



Two Non-Executive Directors

Candidate briefing pack

January 2026

Welcome from the Chair

Thank you for your interest in joining Hertfordshire Community NHS Trust (HCT) as a non-executive director (NED). I am delighted that you are considering bringing your skills, insight and values to our Board at a pivotal moment for community health services in Hertfordshire.

Our Trust plays a vital role in delivering high-quality, compassionate care close to home – supporting people to live healthier, more independent lives. Community services are where prevention, integration and personalised care meet, and the strength of our Board is central to ensuring we meet the needs of our patients, carers and communities now and in the future.

We are seeking to appoint two new NEDs with distinct but complementary areas of expertise. What unites both roles is a genuine commitment to patients and the promotion of excellent, safe and equitable healthcare services, alongside the confidence to provide constructive challenge and thoughtful support at Board level.

The first role is focused on **financial leadership and assurance**. We are looking for an individual with recent, relevant senior-level finance experience gained within a large and complex organisation.

We anticipate that the role will chair the Audit and Risk Committee, supported by a recognised financial qualification, or Board-level corporate financial experience with a CCAB, CIMA or equivalent professional accounting qualification.

We are particularly keen to hear from candidates whose background also spans commercial, transformation or strategic roles, or from those with significant senior financial management experience in a commercial environment, including oversight of substantial budgets.

Additional digital, AI, data security skills would be beneficial as we drive to improve our service delivery and patient outcomes through digital innovation and transformation.

The successful candidate will play a key role in ensuring robust financial governance and sustainability.

The second role centres on **quality, clinical leadership and patient safety**.

We welcome applications from individuals with senior-level clinical and patient safety expertise gained through medical, nursing, allied health, VCFSE or social care backgrounds, whether in academic, research, regulatory or frontline service delivery roles.

We are also interested in candidates with Board-level experience in quality, service improvement and redesign, with a demonstrable track record of delivering strategic quality improvement within health or social care.

A strong understanding of the current NHS quality agenda and the assurance processes that underpin effective clinical governance will be essential. It is anticipated that the successful candidate will chair the Trust's Quality Committee.

As Chair, I am proud of the culture we are building – one grounded in openness, collaboration and shared accountability. Our NEDs are valued partners in shaping strategy, upholding standards and ensuring that the voices of patients and communities are heard at the highest level.

If you are motivated by public service, curious about community healthcare, and would like to learn more, please contact Jenny Adrian by email: jadrian@hunter-healthcare.com or phone: **07939 250362** or James McLeod by email: jmcleod@hunter-healthcare.com or phone: **07842 424530**

Yours sincerely,

Dr Nicolas Small

Chair
Hertfordshire Community
NHS Trust



About us

Hertfordshire Community NHS Trust is the principal provider of community-based healthcare services to the 1.2 million population of Hertfordshire; we also provide services in West Essex and beyond.

The Trust is rated as 'Good' by the Care Quality Commission. It had an income of £170.6m during 2024/25 (£157.4m in 2023/24) and employed around 2,770 staff (2,590 in 2023/24).

Community health services continue to be at the forefront of NHS care and support. Every day we deliver a wide range of high-quality health services to people in their homes, in local clinics, in schools and in our community hospitals.

We support people at every stage of their lives, from antenatal, health visiting and school nursing services for children and young people, to community nursing and therapy, specialist dentistry, rehabilitation and palliative care.

In 2024/25 we delivered more than 1.2 million patient contacts plus our immunisations services. Through local Health and Care partnerships, including the East and North Hertfordshire HCP, we work in collaboration with colleagues across the NHS, social care, education, charities and local government, helping people to maintain their health and well-being, be as independent as possible through self-care, and ensuring that we deliver joined up local care and support.

The year in numbers 2024-25

1.2m

appointments and visits are carried out by us



94%

of patients recommend us -we receive around 12 compliments for every complaint



430,216

contacts provided a year on average by our Integrated Community Teams covering 7 localities



18,195

clinical contacts with children and young people provided a year on average by our Children and Young People Mental Health service



Over 55

Care Quality Commission (CQC) registered services



Community-based

- in people's homes, schools, clinics and community hospitals



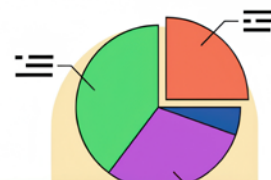
Geography

- across East of England including Herts, East Anglia, Beds, Luton and Milton Keynes



£170.6m

- our income for 2024/25



72%

of our staff recommend HCT as a place to work



75%

of our staff feel safe to speak up about their concerns



80%

of our staff work flexibly, in a mobile way, utilising technology



Good

We are rated as 'Good' by the Care Quality Commission



Our services



Adult Services

ADULT COMMUNITY SERVICES:

The Trust's Locality Integrated Care Teams (ICTs) in East & North Hertfordshire deliver nursing and therapy services in Lower Lea Valley, North Hertfordshire, Stevenage, Stort Valley & Villages, Upper Lea Valley and Welwyn Hatfield. Our teams have also delivered the innovative Hospital at Home service which has received national recognition and has enabled patients to be cared for at home as an alternative to being admitted to hospital.

ADULT SPECIALIST SERVICES:

Specialist services HCT provide include bladder and bowel services, cardiac rehabilitation, heart failure, diabetes, diabetic retinal screening, lymphoedema, nutrition and dietetics, MSK, podiatry, respiratory, pulmonary rehabilitation, skin health, speech and language therapy, tissue viability, leg ulcer care and neurological rehabilitation.

COMMUNITY HOSPITALS:

HCT's community hospitals are located in East and North Hertfordshire: Oxford and Cambridge wards at Herts & Essex Hospital in Bishop's Stortford, and Queen Victoria Memorial Hospital and Danesbury Neurological Centre in Welwyn.



Children's Services

CHILDREN'S UNIVERSAL SERVICES:

HCT provides a range of services for children and young people including public health nursing (health visiting and school nursing), child health information, looked after children and safeguarding children. The Trust is working with One YMCA to develop and deliver a newly commissioned Public Health Nursing service for Hertfordshire, including an enhanced School Age Immunisation Service which has resulted in performance improvements in immunisation across the region.

CHILDREN'S SPECIALIST SERVICES:

These services include community paediatrics audiology, children's community nursing, children's continuing care, dental and optical services and specialist school nursing, Step2 (early intervention child and adolescent mental health service for children and young people aged 0-19) and PALMS (Positive behaviour, Autism, Learning disability and Mental health Service).

CHILDREN'S THERAPY SERVICES:

The Trust provides occupational therapy, physiotherapy and speech and language therapy for children.

Our Board

The Board is responsible for setting and developing the strategic direction of the organisation, sustaining business viability and holding the executive directors to account for all aspects of the organisation's activities, including quality and safety of patient services, financial management and legal compliance.

The Board also seeks assurances from the executive directors that risks to the organisation are being appropriately assessed and managed.

The Board normally meets every other month, with briefings and development sessions held in the intervening months.

Our Board consists of:

- The chair (Dr Nicolas Small)
- Four voting non-executive directors
- A non-voting associate non-executive director
- Our executive directors

Current board members



Dr Nicolas Small
Chair



Elliot Howard-Jones
Chief executive
(voting member)



Chris Ford
Non-executive director
(voting member)



Luke Edwards
Associate non-executive
director
(non-voting member)



Richard Rolt
Non-executive director
(voting member)



Rukshana Kapasi
Non-executive director
(voting member)



Sarah Wren OBE
Non-executive director
(voting member)



Antonia Robson
Director of integrated
business services
(non-voting member)



Dr Elizabeth Kendrick
Chief medical officer
(voting member)



Frances Khatcherian
Chief finance officer
(voting member)



Marcus Riddell
Chief people officer
(non-voting member)



Marion Dunstone
Chief operating officer
(non-voting member)



Sarah Browne
Chief nursing officer
(voting member)



Sarah Brierley
Chief strategy and
partnerships officer
(non-voting member)

Our new 2026-2030 strategy

HCT is entering a pivotal phase in its development. National policy, population need and our own proven capability all point to the same conclusion: community services are central to the future of the NHS.

Our 2026–2030 strategy sets out how we will advance the shift of care closer to home, from sickness to prevention, and from analogue to digital, delivering high-quality, equitable and sustainable care for the communities we serve.

As a specialist community provider, we occupy a unique position within the system. We support people across their life course, often in their own homes, at moments of greatest vulnerability and opportunity. Our strategy builds on this strength, committing us to design services around people and places rather than organisational boundaries, focusing on reducing health inequalities, and working in partnership across health, care, education and the voluntary sector.

We will use data, technology and innovation to support people earlier, prevent deterioration, and provide hospital-level care safely in community settings where this delivers better outcomes and experiences.

Our strategy is grounded in extensive co-design with staff, service users and partners, and is deliberately ambitious.

It focuses on five strategic aims: delivering high-quality, equitable and sustainable care; driving proactive and preventative care; working in partnership to meet communities' needs; making HCT a great place to work; and continuously improving, innovating and embracing technology.

Together, these aims position HCT to respond to rising demand, financial pressures and workforce challenges while continuing to improve outcomes for our population.



Our values

Alongside the new strategy, we will be refreshing our organisational values to ensure they reflect both who we are today and who we aspire to be.

Through wide engagement, three values clearly emerged as fundamental to our future: **Caring, Pioneering and Inclusive.**

Being **Caring** means putting service users, families and colleagues at the heart of every decision, recognising the privilege of being invited into people's lives and acting with compassion, professionalism and integrity. Being **Pioneering** reflects our commitment to lead change in community healthcare – embracing innovation and new ways of working to improve outcomes, efficiency and experience.

Being **Inclusive** means actively valuing diversity, tackling inequality and ensuring that everyone who uses our services or works for HCT feels seen, heard and respected.

For our Board, these values are not abstract principles. They shape how we govern, how we lead improvement, how we hold ourselves to account and how we work with partners and communities.

We are seeking NEDs who are aligned to this strategic ambition and values-led culture, and who will bring independent challenge, insight and stewardship to help us deliver our vision over the next five years.

Our strategy aims to deliver against four areas of focus which are reflected in our Delivery Plan. They are:

- Continue to integrate and improve our Adult Unplanned Care services, working collaboratively with partners to reduce A&E attendances and non-elective admissions, contributing to the ICB target to reduce emergency admissions for frail people and those in the last year of life by 25%.
- Improving patient access and experience when interacting with our services, increasing utilisation and addressing inequalities in access.
- Improving children's outcomes through collaborative working and pathway / service development, supporting the 'best start in life'.
- Development of a more sustainable HCT operating model, with improvement in quality management and productivity, ensuring HCT remains a great place to work.

Equity, diversity and inclusion

Our Equity, Diversity and Inclusion Strategy builds on our Clinical and People strategies, setting out our five ED&I strategic priorities, which are:

Priority 1: To strengthen our channels for listening to the diverse voices of our staff

Priority 2: To develop continually our understanding of our local communities

Priority 3: To improve identification of access, experience and outcomes for under-served groups

Priority 4: To have a workforce that is representative at all levels

Priority 5: To be recognised externally as a Trust committed to promoting diversity.

We are always striving to improve and routinely review progress made across the priority areas to ensure our actions continue to deliver meaningful and sustained impact.

As part of our ongoing commitment to equity, fairness and organisational learning, we have taken several important steps to strengthen our policies and practices. These include updating and renewing our Disciplinary Policy, introducing a Sexual Safety Charter, and implementing a Race Hate Standard Operating Procedure to ensure a clear and consistent approach when responding to incidents and concerns.

We have also introduced inclusive recruitment training to support fairer and more equitable recruitment practices across the organisation.

Alongside this, we have re-introduced Community Engagement Forums to improve the way we engage with, listen to and work alongside the diverse communities we serve.

HCT has set up an innovative Shadow Board which provides an opportunity for members of the workforce to contribute to Board decision-making, learn Board-level operations and contribute to the shaping of the strategy.

Aimed at those under-represented at Board-level, members of our Shadow Board bring a richness to discussions, provide different perspectives and help to diversify leadership pipelines.

Together, these actions support our ambition to foster an inclusive workplace culture, reduce inequalities, and strengthen trust and relationships with our staff and communities.

Our reports and plans to further promote diversity and inclusion can be found on our website [here](#).

Role overview

Key Responsibilities

NEDs are members of the Board of Directors and as part of a unitary Board they carry equal responsibility to that of the executive directors for the success of the Trust.

They are responsible for providing appropriate oversight, governance and leadership to the Trust in the pursuit of its strategies, to provide effective and high-quality healthcare services.

NEDs should scrutinise the performance of management in meeting agreed goals and objectives and monitor the Trust's performance, providing support and advice where required.

They should satisfy themselves as to the integrity of financial, clinical and other information, and that financial and clinical quality controls and systems of risk management are robust.

They are responsible for determining the appropriate levels of remuneration of executive directors and have a prime role in appointing and, where necessary, removing executive directors, and in succession planning.

As members of the Board, NEDs must commit to working to, and encouraging within the Trust; the highest standards of probity, integrity and governance and ensure that these conform to best practice and statutory requirements.

Main Duties

Strategy

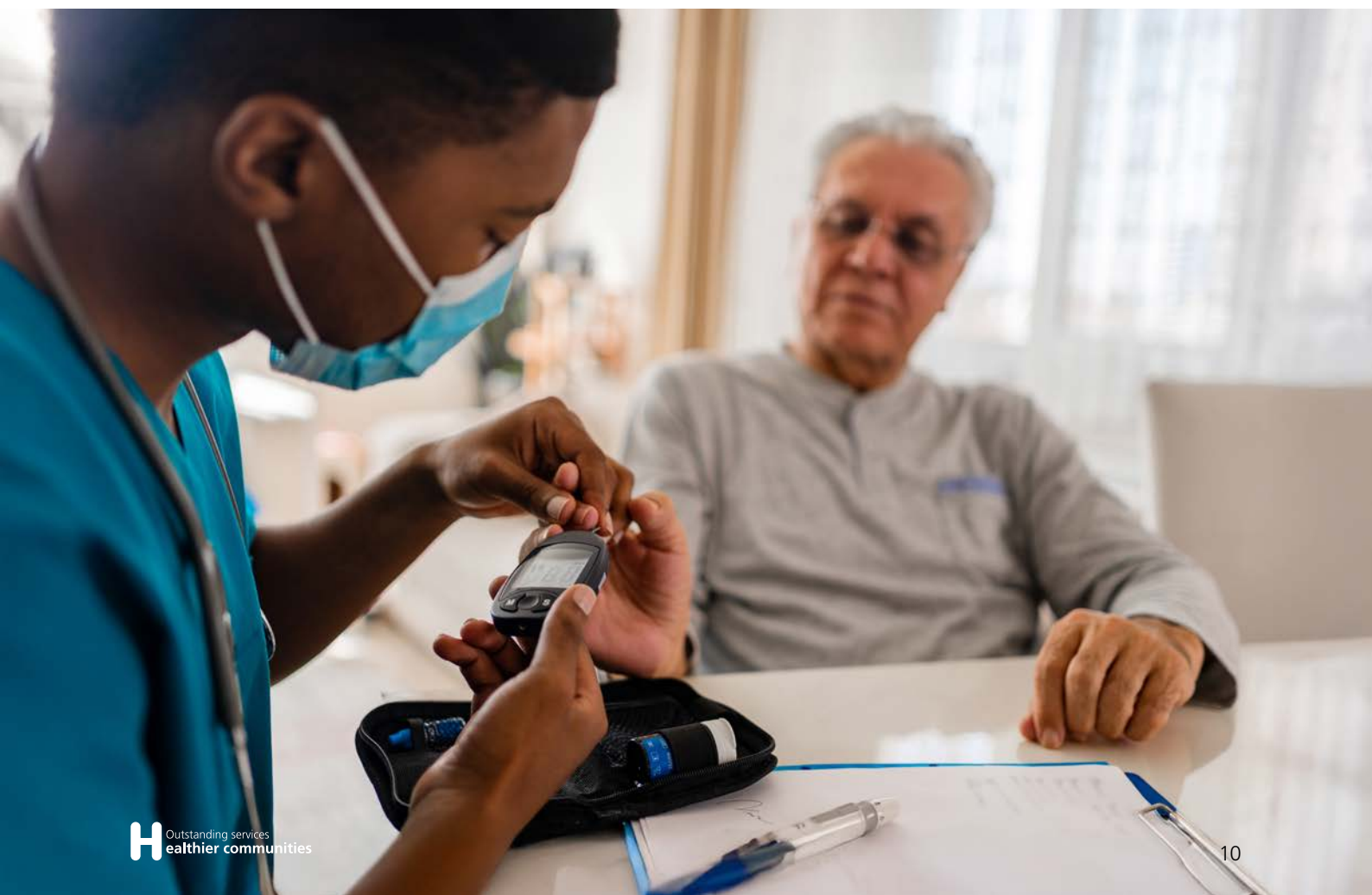
- Take individual and collective responsibility for the overall strategic direction, success and viability of the Trust.
- Bring independent judgement and experience to the Board based on the expertise defined in the role specification and apply this to the benefit of the Trust.
- Contribute positively to debate regarding the strategic development of the Trust and any other material and significant issues facing the organisation through the use of constructive challenge and the provision of support to Board colleagues.
- Influence and help the executive directors develop proposals on strategies and long term healthcare plans for the community.
- Provide advice and support on issues of strategy and establish clear objectives to deliver these and regularly review performance against them.
- Hold the Chief Executive and the executive directors to account for the effective management and delivery of the Trust's strategic aims and objectives.
- Ensure that the decisions taken by the Board of Directors are effectively implemented by the Chief Executive and senior management team.
- Contribute positively and through their work as a NED support the long term sustainability of the Trust.
- Support the Board in improving the performance of the Trust by ensuring that challenging performance targets are set, and that performance is monitored against these.

Compliance

- Ensure that the Trust complies with all statutory and regulatory requirements, including ensuring compliance with the Terms of Licence and Constitution.
- Maintain mandatory services and retain protected property as defined in the Terms of Licence.
- Ensure that financial viability is maintained.
- Ensure that financial controls and systems of risk management are robust and that the Board is kept fully informed through timely and relevant information.
- Ensure the best use of financial and other resources in order to maximise effective treatment to patients and service users.
- Support the Chair in the appointment of the Chief Executive and other executive directors and senior staff, as appropriate.
- Uphold the values, vision and strategic objectives of the Trust by example, and ensure that the Trust promotes equality of opportunity, diversity and human rights in the treatment for all its patients, staff and other stakeholders.

Board Activities

- Participate fully and collaboratively in the work of the Board, taking responsibility for building constructive relationships with fellow Board members.
- In addition to Board meetings, attend and Chair Board committee meetings and other meetings of the main Board, as allocated by the Trust Chair.
- Participate fully in Board induction and any training that is provided for Board members.
- Participate fully in the individual appraisal process and any Board performance appraisal as determined by the Chair and undertake any training or development activity identified as a result.
- Assist and support the senior independent director with the annual performance evaluation of the Chair.



Person specification

General information

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 would ideally have 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 this role is £13,000 (standard rate for all NEDs) per annum.

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.

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 or more of the following areas:

ROLE 1:

- Recent and relevant, senior level financial experience in a large and complex organisation with the capacity to chair the Audit and Risk Committee. Applicants should ideally hold a professional accounting qualification such as CIMA or ACCA.
- We are particularly keen to hear from individuals with a wider range of experiences that may include senior commercial experience at a strategic level in digital transformation, AI or data security..

ROLE 2:

- Recent and relevant, senior level clinical and patient safety experience gained within medical, nursing, allied health, social care or VCSFE sector in an academic, research, regulatory or clinically focused role, with a strong service delivery background.
- An understanding of the current Quality agenda in the NHS and the assurance processes necessary to deliver safe and effective clinical governance, with the capacity to chair the Quality Committee.

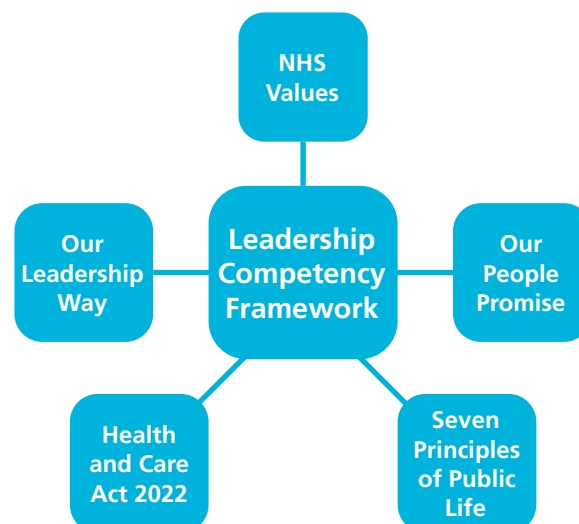
Appendix 1:

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 diagram opposite shows how they are aligned.

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



Working together for patients*	Compassion
<ul style="list-style-type: none"> Building a trusted relationship with partners and communities 	<ul style="list-style-type: none"> Creating a compassionate, just and positive culture
Respect and dignity	Improving lives
<ul style="list-style-type: none"> Promoting equality and inclusion and reducing health and workforce inequalities 	<ul style="list-style-type: none"> Setting strategy and delivering long term transformation Driving high quality sustainable outcomes
Commitment to quality of care	Everyone counts
<ul style="list-style-type: none"> Driving high quality and sustainable outcomes Setting strategy and delivering long term transformation 	<ul style="list-style-type: none"> Promoting equality and inclusion and reducing health and workforce inequalities Creating a compassionate, just and positive culture
Providing robust governance and assurance	

Appendix 2:

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.

More information can be found on our [website](#).

Appendix 3:

NHS Leadership Competency Framework values and concepts

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

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 well-being 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

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

Seven principles of public life

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

Appendix 4:

More information

- 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 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 5:

How to apply

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. 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 for interview

Hunter Healthcare are helping us to identify potential candidates. For an initial conversation about this role, please contact Jenny Adrian by email: jadrian@hunter-healthcare.com or phone: **07939 250362** or James McLeod by email: jmcleod@hunter-healthcare.com or phone: **07842 424530**

- NHS England – for general enquiries please contact Jane Hundley by email jane.hundley@nhs.net
- Please forward your completed application to england.chairsandneds@nhs.net and applications@hunter-healthcare.com quoting reference number **HCTNEDS0126**
- Long-listed candidates may be invited for a preliminary interview with Hunter Healthcare. To facilitate this, we will share your application with them. Feedback from these interviews will be given to the panel

KEY DATES

Application closing date	Monday 16 February 2026
Interviews	16/17 March 2026



Hertfordshire Community NHS Trust



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