

**Candidate pack and job description**

**August 2026**

**Non-executive director recruitment**



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# Welcome

Thank you for your interest in becoming a non-executive director at Cornwall Partnership NHS Foundation Trust.

This is an exciting time to join us. We are a values-led organisation with a clear ambition to improve the health and wellbeing of the people and communities we serve. We do this through high-quality care, compassion and innovation. As a non-executive director, you will play a key role in helping us achieve this.

Over the past few years, with our colleagues and partners we have driven significant change across the Trust and wider health and care community. Together, we have strengthened services, improved quality and performance, and built a culture that puts people first. Our success comes from the commitment, skill, and dedication of our colleagues. Every day, they work hard to improve the lives of the people who use our services.

The NHS is going through a period of major change. Rising demand, changing expectations and national reforms bring both challenges and opportunities. We are responding with confidence and purpose. We continue to deliver our Trust and clinical strategies while embracing more community-based, preventative, and digitally enabled care.

As the main provider of specialist community health, mental health and learning disability services in Cornwall and the Isles of Scilly, we are well placed to support people closer to home. We know people often have better experiences and outcomes when care is provided in the right place, at the right time.



Wherever possible, that means care in their own home or community. From Hospital at Home services and community assessment pathways to innovative mental health support, our focus is on delivering care that is accessible, compassionate and effective.

As a non-executive director, you will bring independent thinking, sound judgement, and constructive challenge to our Board. You will help ensure strong governance, support improvement, and shape the future direction of the Trust. Above all, you will share our commitment to putting people, their families and communities at the heart of our decisions.

We are looking for people with different experiences, fresh perspectives, and a genuine passion for public service. If you want to make a real difference to the lives of people across Cornwall and the Isles of Scilly, I would be delighted to hear from you.

Thank you for considering this opportunity to join our Board and help shape the future of Cornwall Partnership NHS Foundation Trust.

**Matthew Taylor, Chair**

### About our Trust

We are 1 of 2 NHS provider Trusts who deliver care and treatment to the people who live in or visit Cornwall and the Isles of Scilly.

The NHS is amidst a significant and exciting period of change, as we take forward the 3 shifts outlined in the 10 Year Health Plan and reflected within our own strategy and clinical strategic delivery plan.

We have made good progress in reshaping our services to provide more care in communities and people's homes. Investment in diagnostics like x-ray, CT and MRI mean better and faster scans more locally.

We have a strong track-record of delivering large capital schemes for example on our St Austell Community Hospital site and on St Mary's in the Isles of Scilly. Much has been achieved through partnerships with the Cornwall and Isles of Scilly Integrated Care Board and the Royal Cornwall Hospitals NHS Trust, plus the voluntary sector.

We are determined to continue to improve and reshape services with local people and stakeholders. We need to ensure our services reflect the changing needs of our population and maximise the opportunities offered by technology. We are increasingly working with integrated neighbourhood teams to deliver joined up, transformational change.

**1 of 2**

NHS provider trusts  
in Cornwall and the  
Isles of Scilly

**33%**

of residents use acute  
hospital services in  
neighbouring Devon

**570,000**

live in Cornwall and the Isles  
of Scilly. Our population  
grows with visitors

**2010**

was the year we became  
a foundation trust

**165**

buildings host our services  
but we also work in people's  
homes

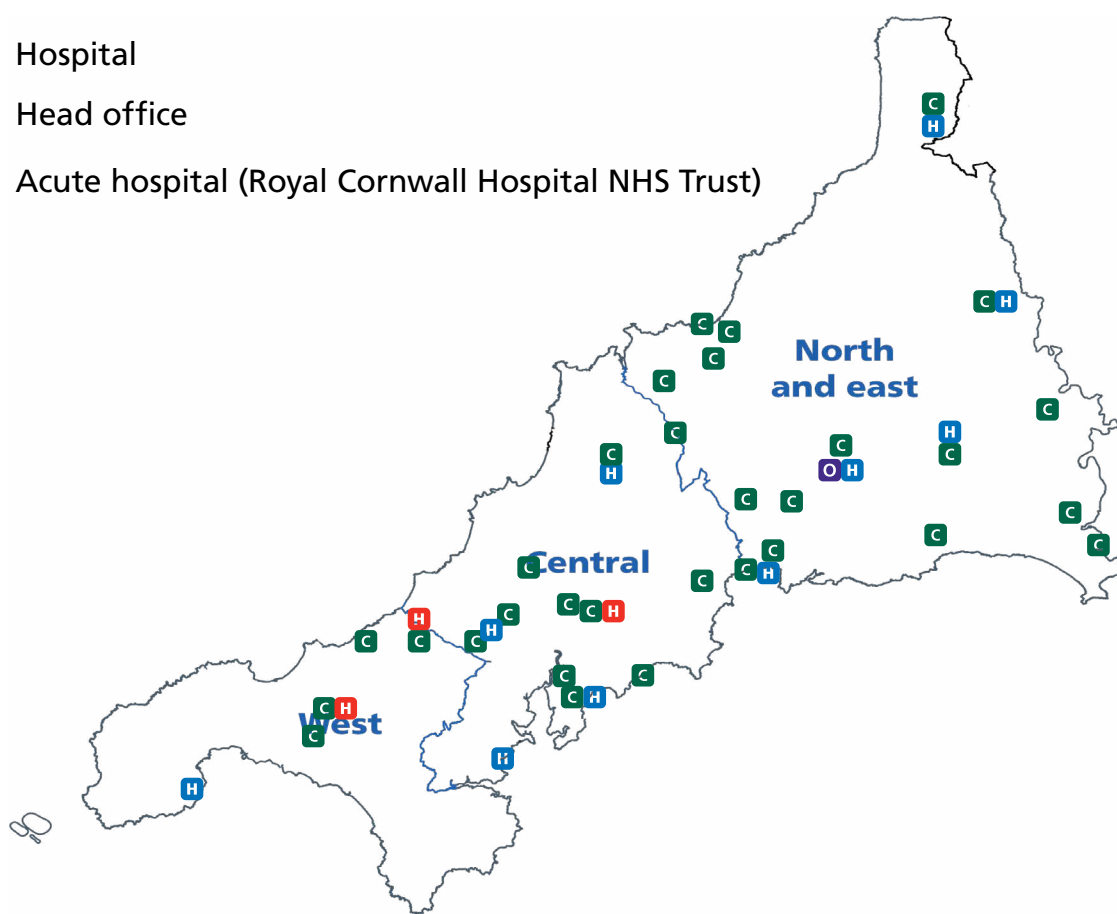
**4,500**

people make up the team at  
our Trust



Our culture and values put people at the heart of everything we do

- H Hospital
- O Head office
- H Acute hospital (Royal Cornwall Hospital NHS Trust)



**3,933**

people treated in a hospital  
at home (virtual ward)

**3,578**

people treated on a same  
day emergency care unit

**94,434**

people used our 10 minor  
injury units

**4,465**

community hospital  
admissions

**473**

adults admitted to one or  
our mental health wards

**44**

people admitted to our  
specialist dementia ward

**75,553**

contacts with children  
and young people

**48,132**

contacts with people  
with dementia

**53**

young people admitted  
to Sowenna our young  
person's unit

Our vision, mission and values



## Our mission

Joined up community,  
mental health and  
care services



A place people love to work and feel valued.

Living our values with staff (all voices count).

Attract, grow and develop talent.

Encourage and enable effective partnerships.

Joined-up community services.

Reduce our impact on the environment.

# Non-executive director recruitment

## Candidate pack and job description

### Job profile

The Trust is led by a unitary Board of Directors, whose expertise and skills drive the vision and values of the organisation. Board members lead the development of strategy, the focus on quality, safety and performance and ensure effective governance systems.

Collectively the Board is responsible for the performance of the organisation and as key players in this team non-executive directors need to take a broad strategic view. They have a particular duty to challenge constructively and must satisfy themselves as to the integrity of financial, clinical, and other information, and that the control mechanisms and systems of risk management are robust.

Non-executive directors are required to chair and be members of Board Committees.



A multi-million pound project is now complete on St Mary's, Isles of Scilly. It brings together health and care services. The facility was opened by His Royal Highness the Duke of Cornwall in June 2026. We have also opened a new surgical hub in St Austell in partnership with the Royal Cornwall Hospitals NHS Trust and the Cornwall and Isles of Scilly Integrated Care Board.

## Key functions

- Work as part of a unitary Board, to provide active leadership of the Trust in ensuring quality and safety of healthcare services.
- Ensure that the Trust establishes a clear strategic direction in order to deliver agreed plans, continuously improve the quality of services, and meet the terms of its licence.
- Ensure the Trust meets its legal, public and regulatory accountabilities.
- Help shape and actively support a healthy culture.
- Uphold the values of the Trust and to ensure that the Trust promotes equality and diversity for all its patients, employees, and other stakeholders.
- Ensure that processes and procedures are in place to deliver high standards of professional, clinical, administrative, and personal behaviours across the Trust.
- Contribute to the development of plans for improving health and providing better health services for the community.
- Ensure that quality controls and systems of risk management are robust and effective.
- Ensure the best use of financial resources to maximise benefits for patients and that effective financial control arrangements are developed across the Trust to secure high levels of probity and value for money.
- Be an ambassador for the Trust and represent the Trust's views with a wide range of stakeholders.
- Balance the interests of patients, the local community, and other stakeholders.
- Take part in the appointment of the chief executive and other executive directors and as a member of the Remuneration and Terms of Service Committee decide on their remuneration and review annual appraisals
- Act as a trustee of charitable funds.



### Person specification

Candidates will need to bring senior level experience working within complex organisations or systems and have a track record of engaging with a wide variety of stakeholders. We are looking for candidates that share our values and with the vision, independence of judgement and commitment to help deliver the highest quality healthcare possible.

We actively want to encourage diversity in background and thinking at all levels of the Trust leadership, so we truly reflect and understand our population whose mental and physical health are the priority for us and our partners.

The Trust Board has indicated that it may be desirable, though not essential, for the successful candidate to have experience in one of the following areas:

- voluntary and community sector
- health inequalities
- integrated care
- community engagement and partnership working



### Personal skills and qualities

- Have a high level of commitment to patients and the wider community for delivering the highest quality healthcare.
- Be expected to use your skills, knowledge, judgement, and experience to help guide the work of the Trust.
- Contribute to constructive debate and exercise sound strategic judgement across a wide range of complex issues.
- Have exceptional communication and interpersonal skills with the confidence to challenge and debate constructively.
- Have an ability to work with a wide range of individuals and organisations.
- Recognise the importance of a unitary Board and of supporting collective decisions.
- Be supportive of the principles of the NHS, foundation trusts, and a public benefit membership organisation.
- Have a strong commitment to public service values of accountability, openness, probity, and equality of opportunity and be able to demonstrate personal integrity.





We are using more technology to provide more care in people's homes. Our Hospital at Home Service is treating more people in the comfort of their own homes.

### Supporting information

#### Eligibility and status

Non-executive directors must be and agree to be a member of one of the Trust's public constituencies and ideally applicants should live in or have strong connections with Cornwall and the Isles of Scilly and the surrounding area and counties. We expect our non-executive directors to be visible to and engaged with colleagues across the Trust.

The role of non-executive director is a statutory role with full voting rights as a member of the Trust's Board of Directors. Non-executive directors must comply with all duties set out in the Trust's governance framework, which includes:

- the Trust's Constitution
- Directors' Code of Conduct
- NHS Foundation Trust Code of Governance
- National Health Service Act 2006

Appointment as a non-executive director is subject to Condition G3 of the Trust's NHS Provider Licence concerning 'fit and proper persons'. Assessment of a candidate's suitability in respect of fit and proper persons will be assessed through a number of checks, and there is an ongoing requirement for a director to be a fit and proper person. The successful applicant will be required to complete a self-declaration confirming that they meet the fit and proper persons requirements.

The post is not subject to the provisions of employment law. Non-executive directors are not employees of the Trust.

Non-executive directors must demonstrate objective judgement throughout their term of office and promote a culture of openness and constructive challenge. The role of non-executive director must be undertaken by an individual who is sufficiently independent to ensure that there is robust challenge at Board level.



## Time commitment

On average this role will require a time commitment of 5 to 6 days per month and duties include:

- meetings and committees of the Board of Directors
- participating in a programme of visits to Trust teams and establishments, meetings of the Council of Governors
- any relevant training and/or induction sessions
- representing the Trust at multi-agency events and meetings

Non-executive directors are expected to attend meetings in person and visit the Trust's various sites in Cornwall and the Isles of Scilly.

These are part time roles with considerable flexibility and may require both day and evening work according to the requirements of the Trust. You are expected to make every reasonable effort to attend all meetings of the Board and appropriate committees and to undertake any training and development required to ensure that you are able to fulfil your role and responsibilities.

The successful candidate will be required to undergo an induction with the Trust.



## Remuneration

Remuneration is set by the Nominations Committee of the Council of Governors and ratified by the Council of Governors. The remuneration for this role is £15,000 per annum. Remuneration is taxable and subject to class 1 National Insurance contributions. It is not pensionable.

Non-executive directors are eligible to claim for reimbursement for travel, subsistence and other associated costs reasonably and necessarily incurred on Trust business at rates set by the Trust.

## Appointment and termination

Non-executive directors are appointed for an initial term of 3 years. Subject to satisfactory appraisals (which shall include consideration of independence), the appointment may be renewed for a second term of 3 years by the Council of Governors.

## Recruitment timetable

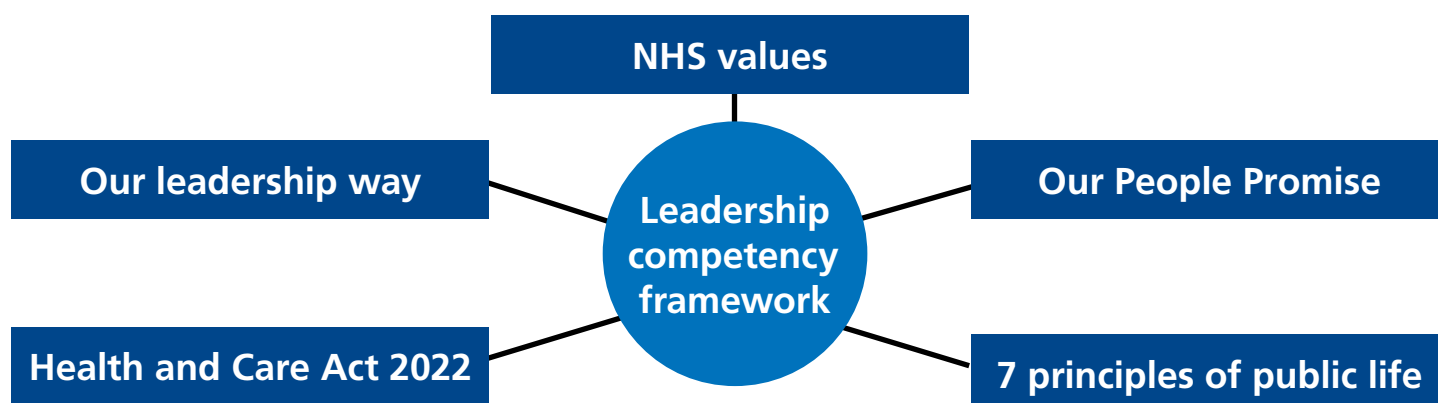
- Closing date for applications: 31 August 2026.
- Stakeholder sessions and final panel interviews (face-to-face): 17 September 2026.



# NHS leadership competency framework for Board members

All Board roles are subject to NHS England's Leadership Competency Framework. As part of the Trust's annual appraisal process and assessments against the 6 competency domains, personal development plans support the development of individual's competencies.

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

Building a trusted relationship with partners and communities.

## Respect and dignity

Promoting equality and inclusion and reducing health and workforce inequalities.

## Commitment to quality of care

- Driving high quality and sustainable outcomes.
- Setting strategy and delivering long term transformation.

## Compassion

Creating a compassionate, just and positive culture.

## Improving lives

- Setting strategy and delivering long term transformation.
- Driving high quality sustainable outcomes.

## Everyone counts

- Promoting equality and inclusion and reducing health and workforce inequalities.
- Creating a compassionate, just and positive culture

## Providing robust governance and assurance

NHS values: [gov.uk/government/publications/the-nhs-constitution-for-england/the-nhs-constitution-for-england#nhs-values](https://www.gov.uk/government/publications/the-nhs-constitution-for-england/the-nhs-constitution-for-england#nhs-values)

### How to apply

Your application must include:

- a covering letter which includes information on your ability to act as an independent non-executive director
- your CV with referees
- your completed key question response form (answers should be a concise paragraph, of a maximum of 400 words)

Email [cft.wr@nhs.net](mailto:cft.wr@nhs.net) for an application pack. Candidates will be selected for interview based on how closely they demonstrate their skills and experience in relation to the job description and person specification.

### Key questions

**Leadership:** How would you describe your leadership style? Can you share your experience of how you have fostered a positive culture throughout an organisation?

**Knowledge and experience:** What will you bring to the Trust in terms of your personal and professional experiences and knowledge? How would you ensure that is put to best use to benefit the organisation and the people who use our services?

**Quality and assurance:** How would you aim to inspire confidence in the public, patients and staff across Cornwall and Isles of Scilly in your role as a non-executive director?



The referees should cover at least 2 roles as the minimum. Should you be offered the role, you will be required to provide references covering your last 6 years of employment. Where there have been gaps in employment, this 6 year period will be extended accordingly.

Referees will only be contacted for those proceeding to the final stage. We will always gain your permission before we contact referees.

Let us know any difficulty you may have with the indicative timetable or require any reasonable adjustments at any stage of the recruitment process.



We have worked with the Royal Cornwall Hospitals NHS Trust to bring diagnostics out to local communities and now offer MRI scans from the community diagnostic centre in Bodmin. The scanner delivers 7,000 scans a year.





Non-executive director recruitment

Candidate pack and job description

Great partner

Great people

Great organisation

Great care

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Produced by the Communications Team featuring images of our staff and buildings.

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