

# Could you help lead the NHS in your area?

**Royal Cornwall Hospitals NHS Trust**  
**Non-executive Director & up to 2**  
**Associate Non-executive Directors**

**Candidate information pack**

**Reference: S3492**

**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.**



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## 1. The opportunity

There are vacancies for a Non-executive Director (NED) and up to two Associate NEDs at Royal Cornwall Hospitals NHS Trust (RCHT). This is an exceptional opportunity to share your talents and expertise to make a positive difference to the lives of people served by the Trust.

The Associate NED role is used successfully in the NHS to support Board succession strategy and achieving a balance of Board level skills. Whilst the Associate NEDs cannot participate in any formal vote at Board, they are very much involved with the formal Board discussion.

The successful candidates for the Associate roles will be appointed to the Trust and may also be considered for appointment as a NED of the Board in future (**within two years from initial appointment**), should a vacancy arise and they have the appropriate skills.

## 2. The person specification

### Essential criteria

You will need to have a genuine commitment to patients and the promotion of excellent health care services. You will have senior level experience in one of the following areas:

**NED:** You will have senior level clinical and patient safety expertise gained from medical, nursing, allied disciplines or social care experience at a senior level in an academic, research, regulatory or clinically focused role. Ideally, the successful candidate will be a qualified General Practitioner having practiced, or recently retired from practice in Cornwall and Isles of Scilly, bringing clinical insight and experience to support the role effectively.

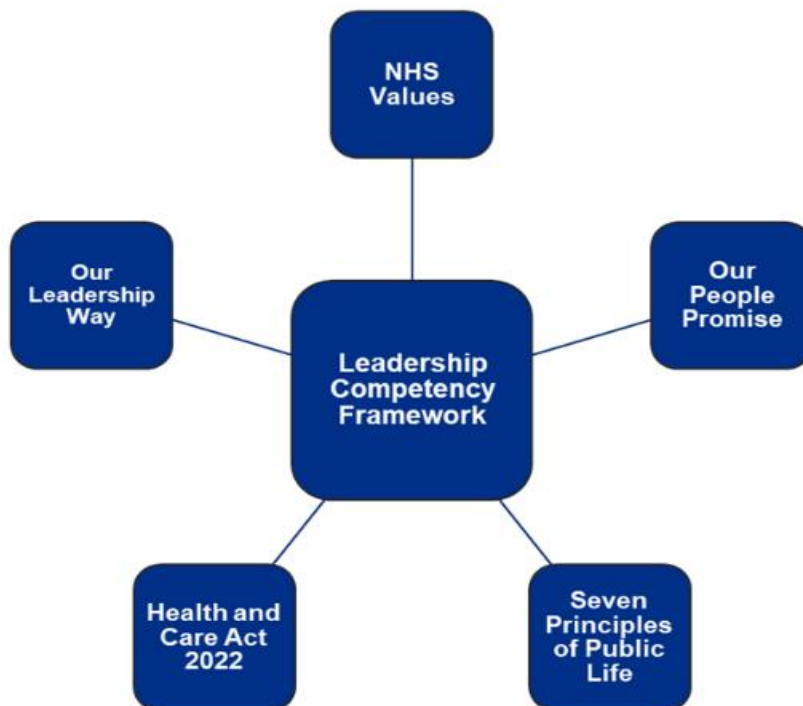
**Associate NED(s):** Up to two roles available from a voluntary, community and social enterprise sector or, a financial qualification and/or experience as an Audit Committee Chair.

The Trust is working hard on a range of diversity issues and is making great progress. However, we acknowledge that there is still much to do and the successful applicants together with the Board will contribute to providing leadership and support to the Trust to address these important challenges.

## 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.

The competency domains reflect the [NHS values](#) and the following diagram shows how they are aligned:



|   |  |
|---|--|
| <b>Working together for patients*</b>   | <b>Compassion</b>  |
| Building a trusted relationship with partners and communities   | Creating a compassionate, just and positive culture  |
| <b>Respect and dignity</b>  | <b>Improving lives</b>   |
| Promoting equality and inclusion and reducing health and workforce inequalities                           | Setting strategy and delivering long term transformation<br>Driving high quality sustainable outcomes                                  |
| <b>Commitment to quality of care</b>  | <b>Everyone counts</b>   |
| Driving high quality and sustainable outcomes<br>Setting strategy and delivering long term transformation | Promoting equality and inclusion and reducing health and workforce inequalities<br>Creating a compassionate, just and positive culture |
| Providing robust governance and assurance   |  |

The competency domains are aligned to [Our NHS People Promise](#), [Our Leadership Way](#) and the [Seven Principles of Public Life](#) (Nolan Principles).

### The six NHS leadership competency domains:

#### 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 – from ensuring all staff are trained and well led, to fostering improvement and innovation which leads to better health and care outcomes.

#### 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.

#### Promoting equality and inclusion, and reducing health and workforce inequalities

The importance of continually reviewing plans and strategies to ensure their delivery leads to improved services and outcomes for all communities, narrows health and workforce inequalities, and promotes inclusion.



## 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.

## 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.

## 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 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.

- Applicants should live in or have strong connections with the area served by the Trust.
- On average this role will require the equivalent to 2 to 5 days a month, however the time commitment may vary and a flexible approach should be taken.
- The remuneration payable for a Non-Executive Director is £13,000 (standard rate for all NEDs) per annum.
- The remuneration payable for an Associate Non-Executive Director is £6,500

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](#).

## 3. 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.

We serve around 480,000 residents across Cornwall and the Isles of Scilly (CIOS), with the remainder of Cornwall's population in the east and far north of the county looking to Plymouth and North Devon respectively, for their acute hospital services.

Over 7,000 people work together across our hospitals and services, including 400 volunteers and an in-house bank of over 1500 people working flexibly to help us respond to changes in demand.

The Trust is responsible for the provision of services at three main sites:

- Royal Cornwall Hospital, Treliske, Truro
- West Cornwall Hospital, Penzance
- St Michael's Hospital, Hayle
- St Austell Surgical Hub

RCHT also provides imaging and outpatient services at 10 community hospitals and other locations 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 our 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 we are planning for a six percent increase by 2035 in the number of people who live here.

According to the 2021 census 53.9% of households in Cornwall were deprived in at least one of the four dimensions of deprivation which include education, employment, health and housing and the number of people claiming Universal Credit rose by 35% between May 2022 and December 2024. Additionally, our population of people over 65 years grew by 25.1% between 2011 and 2021. Cornwall's wages remain below the national average, with current media wage around £3,500 below the average for UK full-time workers.

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 current 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 Departments
- 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, and NHS England 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.

NHS Cornwall and Isles of Scilly and NHS Devon established joint working arrangements in September 2025, as part of national NHS reforms to reduce the running costs of integrated care boards (ICBs).

All ICBs in England have been asked to significantly reduce costs and shift to a more strategic role with different responsibilities for them and other parts of the health and care system.

This requires some ICBs with smaller populations – including NHS Devon and NHS Cornwall and Isles of Scilly – to work more closely with other ICBs in a 'cluster'. 'Clustering' means that, although both individual ICBs will continue to exist, they will work as one – with a single Board, leadership team and staffing structure.

Both organisations will continue to be individual sovereign legal entities until the point of formal merger (expected April 2027). To ensure effective and cohesive governance oversight of the Cluster arrangements, both organisations have delegated their current Board's responsibilities into a joint committee arrangement.

The South West Peninsula Board is chaired by John Govett and includes executive and non-executive members from across both counties. The priority remains to serve the population in the best possible way, working closely with, and remaining accountable to, all local health and care partners.

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 cluster 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.

RCHT ranks among the top 20 acute and specialist trusts in England, and fourth among large acute trusts. We're particularly proud of our achievements in planned care and cancer treatment, where we rank 12th and 10th respectively. The Trust has a range of measures in place and through these successfully achieved a break even position for the sixth consecutive year in 2024/25.

The 10 Year Health Plan for England seizes the opportunities provided by new technologies, medicines, and innovations to deliver better care for all patients. It is making 3 big shifts to how the NHS works and Royal Cornwall Hospitals NHS Trust is committed to respond to this and will ensure this is reflected in the Trust Strategy Refresh in 2025/26:

- from hospital to community: more care will be available on people's doorsteps and in their homes
- from analogue to digital: new technology will liberate staff from admin and allow people to manage their care as easily as they bank or shop online
- from sickness to prevention: we'll reach patients earlier and make the healthy choice the easy choice

### **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

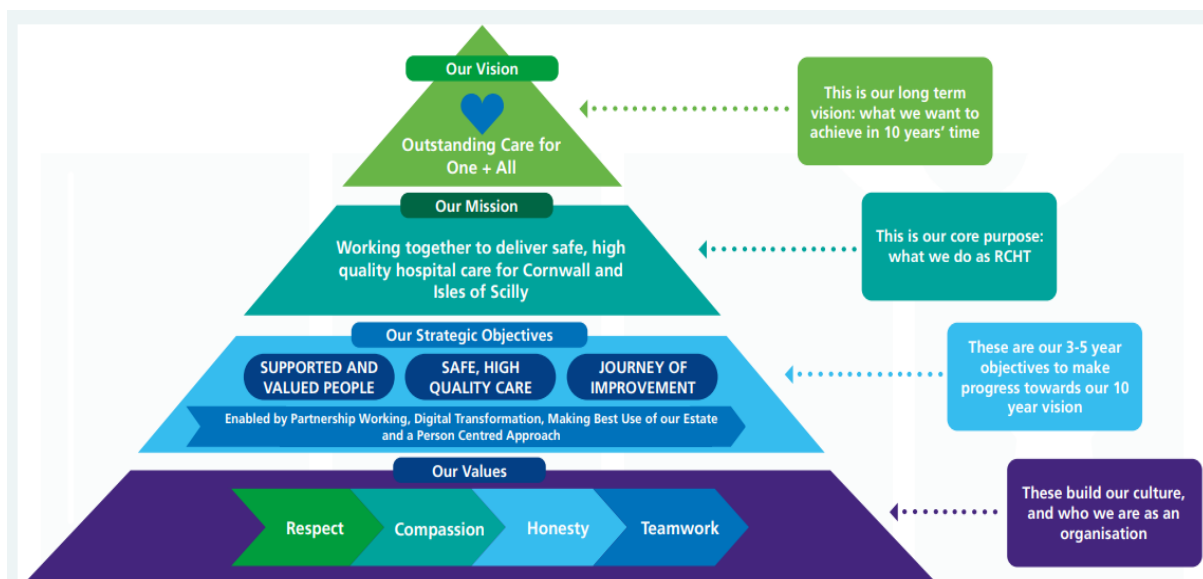
**Safe, High Quality Care:** *We will provide safe, high quality care, refining our model of care to be person-centred and as close to home as possible*

**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: Values and concepts from NHS Leadership Competency Framework

### Our people promise:

- We are compassionate and inclusive
- We are recognised and rewarded
- We each have a voice that counts
- We are safe and healthy
- We are always learning
- We work flexibly
- We are a team

### NHS values

- Working together for patients
- Respect and dignity
- Commitment to quality of care
- Compassion
- Improving lives
- Everyone counts

### Our leadership way

We are compassionate

- We are inclusive, promote equality and diversity, and challenge discrimination
- We are kind and treat people with compassion, courtesy and respect.

We are curious

- We aim for the highest standards and seek to continually improve, harnessing our ingenuity
- We can be trusted to do what we promise

We are collaborative

- We collaborate, forming effective partnerships to achieve our common goals
- We celebrate success and support our people to be the best they can be

### Health and Care Act 2022

- Collaborate with partners to address our shared priorities and have the core aim and duty to improve the health and wellbeing of the people of England.



- Improve the quality, including safety, of services provided.
- Ensure the sustainable, efficient use of resources for the wider system and communities

### Seven principles of public life

- Selflessness
- Integrity
- Objectivity
- Accountability
- Openness
- Honesty
- Leadership

### Appendix 2: 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:**
  - About the NED role
  - 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 Senior Appointments and Assessment 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 3: Making an application

For more information, you can get in touch with:

- We strongly recommend an informal and confidential discussion with David Allen OBE, Chair of the Trust. Please contact [rcht.corporategovernance@nhs.net](mailto:rcht.corporategovernance@nhs.net)
- **NHS England** – for general process enquiries contact Jane Hundley by emailing [jane.hundley@nhs.net](mailto:jane.hundley@nhs.net)

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 as well as previous employer(s) from the past six consecutive years. They should also cover 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
- If you have previously held a Director, Chair or Non-executive Director position in an NHS funded organisation or a regulated services organisation (see list below), a Board Member Reference (BMR) will also be requested from your former organisation(s), for posts ending after September 2023:
  - NHS Trusts and Foundation Trusts
  - Integrated Care Boards
  - NHS England (national and regional teams)
  - Arm's Length Bodies if they deliver regulated services
  - Independent providers commissioned by the NHS (e.g. private hospitals, social enterprises)
  - Community Interest Companies (CICs) delivering NHS-funded care
  - Joint ventures or partnerships involving NHS statutory bodies
- In accordance with NHSE's FPPT framework if appointed your references and other background checks will be shared with the Trust
- 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 4: Key dates

- **closing date for receipt of applications: 2 January 2026 at 11am.** Please forward your completed application to [england.chairsandneds@nhs.net](mailto:england.chairsandneds@nhs.net) quoting reference **S3492**
- **Interview date: January 2026**
- **proposed start date: February 2026**

#### NHS England

E: [england.chairsandneds@nhs.net](mailto:england.chairsandneds@nhs.net)

W: [england.nhs.uk](http://england.nhs.uk)

