



# Could you help lead the NHS in your area?

**Nottingham University Hospitals  
NHS Trust**

**Chair**

**Candidate information pack**

**Reference: M3647**



**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

NHS England has a specific role in appointing and supporting NHS trust chairs and non-executives. We are looking for an exceptional leader to chair Nottingham University Hospitals NHS Trust (NUH). This is a unique opportunity to help shape the future of local services by sharing your talents and expertise to help transform the hospital and make a positive difference to the lives of over one million people in Nottingham and Nottinghamshire.

## 2. The person specification

We are looking for candidates who want to use their energy, skills and experience to help drive the delivery of sustainable healthcare services for the people of Nottingham and Nottinghamshire.

**Required skills, experience and attributes are described in the NHS Leadership Competency Framework for Board Members set out below:**

### Desirable experience

- A genuine commitment to patients and the promotion of excellent health care services.
- Prior experience as a non-executive director
- Prior experience on an NHS board (executive or non-executive role)
- Professional qualification or equivalent experience
- Prior senior experience of complex organisations outside the NHS, i.e. private, voluntary or other public sector providers of similar scale

### 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 Driving high quality sustainable outcomes
<b>Commitment to quality of care</b>	<b>Everyone counts</b>
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. Candidates will have:

- A demonstrable interest in health and social care and a strong desire to achieve the best sustainable outcomes for all patients and service users through encouraging continuous improvement, clinical excellence and value for money
- Strong understanding of financial management, with the ability to balance the competing objectives of quality, operational performance and finance
- An appreciation of constitutional and regulatory NHS standards

### **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. Candidates will have:

- Experience of leading and delivering against long-term vision and strategy
- Experience leading transformational change, managing complex organisations, budgets and people

### **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. Candidates will have:

- A clear commitment towards issues of equality, diversity and inclusion
- Significant experience of engaging with the diverse social, economic and cultural groups served by the organisation



## **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. Candidates will have:

- Prior board experience (any sector, executive or non-executive role)
- Evidence of successfully demonstrating the NHS Leadership competencies in other leadership roles
- An ability to identify and address issues, including underperformance, and to scrutinise and challenge information effectively for assurance

## **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. Candidates will have:

- A clear commitment to the NHS and the trust's values and principles
- Experience of building effective teams, encouraging change and innovation and shaping an open, inclusive and compassionate culture through setting the right tone at the top and championing diversity at, and across, all levels
- Strongly focused on the experience of all staff and patients
- Experience managing conflict, finding compromise and building consensus across varied stakeholder groups with potentially conflicting priorities

## **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. Candidates will have:

- A desire to engage with the local population and to collaborate with senior stakeholders across the health and care system
- Strong interpersonal, communication and leadership skills

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.

### **3. Role of the NHS Board and Chair**

NHS boards play a key role in shaping the strategy, vision and purpose of an organisation. They hold the organisation to account for the delivery of strategy and ensure value for money. They are also responsible for assuring that risks to the organisation and the public are managed and mitigated effectively. Led by an independent chair and composed of a mixture of both executive and independent non-executive members, the board has a collective responsibility for the performance of the organisation. The Chair also ensures the Board is focused on improving outcomes in population health and healthcare, and fosters a culture of learning and continuous improvement, with a particular focus on quality, safety, access, patient experience.

The purpose of NHS boards is to govern effectively, and in so doing build patient, public and stakeholder confidence that their health and healthcare is in safe hands. This fundamental accountability to the public and stakeholders is delivered by building confidence:

- in the quality and safety of health services
- that resources are invested in a way that delivers optimal health outcomes
- in the accessibility and responsiveness of health services
- that patients and the public can help to shape health services to meet their needs
- that public money is spent in a way that is fair, efficient, effective and economic.

### **4. Role description**

To carry out their role effectively, the chair must cultivate a strong, collaborative relationship with the chief executive. Many responsibilities in this role description will be discharged in partnership with the chief executive. It is important the chair and the chief executive are clear about their individual and shared roles, and their respective responsibilities towards the unitary board.

Together, the chair and the chief executive set the tone for the whole organisation. They are ultimately responsible for ensuring that the population the trust serves and the wider system in which the organisation sits receive the best possible care in a sustainable way.



## Responsibilities of the chair

**The Chair has a unique role in leading the NHS trust board.** The role combines the duty to lead effective governance, consistent with the Nolan principles and NHS values, with securing a long-term vision and strategy for the organisation.

Fundamentally, the chair is responsible for the effective leadership of the board. They are pivotal in creating the conditions necessary for overall board and individual director effectiveness. Central to the chair's role are **the six NHS leadership competency domains**.

## 5. About Nottingham University Hospitals NHS Trust

NUH is made up of just under 19,000 staff, making us one of the largest employers in the region. Our team works across Queen's Medical Centre, the City Hospital, Ropewalk House and a number of community facilities within the region. We have an annual budget of around £1.7 billion, 90 wards and around 1,700 beds.

At NUH our staff work hard to deliver high quality care whilst always putting the patient at the heart of what they do.

We were established in 2006 from the strong foundation, rich heritage and worldwide reputation that our city has for quality healthcare, clinical innovation and professional excellence. Recognised for our outstanding care, our organisation is made up of three campuses – City Hospital, Queen's Medical Centre and Ropewalk House.

We are one of the biggest and busiest NHS Trusts in the country and provide services to over 2.5 million residents of Nottingham, its surrounding communities, and a further 3-4 million people from across the region that need to use the specialist services we provide. We are national and international leaders for many of our specialist services, including Hearing, Stroke, Renal, Neurosciences and Cancer and our Major Trauma Centre is the largest in the country.

Our Nottingham Children's Hospital is the first children's hospital in Europe to achieve Pathway to Excellence® accreditation from the American Nurses' Credentialing Centre (ANCC) and are also the first acute hospital awarded Magnet® accreditation for the quality of our nursing.

We are the third biggest teaching hospital in the country and are proud of our strong links to the University of Nottingham, Nottingham Trent University and Loughborough University. This allows for the provision of excellent training and education for our students. We are also one of the most research active places outside of London-Oxford-Cambridge and host the National Institute for Health Nottingham Biomedical Research Centre and Nottingham Clinical Research Facilities, which together are



centres of excellence for clinical research, as well as the life sciences and technology industries at which Nottingham excels.

## People First 2026-2031

Our strategy for outstanding health outcomes and patient and staff experience



### Vision

To be outstanding in health outcomes and in patient and staff experience.

**Purpose**

**Providing high-quality care:**  
We are here to deliver safe, compassionate, and timely care that improves lives and puts patients first.

**Educating and developing current and future staff:**  
We are here to grow and support our people through world-class education, training, and development opportunities.

**Advancing practice through research, innovation and quality improvement:**  
We are here to lead progress by driving research, embracing innovation, and continuously improving the way we care.

### How we get there

<p><b>Care</b> Consistently provide the right care, at the right time, in the right place.</p>	<p><b>People</b> Deliver an outstanding experience for our people so they can deliver an exceptional experience for our patients.</p>	<p><b>Innovation</b> Be a centre of excellence where innovation and research shape the future of health and care.</p>	<p><b>Resources</b> Use our resources wisely and be a streamlined and efficient organisation delivering excellent experience and value.</p>
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### Our values

We are ..

**Kind Inclusive Ambitious One Team**



For more information on our People First strategy scan here

## Our values in more detail

	We are kind	We are inclusive	We are ambitious	We are one team
What we mean	We are always considerate, respectful, and professional. We know the impact of our actions and behaviours on others and we are caring enough to get it right.	We create a safe space for everyone to contribute. We recognise and value difference.	We are always striving to be better and continuously improve what we can for our patients, ourselves, our teams, and our services.	We help and support each other to deliver an outstanding service together for our patients, partners, and communities.
How we behave	<p>We ask people how they are.</p> <p>We treat people as individuals and respect their dignity.</p> <p>We recognise and value others.</p> <p>We are open and honest.</p> <p>We hold ourselves accountable.</p>	<p>We learn about each other.</p> <p>We recognise, celebrate and champion diversity.</p> <p>We are mindful of how our opinions, words and behaviours impact on others.</p> <p>We encourage everyone to have a voice.</p> <p>We challenge behaviours and decisions that aren't inclusive.</p>	<p>We ask questions to understand what is working and what can be improved.</p> <p>We acknowledge ideas or feedback, even when we don't agree with them.</p> <p>We hold high standards and look for improvements, acting on feedback.</p> <p>We contribute our own ideas.</p> <p>We regularly seek to improve our knowledge, behaviours, and practice.</p>	<p>We offer support to colleagues and patients.</p> <p>We share appropriate information and resources.</p> <p>We think about the impact of our work, behaviours, or decisions.</p> <p>We resolve conflict.</p> <p>We are clear on our roles, responsibilities, and actions.</p>
Examples of when it is not demonstrated	Being unhelpful and/or obstructive.	Harming, intimidating, coercing or abusing in	Responding negatively to feedback or not acting on it.	Not helping others where possible.  Not dealing with issues of

	We are kind	We are inclusive	We are ambitious	We are one team
	<p>Shaming, blaming, or criticising.</p> <p>Being sharp, rude, impolite or unnecessarily raising our voice.</p>	<p>behaviours or words.</p> <p>Ignoring or excluding people and avoiding or refusing to work with specific people.</p> <p>Banter, jokes or judgemental comments about people.</p>	<p>Ignoring peoples' thoughts and experiences.</p> <p>Finding fault or blaming and shaming.</p>	<p>behaviour or performance.</p> <p>Not resolving conflict.</p>

## How the Trust is Organised

### Board and Board Committees

The Board is responsible for overseeing the governance of the Trust. This includes setting the strategic objectives and providing the leadership to put those objectives into effect. They hold the organisation to account for delivery of strategy and ensure value for money. They are responsible for assuring that risks to the organisation and the public are managed and mitigated effectively. Led by an independent Chair and composed of a mixture of both Executive and Non-executive Directors, the Board has a collective responsibility for the performance of the organisation.

For the Board to undertake its duties effectively (and for the Trust to provide the best services to patients) it requires the structure, people, and governance processes to be embedded within the organisation and any 'Ward to Board' risks and issues to be well articulated and escalated through the appropriate channels. A key aspect of the role of the Board is to seek assurance that risks to its strategic objectives are known and that there are clear plans in place to mitigate, eliminate and manage those risks. The Board is the main forum where all aspects of governance (clinical, financial, performance, workforce, information etc) come together

There are committees of the Board, which support in setting the Trust's strategic direction, in monitoring and ensuring that the strategies are being taken forward and that responsibilities for assurance are being met. The committees are detailed below.

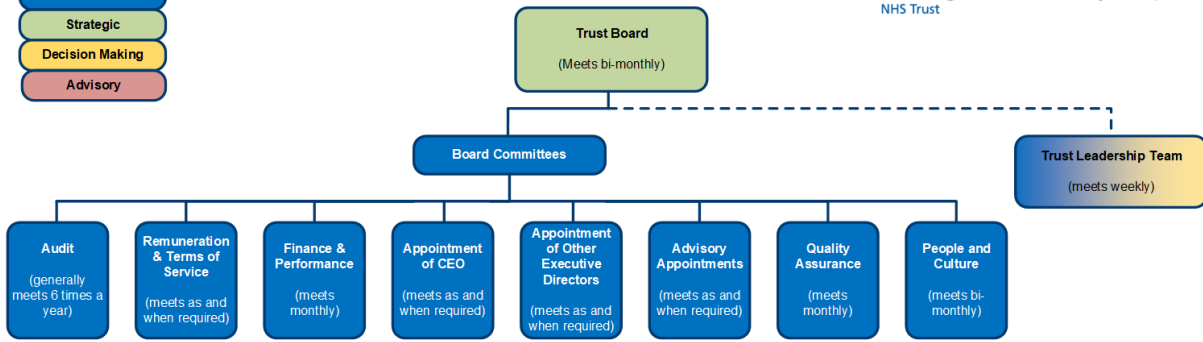
Key



### Trust Board and Board Committee Meeting Structure



Nottingham University Hospitals  
NHS Trust



## Clinical Care Groups

The Trust manages the delivery of its operational clinical services through four Care Groups. Each Clinical Care Group is led by a leadership team comprising a Clinical Director, Director of Nursing and Professions and Director of Operations.

### Clinical Care Group Structure



## Nottingham and Nottinghamshire Integrated Care System

The Nottingham and Nottinghamshire ICS covers a diverse population of over one million people living in the City of Nottingham (332,000) and Nottinghamshire County (833,400). The ICS is underpinned by:

- Notts Healthier Together – a Provider Collaborative comprising the 5 statutory NHS providers in the ICS; and
- Four Place-based partnerships encompassing Nottingham City, South Notts, Mid Notts and Bassetlaw.

The last three years has seen increasing partnership working between our general practitioners and primary care teams, our community and mental health service providers, the three local acute hospital trusts, the ambulance service, the two local authorities, patient representatives, and many others. This partnership working has been recognised nationally and in 2018 our health and care system was selected to become one of the first Integrated Care Systems (ICS).

People in Nottingham and Nottinghamshire are living longer but spending more years in poor health. This undermines the capacity for people to fulfil ambitions such as enjoying independence in their later years. It also represents an increasing window of need during which people are in receipt of health or social care services. There is a wide range of difference in deprivation levels across the ICS with some parts of the City and County being in the most deprived districts in the country. We know that our deprived communities have the greatest exposure to a range of factors that impact adversely on their health. This is why the evolution of the ICS represents an opportunity to address health inequalities and improve our population health. Significant progress has been made with beginning to ‘join up care’ through our partnerships, however, there remain many opportunities to integrate care more effectively.

For more information on our progress in this area please visit <https://healthandcarenotts.co.uk/>

### **National Rehabilitation Centre**

NUH is proud to be delivering the National Rehabilitation Centre (NRC). It will be the hub for a new national clinical model based on regional services, the National Training and Education Centre and National Research and Innovation Hub for Rehabilitation.

This scheme is to build a new NHS 70-bed rehabilitation facility in the grounds of the Stanford Hall Rehabilitation Estate near Loughborough. We are hoping that the NRC will open in mid-2025, and our existing 24 rehabilitation beds will transfer there from the City Hospital.

The NRC will be built close to the existing Defence Medical Rehabilitation Facility which opened in 2018, in order to facilitate the sharing of best practice in clinical rehabilitation. Through an academic partnership with the University of Nottingham and Loughborough University, the NRC will also be able to integrate research into clinical practice, as well as providing education and training in this field.

More information about the NRC is available at:

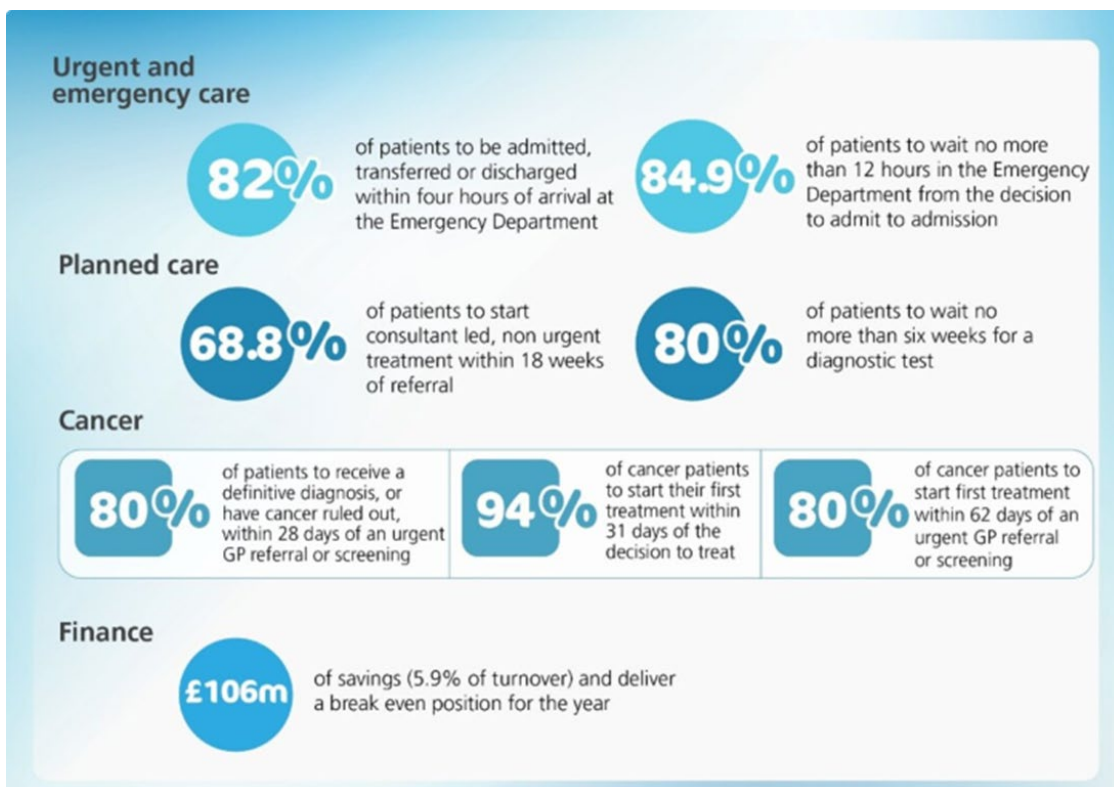
<https://nationalrehabilitationcentre.nhs.uk/>

## 6. Key challenges

Despite the dedication and hard work of teams across the Trust, too many patients continue to wait too long for care, and further action is required to improve the experience of patients and their families. This is not solely a matter of meeting operational standards; it is about ensuring that we consistently do what is right for those who rely on our services.

Our financial position also remains challenging. In the last financial year, the Trust spent £100m more than the funding received and required in excess of £200m in additional cash support. Strengthening our financial performance is essential to safeguarding services, maintaining organisational stability, and enabling targeted investment in priority areas.

Guided by our new People First Strategy, we aim to meet all key operational performance standards and to deliver a break-even financial position by the end of March 2027.



At NUH, we also operate within a distinctive and highly scrutinised context. The Independent Maternity Review into our maternity services is scheduled to report in June 2026. Since the commencement of the review in September 2022, the Trust

has been open and proactive in its engagement, and we remain committed to maintaining a transparent and honest approach throughout.

Upon publication of the report, our primary focus will be on listening carefully, learning fully, and responding with integrity. Rebuilding and sustaining the trust and confidence of the public, our patients, and our colleagues will remain a paramount priority.



## 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: Terms of Appointment

- The current remuneration for this role is £60,000 per annum.
- You will have considerable flexibility to decide how you manage the time needed to undertake this role. On average, it will require 2 to 3 days a week, including preparation time away from the Trust, the occasional evening engagement and events designed to support your continuous development.
- Applicants should live in or have strong connections with the area served by the Trust.

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 makes 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](#).

### 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:**
  - 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:

- **GATENBY SANDERSON** - are helping us to identify potential candidates, if you would like a confidential discussion about the role contact:

Helen Barkham, Principal Researcher -  
[helen.barkham@gatenbysanderson.com](mailto:helen.barkham@gatenbysanderson.com)

Emma Pickup, Partner - [Emma.Pickup@gatenbysanderson.com](mailto:Emma.Pickup@gatenbysanderson.com)

If you wish to be considered for this role please apply via the recruitment microsite [nuh.gs-attract.com](https://nuh.gs-attract.com), including the following information:

- 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 the equal opportunities information requested via the online application system
  - tell us about any dates when you will not be available.

#### Appendix 4: Key dates

**Closing date for receipt of applications: 12 June 2026 at 12 noon**

**Stakeholder event:** the shortlisted candidates will be invited to the Trust to meet groups of its key stakeholders on **7 July 2026**

**Interview date: 10 July 2026 in Nottingham**

**Proposed start date: Agreed upon discussion with successful candidate**

#### NHS England

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

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

