



Bradford District Care
NHS Foundation Trust



Working with us

Your guide to our Trust and
Bradford District and Craven

Board Member

Candidate Pack September 2025



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Welcome

Thank you for expressing an interest in the Board member vacancies at Bradford District Care NHS Foundation Trust.

The Trust is recognised locally and nationally for award winning services and our leading-edge approach to delivery of high-quality patient centred care.

Mental Health and Community Services is at the heart of compassionate, effective healthcare, and our NHS Trust is committed to delivering high quality services that support the wellbeing of our communities. We are seeking people with vision, energy and imagination to join our Board as Chair and Non-Executive Directors, guiding the strategic direction of the Trust and championing a culture of excellence, inclusivity, and care. This recruitment pack provides you with information about our organisation, and the vital role Board members play in shaping our future.

We believe that effective leadership comes from a diverse range of backgrounds and experiences. The roles of Chair and Non-Executive Director offer a unique opportunity for people who are passionate about mental health and community services and are dedicated to making a tangible difference. Whether you bring expertise from within the health sector or from wider fields, your insight and commitment will be valued as we strive to deliver the highest quality services.

The NHS 10 Year Health Plan sets a bold ambitious course for the NHS. The aim is to ensure sustainability, equity, and innovation in care delivery. “There is much in the plan to be excited about as a Trust, and we will of course work with our partners to ensure that we deliver for our communities.” Therese Patten, Chief Executive.

“The Council of Governors plays an important role in holding Non-Executive directors to account. We do this as “critical friend “and I look forward to working with a new Chair and Non-Executive Directors in these challenging times”. Mike Lodge, Lead Governor.

Set in this exciting context, we are seeking to appoint a new Chair and two new Non-Executive Directors. This is a great opportunity to share your talents and expertise to make a positive difference to the lives of people served by the Trust.

If you feel you can help us to realise our ambitions, we will be delighted to discuss the opportunity and receive your application for either of these vital and rewarding roles.

Therese Patten
Chief Executive



Mike Lodge
Lead Governor



Vacancy details

Bradford District Care NHS Foundation Trust is seeking three new Board members, when the current post holders step down due to their terms of office coming to a natural end.

Trust Chair, Dr Linda Patterson OBE FRCP, will be completing her three-year term at the end of 2025, and is retiring after 50 years' NHS service, with over 25 years in both clinical leadership and board level roles.

Non-Executive Directors, Simon Lewis and Maz Ahmed, will also be completing their terms of office in the coming months.

During their time with the Trust, they have made a significant contribution to the Board's strategic leadership, culture and governance, including leading and shaping the work of the Board committees.

Current Chair, Dr Linda Patterson, said: "The Trust is now searching for experienced senior level leaders with a passion for public service to join the Board. They will play a vital role in the Trust's future plans to deliver its strategic priorities and ambition to 'create better lives, together' for both local communities, partners and Trust staff.

The Trust provides a wide range of award-winning mental health, learning disability, physical health, and children's public health services, in hospitals and community settings, across Bradford District and Craven.

An active member of both the Bradford and Craven, and West Yorkshire Health and Care Partnerships, the Trust is only one of two Trusts that provide an inpatient Centre of Excellence for people with learning disabilities and autism for West Yorkshire".

The recruitment process, aims for a successor to take up the Chair role in January 2026 and the two Non-Executive Director roles in December 2025 and April 2026.

Trust Secretary, Fran Stead, said: "As the Trust looks to develop its next three-year strategy it's a pivotal time to be joining our Board, with a focus on continuing to deliver sustainable services and exceptional outcomes for the people we serve".

"With the national policy changes within our sector it is an exciting time to be part of the NHS and join our Trust."

Chair

Reflecting on the skills & experience of the outgoing Chair, the following areas of expertise are suggested as essential areas of experience:

- Strategic organisational change management
- Partnership management
- Strategy
- Corporate affairs & stakeholder management
- Equality, diversity & inclusion at a senior level
- Commitment to health equity & understanding of population health management
- Public policy & public relations
- Business development
- Continuous improvement
- Understanding of operating within a regulated environment

The Chair role generally takes 2-3 days / week to fulfil the role. Applicants will need to demonstrate how they can commit to the role & the time needed to deliver it.

Aligned to national NHS frameworks, the Trust remuneration for the Chair role is £43,633.05 per annum (pro rata). This is reviewed periodically & remains compliant with national guidance.

Two Non-Executive Directors

As there are two vacancies arising as Non-Executive Directors (NEDs), we are specifically looking for one applicant with a Legal or Mental Health background and one with Financial Management experience, to reflect the skills of the outgoing NEDs.

In addition, reflecting on skills & experience of the outgoing NEDs, we are also looking for applicants in any of the following areas of expertise:

- Understanding of mental health legislation & the proposed changes
- Change management
- Transformation
- Digital
- Estates, infrastructure including capital projects
- Equality, diversity & inclusion at a senior level
- Strategy

Non-Executive Directors generally undertake 3-4 days / month fulfilling the role. Applicants will need to demonstrate how they can commit to the role & the time needed to deliver it.

Aligned to national NHS frameworks, the Trust remuneration for a NED role is £13,000 per annum. The framework also supports NHS organisations to make additional supplementary payments for undertaking duties including Deputy Chair; Audit Chair; Senior Independent Director. The Council of Governors agreed in 2019 to adopt this, with each of the three roles attracting an annual supplementary payment of £1,200 each. This is reviewed periodically & remains compliant with national guidance.

Upon appointment, a discussion will take place with the new Non-Executive Directors aligned to a review of the Board Skill Matrix, to ensure that all additional responsibilities & champion roles are covered.

Further details on the roles are contained within the job descriptions and person specifications.

Who we are and what we do

Bradford District Care NHS Foundation Trust (BDCFT) provides award-winning, high quality mental health, community and learning disability services in Bradford, Airedale, Wharfedale and Craven.

We have around 3500 staff who work on site, out in the community or from home in a wide range of clinical, operational and corporate roles.

Our team includes nurses and health support workers, psychiatrists, psychologists, occupational therapists, speech and language therapists, physiotherapists, dieticians, dentists, podiatrists, health visitors, falls prevention specialists, crisis support specialists, IT, admin, estates, health and safety, payroll and finance staff, communications specialists, human resources, organisational development staff....and more!

These are some of the key services we provide:

Mental health

Our support ranges from online and face to face group and one-to-one psychological therapies to help people manage everyday problems such as feeling low, or experiencing anxiety and stress, to caring for people with acute mental illness at our inpatient units Lynfield Mount and Airedale Centre for Mental Health.

Community health

From health visitors supporting families with newborn babies to dedicated palliative care staff caring for people nearing the end of their lives, we work with people at every stage of life, including some of the most vulnerable in our community.

Learning disabilities

Our specialist learning disabilities health support team offers a wide range of services within mainstream services or at our specialist Waddiloves Health Centre. We also have a specialist assessment unit at Lynfield Mount Hospital for adults with severe learning disabilities and mental health problems whose needs cannot be supported at home, in the community or in other adult mental health wards.

Dementia services

We provide Dementia assessment, treatment and psychological and practical support for older people and their families. Our award-winning Dementia Assessment Unit also provides short-

term care for people who are acutely unwell with their dementia and experiencing challenges with day to day living.

Children's services

From health visiting and school nursing, to safeguarding and support for vulnerable adolescents our children's team works closely with other services in the community such as midwifery, child and adolescent mental health services, schools, children's centres, GPs and other service organisations to support parents, children and young people.

Dental services

Our specialist community dental health service is a high-quality service for people unable to access dental treatment by a high street NHS dentist, due to their additional needs. Our staff have expertise in working with people who have learning disabilities, challenging medical conditions or who are housebound. We also offer urgent dental care and promote oral health.



Our vision and values

We're passionate about what we do – helping people to feel as healthy as they can be at every point in their life.

Our vision is to deliver 'better lives, together' for all our communities. Our team works with colleagues in other NHS organisations, as well as community and voluntary sector partners, to connect people to high quality care when they need it, tailored to individual needs and delivered in, or as close as possible, to home.

Our staff embody and live our Trust values:

- **We care** – acting with respect and empathy and always valuing difference
- **We listen** – to understand people's views and respond to their individual needs
- **We deliver** – by developing and providing excellent services and supporting our partners to do the same.

We aim to be a national role model as an employer and to support our staff in their work by creating the 'best place to work'.



Working with us

Creating the best place to work is not just about our buildings and IT, but about how we work together and treat each other. We believe this is absolutely central to everyone's wellbeing because when we feel at our best and look after our own health, we're better placed to deliver the best possible service at work. That means if you choose to come and work with us, we'll

help and encourage you to improve your health and wellbeing.

Smarter, more flexible working

Work-life balance is an important part of wellbeing. We have embraced, and are embedding, 'smarter' ways of working not just to help improve service delivery, but importantly to provide staff with:

- more flexible working for a better work-life balance
- adjustments for personal circumstances, health conditions, disabilities or caring responsibilities
- more job satisfaction and wellbeing.

'Smarter Working' is a key part of our Trust's wellbeing strategy and everyone who joins our Trust will in time receive a 'worker profile' (to indicate you are based either on site, at home or mobile in the community), together with a 'personal working agreement', so adjustments can be made for your personal circumstances such as a health condition, disability or caring responsibility.

We'll let you know much more about this should you choose to join us. We've lots of employee benefits too.

Our staff and services

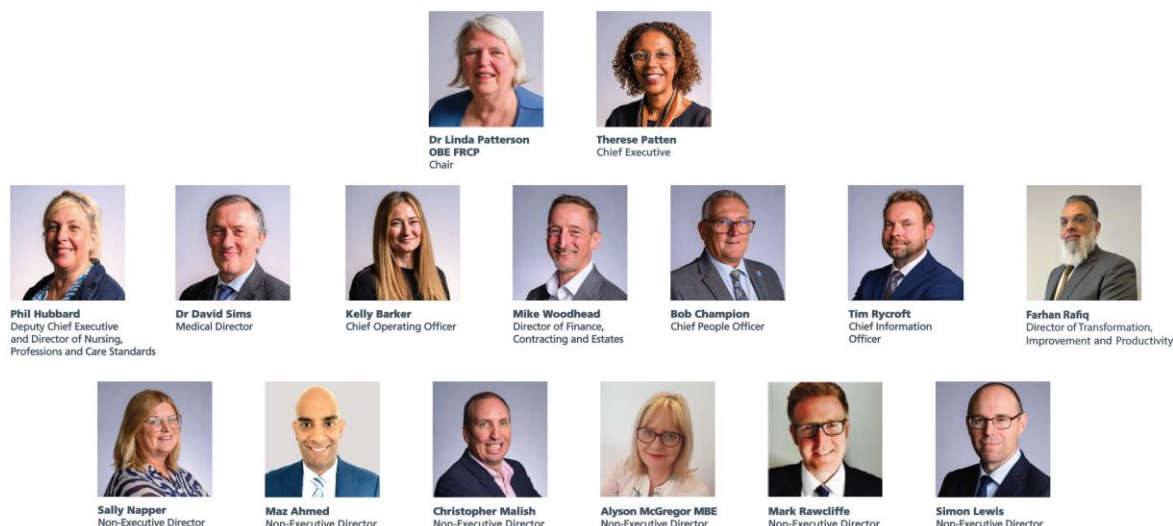
The Trust is committed to embracing diversity and inclusion. This is particularly important to us in providing services to the diverse communities we serve. Since the first plan was launched in

2021, the Trust has refreshed its overall strategy and now one of our four strategic priorities Best Place to Work focuses on being an organisation where everyone is proud to work and that everyone feels they belong and are valued. Equality, diversity, belonging and inclusion is at the heart of our Trust vision, and the values and behaviours that we expect from and for everyone. This updated Belonging and Inclusion Plan 2025-2028 reflects our commitment to delivering our Trust strategy Better Lives Together, from Ambition to Action. It aligns directly with our strategic ambitions to be the Best Place to Work and Deliver the Best Quality Services and inspires us all to promote and celebrate diversity, inclusion and an open culture that is underpinned by our Trust Values – we care, we listen, we deliver.

The Trust is rated by the Care Quality Commission as ‘good’ for ‘caring’, ‘responsive’, ‘effective’ and ‘well-led’, and requires improvement for ‘safe’. The last full inspection was in December 2021.

The inspectors recognised significant improvement across many areas, including our governance processes, oversight and management of risks and performance, serious incident reporting, oversight of staff supervision, appraisal and mandatory training, and our continued focus on service improvements. Inspectors also said that staff were ‘kind, caring and compassionate’; that we had a ‘positive culture of openness and transparency’ and a ‘skilled, experienced and passionate leadership’ from service to Board leads.

Our Trust Board



Bradford District Care NHS Foundation Trust is governed by a Board of Directors that has a Chair, Chief Executive and Executive Directors, who are appointed to specific Trust roles, and Non-Executive Directors, who do not work for the Trust and provide independent judgement and oversight. The Board has overall responsibility for everything we do including our strategic direction, our plans and performance. For more details please see www.bdct.nhs.uk.

better lives, together

W: www.bdct.nhs.uk T: @BDCFT

Board of Directors

The Board is the body legally responsible for the day-to-day management of the Trust and is accountable for the operational delivery of services, targets and performance, as well as the definition and implementation of the Trust strategy. It has a duty to ensure the provision of safe and effective services for service users and carers. It does this by having in place effective governance structures and by:

- Establishing and upholding Trust values and culture.
- Setting the strategic direction.
- Ensuring the Trust provides high quality, safe and effective service user and carer focused services.
- Promoting effective dialogue with the Trust's local communities and partners.
- Monitoring performance against Trust objectives, targets, measures and standards.
- Providing effective financial stewardship.
- Ensuring high standards of governance are applied across the Trust.

The Chair of the Trust is responsible for ensuring that the Board of Directors focuses on the strategic development of the Trust and that robust governance and accountability arrangements are in place. The Chair is also the meeting Chair of both the Board of Directors as well as the Council of Governors ensuring there is effective communication between the two bodies and that, where necessary, the views of the Governors are considered by the Board.

Whilst the Executive and Associate Directors individually are accountable to the Chief Executive for the day-to-day operational management of the Trust, they, along with the Non-

Executive Directors, are part of the unitary Board. They all share corporate responsibility and liability for ensuring that the Trust operates safely, effectively and economically. They do this by making objective decisions in the best interests of the Trust. The Non-Executive Directors will assure themselves of performance by holding the Executive Directors to account for the achievement of the agreed goals, objectives, targets and measures.

The Board sets out the Trust's vision, values and standards of conduct, whilst ensuring that its obligations to Trust members and the wider public are understood, clearly communicated and met. This is achieved by ensuring that the Board is made up of individuals who have the appropriate balance of skills, experience, independence and knowledge to enable the Board to discharge its duties and responsibilities effectively.

Council of Governors

As a Foundation Trust we have an enthusiastic, committed and diverse Council of Governors to represent almost 10,000 community members and 3,500 staff members. The Governors bring a wide range of experience and a welcome questioning approach to our work. They are a vital link with the communities we serve.

The Council of Governors has several statutory responsibilities including holding the Non-Executive Directors to account, the appointment and remuneration of the Chair and Non-Executive Directors, the appointment of the External Auditors and approval of the Trust's annual plan. The Council of Governors and the Board of Directors work closely together to shape and improve service user care, to review Trust performance and ensure the Trust is well governed.

The Council of Governors is an integral part of the Trust who bring the views and interests of the public, service users, staff colleagues and other stakeholders into the heart of the Trust's governance framework. This group of committed individuals has an essential involvement with the Trust and contributes to its work and future developments to help improve the quality of services and care for all our service users and carers. The Council of Governors is chaired by the Chair of the Trust, who ensures a link between the Council and the Board of Directors; the Deputy Chair of the Trust is also the Deputy Chair of the Council of Governors.

How to apply

Applications:

The preferred method of application is online at NHS Jobs.

Closing date for receipt of applications is as advertised.

Interview date will take place in November 2025 in person at New Mill, Victoria Road, Saltaire, BD18 3LD.

Contact Details

If you are unable to apply online or would like a conversation in confidence about the role, please contact:

Dr Linda Patterson, Chair of the Trust (to arrange a discussion please contact Maggie Hughes maggie.hughes@bdct.nhs.uk)

Therese Patten, Chief Executive (to arrange a discussion please contact Hannah Dalton hannah.dalton@bdct.nhs.uk)

OR

Fran Stead, Trust Secretary (to arrange a discussion please contact fran.stead@bdct.nhs.uk)

Applications should include:

In order to apply, please complete the application online at NHS Jobs, setting out your interest in the role and encapsulate the aspects of your experience relevant to the required criteria. Further details explaining why the appointment interests you, how you meet the appointment criteria and what you specifically would bring to the post.

Please include the names and contact details of referees covering your most recent six years of employment. Referees will not be approached until the final stages and not without prior permission from candidates.

All candidates are also requested to complete an Equal Opportunities Monitoring Form which will be available upon submission of your online application. If you submit your application via email you will receive the Equal Opportunities Monitoring Form via email link during the process. This will assist the Trust in monitoring their selection decisions to assess whether equality of opportunity is being achieved. The information you give us will be treated as confidential and is for monitoring purposes only; it will not form part of the application process.

Eligibility

The Chair and Non-Executive Directors must be a member of the Trust, details of how to become a member can be found on our [website](#). Full details of eligibility criteria and exclusions for membership can be found in the Trust's [Constitution](#). Our Constitution also details the disqualification criteria for Board Membership.

Preference will be given to candidates who have strong affinity and connections within Yorkshire and an understanding of its diverse communities.

We value and promote diversity and are committed to equality of opportunity for all. We believe that the best Boards are those that reflect the communities we serve and therefore applications from all backgrounds are welcomed.

We are committed to increasing the diversity of our existing Board and positively improve the representation of people from ethnic minority groups. We are seeking applications from people who are passionate about high quality healthcare and delivering outstanding services across the system and applications whose background, experience and identity will broaden and compliment that of our existing leadership.

[Fit and proper person regulation](#)

The successful applicant will be subject to Occupational Health and Disclosure and Barring Service checks and is subject to the Fit and Proper Persons Requirement (FPPR).

On 2 August 2023 NHS England published a FPP Framework for NHS board members in response to recommendations made in the Kark Review in 2019 by Tom Kark KC. The Framework came into force 30 September 2023 and is to be used for all new board level appointments or promotions and for annual assessments.

Health and Social Care Act and the CQC

FPP is governed by Regulation 5 of the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014 and applies to directors and those performing the functions equivalent or similar to a director in all organisations registered with the CQC (this was a recommendation following the Francis Review into the failings of Mid-Staffordshire). The FPPT requirements are that:

- a) the individual is of good character;
- b) the individual has the qualifications, competence, skills and experience which are necessary for the relevant office or position or the work for which they are employed;
- c) the individual is able by reason of their health, after reasonable adjustments are made, of properly performing tasks which are intrinsic to the office or position for which they are appointed or to the work for which they are employed;
- d) the individual has not been responsible for, privy to, contributed to or facilitated any serious misconduct or mismanagement (whether unlawful or not) in the course of carrying out a regulated activity or providing a service elsewhere which, if provided in England, would be a regulated activity; and
- e) none of the grounds of unfitness specified in Part 1 of Schedule 4 of the Regulations apply to the individual.

[NHS Leadership Competency Framework](#)

The successful applicant will also be subject to complying with [The NHS Leadership Competency Framework](#) which is for Chairs, Chief Executives and all board members in NHS systems and providers, as well as serving as a guide for aspiring leaders of the future. The Competency Framework for Board Members by NHS England describes the core competencies required in a Board Member role in the context of the NHS principles and values in the NHS Constitution. The competency domains are aligned to the [NHS People Promise](#), [Our Leadership Way](#) and the [Seven Principles of Public Life \(Nolan Principles\)](#).



As Non-Executive Directors have different roles and responsibilities to those of Executive Directors, and there are differences between Executive Director roles, the framework supports the assessment of Board members in their role as part of a Unitary Board. All six competency domains are considered for all Board members, taking into account any specific role-related responsibilities and nuances. Achievement against the competency domains supports the Fit and Proper Person Requirements for individual Board Members

Central to the Non-Executive Directors role are the Six Leadership Competency Domains:

1. Driving high-quality and sustainable outcomes

- The skills, knowledge and behaviours needed to deliver and bring about high quality and safe care and lasting change and improvement and innovation which leads to better health and care outcomes. to drive delivery and improvement.

2. Setting strategy and delivering long-term transformation

- The skills that need to be employed in strategy development and planning, and ensuring a system wide view, along with using intelligence from quality, performance, finance and workforce measures to feed into strategy development.

3. Promoting equality and inclusion, and reducing health and workforce inequalities

- The importance of continually reviewing plans and strategies to ensure their delivery leads to
- inequalities, and promotes inclusion.

4. Providing robust governance and assurance

- The system of leadership accountability and the behaviours, values and standards that underpin our work as leaders. This domain also covers the principles of evaluation, the significance of evidence and assurance in decision making and ensuring patient safety, and the vital importance of collaboration on the Board to drive delivery and improvement.

5. Creating a compassionate, just and positive culture

- The skills and behaviours needed to develop great team and organisation cultures. This includes
- ensuring all staff and service users are listened to and heard, being respectful and challenging
- inappropriate behaviours.

6. Building a trusted relationship with partners and communities

- The need to collaborate, consult and co-produce with colleagues in neighbouring teams, providers and systems, people using services, our communities, and our workforce. Strengthening relationships and developing collaborative behaviours are key to the integrated care environment.

The domains are used as part of the recruitment process to help evaluate applications and design questions to explore skills and behaviours in interviews, presentations and other aspects of the recruitment and assessment process. They form a core part of Board Member appraisals and the ongoing development of individuals and the Board as a whole.

The Seven Principles of Public Life – The Nolan Principles

The **Seven Principles of Public Life**, also known as the Nolan Principles, are ethical standards expected of public office holders. They were first established by Lord Nolan in 1995. The postholder would be expected to follow these principles.

Selflessness

Holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material 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 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 as 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.

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 Insightful Provider Board](#)

As a Board Member you should follow the principles set out in [The Insightful Provider Board](#) guidance which was published by NHS England in November 2025. The Insightful Provider Board is a guide that helps boards to consider their approach to handling and acting on the information they receive. It considers the leadership behaviours and culture of the Board and how these can affect the information it receives and the action it takes, as well as metrics that can support the Board to better understand the organisation's performance. The guidance highlights the need for effective governance arrangements, open, curious and transparent cultures, and insightful information needed for boards to undertake these complex functions and to assure themselves of progress.

[NHS Managers Code of Conduct](#)

Successful applications must also adhere to the [NHS Managers Code of Conduct](#). The Code should be seen in a wider context that NHS managers must follow the 'Nolan Principles on Conduct in Public Life', the 'Corporate Governance Codes of Conduct and Accountability', the 'Standards of Business Conduct', the 'Code of Practice on Openness in the NHS' and standards of good employment practice.

[Right to Work in the UK](#)

Applicants should be aware that for any individual who requires a visa to work in the UK, the Trust provides sponsorship for registered healthcare practitioner roles only. This is an essential requirement of the role, and the Trust is unable to offer you a role if you are unable to meet Trust requirements for sponsorship and Home Office requirements for a visa.

Prior to your appointment you will be asked to provide confirmation of your right to work and reside in the UK. During your continued employment with the Trust, you have a

personal responsibility to notify your manager as soon as possible should there be any changes to your right to work status.

Regrettably, if the role is not eligible for sponsorship under the Trust's eligibility criteria, the Trust are unable to extend your employment beyond the expiration of your current visa. The Trust is not responsible or liable for ensuring that your employment continues after this period.

As a condition of continuous employment, it essential you maintain the legal right to work in the United Kingdom throughout the duration of your employment with Bradford District Care NHS Foundation Trust (BDCFT). Any change in your right-to-work status, including but not limited to visa expiration, revocation, or denial of renewal, may impact your eligibility for employment with the Trust. It is your responsibility to promptly inform your Line Manager of any changes in your right-to-work status immediately and to provide necessary documentation for verification purposes. Failure to obtain or renew your visa in a timely manner is a breach of employment conditions and will result in termination of your employment. We appreciate your attention to this matter and your commitment to fulfilling this requirement promptly.

Personal Data

In line with GDPR, we ask that you do NOT send us any information that can identify children or any of your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, data concerning health or sex life and sexual orientation, genetic and / or biometric data) in your application documentation.

Following this notice, any inclusion of your Sensitive Personal Data in your application documentation will be understood by us as your express consent to process this information going forward. Please also remember to not mention anyone's information or details (e.g. referees) who have not previously agreed to their inclusion.

[How we use your information](#)

Other Information

For further information about Bradford District Care NHS Foundation Trust:

[Bradford District Care NHS Foundation Trust](#)

[From Ambition to Action 2023-26 – strategy refresh BDCT](#)

[Annual Report and Accounts 1 April 2024 to 31 March 2025](#)

[West Yorkshire Health and Care Partnership](#)

[CQC report](#)

For further information and support about the role of a Non-Executive Director within the NHS:

[Non-Executive Director – Support for candidates](#)

[Why become a Non-Executive Director? Leadership academy](#)

[The Healthy NHS Board](#)

Other useful information:

[NHS Leadership framework for board members](#)

[NHS England](#)

[Care Quality Commission](#)

[Leadership academy](#)

[Insightful provider board](#)



**All the best with your
application – we look
forward to welcoming
you to our team.**

Bradford District Care NHS Foundation Trust
Trust Headquarters

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Shipley

BD18 3LD

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