

Outstanding Care,
Compassionate People,
Healthier Communities



Sherwood Forest Hospitals
NHS Foundation Trust

Non-Executive Director

Job Pack

A GREAT PLACE TO WORK



Best NHS Acute Trust in the Midlands since 2018 in the NHS National Staff Survey • CQC 'Outstanding' hospital (King's Mill)

Foreword from the Lead Governor, Chair and Chief Executive

Thank you for taking the time to consider this opportunity to work with us in this exciting role

We are looking to appoint a Non-Executive Director for the finance specialism to join Sherwood Forest Hospitals NHS Foundation Trust and contribute to our ambition of *outstanding care, compassionate people and healthier communities*.

Non-Executive Directors play a vital role in providing independent oversight, governance, challenge and support to the Board of Directors. The successful candidate will help ensure the Trust delivers its strategic priorities, maintains strong quality, safety and financial governance, and continues to improve services for patients, colleagues and local communities.

We are particularly interested in candidates who can bring senior finance leadership experience from a complex organisation and who ideally have experience in transformation, improvement, digital change or major service redesign.

This experience will support the Trust's continued focus on delivering sustainable change, strong financial governance and value for money across our hospitals and with partners across the wider health and care system.

We will work together as a team across Sherwood Forest to drive improvements in care and to create an environment in which individuals and teams can excel. We want Sherwood Forest to have one of the best cultures in the NHS because an inclusive and empowering culture delivers safe care.

If this role interests you please get in touch with one of us via Laura.Russell46@nhs.net. Thank you for reading and for considering supporting us and joining our team.

Thank you.



A handwritten signature in black ink, appearing to read 'E-A-B'.

Liz Barrett OBE DL
Lead Governor



A handwritten signature in black ink, appearing to read 'R. Kapasi'.

Rukshana Kapasi OBE
Trust Chair



A handwritten signature in black ink, appearing to read 'J. Melbourne'.

Jon Melbourne
Chief Executive

What we do

We are an NHS Foundation Trust working alongside health and social care colleagues across the county to provide acute and community healthcare services to more than 420,000 people across Mansfield, Ashfield, Newark, Sherwood and parts of Derbyshire and Lincolnshire.

We put the patients at the heart of everything that we do, and it is our aim to make sure that every patient is treated as we would want a member of our own family to be treated. At the same time, we expect our staff to be caring, kind and courteous and to support each other. We believe that we are truly a clinically led organisation.

How we do things – our culture – is the foundation of everything we want to achieve at Sherwood Forest and being a great place to work is something which is of the highest importance to us, and upon which we must build everything else we do.

Our People

We employ more than 5,800 people across our three hospital sites - King's Mill Hospital, Newark Hospital and Mansfield Community Hospital.

Our dedicated team of more than 380 volunteers give up their time to make a difference and enhance the experience of our patients and visitors.

As an NHS Foundation Trust, we are accountable to the Council of Governors, which represents the views of members.

We are proud to boast a membership of more than 3,500 people, allowing our local communities opportunities to influence decisions and to demonstrate their loyalty and support for our hospitals.

We are proud of our improvements at Sherwood Forest Hospitals and recognise we can improve further – an intention set out in our ambitious *Improving Lives* strategy 2024-2029.

We know good quality healthcare can only be delivered by focusing on the experience of people, be it patients and the public or the colleagues you work with. Our improvements have been achieved by two central commitments to people:

- **We expect all patients to receive the same standard of care we would want our friends and family to have.**
- **We expect all colleagues to be treated with the same values we believe are important; support, kindness and respect.**

Our hospitals

King's Mill Hospital

We invested over £273million in the facilities available at King's Mill Hospital. Our doctors and nursing staff had a hand in designing the new hospital and they listened to what patients thought too. The hospital offers over 600 bed spaces (over half of them in single-occupancy en-suite rooms), treats around 47,000 inpatients and 36,000-day cases, whilst delivering over 3,600 babies each year.

King's Mill Hospital, where 90% of the Trust's services are based, is rated 'good' by the Care Quality Commission.

Newark Hospital

We offer an extensive range of consultant-led patient services, planned inpatient treatments, day-case procedures, diagnostics and therapy services as well as an Urgent Treatment Centre.

The Genitourinary Medicine and sexual health clinic is in the Eastwood Centre. In 2020, we introduced hip and knee surgery to Newark.

We have also invested millions of pounds in bringing additional services to Newark Hospital, with the site now home to a state-of-the-art Elective Hub that can deliver thousands of additional procedures each year.

Mansfield Community Hospital

Mansfield Community Hospital provides a vital link between the acute wards at King's Mill Hospital and primary care.

Located close to Mansfield town centre, the hospital offers rehabilitative care for patients. A variety of outpatient clinics are available at the hospital including a sexual health clinic, a multidisciplinary tier two diabetes community clinic, an osteoporosis service and wheelchair services.

We are proud that since April 2026 the site is home to Nottinghamshire's first Community Diagnostic Centre.



Communicating
and working
together



Aspiring and
improving



Respectful,
inclusive
and caring



Efficient
and safe

Our strategy and values

Outstanding Care,
Compassionate People,
Healthier Communities



Sherwood Forest Hospitals
NHS Foundation Trust

IMPROVING LIVES

VISION:

Outstanding care, compassionate people,
healthier communities.

Strategic Objectives



Our Priority Areas



We will prioritise improvement, including in digital transformation and implementing our electronic patient record.

We will learn from one another and others, we will work in partnership and we will adopt and embrace best practice.

We will work together, to value, support and include all colleagues - and to be proud of what we do.

Our Board of Directors

Board of Directors



Jon Melbourne
Chief Executive



Rukshana Kapasi OBE
Chair



Phil Bolton
Executive Chief Nurse



Sally Brook Shanahan
Director of Corporate Affairs



Simon Illingworth
Chief Operating Officer



Steve Banks
Non-Executive Director
and Vice Chair



Barbara Brady
Non-Executive Director



Richard Cotton
Non-Executive Director



Manjeet Gill
Non-Executive Director



Richard Mills
Chief Financial Officer



Dr Simon Roe
Chief Medical Officer



Robert Simcox
Chief People Officer



Lisa Maclean
Non-Executive Director



Neil McDonald
Non-Executive Director



Andrew Rose-Britton
Non-Executive Director



Professor Sir Jonathan Van-Tam
Associate Non-Executive Director
(Research and Innovation)

Council of Governors

Mansfield, Ashfield and surrounding wards



Liz Barrett OBE
Lead Governor



Tracy Burton



Neal Cooper



Nabeel Khan



Pam Kirby



Samantha Musson



Mitchel Speed



Justin Wyatt



Julie Kirkby



Iain Peel



Gurtej Sandhu



Jane Stubbings

Newark, Sherwood and surrounding wards



Neil Fuller



Ann Gray



Peter Gregory



Shane O'Neill



Dean Wilson

Rest of England



Samantha Musson



Mitchel Speed



Justin Wyatt



Cllr Barry Answer
Nottinghamshire
County Council



Cllr Linda Dales
Newark and Sherwood
District Council



Cllr Angie Jackson
Mansfield District
Council



Julie Scarle
Appointed Governor -
Volunteers



Nikki Slack
West Notts College



Cllr David Walters
Ashfield District
Council

Staff governors

Appointed governors

Our divisional management structure

There are five clinical management divisions, supported by Corporate Services as follows:

Urgent & Emergency Care Emergency Department

Emergency Department
Emergency Assessment
Unit Urgent Treatment
Centre Short Stay Unit
Same Day Emergency Care Unit (SDEC)

Medicine

Cardiology and Respiratory
Gastroenterology / Diabetes & Endocrinology / Clinical
Haematology/ Geriatrics / Stroke / Rehab and
Intermediate Care
Dermatology and Rheumatology

Surgery, Anaesthetics and Critical Care

Anaesthetics / Critical Care / Pain Management / Theatres
and Day Case General Surgery & Vascular / Urology and
Breast Surgery
Maxillofacial / Plastics / ENT & Audiology and Ophthalmology
Trauma and Orthopaedics
Sterile Services

Women's and Children's

Maternity and Gynaecology
Paediatrics
NICU

Clinical Support, Therapies and Outpatients (CSTO)

Therapy Services / Pathology / Radiology /
Back Pain / Integrated Sexual Health
Patient Services
MEMD KTC
Clinical Illustration Chaplaincy
Fire and Security
Pharmacy

Corporate Services

Human Resources
Training, Education and Development
Strategic Planning and Commercial Development
Finance
Governance Support Unit
Research and Innovation
Patient Experience

Each Clinical Division is led by a triumvirate of a Divisional Clinical Director, Divisional General Manager and a Divisional Director of Nursing. Divisional specialties are headed by a Service Director or Head of Service. Service Directors/ Heads of Service report to the Divisional Clinical Director who in turn reports to the Chief Operating Officer. Corporate functions are led by a Director and the corporate functions provide operational support to clinical Divisions and all areas of the Trust.

Job Description

1. Job Details

Job title	Non-Executive Director
Reports to	Chair
Division	Trust-wide
Department/Area	Trust-wide
Location	Sherwood Forest Hospitals NHS Foundation Trust

1. Role purpose

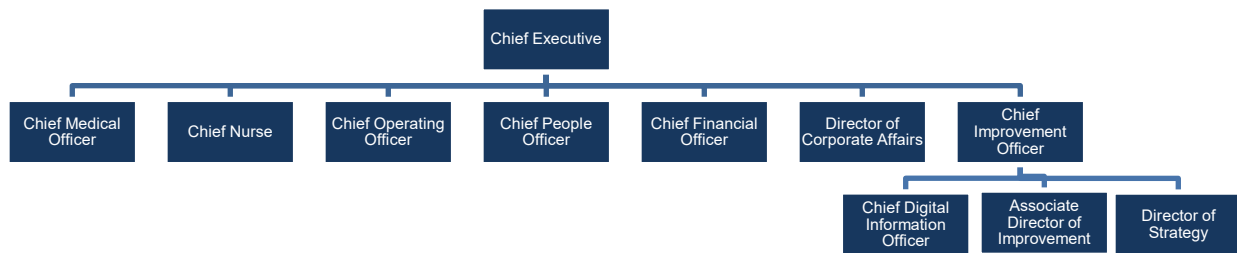
Non-Executive Directors are responsible for providing independent oversight, governance and leadership to the Trust in pursuit of its strategic priorities and vision. They scrutinise executive performance in meeting agreed goals and objectives for quality, safety and financial performance, monitor reporting of this performance, and satisfy themselves as to the integrity of financial, clinical and other information. They also ensure that systems of risk management, financial control and clinical quality control are effective and robust.

The Trust is recruiting one Non-Executive Director for the finance specialism. The successful candidate will bring senior finance leadership experience, sound judgement and the ability to contribute constructively to Board debate. They will provide independent challenge and support to executive colleagues and help ensure effective decision-making, robust assurance, strong financial governance and delivery of the Trust's strategic objectives.

As an NHS Foundation Trust, the Council of Governors plays a key role in the governance and local accountability of the Trust. Governors hold the Non-Executive Directors individually and collectively to account for the performance of the Board and represent the interests of members and the wider public.

The Non-Executive Director will support the Trust's Committee Chair succession planning including contributing to and chairing committees, specifically as chair of the Finance and Performance Committee, providing assurance across selected areas of responsibility, and supporting the Trust's wider partnership work across the Integrated Care System.

4. Organisational Chart



2. General responsibilities

Governance, assurance and strategic leadership

- Establish clear objectives to deliver the Trust's agreed plans and strategy and to deliver against agreed quality, safety and financial objectives, regularly reviewing performance against those objectives.
- Hold the Chief Executive and executive team to account for the effective management and delivery of the organisation's strategic aims and objectives.
- Ensure the Trust's long-term sustainability, including contributing to debate on strategic development, transformation, improvement and any other material issues facing the organisation.
- Ensure the Board sets challenging objectives for improving performance and enables a culture of trust, innovation, continuous improvement and learning.
- Build and maintain effective relationships with Trust constituencies, stakeholders and system partners to promote the effective operation of the Trust's activities locally and system-wide.
- Promote equality of opportunity, inclusion and human rights in the treatment of patients, colleagues and stakeholders, and uphold the Trust's values by example.
- Contribute to the Trust's sustainability agenda and support the delivery of safe, effective, caring, responsive and well-led services.

3. Board activities and commitments

- Participate fully in the work of the unitary Board of Directors, acting in the best interests of the Trust and ensuring corporate responsibility.
- Attend Board committees, and Chair where required, Council of Governors meetings and other ad hoc meetings.
- Work collaboratively with Non-Executive and Executive Directors, providing support and constructive challenge.
- Liaise and co-operate with the Council of Governors and have due regard to its views.
- Participate in Board induction, training, evaluation and development activities.
- Undergo individual and Board performance appraisal, including 360 feedback, and complete any additional development highlighted through the evaluation process.

All members of the Board of Directors are required to attend in person the monthly full-day Board meeting. The role requires a minimum commitment of 15 hours per month, including time for meeting preparation, attendance at Board and committee meetings, Council of Governors engagement, development activity and attendance at Trust sites as required.

4. Tenure and remuneration

The successful candidate will be appointed for an initial period of three years, subject to satisfactory appraisal. The post is a public appointment or statutory office and is not subject to the provisions of employment law. Remuneration for the role is £13,000 per annum.

5. Person specification

Attribute	Essential	Desirable	How identified
Knowledge requirements	Genuine commitment to patients and the promotion of outstanding healthcare services. Demonstrable interest in health and social care and a strong desire to achieve the best sustainable outcomes for patients, service users, colleagues and local communities. Understanding of governance, assurance, risk and the role of a unitary Board.	Understanding of NHS Foundation Trust governance, Council of Governors accountability and the wider Integrated Care System.	Application / interview
Qualifications	Professional accountancy, audit, finance or equivalent qualification, and/or demonstrable senior finance leadership experience gained in a large, complex commercial or public sector organisation.	Board development, governance or leadership qualification.	Application
Experience	Senior finance leadership experience in a complex organisation. Ability to scrutinise financial, quality and performance information effectively, provide constructive challenge, contribute to strategic debate and support effective decision-making. Experience of building trusted relationships with senior stakeholders, partners and communities.	Experience in transformation, improvement, digital change, major service redesign or delivery of long-term strategic change. Knowledge of audit, assurance, financial risk, capital planning or financial governance within a regulated environment. Prior Board experience, either executive or non-executive, in any sector.	Application / interview

6. NHS leadership competencies

The successful candidate will be expected to demonstrate the NHS leadership competencies, including driving high-quality and sustainable outcomes, setting strategy and supporting long-term transformation, promoting equality and inclusion, providing robust governance and assurance, creating a compassionate and positive culture, and building trusted relationships with partners and communities.

Equality, Diversity and Inclusion

Equality, Diversity and Inclusion are fundamental in contributing to an inclusive workplace at Sherwood Forest Hospitals. The Trust does not tolerate any forms of discrimination, racism, bullying and harassment. All staff, at all times, in the performance of their duties are expected to demonstrate equal treatment of everyone and ensure that every member of staff regardless of differences are respected, valued and appreciated. All staff are expected to have an understanding of the Trust's Equality, Diversity and Inclusion policy and associated Equality, Diversity and Human Rights Legislation. Equality, Diversity and Inclusion are fundamental in contributing to an inclusive workplace at Sherwood Forest Hospitals.

The NHS Constitution

The NHS Constitution brings together in one place, what staff, patients and the public can expect from the NHS. It sets out the principles and values of the NHS and explains a number of rights, pledges and responsibilities for staff and patients alike. The key document is the NHS Constitution that sets out the principles and values of the NHS in England. The Handbook to the NHS Constitution for England gives more information about the rights and pledges in the NHS Constitution and what these mean for patients and staff. The NHS Constitution provides a legally binding anchor for strategy, risk mitigation and corporate governance. By law, all NHS bodies must take account of the Constitution in their decisions. For a NED, this translates directly to board-level governance where the Constitution acts as the backdrop for all board decisions, aligning local trust policies, capital investments, and cost-improvement plans against core NHS principles. Non-Executive Directors use the Constitution's pledges and rights as a standard benchmark to support their independent challenge.

The promises the NHS makes to you

The NHS also makes certain pledges to you, which it is committed to achieving. These go above and beyond your legal rights and are a commitment to provide high-quality services.

What the NHS needs from you in return

The NHS is a vital resource and we can all help it work effectively, and ensure resources are used responsibly. The NHS Constitution explains the ways in which you can do this, including:

- Recognising that you can make a significant contribution to your own, your family's good health & wellbeing, and taking some personal responsibility for it
- Registering with a GP practice
- Following courses of treatment you've agreed to
- Always treating NHS staff and other patients with respect
- Keeping GP and hospital appointments –
or if you have to cancel, doing so in good time



Appendices

Appendix 1: NHS Leadership Competency Framework

Leaders in the NHS help deliver better health and care for patients by setting the tone for their organisations, developing team culture and driving performance. NHS England has worked with a wide range of leaders across the NHS to develop the **NHS Leadership Competency Domains** to describe what we do when we operate at our best:

1. **Driving high-quality and sustainable outcomes:** Leaders are expected to deliver safe, effective care and lasting improvements, balancing quality, operational performance, and financial sustainability.
2. **Setting strategy and delivering long-term transformation:** Leaders shape the Trust's vision and strategy, ensuring alignment with system priorities and using data and intelligence to inform decision-making.
3. **Promoting equality, inclusion, and reducing inequalities:** We are committed to narrowing health and workforce inequalities, promoting inclusion, and engaging with the diverse communities we serve.
4. **Providing robust governance and assurance:** Leaders uphold strong governance, accountability, and assurance, ensuring that risks are managed and decisions are evidence-based.
5. **Creating a compassionate, just, and positive culture:** We champion a culture of kindness, respect, and continuous improvement, listening to staff and patients and challenging inappropriate behaviours.
6. **Building trusted relationships with partners and communities:** Leaders work collaboratively with colleagues, system partners, and the public, building trust and co-producing solutions to shared challenges.

Sherwood Forest Hospitals NHS Foundation Trust is committed to upholding the highest standards of leadership, professionalism, and public service. Our approach is shaped by the NHS Leadership Competency Framework, the Nolan Principles of Public Life, and our own CARE values, which together underpin everything we do.

Our CARE Values:

- **Communicating and working together:** We foster open, honest, and respectful communication, encouraging collaboration across teams, departments, and with our partners in the wider health and care system.
- **Aspiring and improving:** We are ambitious for our patients, staff, and communities, always seeking ways to learn, innovate, and improve the quality of our services.
- **Respectful, inclusive and caring:** We treat everyone with dignity and compassion, celebrate diversity, and strive to create an environment where everyone feels valued and included.
- **Efficient and safe:** We use our resources wisely, prioritise safety, and ensure that our services are delivered to the highest standards.

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.

Principles of Public Life (Nolan Principles):

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

Together, these values and competencies guide our leadership, shape our culture, and underpin our ambition to deliver outstanding care for our communities.

Appendix 2: Terms of Appointment

The Non-Executive Director of Sherwood Forest Hospitals NHS Foundation Trust will be appointed on terms designed to reflect the significance and responsibility of the role.

- **Time Commitment:** The role requires a minimum commitment of circa 15 hours per month, including attendance at Board, committee, and Council of Governors meetings, stakeholder engagement, preparation time, and some evening events. The Trust supports flexible working arrangements to enable the Chair to fulfil their responsibilities effectively.
- **Remuneration:** £13,000 per annum which is aligned with national guidance. The postholder will be a public office holder, not an employee.
- **Tenure:** The Non-Executive Director will be appointed for an initial term of three years, subject to a satisfactory appraisal. They are eligible to be considered for a second three-year term, but no automatic re-appointment.
- **Location:** The Non-Executive Director will be primarily based at King's Mill Hospital and will travel routinely to Newark Hospital and Mansfield Community Hospital. System working will require presence across Nottingham and Nottinghamshire and its four Place Based Partnerships (Mid Nottinghamshire, South Nottinghamshire, Nottingham City, Bassetlaw). In line with the new East Midlands ICB cluster arrangements, the Chair will also engage with partners across Derby & Derbyshire and Lincolnshire on regional priorities.
- **Eligibility:** Candidates must meet the requirements of the NHS Fit and Proper Persons Test and will be subject to background checks in accordance with NHS England standards.
- **Continuous Professional Development:** The Trust encourages ongoing learning and development, to enhance effectiveness in the role.

Appendix 3: More Information

For further information about Sherwood Forest Hospitals NHS Foundation Trust, including our strategy, annual reports, and details of our services, please visit:

- **Trust website:** <https://www.sfh-tr.nhs.uk/>
- **Annual Reports and Accounts:** [Publications and Reports](#)
- **Trust Strategy (2024–2029):** [Improving Lives](#)
- **Care Quality Commission (CQC) Reports:** [CQC Profile and Latest Report](#)
- **Our CQC Rating (Trust summary):** [CQC Rating Summary](#)
- **Nottingham and Nottinghamshire Integrated Care System (ICS):** [ICS Website](#)
- **ICS Board (ICB):** [Nottingham and Nottinghamshire ICB](#)

Appendix 4: Further reading

- **Fit for the Future: 10 Year Health Plan for England**

<https://assets.publishing.service.gov.uk/media/6888a0b1a11f859994409147/fit-for-the-future-10-year-health-plan-for-england.pdf>

For general enquiries or to arrange an informal discussion with the Chief Executive, Chair or Lead Governor, please contact Laura.Russell46@nhs.net to arrange.

Appendix 5: Making an Application

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

Applications for the role of Non-Executive Director should be sent to the Director of Corporate Affairs:
Sally.Brookshanahan@nhs.net

- Please submit an up-to-date copy of your CV, along with a Supporting Statement that addresses the criteria set out in the person specification and the NHS Leadership Competency Framework, using examples to demonstrate how you meet the criteria.
- A completed fit and proper person declaration form (appendix 7).
- Detail any employment or education gaps.
- You should provide the names, positions, organisations, and contact details for your referees, which must be your line managers and include your current and most recent employer. The referees should cover at least two roles as the minimum. Please note, should you be appointed, you will be required to provide references covering your last 6 years of employment. Where there have been gaps in employment, this six-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.

Appendix 6: Key Dates

- **Closing date for applications:** Wednesday 26th August 2026 at 23:59
- **Panel interview:** Shortlisted candidates will be invited to attend a panel interview in the week commencing 1st September 2026
- **Proposed start date:** The successful candidate will commence their role as Non-Executive Director following ratification of the appointment by the Council of Governors, with the substantive appointment on an agreed date in September 2026.

Appendix 7: Fit and Proper Person declaration form

Fit and Proper Person Test annual/new starter* self-attestation

Sherwood Forest NHS Foundation Trust



I declare that I am a fit and proper person to carry out my role. I:

- am of good character
- have the qualifications, competence, skills and experience which are necessary for me to carry out my duties
- where applicable, have not been erased, removed or struck-off a register of professionals maintained by a regulator of healthcare or social work professionals
- am capable by reason of health of properly performing tasks which are intrinsic to the position
- am not prohibited from holding office (eg directors disqualification order)
- within the last five years:
 - I have not been convicted of a criminal offence and sentenced to imprisonment of three months or more
 - been un-discharged bankrupt nor have been subject to bankruptcy restrictions, or have made arrangement/compositions with creditors and has not discharged
 - nor is on any 'barred' list.
- have not been responsible for, contributed to or facilitated any serious misconduct or mismanagement (whether unlawful or not) in the course of carrying on a regulated activity or providing a service elsewhere which, if provided in England, would be a regulated activity.

The legislation states: if you are required to hold a registration with a relevant professional body to carry out your role, you must hold such registration and must have the entitlement to use any professional titles associated with this registration. Where you no longer meet the requirement to hold the registration, any if you are a healthcare professional, social worker or other professional registered with a healthcare or social care regulator, you must inform the regulator in question.

Should my circumstances change, and I can no longer comply with the Fit and Proper Person Test (as described above), I acknowledge that it is my duty to inform the chair.

Name and job title/role:	
Professional registrations held (ref no):	
Date of DBS check/re-check (ref no):	
Signature:	
Date of last appraisal, by whom:	
Signature of board member:	
Date of signature of board member:	
For chair to complete	
Signature of chair to confirm receipt:	
Date of signature of chair:	