

Could you help lead the NHS in your area?

**East and North Hertfordshire
Teaching NHS Trust**

**2 Non-executive Directors &
Associate Non-executive Director
Candidate information pack**

Reference: M3537



We value and promote diversity and are committed to equality of opportunity for all and appointments made on merit. We believe that the best boards are those that reflect the communities they serve.

We particularly welcome applications from women, people from the local black and minority ethnic communities, and disabled people who we know are under-represented in chair and non-executive roles.

Our recruitment processes are conducted in accordance with the Code of Governance to ensure that they are made on merit after a fair and open process so that the best people, from the widest possible pool of candidates, are appointed.



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1. Welcome from Anita Day, Chair, East and North Hertfordshire Teaching NHS Trust

Thank you for your interest in one of our Non-executive Director (NED) roles. East and North Hertfordshire Teaching NHS Trust is a very special organisation which has big ambitions for the future. Our ability to be flexible and innovative in the way in which we work and deliver our services to our patients has never been more important, so we need individuals on our Board with the right blend of skills, experience, and a genuine desire to help our organisation succeed.



As one of our new Board members, you will be joining East and North Hertfordshire Teaching NHS Trust at an incredibly exciting time. We were awarded Teaching Hospital status in April 2025 and became the host provider for the local place partnership in 2025 as well. The Trust was shortlisted for 2025 HSJ Trust of the Year and 2024 saw the Trust being one of the top five most improved Trusts in the country for staff survey results. As of April 2026, we were ranked 21st out of 134 Acute Trusts in NHS England's overall performance table. In June 2026, we were delighted to appoint Martin Armstrong as our Chief Executive. Martin has been with the Trust for ten years and was previously our Deputy Chief Executive and Chief Finance Officer. We are focused on becoming an outstanding Trust with people-centred leadership supporting our 6,800 dedicated staff to provide high-quality, compassionate care to our patients. We continue to undergo significant cultural and organisational transformation, and we are in the third year of a 3-year partnership with the Virginia Mason Institute, which will embed a lean-based quality management system across the Trust. To help achieve these ambitions we are increasing NED representation on the Board.

We are looking for Board colleagues who are committed to working with our patients, staff, local communities, and system partners to bring about improvements in patient access, outcomes and experience, and so achieve better health outcomes and healthier life expectancies. Increasingly, this will require an individual who is able to think laterally and creatively to help us solve our patients' challenges and so start to tackle the health inequalities which exist in Hertfordshire. We are also actively working to achieve a more inclusive and representative workforce where diversity is actively valued and celebrated, and this is especially important at senior levels, including the Board.

The person specifications for this role is included in this pack, and they set out the qualities and experience that we are looking for, including the essential requirements for each NED role

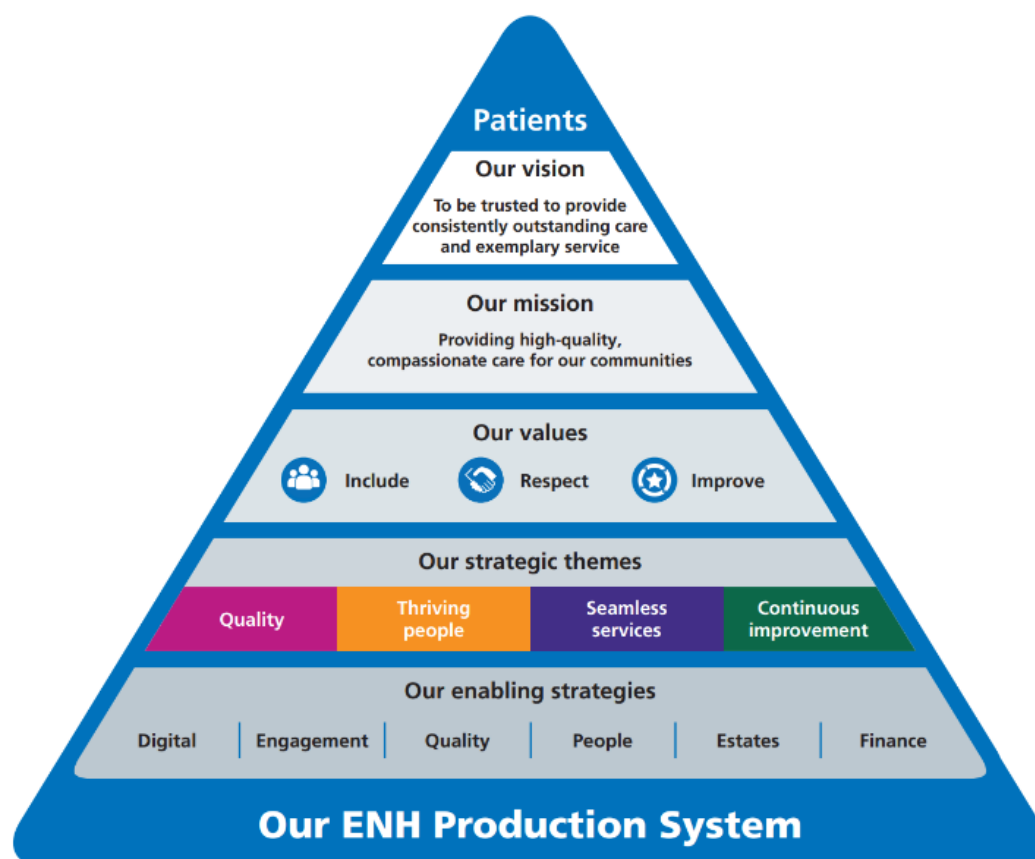
If you think you might be one of the people we are looking for, I'd be delighted to have a further conversation with you about our Trust and these roles.

Thank you once again for considering - these opportunities.

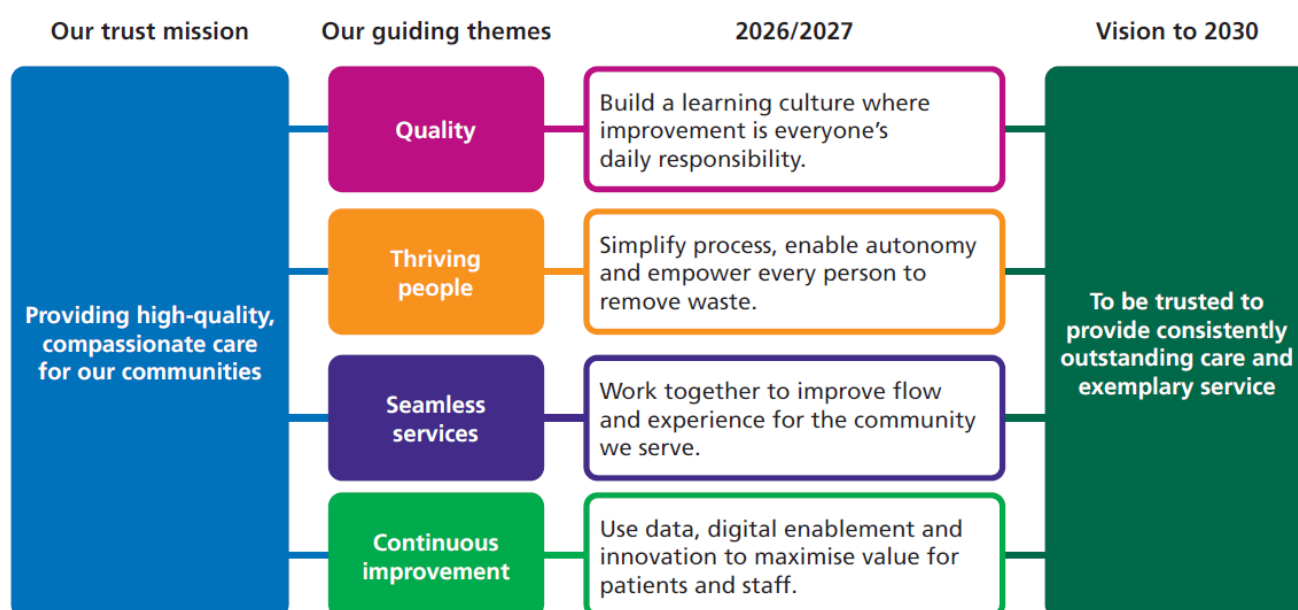
Anita Day
Trust Chair



Our vision, mission, and values



Our strategic priorities



2. The opportunities

There are two Non-executive Director (NED) vacancies and one Associate Non-executive Director (ANED) vacancy at East and North Hertfordshire Teaching NHS Trust. 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 NED vacancies will replace two retiring NEDs at the end of their final terms in November 2026 and January 2027. You will be expected to take significant roles in Board meetings and Board committees, including chairing meetings as needed. A NED role could be suitable for an experienced NED or someone who has not been a NED in the NHS before.

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 from a date to be agreed 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.

We need diverse, inclusive and compassionate leaders who not only reflect the community they serve, and the staff employed by the Trust but have the leadership style and breadth of perspective to make good collective decisions. In non-executive roles nationally, it is known that people from disadvantaged groups including women, people from the local Black Asian and Minority Ethnic communities, LGBT communities, care leavers, younger people and those with lived experience of disability are all under-represented. We want to change this and positively welcome applications from individuals who can bring their diverse perspectives to our Board.

3. The person specification

Essential criteria for the respective three roles:

- Voting NED Role 1: A qualified accountant with significant Board-level experience in financial leadership, audit and risk in a large, complex organisation, and experience of operating on or working closely with an Audit Committee, with the capability to chair the Audit & Risk Committee effectively.
- Voting NED Role 2: A senior leader with significant Board-level experience, experienced in commercial innovation strategy development and implementation with a track record of using data and innovation to improve organisational performance and outcomes, ideally within a health or comparable complex, regulated environment.



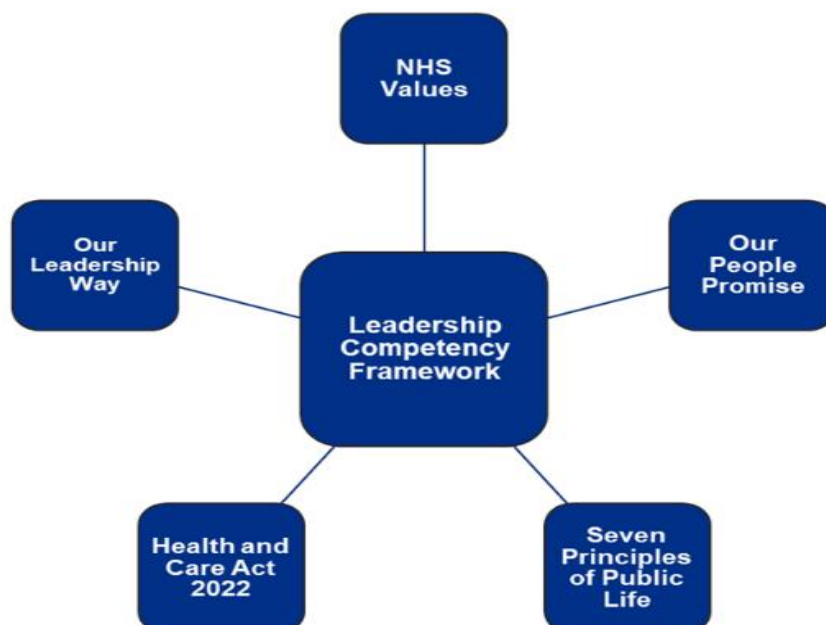
- Associate NED: A senior medically qualified clinician with current or recent professional registration (e.g. GMC or equivalent), with substantial experience in clinical leadership and quality improvement preferably within an acute/secondary care setting; with an interest in medical education; and with the ability to bring independent clinical insight to Board-level decision making.

All candidates must be able to demonstrate:

- Experience of operating at **Board or equivalent senior leadership level** in a complex organisation
- The ability to **provide constructive challenge and independent judgement**
- Strong understanding of **governance, risk and assurance**
- The ability to work collaboratively across organisational and **system boundaries**
- A commitment to **improving patient outcomes, reducing inequalities and promoting inclusion**
- Personal credibility, integrity and alignment with the **Nolan Principles of Public Life**

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.

Requirements of these Roles

The best boards are those that reflect the workforce and communities they serve. We particularly welcome applications from women, people from black, Asian and other minority ethnic communities, and people with disabilities, who we know are all under-represented in these important roles.

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 skills and experience you bring are most important. However, ideally you will also live in or have strong connections with the areas served by the trust.
- On average this role will require the equivalent of a minimum of 3 days, and up to 6 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 national rate for all NHS NEDs) per annum.

For details on how to apply for these roles, and key dates, please go to Appendices 3 and 4.



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](#).

4. About East and North Hertfordshire Teaching NHS Trust (ENHT)

The Trust predominantly serves the population of East and North Hertfordshire and parts of south Bedfordshire, covering 600,000 people. A further 2 million people living in Hertfordshire, Bedfordshire, Northwest London, and part of the Thames Valley are eligible for care at the Trust’s Cancer Centre at Mount Vernon. Please note that consultations have recently taken place on the cancer services currently located at Mount Vernon moving to the Watford General Hospital site and responsibility for those services transferring from ENHT to UCLH – the latest information can be found at <https://mvccreview.nhs.uk/>.

However, it is also expected that just under 17,000 new houses are planned to be built in the Trust’s core catchment area by 2030, potentially leading to a further significant increase in our patient numbers.

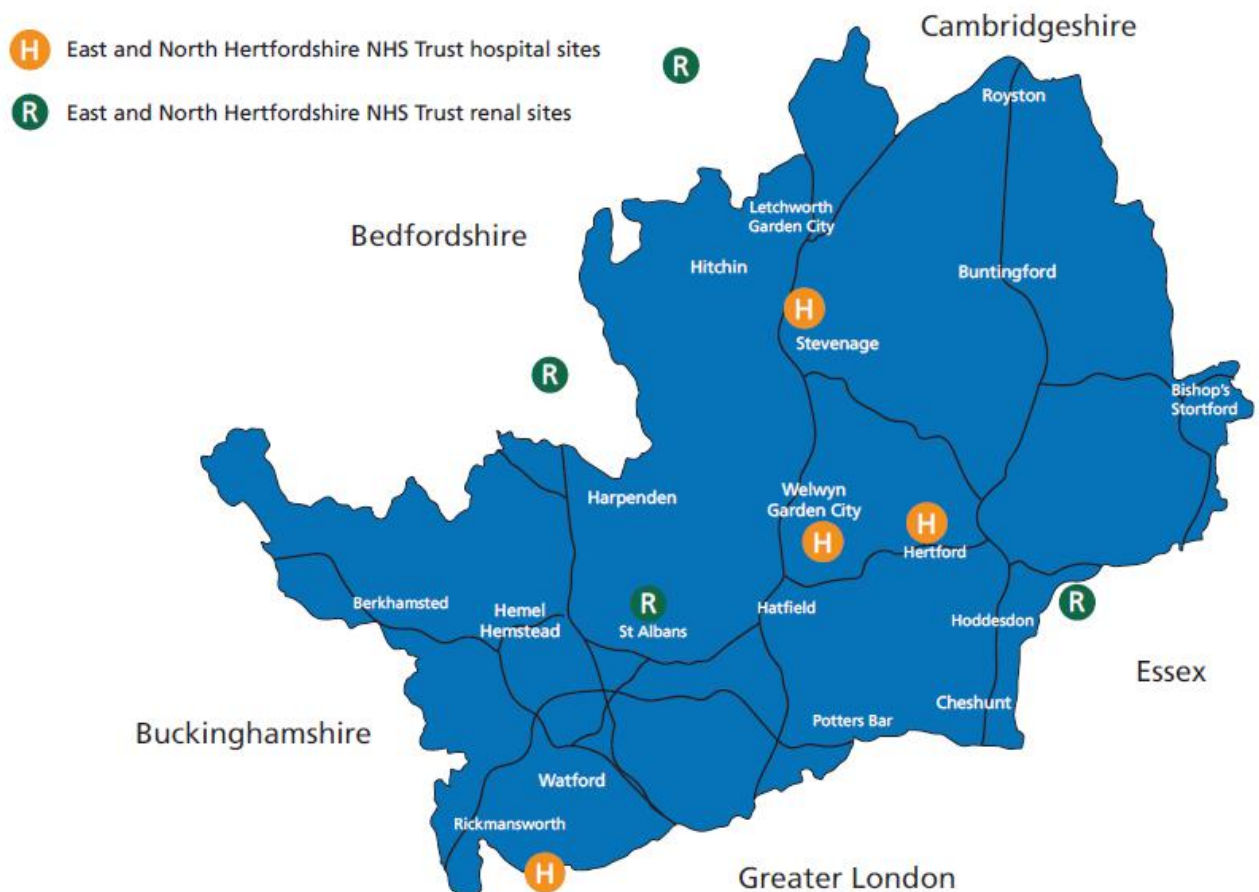
The population is generally healthy and affluent compared to England averages, although there are some pockets of deprivation – most notably in parts of Cheshunt, Hatfield, Letchworth, Stevenage and Welwyn Garden City. Approximately 26,000 people across our system are living in areas that are considered the most deprived, based on national measures.

Black and minority ethnic groups (i.e. non-white British) currently make up approximately 10% of the population in east and north Hertfordshire and is forecast to increase in the coming years.

The birth rate is slightly lower than the England average, with the Trust’s core catchment population forecast to rise by approximately 6% in the years to 2030.

The most significant growth is expected in people aged 65 and over (25%) and this age group is more likely to have the greatest impact in terms of health needs- with the over 85s population already higher than national averages and forecast to increase sharply by 2030.





East and North Hertfordshire Teaching NHS Trust is on a journey of transformation. It was formed in April 2000 following the merger of two former NHS Trusts serving the east and north Hertfordshire areas. It operates across four sites currently; acute services are offered at the Lister Hospital; specialist cancer services at the Mount Vernon Cancer Centre (MVCC); and non-acute services offered at Queen Elizabeth II and Hertford County hospital. The Trust underwent an extensive £150m reconfiguration some years ago which saw all inpatient and complex services centralised at the Lister.

The Trust provides a wide range of acute inpatient, outpatient, diagnostic, ambulatory and urgent care services – including an emergency department and maternity care – as well as regional and sub-regional services in renal medicine, urology and plastic surgery.

The Trust has ambitious plans to become an outstanding, patient-led Trust with people-centred leadership. It is an organisation with a strong culture of positive values with an ambition to provide high-quality, compassionate care to its community in all that it does, including patient experience, clinical outcomes, patient safety and financial sustainability.

Approximately 6,800 staff are employed by the Trust that are dedicated staff to providing high-quality, compassionate care to our patients. We also have an active

volunteer network of around 350 people. The Trust's annual turnover is approximately £720 million.

One of our key priorities is to support the health, wellbeing and resilience of our staff. Over recent years, we have encountered increasing demand in a tighter financial climate and we have needed to focus on our work to improve quality and patient experience. These are challenging times, and we continue to face a range of operational, financial and workforce pressures. However, we have much to be proud of in terms of our current performance - we are currently one of the highest performing Trusts in the country for activity levels.

We remain committed to our journey of transformation, constantly improving the services that we provide to our communities and improving our CQC rating. We are in the third year of a 3-year partnership with the Virginia Mason Institute, which is embedding a lean-based quality management system across the Trust.

Last year, we achieved Teaching Hospital status with the support of our academic partners including the University of Hertfordshire, the University of Cambridge and University College London. The University of Hertfordshire Medical School will be opening its doors to international students from September 2026, and we will be a key partner to the University in their students' training

We are an engaged and proactive system partner working with NHS and other system partners in the Central East Integrated Care System (ICS), and more locally through the East and North Hertfordshire Health Care Partnership (HCP) and have taken on the host provider/convenor role for the HCP. The Trust is committed to playing a leading role in working with its partners to develop integrated pathways of care for their local community and to collaborate to find ways to enhance efficiencies. The Trust is working closely with its place partners on the development of neighbourhoods and the left-shift to primary care and preventative medicine set out in the NHS 10-year plan.

Vision, mission and values

Our vision is:

To be trusted to provide consistently outstanding care and exemplary service

Our mission is:

Providing high-quality, compassionate care for our communities

Our values are:





Include

We value the diversity and experience of our community colleagues and partners, creating relationships and climates that provide an opportunity to share, collaborate and grow together.



Respect

We create a safe environment where we are curious of the lived experience of others, seek out best practice and are open to listening and hearing new ideas.



Improve

We are committed to consistently delivering excellent services and continuously looking to improve through a creative workforce that feels empowered to act in service of our shared purpose.

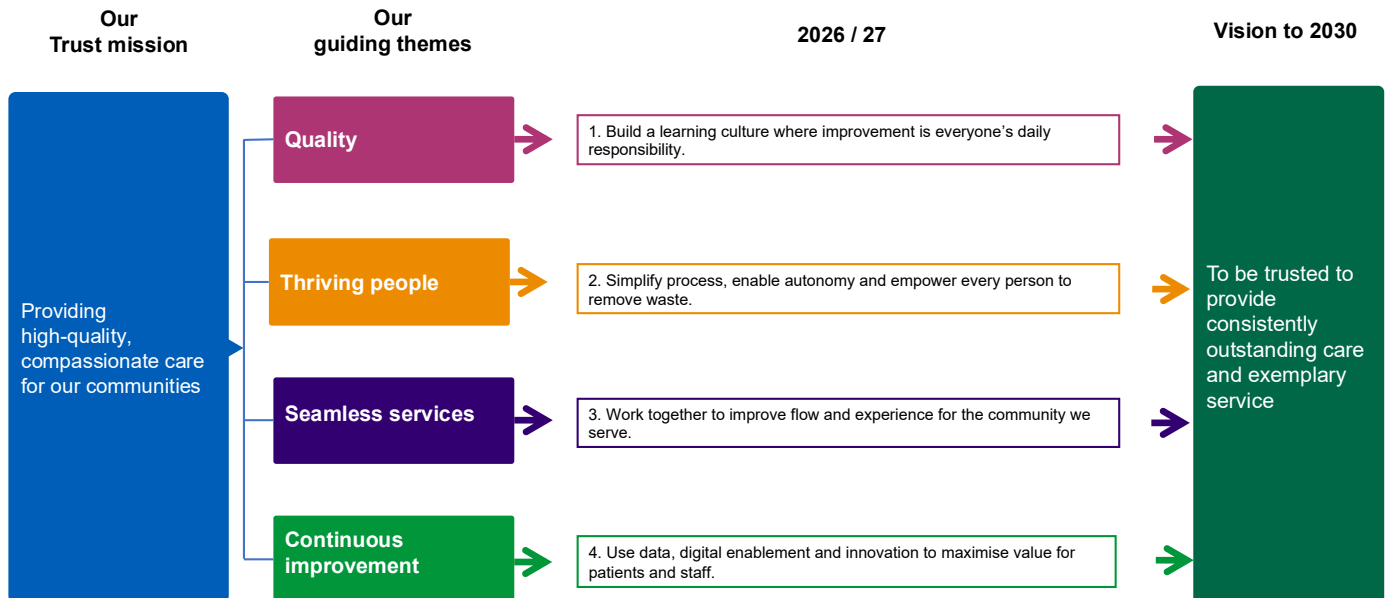
Our strategic priorities

In May 2022 we launched our new 2030 strategy. Our strategy was developed with engagement from our staff, patients and partners throughout 2021 and consists of four strategic priorities which provide a framework to help the Trust meet the needs of the community, and the challenges faced by the local health and care system over the next five years.

Our strategic priorities are underpinned by our values and a sense of enabling strategies including the people, quality, finance and estates strategies.



Trust Strategic Goals



Appendix 1: Values and concepts from NHS Leadership Competency Framework

Our people promise:

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

NHS values

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

Our leadership way

We are compassionate

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

We are curious

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

We are collaborative

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

Health and Care Act 2022

- Collaborate with partners to address our shared priorities and have the core aim and duty to improve the health and wellbeing of the people of England.
- Improve the quality, including safety, of services provided.
- Ensure the sustainable, efficient use of resources for the wider system and communities

Seven principles of public life

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

Appendix 2: More information

For information about the Trust, such as business plans, annual reports, and services, visit their [website](#). Follow the links for more information about:

- **Support to prepare candidates to apply for a non-executive vacancy including:**



- 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

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 which of the NED roles you are applying for, your motivation for applying and your understanding of the NHS and the role. You should outline your personal responsibility and achievement within previous roles and how your experience matches the person specification
- the names, positions, organisations and contact details for three referees. Your referees should be individuals in a line management capacity and cover your most recent employer as well as previous employer(s) from the past six consecutive years. They should also cover any regulated health or social care activity or where roles involved children or vulnerable adults. Your references may be taken prior to interview and may be shared with the selection panel
- If you have previously held a Director, Chair or Non-executive Director position in an NHS funded organisation or a regulated services organisation (see list below), a Board Member Reference (BMR) will also be requested from your former organisation(s), for posts ending after September 2023:
 - NHS Trusts and Foundation Trusts
 - Integrated Care Boards
 - NHS England (national and regional teams)
 - Arm's Length Bodies if they deliver regulated services



- Independent providers commissioned by the NHS (e.g. private hospitals, social enterprises)
- Community Interest Companies (CICs) delivering NHS-funded care
- Joint ventures or partnerships involving NHS statutory bodies
- In accordance with NHSE's FPPT framework if appointed your references and other background checks will be shared with the Trust
- please complete and return the monitoring information form which accompanies this pack and is available for download
- tell us about any dates when you will not be available

Appendix 4: Key dates

- **closing date for receipt of applications: 21 August 2026 at 11am.** Please forward your completed application to england.chairsandneds@nhs.net quoting reference **M3537**
- **interview date: 15 September 2026**
- **proposed start dates: TBC**

Getting in touch

- We strongly recommend an informal and confidential discussion with Anita Day, the Chair of the Trust. Please contact Wendy Moody, Anita's PA, on wendy.moody@nhs.net or 01438 288842.
- **NHS England** – for general process enquiries contact Helen Barlow by emailing helen.barlow2@nhs.net

NHS England

E: england.chairsandneds@nhs.net

W: england.nhs.uk