

# Two Non-Executive Directors Appointments Candidate Information Pack August 2026



seymourjohn

**Our Values**

**People at  
the Heart**

**Listen and  
Involve**

**Kind and  
Respectful**

**One  
Team**

## Introduction from our Chair

Thank you for your interest in joining the Board of Wrightington, Wigan and Leigh Teaching Hospitals NHS Foundation Trust as a Non-Executive Director.

This is an important time for both the NHS and our Trust. Health and care services are changing rapidly in response to increasing demand, an ageing population, financial pressures and the need to tackle health inequalities. The NHS 10 Year Health Plan and its three key shifts, from hospital to community, from analogue to digital and from sickness to prevention, will shape how services are designed and delivered in the years ahead.



At WWL, we recognise that these changes cannot be delivered by organisations working in isolation. As an anchor institution, we are committed to working closely with primary care, local authorities, community services, the voluntary sector and partners across Wigan and Greater Manchester to provide more joined-up care and improve outcomes for the communities we serve. Digital technology and innovation will also be central to transforming services and making care more accessible, effective and sustainable.

Our strategy sets out the direction for the Trust over the coming years. Built around our priorities of Patients, People, Performance and Partnerships, it reflects our ambition to improve the quality of care, strengthen collaboration, develop community and neighbourhood services, invest in our workforce and embrace innovation where it will make a genuine difference for patients and staff.

The Board has an important role in providing leadership, constructive challenge and assurance as we deliver this strategy. Alongside overseeing quality, safety, performance and financial sustainability, the Board must help set the right culture across the organisation. Our values and behaviours are fundamental to how we lead, how we treat one another and how we provide care. We are committed to creating a culture where people feel respected, supported, listened to and able to speak openly.

We are looking for experienced individuals who share our values and want to make a meaningful contribution to the future of the Trust. We welcome people who bring sound judgement, strategic thinking and curiosity, together with the confidence to offer constructive challenge while working collaboratively with colleagues across the Board and the wider health and care system. An understanding of the direction of the NHS, the importance of primary and community care, partnership working and the opportunities offered by digital technology will be particularly valuable.

This pack provides further information about the opportunity to join our Board and the experience we are seeking. I hope it gives you a clear understanding of our ambitions and inspires you to consider becoming part of the next stage of WWL's development.

Thank you again for your interest. I look forward to hearing from you.

**Dame Robina Shah**  
**Chair**

**Wrightington, Wigan and Leigh Teaching Hospitals NHS Foundation Trust**

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## About us



Wrightington, Wigan and Leigh Teaching Hospitals NHS Foundation Trust (WWL) is one of the largest acute and community NHS providers in the North West, serving around 330,000 people across Wigan Borough and providing specialist services to patients from across the region and beyond.

Our services are delivered from five main sites: Royal Albert Edward Infirmary, Wrightington Hospital, Leigh Infirmary, Thomas Linacre Centre and Boston House, supported by a wide range of community services across the borough.

[Royal Albert Edward Infirmary](#) is our main acute hospital, providing emergency care and the majority of our inpatient services. It has served the people of Wigan for more than 150 years and remains at the heart of healthcare in the borough.

[Wrightington Hospital](#) is recognised internationally for its orthopaedic expertise. It was here that Professor Sir John Charnley pioneered the modern hip replacement in 1962, establishing a legacy of innovation that continues today.

[Leigh Infirmary](#) provides outpatient, diagnostic and rehabilitation services, including the Jean Hayes Reablement Unit and the Community Diagnostic Centre. [Thomas Linacre Centre](#) delivers a wide range of outpatient services, while [Boston House](#) specialises in ophthalmology.

Education, research and innovation are central to our future. In 2020 we became a Teaching Hospitals NHS Foundation Trust, reflecting our commitment to developing the healthcare workforce of tomorrow in partnership with Edge Hill University and expanding our research and teaching activities.

Quality is at the heart of everything we do. The Trust is registered with the Care Quality Commission without conditions and was rated Good at its last full inspection. Every WWL service inspected since has been rated either Good or Outstanding.

## Strategy 2030

Strategy 2030 sets the long-term direction for WWL and describes how we will respond to the changing needs of our patients, workforce and communities over the coming years.

The strategy is built around four priorities: Patients, People, Performance and Partnerships. These are supported by three themes: Improve, Integrate and Innovate, which guide how we develop services, work with partners and embrace new ways of delivering care.

Our priorities include improving quality and patient outcomes, delivering more care closer to home, reducing health inequalities, strengthening partnerships across Wigan and Greater Manchester, investing in our workforce and making better use of digital technology, research and innovation.

A key part of the strategy is the Better Lives Programme, delivered jointly with Wigan Council and NHS Greater Manchester Integrated Care Board. The programme brings together four transformation workstreams:

- Admission Avoidance
- System Visibility and Active System Leadership
- Acute Flow and Length of Stay
- One Wigan Community Model

Together, these programmes will strengthen community services, improve patient flow, support better decision-making through shared data and help more people receive care in the right place. Strategy 2030 provides the framework for the Trust's planning, governance and decision-making, ensuring we remain focused on delivering better outcomes for our patients, our staff and the communities we serve.



Addressing health inequalities



Transforming local services in communities



Developing a sustainable workforce



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## Our Leadership Team

WWL is led by an experienced Board with expertise spanning clinical leadership, operational management, finance, workforce, governance, communications and system transformation. Together, the Executive and Non-Executive Directors provide strategic leadership, oversight and constructive challenge to ensure the Trust delivers high-quality, sustainable services for the communities it serves.

### Our Chair and Chief Executive

#### Dame Robina Shah, Chair

A Deputy Lieutenant for the County of Greater Manchester, Dame Robina brings great experience to the Trust, including a period as Chair of Stockport NHS Foundation Trust and more recently as a Non-Executive Director and Acting Chair at Northern Care Alliance NHS Foundation Trust.

Dame Robina brings a clinical background to the role, as a Chartered Consultant Psychologist, and is currently a Professor of Medical Education and Psychosocial Medicine at Manchester University Medical School. She is the past President of the Council Section Medicine and Society of the Royal Society of Medicine, and an Honorary Fellow of both the Royal College of General Practitioners, and the Royal Society of Medicine.



#### Mary Fleming, Chief Executive

Mary was previously appointed as Deputy Chief Executive, having been our Chief Operating Officer prior to this. Mary worked in the private sector before moving into healthcare and has worked in acute provider organisations across Greater Manchester and Yorkshire. Her experience in working across both the private and public sector brings a strong focus on ensuring services are organised around the needs of the patient with the goal of improving cost and quality. Mary joined the flagship Nye Bevan Aspiring Director Leaders' Programme and successfully completed the Executive Health Care Leadership Programme with the NHS Leadership Academy. She has studied social history and sociology and has a post graduate certificate in Managing Health and Social Care.



## Our Executive Directors

### **Richard Mundon – Deputy Chief Executive**

Richard has over 25 years' experience in health policy, strategy and organisational transformation, including senior roles within the Department of Health. He leads the Trust's strategy and planning portfolio and has extensive experience of delivering large-scale change across the NHS.



### **Professor Sanjay Arya OBE – Medical Director**

A consultant cardiologist, Sanjay combines clinical leadership with a strong commitment to education, research and inclusion. He is an Honorary Professor at the University of Bolton, Undergraduate Clinical Lead for Edge Hill University Medical School and was awarded an OBE for services to healthcare and equality.



### **Sarah Brennan – Chief Operating Officer**

Sarah has held senior operational leadership roles across acute and community healthcare. A pharmacist by background, she has extensive experience of service delivery, transformation and improving patient care, with a particular interest in community services and reducing health inequalities.



### **Tabitha Gardner – Chief Finance Officer**

Tabitha has held senior NHS finance roles across the North West, including the Northern Care Alliance and NHS England. She brings significant experience in financial strategy, investment and supporting complex service transformation.



### **Kevin Parker-Evans – Chief Nursing Officer**

Kevin is a registered nurse with more than 20 years' leadership experience across clinical and operational roles. He is committed to developing nursing, midwifery and allied health professionals while using technology to improve patient care and release more time for frontline teams.



### **Tracy Narot – Chief People Officer**

Tracy leads the Trust's people and culture agenda. With more than 30 years' experience in organisational development and human resources, she has led major transformation programmes across the public sector, with a strong focus on inclusion, staff engagement and organisational culture.



### **Anne-Marie Miller – Director of Communications and Stakeholder Engagement**

Anne-Marie has extensive experience leading communications and engagement across NHS organisations, including large-scale organisational change. She provides strategic leadership for stakeholder engagement, public affairs and corporate communications.



### **Katharine Dowson – Director of Corporate Governance**

Katharine joined WWL in 2026 following governance leadership roles at specialist and acute NHS trusts. She is a Chartered Governance Institute professional with extensive experience supporting Boards, strengthening governance and promoting high standards of corporate accountability.



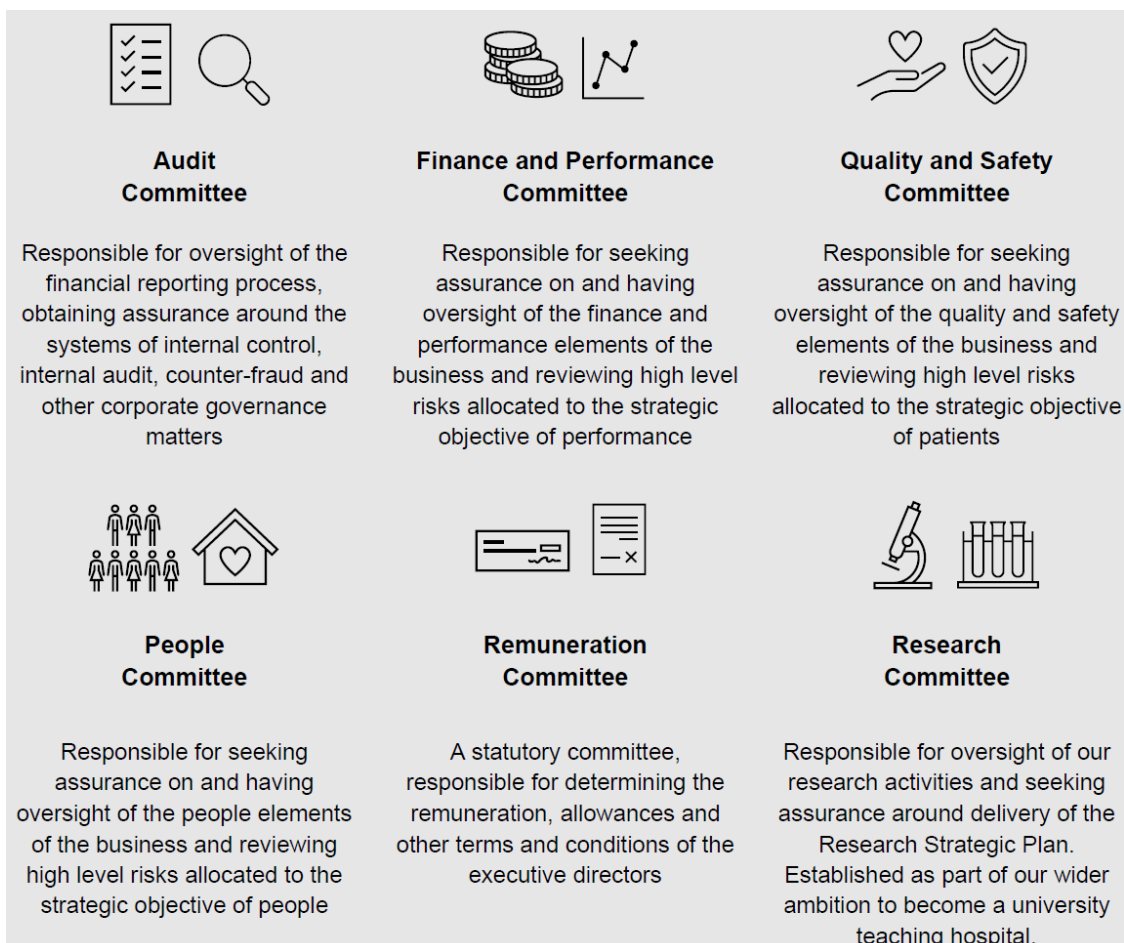
## Our Non-Executive Directors

Our Non-Executive Directors bring a broad range of expertise from healthcare, local government, policing, housing, finance and education. Collectively, they provide independent oversight, constructive challenge and strategic advice, helping the Board maintain its focus on quality, performance, governance and long-term sustainability.

The current Non-Executive Directors are:

- **Francine Thorpe** - Former Director of Quality and Innovation with extensive experience in integrated care, commissioning and clinical quality.
- **Julie Gill** - Senior public sector leader with Board-level expertise in finance, commercial services, organisational change and workforce strategy.
- **Simon Holden** - Highly experienced NHS finance leader and former Chief Executive of NHS Property Services, with over 40 years' Board-level experience.
- **Mary Moore** - Former Executive Chief Nurse with a distinguished NHS career spanning clinical practice, national improvement and executive leadership.
- **Mark Wilkinson** - Experienced NHS and public sector leader with expertise in integrated care, system leadership, strategic transformation and governance.
- **Lady Rhona Bradley** - Senior public and voluntary sector leader with extensive experience across criminal justice, local government and children's services, including 14 years as Chief Executive of Addiction Dependency Solutions. Coming to the end of her term as a NED

## Our Committee Structure



## Living and working in the Borough

For the 300,000+ residents of Wigan Borough, the phrase ‘there’s no place like home’ is much more than just words. It represents the pride they have for their communities and the unique spirit that personifies our neighbourhoods.

Nestled in a central location within the North West region, with excellent transport links to neighbouring major cities, there’s a whole lot on offer to visitors that you may not have associated with Wigan Borough before.

Along with two main town centres; Wigan and Leigh, there are also 12 district centres and dozens more townships and villages. Across the board there’s a mix of independent shops, markets and eateries providing plenty for shoppers to get their teeth into.

With 70 per cent of the borough designated as green space, our beautiful Greenheart offers stunning landscapes and the opportunity to explore. It includes beautiful parks, woodlands, wetlands and canals – most notably Haigh Woodland Park in Wigan, the Pennington Flash Local Nature Reserve and the Wigan Flashes Nature Reserve.

If you’re not familiar with the musical movement that is gripping the nation, spearheaded by bands like The Lathums, The Stanleys and Lottery Winners – you need to be. And that’s before we even start talking about Northern Soul, George Formby and the Wigan Jazz Festival.

For visitors, The Museum of Wigan Life, The Turnpike Centre and Leigh Town Hall Archives provide an insight into the borough’s fascinating cultural history.

Sporting heritage is also a huge part of what makes this borough so special. From Olympic athletes to rugby (both union and league) legends and FA Cup winners, sport is part of Wigan Borough’s DNA. At various locations, there’s opportunities to take part in watersports, high ropes climbing and other adventurous activities that offer something different to the mainstream sporting scene.



## The Opportunities

### Role 1: Primary Care Leader

An experienced GP or senior primary care clinician with a strong track record of leading transformation across primary and community care settings. The right candidate will bring a deep understanding of the strategic direction of the NHS, including the shift towards prevention, population health management, neighbourhood health services and integrated models of care. They will provide constructive challenge and strategic insight to support the Board in overseeing delivery of the NHS 10 Year Health Plan and wider system reforms.

The candidate will contribute across the full Board agenda while bringing particular insight into the opportunities and challenges associated with delivering care closer to home and improving outcomes through integrated, community-based approaches.

### Role 2: Digital, Data and AI Leader

A rounded Non-Executive Director with significant experience in digital transformation, data and information management, artificial intelligence and technology-enabled service improvement. They will provide independent challenge and support to ensure that digital investment and innovation deliver measurable benefits for patients, staff and the wider organisation. Whilst expertise may be gained outside of healthcare, candidates must demonstrate an appreciation of NHS governance, organisational complexity and the realities of digital transformation within resource-constrained environments. Knowledge of interoperability challenges, digital maturity, information governance and the opportunities and risks presented by artificial intelligence will be particularly valuable.

The Board is seeking an individual who can strengthen discussions around data quality, analytics, performance reporting and digital innovation, helping ensure strategic decisions are informed by robust evidence and reliable insight.

### Person specification - shared requirements

Both candidates will be appointed as full members of the unitary Board. Specialist knowledge is important, but Board capability, judgement and values are the starting point.

#### Essential

- Demonstrable experience operating at, or with clear readiness for, Board level in a complex, regulated or public-service environment.
- Strong strategic thinking and the ability to distinguish governance and oversight from executive management.
- Independent judgement, sound decision-making and the confidence to offer constructive challenge.
- Ability to understand and scrutinise complex information, risks, performance and assurance.
- An inclusive, collaborative and values-led leadership style.

- Ability to build trusted relationships with executive and non-executive colleagues, governors, clinicians, partners and communities.
- Commitment to equality, diversity and inclusion, public accountability and improving outcomes for patients.
- Sufficient time and flexibility to prepare for and attend meetings, development sessions and stakeholder activity.

#### **Desirable**

- Previous Non-Executive Director, trustee or equivalent board governance experience.
- Knowledge of NHS provider governance and Foundation Trust arrangements.
- Understanding of Greater Manchester's health and care environment.
- Experience of major transformation, partnership delivery or organisational change.

#### **Additional criteria: Role 1**

- Clinical background, ideally as a GP, with substantial senior leadership experience in primary care.
- Credibility across general practice and knowledge of PCNs, neighbourhood working and system reform.
- Experience of leading transformation across organisational boundaries.

#### **Additional criteria: Role 2**

- Extensive experience of digital transformation, AI, data, analytics or information management.
- Ability to apply specialist knowledge through governance, challenge and assurance rather than operational control.
- Understanding of data quality, performance intelligence, technology risk and benefits realisation.

**Please note this appointment will be made subject to NHSE's guidance around the  
"Fit and Proper Persons Test" for Board Members and Directors.**

## Appointment Timetable



|                                      |                                                    |
|--------------------------------------|----------------------------------------------------|
| <b>Closing date for applications</b> | <b>Monday 21<sup>st</sup> September 2026</b>       |
| <b>Final interviews</b>              | <b>2<sup>nd</sup>/3<sup>rd</sup> November 2026</b> |

For more information, please contact **Jonathan Phillips** at Seymour John on 07817 988490 or via email at [jp@seymourjohn.com](mailto:jp@seymourjohn.com)

To apply, please attach a CV and cover letter in support of your application to [jp@seymourjohn.com](mailto:jp@seymourjohn.com) using the subject “WWL NED Role 1 application” or “WWL NED Role 2 application”.

We believe that diverse perspectives make organisations stronger. We actively welcome applications from people of all backgrounds and encourage those from underrepresented groups to apply. We are committed to providing an accessible recruitment process and making reasonable adjustments wherever needed to ensure every candidate has the opportunity to perform at their best.

## Appendix

## Role Description

|                |                                                                                                                                      |
|----------------|--------------------------------------------------------------------------------------------------------------------------------------|
| Job Title:     | Non-Executive Director                                                                                                               |
| Hours of Work: | Minimum 3 days per month                                                                                                             |
| Remuneration:  | As determined by the Council of Governors, in line with established pay scales published by NHS England, currently £13,000 per annum |
| Department:    | Board of Directors                                                                                                                   |
| Division:      | Corporate                                                                                                                            |
| Base:          | Royal Albert Edward Infirmary requirement to travel regionally and nationally as required                                            |

*Please note that Non-Executive Director appointments are made on the basis of a contract for services and no contract of employment is formed.*

## Reporting arrangements

|                                |                      |
|--------------------------------|----------------------|
| Managerially accountable to:   | Chair                |
| Professionally accountable to: | Council of Governors |

## Job Description

### Role purpose

Working alongside the Chair, the Non-Executive Director will be a member of the Board of Directors, ensuring that the foundation trust has appropriate strategies to meet its clinical, quality, workforce, financial and other objectives.

In line with the Cabinet principle of collective responsibility for the overall performance of the foundation trust, the Non-Executive Director will ensure appropriate systems of risk management, governance and board assurance are implemented.

The Non-Executive Director will also provide professional advice and guidance to the board in their specialist area of expertise.

## Duties and responsibilities

### Leadership and strategy

- Encourage the highest standards of probity, integrity, and governance within the foundation trust.
- Ensure the foundation trust complies with the conditions of its Provider Licence, the constitution and any applicable legislation and regulations.
- Ensure that the foundation trust fosters a culture of performance, engagement, learning and respect in line with its vision and values.

### Governance and Performance

- Ensure that the foundation trust's internal governance arrangements conform with best practice and statutory requirements.
- Ensure that governance, financial and risk management systems, and controls are robust and defensible.
- Provide independent advice and constructively challenge the Board on issues of strategy, vision, performance, resources, and standards of conduct.
- Assist the Board in the setting of the foundation trust's strategic aims, ensuring that the necessary financial and human resources are in place for the trust to meet its objectives.
- Monitor the performance and conduct of management in meeting agreed goals and objectives and statutory responsibilities, including the preparation of annual reports and annual accounts and other statutory duties.
- Ensure that performance information received by the Board is appropriate, valid, and accurate and provides measurement for the metrics to which it relates.
- Ensure that any official or statutory reports are accurate, (e.g., the annual financial report, CQC assurance reports, and reports to NHS England), and provides appropriate assurance where appropriate.
- Hold to account committees of the Board, ensuring they deliver the expected level of performance and assurance.
- Provide assurance to the Council of Governors on all matters of performance and governance.

### Communications and Relationships

- Participate in appropriate committees that have been established by the Board to exercise delegated responsibility.
- Engage in constructive Board discussions and debates on a wider range of matters, contributing to decision making and the passing of resolutions, where appropriate
- Instigate and maintain positive working relationships with third parties such as local authorities, commissioners, voluntary organisations and other health and social care providers.
- Contribute to the development and on-going maintenance of effective communication structures within the Trust, with the Council of Governors and with its stakeholders.
- Attend and contribute to meetings with the Council of Governors, as appropriate.

### Operations

- Provide tailored independent judgement and experience based on area of specialism and expertise and apply this for the benefit of the foundation trust, its stakeholders, and its wider community.
- Ensure that the foundation trust's obligations to its staff, patients, stakeholders, and the wider community are understood and fairly balanced at all times.
- Handle media and press correspondence, where appropriate and as directed by the foundation trust.
- Uphold the Nolan Principles of Public Life and promote these principles within the organisation.
- Ensure that the Board appropriately balances its responsibilities to provide an exceptional patient experience with its financial, governance and workforce requirements.
- Encourage the Board to take appropriate and measured risks where it is clear that the likely outcomes will improve the overall performance of the foundation trust.
- Act in the best interest of the foundation trust at all times.
- Ensure that the Board demonstrates commitment to its equality duties and human rights.
- Appoint, support, encourage and where appropriate 'mentor' trust executives.
- Contribute to the determination of appropriate levels of remuneration for Executive Directors.
- Take part in the Board development programme, and where appropriate, facilitate workshops/seminars for the Board.
- Take part in appraisal, both personal appraisal and the appraisal of other Non-Executive and Executive Directors.
- Comply with the Code of Conduct for Directors.
- You may also be required to carry out any other duties as deemed to be appropriate by the Chair.

### Remuneration

- Non-Executive Directors' remuneration is determined by the Council of Governors. Remuneration is taxable under Schedule E and subject to Class I National Insurance contributions. It is not pensionable.
- Non-Executive Directors are entitled to claim allowances for reasonable expenditure in line with the policy approved by the Council of Governors.

### Appointment, tenure and termination of office

- Non-Executive Director appointments are for an initial period of up to 3 years, as determined by the Council of Governors, subject to satisfactory appraisal. The appointment may be renewed, normally up to a maximum 6-year term. An extended term of more than 6 years may be considered in exceptional circumstances only.
- Non-Executive Directors may be removed from office by NHS England or the Council of Governors, in accordance with the constitution. This post is a statutory office and is not subject to the provision of employment law. Non-Executive Directors are appointees not employees.

### Person Specification

|                   | Essential Criteria                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Desirable Criteria                                                                                                           |
|-------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|
| <b>Experience</b> | <p>Significant experience at Board level in a large, complex, and changing organisation</p> <p>Experience of formulating strategies and plans of action to achieve objectives.</p> <p>Proven track record of delivering high performance in a rapidly changing and uncertain environment.</p> <p>Broad understanding of the NHS framework and how the health service operates.</p>                                                                                                                                                                                                                                                                         | <p>Experience as a Non-Executive Director, Governor, Trustee or equivalent in the commercial, voluntary or public sector</p> |
| <b>Skills</b>     | <p>Exceptional leadership skills, engendering respect from others</p> <p>A good listener, able to weigh up arguments and summarise for others.</p> <p>Highly developed interpersonal, influencing and communication skills.</p> <p>Capable public speaker with the ability to engage and network effectively with organisations inside and outside the NHS</p> <p>Ability to engage positively with staff and Governors.</p> <p>Analytical and creative, with the ability to be independent in judgement.</p> <p>Astute negotiator, able to grasp relevant issues and understand the relationships between interested parties.</p> <p>Chairing skills.</p> |                                                                                                                              |
| <b>Knowledge</b>  | <p>Sound knowledge and understanding of corporate governance.</p> <p>Clear understanding and acceptance of the legal duties, liabilities and responsibilities of Non-Executive Directors</p> <p>Sound knowledge of understanding clinical governance in the NHS.</p>                                                                                                                                                                                                                                                                                                                                                                                       | <p>Understanding of Foundation trust status and Governor responsibilities.</p>                                               |

|                   |                                                                                                                                                                                                                                                                                                                                                                                                                                     |  |
|-------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
|                   | Knowledge and understanding of the developing health economy of the region and of this Trust's position within it                                                                                                                                                                                                                                                                                                                   |  |
| <b>Additional</b> | <p>Commitment to NHS values and principles and a clear understanding of the NHS political and operational environment</p> <p>Ability to effectively represent the Trust to its constituents, patients, partner organisations and regulators.</p> <p>Ability to travel.</p> <p>Holds general computing skills, is familiar with Microsoft Office and video conference systems, or is willing to undergo training in these areas.</p> |  |

## NHS Leadership Competency Framework - Non-Executive Director

| Competency                                                      | Description                                                                                                                                                                                                                         | Benchmark Indicators                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-----------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Setting strategy and delivering long term transformation</b> | The domain describes the wide array of skills that need to be employed in strategy development and planning, it speaks to the breadth of activities that need to be considered and combines to bring about long-term transformation | <ul style="list-style-type: none"> <li>• I contribute to the development of a people centred strategy that delivers against NHS and wider governmental objectives, including the increasing adoption of a digital and environmental mindset.</li> <li>• I support long term transformation that benefits the whole system, including demanding the adoption of proven innovation and increased digital maturity of the NHS to ultimately improve patient care and population health outcomes.</li> <li>• I consider internal and external factors (including social justice and health inequalities) in the assessment of strategic objectives and evaluation of conflicting priorities.</li> <li>• I balance the needs of my own organisation against those of the wider system, combining a longer-term focus with the need to deliver shorter term objectives.</li> <li>• I consider regulation, legislation, clinical guidance, risk and financial implications when contributing to strategy development.</li> <li>• I acquire and use new insights on current and future trends that encourage research, innovation and better use of data and digital technology.</li> <li>• I ensure decisions reflect consideration to overall public benefit and are not focused solely on my individual organisation.</li> </ul> |

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|                                                       |                                                                                                                                                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>• I bring independence, external perspectives, skills and challenge to strategy development and decision making, including lived experience, insights and research, innovation and ideas from other sectors.</li> <li>• I effectively monitor delivery of the strategy and hold the executive to account for its implementation.</li> <li>• I ensure that my organisation actively engages and contributes to the development of strategy at a systems level and hold the executive to account for implementation</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Leading for social justice and health equality</b> | <p>This domain emphasises the importance of continually reviewing plans, strategies and outcomes from the perspective of those under-served and marginalised and ensuring that the voices of those in diverse groups are represented and acted upon in order to deliver improved services to hard-to-reach communities.</p> | <ul style="list-style-type: none"> <li>• I operate at all times for the greater good of our patients, staff and communities, prioritising patient and population health outcomes.</li> <li>• I seek to ensure that resources are deployed in the most impactful way to ensure improvements in health and care and the equity of health outcomes.</li> <li>• I demonstrate social and cultural awareness and an ability to relate well to a diverse range of people, whether in person or through digital tools</li> <li>• I actively advocate for health services to address health inequalities and social injustices, ensuring all members of the population are able to access the care and support they need where nobody is marginalised, excluded or left behind.</li> <li>• I uphold and strengthen the reputation of the NHS in communities through my everyday actions and behaviours.</li> <li>• I continuously seek to understand the impact of the actions we take to reduce inequalities and improve diversity and inclusion.</li> <li>• I hold the executive to account for the impact of their actions and decisions on reducing health inequalities</li> </ul> |
| <b>Driving high quality sustainable outcomes</b>      | <p>This domain is around delivery and the skills, and behaviours needed to bring about lasting change and improvement – from ensuring all staff are trained and well led to delivering innovations which will bring about improved health and care outcomes.</p>                                                            | <ul style="list-style-type: none"> <li>• I uphold and strengthen clinical/professional and operational excellence to deliver world class care in an environmentally conscious way that addresses social injustices and health inequalities.</li> <li>• I promote and sponsor sustainable continuous improvements to the experiences and outcomes of the communities I serve.</li> <li>• I assess performance against constitutional and regulatory standards, drawing on a diverse range of perspectives to understand outcomes on patients, staff, service users and carers.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |

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|                                                  |                                                                                                                                                                                                                                                                                                                                                                                        | <ul style="list-style-type: none"> <li>• I understand the importance of efficient care delivery and work to ensure limited resources are prioritised and used effectively based on relative health outcomes.</li> <li>• I promote research, innovation, and the use of research evidence in decision making to improve population health outcomes.</li> <li>• I champion the development of all staff, finding ways to recognise and support diverse talent.</li> <li>• I hold the executive to account for the delivery of clinical, quality, performance, and financial outcomes, and for ensuring appropriate succession plans are in place for executive level roles.</li> <li>• I understand the importance of taking calculated risks in the context of the board's risk appetite to drive innovative solutions and improvements</li> </ul>                                                                                                                                                                                                                                                                                                                                         |
| <b>Providing robust governance and assurance</b> | <p>This domain describes the system of leadership accountability when running an organisation and the behaviours, values and standards that underpin our work as leaders. It also speaks of the principles of evaluation, the significance of evidence and assurance in decision making, and the vital importance of collaboration on the board to drive delivery and improvement.</p> | <ul style="list-style-type: none"> <li>• I practice openness, transparency, candour and probity to ensure high quality, efficient care delivery and improve population health outcomes.</li> <li>• I challenge constructively, speaking out when actions and behaviours lead to exclusion of any sort, and respond proactively to challenge and being held to account as part of that process.</li> <li>• I encourage robust debate to promote transparent decision making, based on an objective evaluation of research, evidence, risks, and options.</li> <li>• I leverage my personal and professional knowledge and experience in my interactions and contribution at board and encourage others to do the same.</li> <li>• I reflect on and continually evaluate the board and its processes and help others to do the same, for the continuous improvement of the board's effectiveness.</li> <li>• I take the lead in asking questions about the risks and benefits of adopting new practices, including digital and infrastructure.</li> <li>• I understand my own strengths and the strengths of others, and where these are best deployed to help solve challenges.</li> </ul> |

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|                                                       |                                                                                                                                                                                                                                                                                                                       | <ul style="list-style-type: none"> <li>• I corroborate and challenge information brought to board through reviewing data, observation and talking to patients, staff, and key stakeholders to satisfy myself of its integrity.</li> <li>• I understand and communicate the role of a non-executive director as part of the organisation's regulatory and compliance context.</li> <li>• I contribute to decisions that ensure consistent delivery against the agreed strategy.</li> <li>• I invest time in developing my own knowledge and skills, ensuring I am well informed on organisational activity, the local integrated care system in which the organisation operates, and wider systems that we could learn from</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Creating a compassionate and inclusive culture</b> | <p>This domain describes the skills and behaviours needed to develop great team and organisation cultures. Ensuring staff and service users are listened to and heard, reaching out to include minority groups, demonstrating respect and resilience, &amp; challenging inappropriate behaviours when they arise.</p> | <ul style="list-style-type: none"> <li>• I contribute to decisions that build and strengthen staff engagement, experience, and wellbeing to enable workforce resilience.</li> <li>• I seek out the experiences of patients, service users, carers, and staff, including those from under-served, marginalised and diverse ethnic groups, affording them equal value and taking action in response.</li> <li>• I invest in my own personal development and wellbeing, enabling me to demonstrate resilience and perspective in times of crisis or uncertainty, recognising when others need my support.</li> <li>• I demonstrate respect and promote diversity and inclusion in all its forms, speaking out and not tolerating any form of racism, discrimination, bullying, aggression, or violence.</li> <li>• I lead by example in speaking up and challenging inappropriate behaviours, even when I might be the only voice.</li> <li>• I contribute to the personal and professional development of those I work with and play an active part in talent and succession planning to ensure there are well qualified leaders for the future.</li> <li>• I champion flexible working and the health and wellbeing of colleagues and care partners to improve the quality of working life for all employees.</li> <li>• I ensure that all staff feel safe in speaking up through practicing visible leadership and listening to the views of staff,</li> </ul> |

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|                                                                                         |                                                                                                                                                                                                                                                                                 | <p>patients, service users, governors (of foundation trusts), and the public.</p> <ul style="list-style-type: none"> <li>• I nurture the development of less experienced board members through mentoring</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Building<br/>trusted<br/>relationships<br/>with partners<br/>and<br/>communities</b> | <p>This domain emphasises the need to collaborate, consult, and co-produce whether with colleagues in neighbouring teams, trusts or systems. Strengthening relationships and developing collaborative behaviours are key principles in the new integrated care environment.</p> | <ul style="list-style-type: none"> <li>• I role model system working, seeking out opportunities to build and strengthen partnerships to improve integration and population health outcomes across the system.</li> <li>• I build patient, public and stakeholder trust and confidence in the safety, quality, effectiveness, and sustainability of care provided.</li> <li>• I work with colleagues and partners across the wider system to improve the lived experience of under-served and marginalised communities.</li> <li>• I engage with local communities (and with governors where relevant for NHS foundation trust non-executive directors) to understand their needs and ensure these are fully represented at board.</li> <li>• I communicate effectively to share a common purpose, vision, and strategy, grounded by the regulatory and external landscape.</li> <li>• I contribute to the management and sharing of organisation and system level risks</li> </ul> |