

Could you help lead the NHS in your area?

**Mersey and West Lancashire
Teaching Hospitals NHS Trust**

**Non-executive Director & Associate
Non-executive Director**

Candidate information pack

Reference: N3624

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

There is a vacancy for a Non-executive Director (NED) and Associate Non-executive Director at Mersey and West Lancashire Teaching Hospitals NHS Trust (MWL). 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 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 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.

2. The person specification

Essential criteria

You will need to have a genuine commitment to patients and the promotion of excellent health care services. You will have senior level experience in one of the following areas:

- Clinical experience gained in either a medical, nursing or allied discipline with a strong service delivery background; and/or
- In a Corporate role such as Governance, Strategy or Human Resources (this list is not exhaustive).

Candidates may be appointed to an Associate NED or a NED role depending on their experience and background. However, for the NED post:

- It is likely the post holder will be required to chair a board committee and previous experience in a similar role would be beneficial.

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.

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.

- Applicants should live in or have strong connections with the area served by the trust.
- On average this role will require the equivalent to 2 to 5 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 rate for all NEDs) per annum.

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](#).



3. About Mersey and West Lancashire Teaching Hospitals NHS Trust

Mersey and West Lancashire Teaching Hospitals NHS Trust (MWL) is one of the largest NHS organisations and employers in Cheshire and Merseyside. MWL was formed in July 2023 when St Helens and Knowsley Teaching Hospitals NHS Trust and Southport and Ormskirk Hospital NHS Trust came together formally following two years of working closely as partners. The Trust is rated as Outstanding by the CQC and has some of the best staff and patient survey results in England.

MWL provides acute hospital care, intermediate care, community, and primary care services to a population of over 600,000 people with a combined workforce of around 9000 FTE dedicated and skilled staff, from 21 locations including Whiston, Southport & Formby, St Helens, Ormskirk and Newton hospitals, and other community settings. The Trust spans two Integrated Care Boards; Cheshire and Merseyside and Lancashire and South Cumbria and works as part of six Place based partnerships in St Helens, Sefton, Lancashire, Knowsley, Halton and Liverpool. MWL provides regional services for burns and plastic surgery and spinal injuries to more than 4 million people across Cheshire and Merseyside, as well as parts of Lancashire, the Isle of Man and North Wales.

The Trust also provides payroll services for a significant number of other local trusts and acts as the lead employer for Resident Doctors in training supporting NHS England, with employment services for over 11,000 doctors across the country.

MWL has a vision to deliver “five-star patient care” to all its patients and works with patients and local populations to realise this vision.

A key aim of the new Trust is to ensure that local people continue to have access to local services, wherever possible. This aim is supported by plans to:

- Improve the clinical sustainability of key services so they remain available to the local population
- Take forward the essential clinical reconfiguration via the Shaping Care Together Programme of services between the Southport and Ormskirk hospitals, following the outcome of a public consultation in relation to Urgent and Emergency Care Services. More information is available at: <https://yoursayshapingcaretogether.co.uk>
- Develop our Workforce
- Invest in the quality of the estate at the Southport and Formby and Ormskirk Hospitals and optimise our wider estate
- Realise the benefits of the economies of scale, to create efficiencies and allow the Trust to use a greater percentage of funds to deliver patient care
- Improve digital services and integration

Trust Objectives 2026 - 2027

DELIVERING 5 STAR PATIENT CARE



★ Care

We will deliver care that is consistently high quality, well organised and centred on the needs of our patients and their families.

- Deliver consistent, high-quality maternity transitional care across MWL, keeping mothers and babies together
- Improve nutrition and hydration for patients through reliable assessment, monitoring and support
- Eradicate corridor care and ensure patients are cared for in appropriate clinical environments

★ Communication

We will be kind, open, inclusive and responsive, providing patients with clear information and listening to feedback to improve care.

- Modernise administrative processes to free up clinical time for direct patient care
- Improve digital communication with patients, including access to letters and waiting list information
- Strengthen how we capture, understand and respond to patient feedback

★ Systems

We will improve our systems and processes, so they are efficient, reliable and support high-quality care.

- Progress plans for a single Electronic Patient Record to improve consistency and integration
- Implement a single maternity information system to support safer, more joined-up care
- Develop a clear plan for improving and standardising digital systems across community services

★ Pathways

We will reduce unnecessary variation in care pathways while recognising the individual needs of every patient.

- Improve discharge processes to support timely, well-coordinated discharge for patients and carers
- Continue to improve cancer pathways so patients receive timely diagnosis and treatment
- Standardise pre-operative and admission processes to improve readiness and reduce cancellations

★ Safety

We will embed a strong culture of safety that reduces harm, improves outcomes and supports learning and improvement.

- Ensure patients with suspected sepsis receive timely, appropriate treatment in line with national guidance
- Further improve safety in surgery by embedding consistent safety standards and learning from incidents
- Reduce avoidable infections by strengthening infection prevention and control practice across all services

DEVELOPING ORGANISATIONAL CULTURE AND SUPPORTING OUR WORKFORCE

We will create a supportive, inclusive and compassionate culture where staff feel valued, developed and able to do their best work.

- Strengthen leadership and management capability, particularly within operational and clinical teams
- Improve staff health, wellbeing and attendance through prevention, early support and positive working environments
- Embed compassionate, inclusive leadership and live our Trust values and behaviours at every level
- Support staff networks and ensure staff voices shape our culture, policies and decisions
- Improve access to career development, learning and progression opportunities for all staff

OPERATIONAL PERFORMANCE

We will meet and sustain national and local performance standards.

- Improve urgent and emergency care performance and patient flow
- Reduce waiting times across elective, outpatient and diagnostic services
- Improve theatre productivity and make best use of available capacity

FINANCIAL PERFORMANCE, EFFICIENCY AND PRODUCTIVITY

We will deliver our financial duties while improving productivity and value for money.

- Deliver the agreed financial plan for 2026/27
- Improve efficiency through collaboration with partners across the system
- Deliver capital investment to support safe, high-quality environments and increased capacity

STRATEGIC PLANS

We will work with partners to deliver sustainable, high-quality services for the future.

- Establish major transformation programmes to improve urgent and emergency care, surgery, outpatients, community and administrative services
- Progress plans linked to the Shaping Care Together programme
- Work with partners to reduce delays for patients who are ready to leave hospital
- Continue to deliver the Trust's Health Inequalities Strategy
- Support the development of neighbourhood-based models of care

OUR VALUES



We are KIND

We:

- Treat every individual with respect
- Are compassionate in our support of patients and colleagues
- Are friendly and welcoming and always introduce ourselves
- Care for each other as we care for our patients
- Are polite and value each other's thoughts and ideas



We are OPEN

We:

- Are always listening and learning
- Encourage and support two-way communication
- Are honest, fair and open with others
- Take responsibility for our actions and always aim to improve
- Develop our services in the best interests of our communities



We are INCLUSIVE

We:

- Value everyone's cultural, social and personal needs
- Celebrate our differences and support each other
- Listen to all voices
- Work as a team and learn from each other
- Challenge prejudice and promote acceptance

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:**
 - About the NED role
 - 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:

- We strongly recommend an informal and confidential discussion with Steve Rumbelow, the Chair of the Trust. Please contact Juanita Wallace on 01744 647155 or by emailing Juanita.Wallace@MerseyWestLancs.nhs.uk
- **NHS England** – for general process enquiries contact Helen Barlow by emailing helen.barlow2@nhs.net

If you wish to be considered for this role please provide:

- a CV that includes your address and contact details, highlighting and explaining any gaps in your employment history
- a supporting statement that highlights your motivation for applying and your understanding of the NHS and the role. You should outline your personal responsibility and achievement within previous roles and how your experience matches the person specification
- the names, positions, organisations and contact details for three referees. Your referees should be individuals in a line management capacity and cover your most recent employer as well as previous employer(s) from the past six consecutive years. They should also cover any regulated health or social care activity or where roles involved children or vulnerable adults. Your references may be taken prior to interview and may be shared with the selection panel
- If you have previously held a Director, Chair or Non-executive Director position in an NHS funded organisation or a regulated services organisation (see list below), a Board Member Reference (BMR) will also be requested from your former organisation(s), for posts ending after September 2023:
 - NHS Trusts and Foundation Trusts
 - Integrated Care Boards
 - NHS England (national and regional teams)
 - Arm's Length Bodies if they deliver regulated services
 - Independent providers commissioned by the NHS (e.g. private hospitals, social enterprises)
 - Community Interest Companies (CICs) delivering NHS-funded care
 - Joint ventures or partnerships involving NHS statutory bodies
- In accordance with NHSE's FPPT framework if appointed your references and other background checks will be shared with the Trust

- please complete and return the monitoring information form which accompanies this pack
- tell us about any dates when you will not be available

Appendix 4: Key dates

- **closing date for receipt of applications: 15th October 2026 at 11am.**
Please forward your completed application to
england.chairsandneds@nhs.net quoting reference **N3624**
- **Interview date: week commencing 2nd November 2026 or week commencing 9th November 2026***
- **proposed start date: January 2027**

***Dates are indicative and may be subject to change due to unforeseen circumstances**

NHS England

E: england.chairsandneds@nhs.net

W: england.nhs.uk

