

Could you help lead the NHS in your area?

**Herefordshire and Worcestershire
Health and Care NHS Trust**

**Non-executive Director x2 and
Associate Non-executive Director**

Candidate information pack

Reference: M3623

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 actively encourage applications from individuals of all backgrounds, including those from underrepresented groups and people living with disabilities.

We value the unique perspectives that come from different life experiences, cultures, and identities. Whether you bring lived experience of using health services, professional expertise, or community insight, your voice matters.

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 two Non-executive Directors (NED) and an Associate NED at Herefordshire and Worcestershire Health and Care NHS Trust (HWHC). 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 candidate for the Associate role 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 1: Recent, relevant finance experience gained in a large and complex organisation, with the capacity to Chair the Finance & Performance Committee

NED 2: People / HR background with change management / organisational development expertise gained at a strategic level, with the capacity to Chair the People and Culture Committee

Associate NED: Experience gained in private, public, voluntary, community or charity sectors with experience of either workforce development, strategic planning, finance, risk, performance management or service development. A strong track record in partnership working across a range of stakeholders would also be advantageous.

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:



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

Applications will be assessed on merit, as part of a fair and open process, from the widest possible pool of candidates. The information provided by applicants will be relied on to assess whether sufficient personal responsibility and achievement have been demonstrated in previous/other roles, to satisfy the experience being sought.

The best boards are those that reflect the workforce and communities they serve. We particularly welcome applications from individuals of all backgrounds, including those from underrepresented groups and people living 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 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. More information can be found on our [website](#).

3. About Herefordshire and Worcestershire Health and Care NHS Trust

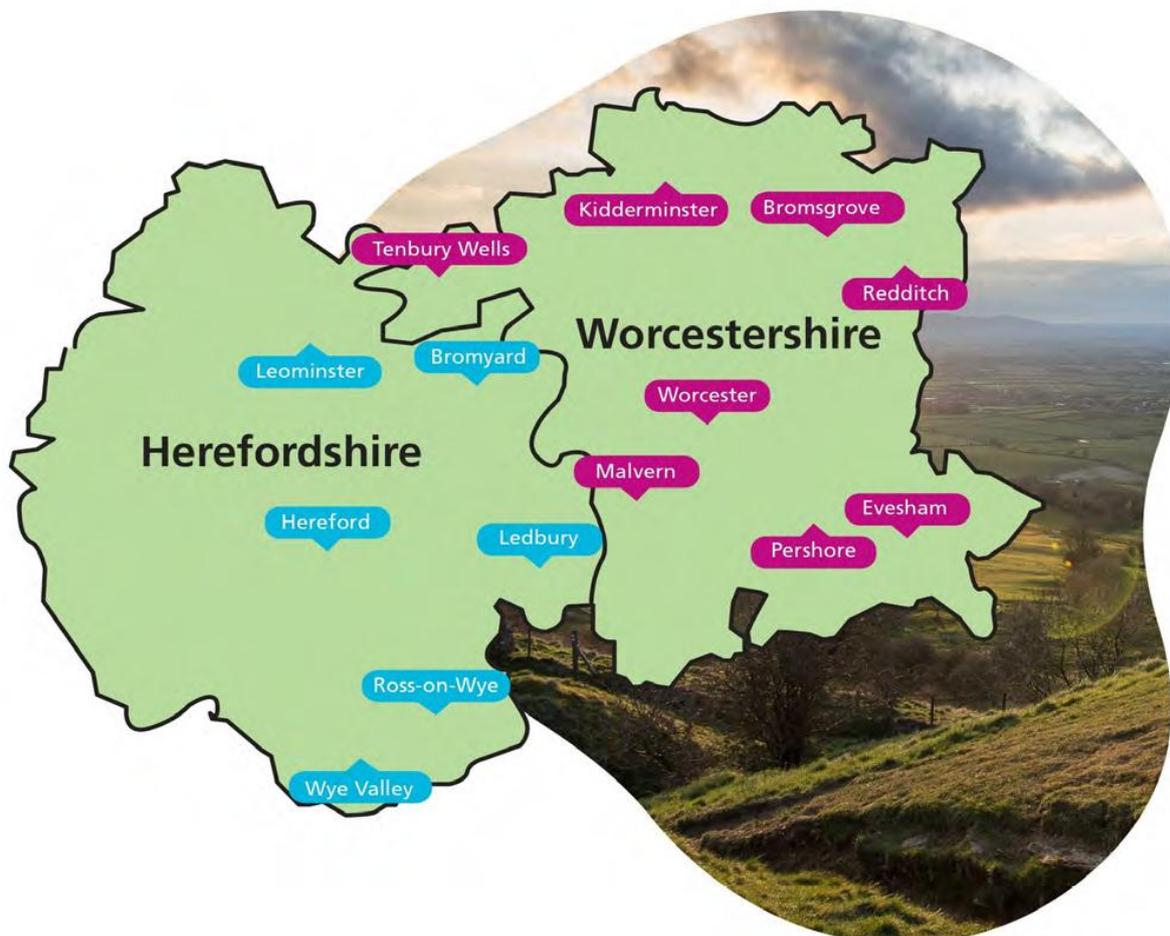
Across Herefordshire and Worcestershire:

We are the lead provider of mental health and learning disability services across Herefordshire and Worcestershire, supporting children, adults, and older people. Care is provided in the community, in our clinics, inpatient wards and through our crisis services.

In Worcestershire:

We provide children’s paediatric services, and through our Starting Well Partnership we deliver a range of ‘early years’ support including health visiting and school health nursing in conjunction with our voluntary sector and council partners.

We also provide a wide range of nursing and therapy services for people of all ages — including, but not limited to nursing and therapy services, community hospitals and minor injury units, paediatric therapy, specialist dental services, physiotherapy, occupational therapy and stroke rehabilitation,.





5,078 staff employed across Herefordshire and Worcestershire.



Serving **800,000** people across Herefordshire and Worcestershire.



Geographically diverse communities, spread across urban and rural areas.



1,169,435 patient contacts across physical and mental health services.



567,408 nursing and therapy contacts.



32,474 calls to the 24/7 mental health helpline.



41,830 Attendances at Minor Injury Units (MIUs)



3,089 Patients admitted to community hospitals and mental health inpatient wards.

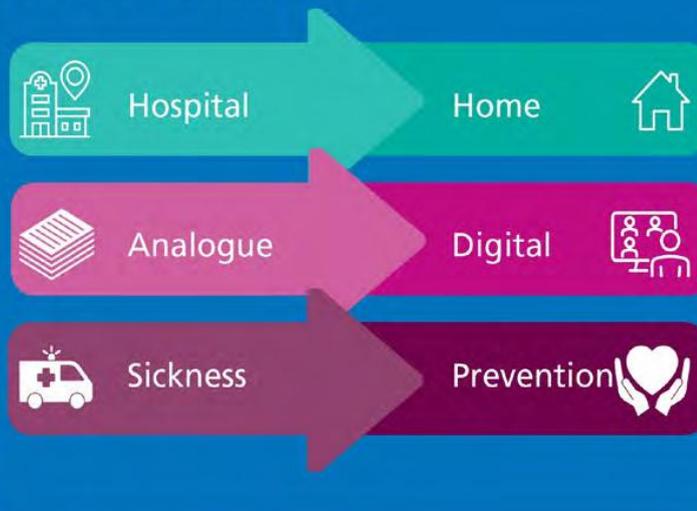


369,145 mental health contacts CAMHS and adult services.

“In what was a very difficult dark time they were a **light**. They were **peace**. They were **kindness**. They were time. They became part of our family”. Relative feedback on the Primrose Unit

National and local strategic context

The NHS 10 year plan "Fit for the Future" published earlier this year, has three key shifts.



"Things are **moving in the right direction** - this is a great organisation to work for."

Staff member



Our values:

- **Courageous:** Displaying integrity and having the courage to do what is right.
- **Ambitious:** Always striving for outstanding care.
- **Responsive:** Listen, learn and act.
- **Empowering:** Freedom to choose and live well.
- **Supportive:** Support each other and be proud of what we do.

Our strategic priorities:

- Enhance staff experience ensuring our people feel valued and respected.
- Provide high quality care through strong foundations.
- Use our resources wisely to have the greatest impact for our population.
- Work with our partners to shape Neighbourhood Health.
- Enable a step change in innovation and digital.
- You can review our Trust Strategy 2025-2030 [here](#)

Our vision: *Putting people at the heart of high-quality care to create healthier lives.*

- To find out more about us, and our services, [please visit our website](#).
- Our Annual Reports, Strategy and Policy documents [can be found here](#).
- To find out more about us, our services [please visit our website](#).

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 the links in section 3. 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 Biraj Parmar, the Chair of the Trust. Please contact Sharon Tallack by emailing s.tallack@nhs.net
- **NHS England** – for general process enquiries contact Jane Hundley by emailing 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



- tell us about any dates when you will not be available

Appendix 4: Key dates

- **closing date for receipt of applications: 16 April 2026 at 11am.** Please forward your completed application to england.chairsandneds@nhs.net quoting reference **M3623**
- **Interview date: early May 2026 (tbc)**
- **proposed start date: June / July 2026**

NHS England

E: england.chairsandneds@nhs.net

W: england.nhs.uk



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NHS Trust

