

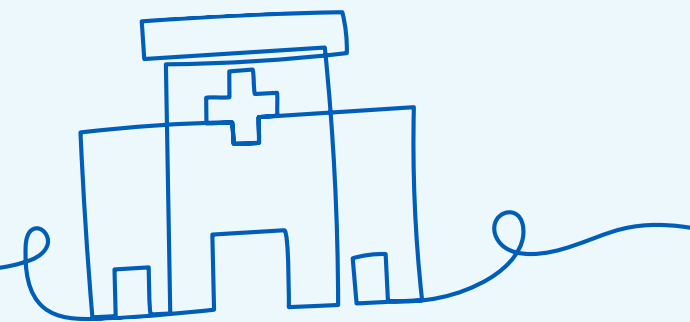


East of England Community Health and Care NHS Trust

Candidate brief

Position: Non-Executive Director

Closing date: 30 April 2026





Welcome from Matthew Winn, Chief Executive

We are at the beginning of an exciting new chapter. On 1 April 2026, we launched the East of England Community Health and Care NHS Trust, bringing together two high-performing community healthcare organisations to create a single, stronger, more ambitious Trust.

By joining us now, you will play a central role in shaping this new organisation from the outset. Together, we have an opportunity to redefine what excellent community health and care looks like and to lead the way nationally.

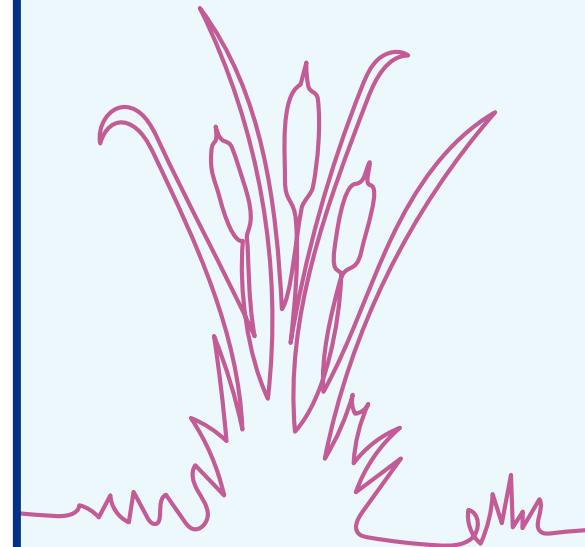
Although our name is new, our purpose remains the same: to deliver consistently high-quality, person-centred care for the people and communities we serve. With the expertise and commitment of more than 7,000 colleagues, we provide services across a broad geography and touch the lives of millions.

We are looking for a Non-Executive Director to bring clinical insight, constructive challenge and strategic leadership to our Board. Your voice will help ensure we make the right decisions for our people, our patients and our communities.

Thank you for your interest. We look forward to beginning this journey with you.



Matthew Winn
Chief Executive





Welcome from Lynda Thomas, Chair

Thank you for your interest in becoming a Non-Executive Director at the East of England Community Health and Care NHS Trust. This is a rare and exciting opportunity to help shape a new, forward-thinking and compassionate organisation for our region.

We are seeking an experienced clinical leader, whether from nursing, medicine, allied health, public health or social care to join our Board and bring essential clinical insight to our decision-making.

Our teams deliver vital support to individuals and families across Bedfordshire, Cambridgeshire, Luton, Peterborough, Milton Keynes, Norfolk, Suffolk and Waveney and the wider region. Their professionalism, compassion and determination ensure people receive high-quality care, in the right place, at the right time - often in their own homes and communities.

We are particularly keen to hear from people who live or work in Bedfordshire, Luton, and Milton Keynes area and from candidates from culturally diverse or currently under-represented backgrounds.

Our values of Integrity, Compassion, Inclusion and Ambition, shape how we work and what we aspire to be. You will join an open, collaborative and forward-looking Board committed to getting things right for our patients and communities.

As a Non-Executive Director, you will play a key role in overseeing our strategy, ensuring robust governance, and engaging closely with our colleagues and partners across the system.

If you share our values and our ambition to deliver outstanding community care, we would be delighted to hear from you. Together with our partners and communities, we will build a Trust that listens, learns and leads, ensuring excellent care for everyone, now and for the future.

As a Trust we are ambitious for our future. Our priorities focus on:

- empowering people to take control of their care
- valuing and supporting our workforce
- strengthening partnerships across health and care
- championing innovation to continually improve services

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.

Governance structure

The Board of Directors is responsible for oversight of the strategy and leadership of the Trust and monitoring and assuring the operational delivery of its services, targets and performance.

In addition, the Board is responsible for agreeing policy, monitoring the delivery of that policy, ensuring clinical quality and the financial viability of the Trust.

The Board operates within the terms of the constitution and standing orders governing the proceedings of Board meetings, the way responsibilities are delegated, standards of business conduct and contract procedure.

Included in the standing orders are the standing financial instructions, which detail the financial policies, responsibilities and procedures to be applied in the Trust.

The Board of Directors comprises eight Executive Directors and nine Non-Executive Directors including the Chair.

THE MEMBERS OF THE GROUP BOARD

Executive Directors

 Matthew Wise Chief Executive	 Dr Caroline Kavanagh Chief Medical Officer	 Kate Howard Chief Nursing and A&P Officer	 Anita Pisani Deputy CEO and Chief People Officer	 Angie Woodie Chief Financial and Resources Officer	 Rachel Hawkins Director of Corporate Affairs	 Sarah Buchan Chief Information Officer	 Laura Clear Director of Strategy and Transformation
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Non-Executive Directors

 Lynda Thomas CBE Group Chair	 Anna Gill OBE Deputy Group Chair	 David Crawford	 John Kennedy	 Ajoki Yidley	 Mani Sharma	 Charlotte Black	 Jayne Sharma
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The formation of our new Trust

East of England Community Health and Care NHS Trust was formed on 1 April 2026, bringing together outstanding organisations, Cambridgeshire Community Services NHS Trust and Norfolk Community Health and Care NHS Trust.

Areas we serve:

- Bedfordshire
- Cambridgeshire
- Luton
- Milton Keynes
- Norfolk
- Peterborough
- Suffolk
- Waveney



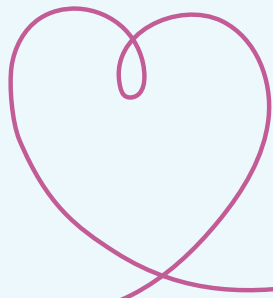
	Cambridgeshire Community Services NHS Trust	Norfolk Community Health and Care NHS Trust
Funding	£177m	£162m
Workforce	2,241 WTE	2,225 WTE
CQC rating	Overall rating	Outstanding
	Safe	Good
	Effective	Good
	Caring	Outstanding
	Responsive	Good
	Well-led	Outstanding
Strategy	Values	Honesty Empathy Ambition Respect
	Objectives	Provide outstanding care
		Be an excellent employer
		Be collaborative
Location		Be sustainable
	Bedfordshire, Cambridgeshire, Luton, Norfolk, Suffolk, Peterborough and Milton Keynes	Norfolk based services only

Our mission, vision and priorities

Our mission

Our 7,000 staff across the East of England will deliver and support our services focused on achieving our mission:

To deliver great health and care services in our local communities.



Our culture and values

A fundamental role of our leadership is ensuring that we have a healthy culture. This is vital as it underpins how our staff are supported so that they can provide great care to our patients.

The Trust values of:

Integrity,
Compassion,
Inclusion and
Ambition

create a working ethos and culture that enables everyone to thrive at work.

Our vision and focus

We know that change is needed, therefore our vision will be:
Transforming lives and building healthier communities together.

To achieve this, we'll focus on four areas:

1. Best start in life
2. Support for children and young people with complex needs
3. Neighbourhood care
4. Unscheduled care.

Our priorities

As part of this Clinical and Care Strategy we will ensure we:

1. Put people in control of their care
2. Value our colleagues
3. Work in partnerships
4. Innovate and transform our organisation.

Success will be to transform the lives of those we support and, in partnership with our local residents and other organisations, create healthier communities where people can thrive.

Our clinical and care strategy

We will focus on four service areas:

Best Start in Life

School readiness

- Ensuring children reach developmental milestones by age 5.
- Early years interventions (speech and language, social/emotional development, evidence-based parenting programmes) .
- Health Visitor and Family Support Services with early help and pre-school providers.
- Narrowing the gaps in school-readiness across all demographics.



Adverse childhood experiences and trauma-informed care

- Early identification and intervention for children experiencing trauma, abuse, neglect, or other forms of adverse childhood experience.
- Training workforce across health, education, and social care in trauma-informed approaches.
- Prevention programmes targeting families at risk.

Children and young people neighbourhood care and support

- Needs identification tool available to parents, carers and teachers to promote early access to advice, guidance, self-care and further support.
- Integrated multi-agency teams organised around neighbourhoods, including education, social care and voluntary sector organisations.
- Implementation of patient portal and 'request for support' technologies.
- Joined-up data to support proactive individual care and population.

Our clinical and care strategy

We will focus on four service areas:

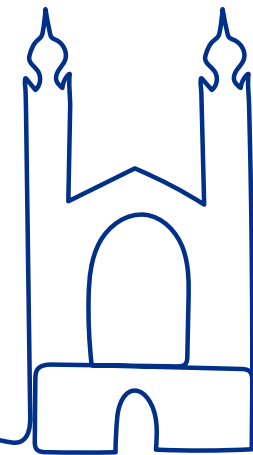
Support for children and young people with complex needs

Centre of excellence for neurodevelopmental conditions

- Improved pathways for autism and ADHD assessment and diagnosis.
- Integrated education, health, and social care with specialist multidisciplinary teams.
- Reduce waiting times for neurodevelopmental assessments to below 18 weeks.

Regional centre for neurodisability

- Specialist services for children with cerebral palsy, epilepsy, brain injuries and other neurological conditions.
- Multidisciplinary assessment and treatment in conjunction with hospital tertiary centres.
- Equipment and technology provision, including respiratory and ventilation expertise.
- Dental, visual and audiological expertise for children with complex needs.
- Transition planning to adult services.



Our clinical and care strategy

We will focus on four service areas:

Neighbourhood care

Transform support for those living with moderate or severe frailty

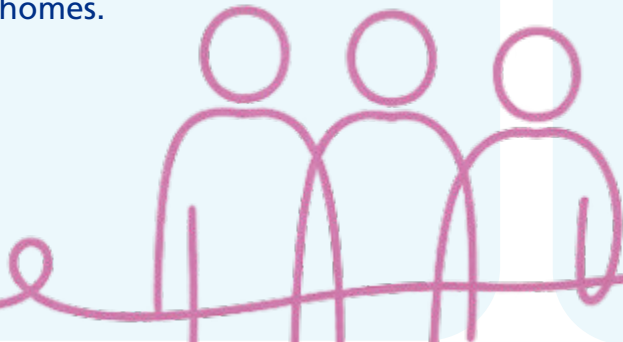
- Proactive identification using frailty indices.
- Comprehensive geriatric assessment in community settings.
- Targeted interventions, supporting physical, mental health and social care needs.
- Coordinated care planning to prevent hospital admissions in all care homes.

Proactive care for people with multiple long-term conditions

- Case finding, predictive analysis and risk stratification.
- Multidisciplinary team support with partners in primary care and networks in neighbourhood teams.
- Personalised care plans; self management support and health coaching, including ensuring that people living with HIV are healthy and well.

Exemplary end of life care

- Early advanced care planning conversations, digitally recorded and shared.
- Coordinated palliative care across community, primary, secondary and hospice care.
- 24/7 specialist advice and rapid response.
- Supporting more people to die in their preferred place.
- Integrate 'continuing health care' in mainstream partnerships with hospice providers.



Our clinical and care strategy

We will focus on four service areas:

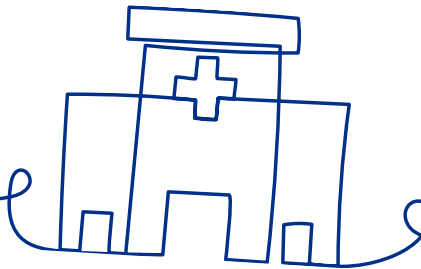
Unscheduled care

Hospital at home

- Hospital-level capability delivered at home as a default for frail older people.
- Virtual Ward and Urgent Response Services working with remote digital monitoring.
- Supported by community nursing, therapy, pharmacy and medical teams.
- Use of new digital advances to facilitate home care.

Multi-agency hub in each geography

- Integrated urgent care access point.
- NHS 111, out-of-hours GP, ambulance service, mental health crisis and social care coordination.
- Flow navigation to prevent unnecessary emergency department (ED) attendance, using same-day emergency care where appropriate.



Your role will be to use your skills and your personal experience to:

- Contribute to the development of the Trust's strategy and business planning processes.
- Play your part in ensuring the Trust's compliance with its regulatory framework.
- Help ensure that the Board sets challenging goals and objectives for health services and for meeting targets for treatment.
- Monitor the performance of the executive team in delivering the corporate objectives, including key targets set both nationally and locally.
- Ensure that the Board always acts in the best interests of patients and the wider public.
- Ensure that management systems are in place to give accurate information to the Board including information about patient safety and experience, financial and operational performance, workforce issues, risk management, clinical quality and value for money.
- Ensure that the Trust promotes equality of opportunity and rights in the treatment of its staff and patients.
- Represent the Board at official occasions.
- Participate in the appointment of the Chief Executive and other executive directors.
- Participate in Board committees, including chairing the Quality Committee.



We are seeking candidates with a clinical background, with the knowledge and career experience that equips them to make a highly informed contribution to Board debate about healthcare strategy and delivery. This experience could be from nursing, medicine, allied health, public health or social care.

Previous Non-Executive Director experience would be advantageous but is not essential.

The successful candidate also needs to:

- Be committed to the public service values and NHS ethos of accountability, probity, openness and equality of opportunity.
- Be emotionally aware, notably given the prevailing and anticipated transformational change requirements in the NHS and political landscapes.
- Be able to network with, and influence, associated parties in the local and national health economy and with local authority/relevant 'political figures'.
- Be committed to maintaining our Trust's high performing, high quality services for the local population.
- Have the ability to understand and accept the legal duties and liabilities of the Non-Executive Director position.
- Meet our Fit and Proper Persons standards.
- Work alongside other non-executives and executive colleagues as an equal member of the board.
- Bring independence, external perspectives, skills and challenge to strategy development.
- Hold the executive to account by providing purposeful, constructive scrutiny and challenge.
- Shape and actively support a healthy culture for the Trust.



We are particularly keen to hear from people who live or work in Bedfordshire, Luton or Milton Keynes, and from candidates from culturally diverse or currently under-represented backgrounds




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


Terms and conditions


 Time commitment - Minimum of three days per month (or more if appointed as member or chair of a committee, or if business dictates)

- The appointment will be for an initial term of up to three years
- Continuation of the contract of appointment is contingent on satisfactory performance and any relevant statutory provisions relating to the removal of a Director. Any term renewal is subject to review by the Trust's Appointments and Remuneration Committee.

 Qualification - You will be expected to demonstrate high standards of corporate and personal conduct. All successful candidates will be required to comply before appointment, with the requirements set out in the Trust's Constitution and Standing Orders as well as the Fit and Proper Persons Regulations.

You will also be expected to abide by the Trust's own Code of Conduct. Further information can be found on the Trust website.

 Remuneration - the remuneration payable for this role is £13,000 (standard rate for all Non-Executive Directors) per annum.

 Pre appointment checks - 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 [here](#).



Key dates

For applications

- Closing date for receipt of applications: 30 April 2026 at 11am. Please forward your CV and accompanying documents to england.chairsandneds@nhs.net quoting reference M3694
- Shortlisting is planned for the beginning of May
- Stakeholder event: the shortlisted candidates will be invited to the Trust to meet groups of its key stakeholders in May 2026
- Interview date: May 2026 (TBC)
- Proposed start date: As soon as possible; to be agreed

Key dates

Meetings

Public Board Meetings:

30 September 2026

18 November 2026

27 January 2027

17 March 2027

Board Development Sessions:

21 October 2026

16 December 2026

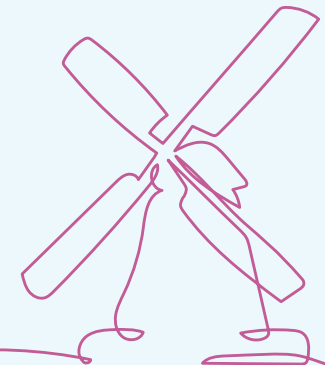
10 February 2027

Quality Committee Meetings:

13 August 2026

26 November 2026

11 February 2027



Get in touch



East of England
Community Health and Care
NHS Trust



We strongly recommend an informal and confidential discussion with Lynda Thomas, the Chair of the Trust. Please contact Jane Hewitt (jane.hewitt@nhs.net).

NHS England – for general process enquiries contact Helen Barlow by emailing helen.barlow2@nhs.net



eastofenglandcommunityhealthandcare.nhs.uk

