would like to attract candidates who live in and have a strong affinity and connections within these areas and an understanding of the diverse communities we serve.

As part of our assurance work you will be asked to respond to questions relating to any misconduct or mismanagement, bankruptcy or convictions and we will make a number of specific background checks. More information can be found on our [website](#).

1.8 What if I have questions?

Candidates will be given the opportunity to speak with the Chair, Company Secretary (and/or their Deputy and our Chair's Executive Assistant) during the time that the advertisement is live.



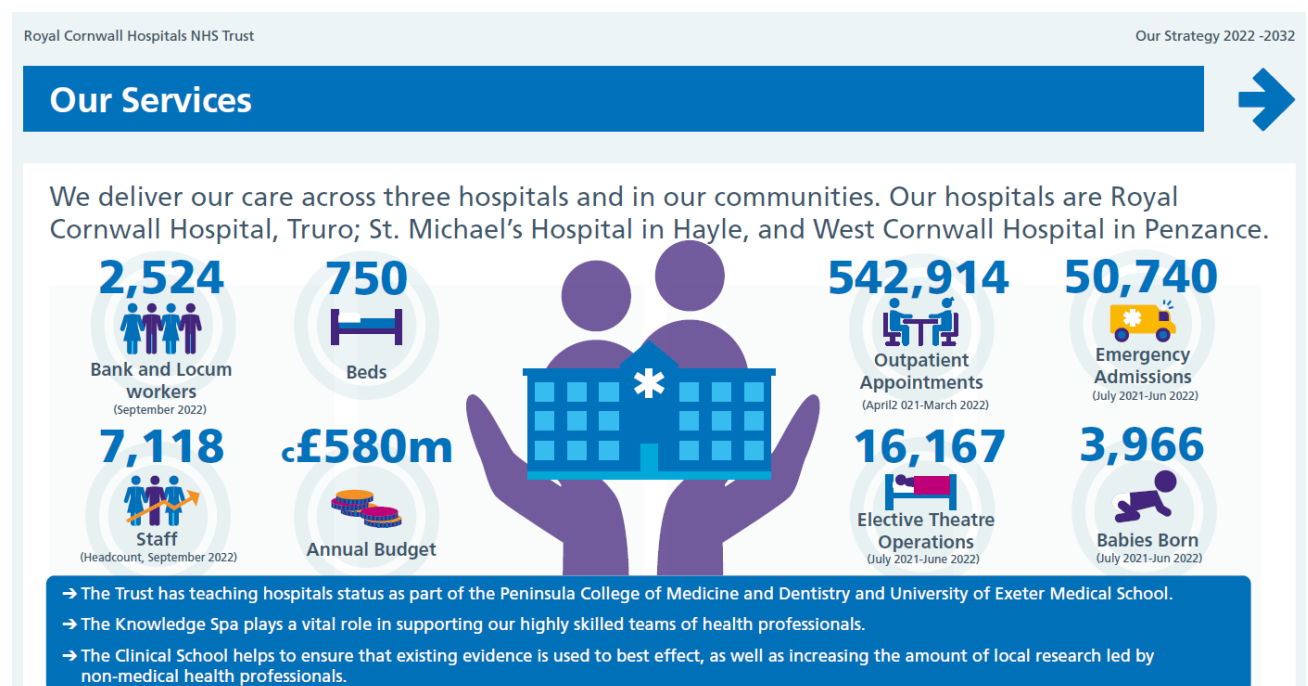
2. About Royal Cornwall Hospitals NHS Trust

Royal Cornwall Hospitals NHS Trust (RCHT) is the principal provider of acute care services in the county of Cornwall and the Isles of Scilly. It serves a population of around 591,300 people, a figure which is boosted by an estimated 400,000 during the busy holiday periods. The trust employs approximately 7,118 staff and has an annual budget of c£580m (as of 2022).

The Trust is responsible for the provision of services at three main sites (comprising approximately 750 beds):

- Royal Cornwall Hospital, Truliske, Truro
- West Cornwall Hospital, Penzance
- St Michael's Hospital, Hayle

The Trust also provides imaging and outpatient services at a number of locations spread across Cornwall and the Isles of Scilly, as well as birthing centres in St Austell, Helston and on the Isles of Scilly.



The geography of the county, surrounded on three sides by sea, and the remoteness of the Isles of Scilly present unique challenges. Our population is growing and ageing. The number of people living in Cornwall is rising faster than the national average and over the next 10 years, we are planning for a 6% increase in the number of people who live here. The number of people aged over 75 is also above the national average and increasing.

The Trust's hospitals provide acute emergency and planned care services to their local population, in addition to maternity services. They also provide a number of specialised services (such as the treatment of cystic fibrosis and head & neck cancer), often working as part of a network with other acute hospital providers.

RCHT's services are organised into the following care groups and leadership teams:

- Anaesthetics, Critical Care and Theatres;
- Clinical Support;
- General Surgery and Cancer;
- Specialist Services and Surgery;
- Acute and Emergency Medicine
- Women and Children
- Corporate
- Peripheral Sites - St Michael's Hospital, West Cornwall Hospital

Our Trust Board is made up of Non-Executive and Executive Directors and together we are responsible for leading all of our hospitals. The Board meets in public at least six times per year and anyone is welcome to attend. Our Chair is appointed by NHS England and works with the Trust to appoint other members of the Trust Board.

The Clinical Care Groups, which includes the two peripheral sites, are supported by corporate teams including finance, human resources, estates and facilities. Payroll and information technology services are hosted by Royal Cornwall Hospitals on behalf of the local NHS community, which includes the provision of IT services to GP (General Practitioner) surgeries.

In July 2022, the NHS Cornwall and Isles of Scilly Integrated Care Board (ICB) was formally established. The ICB is responsible for setting the strategic direction for health and care services within Cornwall and the Isles of Scilly and commissioning the services that will meet the needs of their population.

It will focus on the priorities set out in the NHS Cornwall and Isles of Scilly Health and Wellbeing Strategy, aiming to support people to stay as healthy as possible for as long as possible and help individuals to help themselves and each other so they stay independent and well in their community. This means providing joined-up, high quality services, making the best use of the funds available. The ICB has four aims:



- To improve outcomes in people's health, and healthcare
- To tackle inequalities in outcomes, experiences, and access to care
- To enhance productivity and value for money
- To help the NHS support broader social and economic development.

RCHT is a key partner in the development of the integrated care system and its long-term plan, ensuring our own strategic ambitions are aligned to, and support, delivery of the ICB plans.

We are a base for medical and nurse training as part of the University of Exeter Medical School and the University of Plymouth (nursing and dental faculties). We also have an expanding and prizewinning Research, Development and Innovation portfolio, Clinical School and Academy

We have an ambitious capital programme and are committed to working with health and care partners across the system to provide the best possible care to the people of Cornwall and the Isles of Scilly.

Our Vision and Our Mission :

The Trust's **vision** is *"Outstanding Care for One+All"*.

The Trust's **mission** is *"Working together to deliver safe, high quality hospital care for Cornwall and Isles of Scilly"*

Non-Executive Directors play a central role, working with the Board, in ensuring the Trust delivers its vision.



Our Values:

Respect: *We promote diversity and equality, and we are respectful to others and to our environment*

Compassion: *We treat everyone with the care and compassion we would want for our loved ones*



Honesty: *We speak up and learn from our mistakes and do what we say we will do*

Teamwork: *We help each other to deliver the best outcomes for One & All*



Strategic Objectives

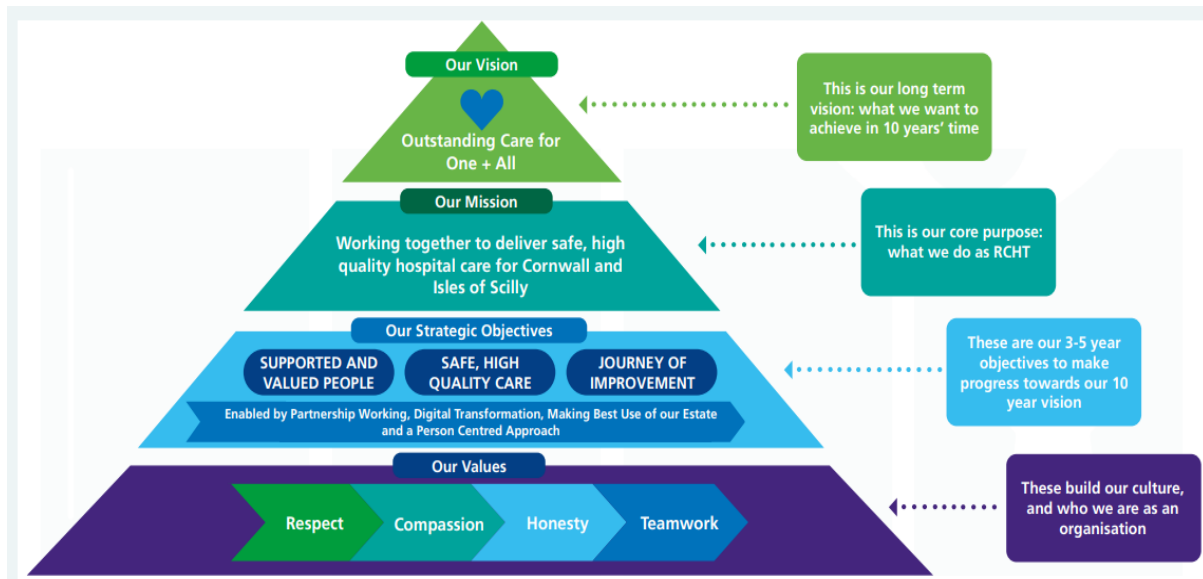
Safe, High Quality Care: *We will provide safe, high quality care, refining our model of care to be person-centred and as close to home as possible*

Supported And Values People: *We will become a great University Hospital, known for its excellence in supporting staff in wellbeing, training and development and carer pathways*

Journey of Improvement: *We will embed a culture of learning, leadership and improvement across the Trust, focussed on core business, and grow our reputation for research*



Our Vision, Mission and Values guide to our Strategy:



Appendix 1: More information

For information about the Trust, such as business plans, annual reports, and services, visit their [website](#). Follow the links for more information about:

- **Support to prepare candidates to apply for a non-executive vacancy including:**
 - Building your application
 - Sources of information and useful reading
 - Eligibility and disqualification criteria
 - Terms and conditions of chair and non-executive director appointments
 - How we will handle your application and information
- **View all current chair and non-executive vacancies**
- **Sign up to receive email alerts on the latest vacancies**
- **Contact details for the Non-executive Appointments Team**

NHS England respects your privacy and is committed to protecting your personal data. We will only use personal data where we have your consent or where we need to comply with a legal or statutory obligation. It is important that you read [this information](#) together with our [privacy notice](#) so that you are fully aware of how and why we are using your data.

Appendix 2: Making an application

If you wish to be considered for this role please provide:

- a CV that includes your address and contact details, highlighting and explaining any gaps in your employment history
- a supporting statement that highlights your motivation for applying and your understanding of the NHS and the role. You should outline your personal responsibility and achievement within previous roles and how your experience matches the person specification
- the names, positions, organisations and contact details for three referees. Your referees should be individuals in a line management capacity, and cover your most recent employer, any regulated health or social care activity or where roles involved children or vulnerable adults. Your references may be taken prior to interview and may be shared with the selection panel



- please complete and return the monitoring information form which accompanies this pack and is available for download
- tell us about any dates when you will not be available

Appendix 3: Key dates

- **closing date for receipt of applications:**

13 June 2025

Please forward your completed application to england.chairsandneds@nhs.net quoting reference **S3327**

- **interview date: Friday 4 July**
- **proposed start date: Summer 2025**

Getting in touch

- We strongly recommend an informal and confidential discussion with David Allen OBE , Chair of the Trust. Please contact Hayley Corley, Executive Assistant to the Chair on rcht.corporategovernance@nhs.net
- **NHS England** – for general process enquiries contact Mandy Reszczynski by emailing amanda.reszczynski@nhs.net

NHS England

E: england.chairsandneds@nhs.net

W: england.nhs.uk

