



# Candidate Pack for Trust Chair Appointment

# Contents

## Page

|  |    |
|--|----|
| Welcome                                  | 3  |
| About us                                 | 4  |
| The opportunity and person specification | 8  |
| Role of the NHS board and chair          | 11 |
| Role description                         | 11 |
| Responsibilities of the chair            | 11 |
| NHS Leadership Competency Framework      | 12 |
| Terms of appointment                     | 13 |
| The recruitment process                  | 13 |



# Welcome

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Dear Candidate,

Thank you for your interest in the role of Trust Chair at Herefordshire and Worcestershire Health and Care NHS Trust.

This is an exciting time to join our Trust and a fantastic opportunity for an outstanding leader to guide us - not only in delivering our new 5-year strategy but achieving the ambitions of the NHS 10-Year Plan.

We are a complex trust delivering a diverse range of services from over 100 locations across our two counties. We provide mental health and learning disability services across Herefordshire and Worcestershire and a wide range of community services, including seven community hospitals across Worcestershire.

We are a well-established local provider that engages widely with our colleagues, patients, carers and local partners to deliver our system strategy. We listen to patient feedback and experiences to ensure that we develop innovative and sustainable services that provide excellent care to meet their needs and we constantly strive to improve.

In our Chair we are seeking an exceptional, strategic and values-based leader, who can provide leadership and guidance to our Chief Executive and Board and play a pivotal role in helping us achieve our newly formed strategic objectives. You will have significant Board level experience gained within a comparably large and complex organisation, combined with a deep understanding of strategic management and organisational governance. Most importantly, you will be an authentic and inspirational leader, who puts our patients and colleagues at the heart of decision making.

If your values match our values, if you feel passionate about the services we deliver, and if you have a strong and unwavering belief in improvement, then we would warmly welcome your application and look forward to speaking and meeting with you.



# About us

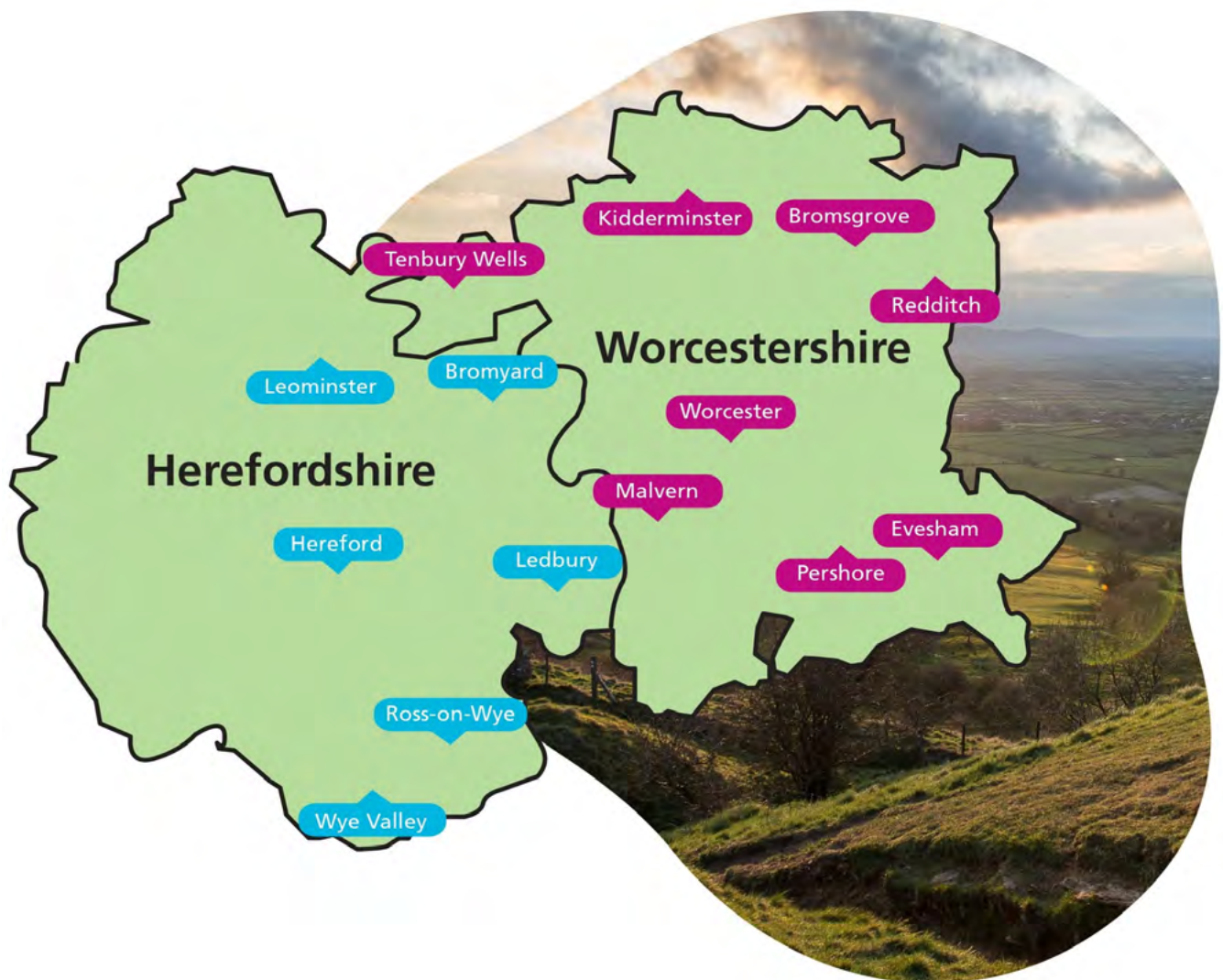
## Across Herefordshire and Worcestershire:

We are the lead provider of mental health and learning disability services across Herefordshire and Worcestershire, supporting children, adults, and older people. Care is provided in the community, in our clinics, inpatient wards and through our crisis services.

We provide children's paediatric services, and through our Starting Well Partnership we deliver a range of 'early years' support including health visiting and school health nursing in conjunction with our voluntary sector and council partners.

## In Worcestershire:

We also provide a wide range of nursing and therapy services for people of all ages — including, but not limited to nursing and therapy services, community hospitals and minor injury units, paediatric therapy, specialist dental services, physiotherapy, occupational therapy, stroke rehabilitation, dementia





**5,078** staff employed across Herefordshire and Worcestershire.



Serving **800,000** people across Herefordshire and Worcestershire.



**Geographically diverse** communities, spread across urban and rural areas.



**1,169,435** patient contacts across physical and mental health services.



**567,408** nursing and therapy contacts.



**32,474** calls to the 24/7 mental health helpline.



**41,830** Attendances at Minor Injury Units (MIUs)



**3,089** Patients admitted to community hospitals and mental health inpatient wards.



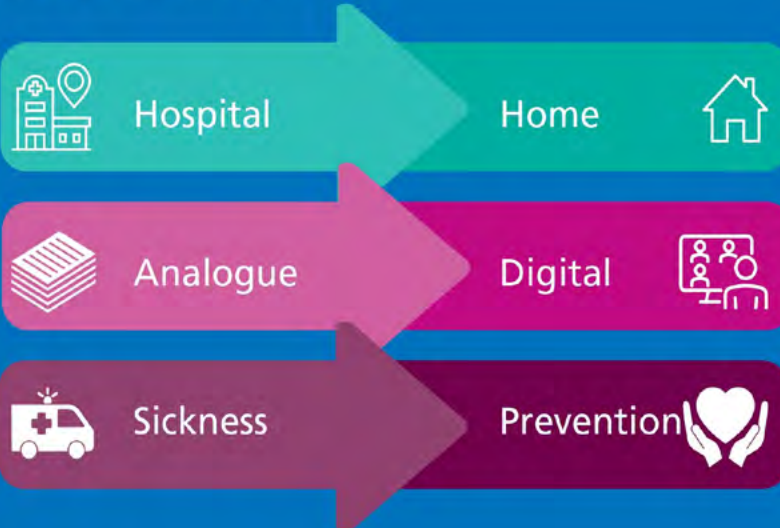
**369,145** mental health contacts CAMHS and adult services.

"In what was a very difficult dark time they were a **light**. They were **peace**. They were **kindness**. They were time. They became part of our family". Relative feedback on the Primrose Unit



# National and local strategic context

The NHS 10 year plan "Fit for the Future" published earlier this year, has three key shifts.



"Things are **moving in the right direction** - this is a great organisation to work for."

Staff member



## Our values:

- **Courageous:** Displaying integrity and having the courage to do what is right.
- **Ambitious:** Always striving for outstanding care.
- **Responsive:** Listen, learn and act.
- **Empowering:** Freedom to choose and live well.
- **Supportive:** Support each other and be proud of what we do.

## Our core beliefs:

- We are all unique and our diversity will be respected and celebrated
- Good physical and mental health is essential to happy, healthy lives
- Our teams are amazing and we will support people to achieve their potential

## Our strategic priorities:

- Enhance staff experience ensuring our people feel valued and respected.
- Provide high quality care through strong foundations.
- Use our resources wisely to have the greatest impact for our population.
- Work with our partners to shape Neighbourhood Health.
- Enable a step change in innovation and digital.

You can review our Trust Strategy 2025-2030 [here](#)

## Our vision:

Putting people at the heart of high-quality care to create healthier lives.

To find out more about us, and our services, [please visit our website](#).

Our Annual Reports, Strategy and Policy documents [can be found here](#).

To find out more about us, our services [please visit our website](#).





# Working together with patients, partners and across our community

NHS Herefordshire and Worcestershire ICB and NHS Coventry and Warwickshire ICB are a newly formed ICB Cluster. This Cluster will be responsible for planning, purchasing and overseeing NHS services for nearly 2 million people across the combined localities.

We value the expertise of other organisations and we work with a wide range of groups across both counties. These include charities, voluntary and community organisations, education providers, local businesses, and other public sector organisations and partners.

We work closely with people who have lived experience of our services, who provide unique insights which help us improve the quality of what we provide.

Through our engagement panels and Now We're Talking partnership, we really value the voice of members of our communities, patient representatives and other interested parties who help us shape our services, improve the information we provide, recruit new staff, and deliver awareness campaigns.

You can view the Herefordshire and Worcestershire Integrated Care Strategy by [clicking here](#)

## Our engagement networks:

- Community Engagement Panel
- Youth Board
- Herefordshire Mental Health Advisory Group
- Equality Advisory Group
- Now We're Talking Partnership





# THE OPPORTUNITY AND PERSON SPECIFICATION

We are looking for an exceptional leader to chair Herefordshire and Worcestershire Health and Care NHS Trust (HWHCT). This is a unique opportunity to help shape the future of local services by sharing your talents and expertise to help transform the hospital and make a positive difference to your community.

We are looking for candidates who want to use their energy, skills and experience to help drive the delivery of sustainable healthcare services for the people of Herefordshire and Worcestershire, and some surrounding areas.

Required skills, experience and attributes are described in the NHS Leadership Competency Framework for Board Members set out below:

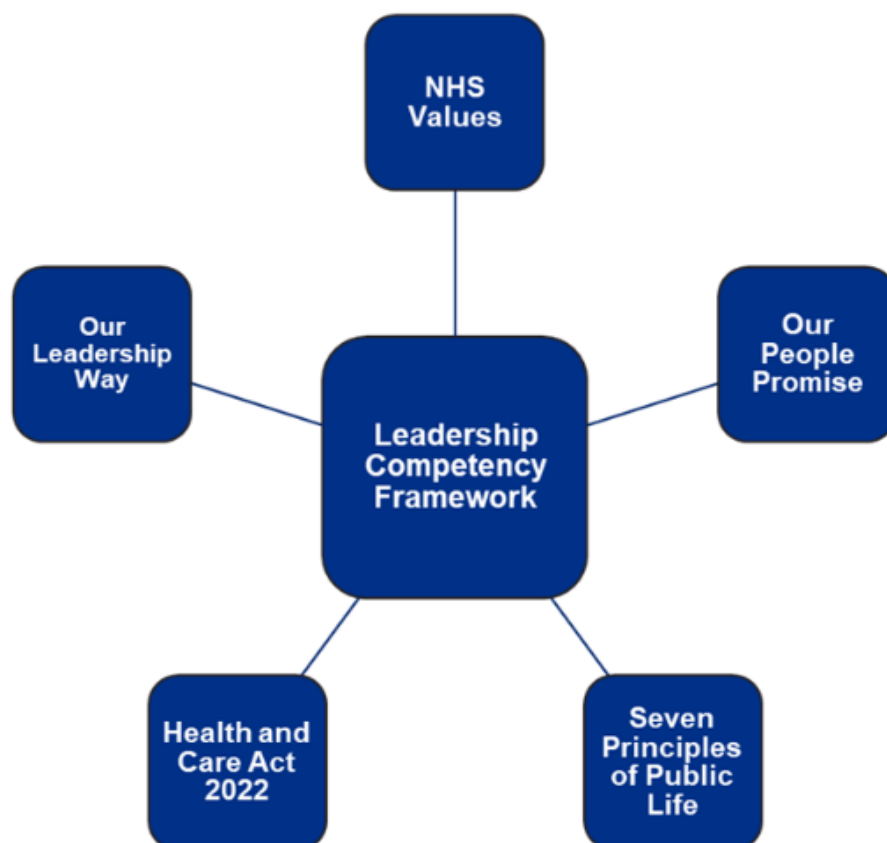
## Desirable experience

- Prior experience as a non-executive director (any sector)
- Prior experience on an NHS board (executive, non-executive or associate role)
- Professional qualification or equivalent experience
- Prior senior experience of complex organisations outside the NHS, i.e. private, voluntary or other public sector providers of similar scale

## 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:



|   |  |
|---|--|
| <b>Working together for patients*</b>   | <b>Compassion</b>  |
| Building a trusted relationship with partners and communities   | Creating a compassionate, just and positive culture  |
| <b>Respect and dignity</b>  | <b>Improving lives</b>   |
| Promoting equality and inclusion and reducing health and workforce inequalities                           | Setting strategy and delivering long term transformation<br>Driving high quality sustainable outcomes                                  |
| <b>Commitment to quality of care</b>  | <b>Everyone counts</b>   |
| Driving high quality and sustainable outcomes<br>Setting strategy and delivering long term transformation | Promoting equality and inclusion and reducing health and workforce inequalities<br>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. Candidates will have:

- A demonstrable interest in health and social care and a strong desire to achieve the best sustainable outcomes for all patients and service users through encouraging continuous improvement, clinical excellence and value for money
- Strong understanding of financial management, with the ability to balance the competing objectives of quality, operational performance and finance
- An appreciation of constitutional and regulatory NHS standards

### 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. Candidates will have:

- Experience of leading and delivering against long-term vision and strategy
- Experience leading transformational change, managing complex organisations, budgets and people



## 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. Candidates will have:

- A clear commitment towards issues of equality, diversity and inclusion
- Significant experience of engaging with the diverse social, economic and cultural groups served by the organisation

## 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. Candidates will have:

- Prior board experience (any sector, executive or non-executive role)
- Evidence of successfully demonstrating the NHS Leadership competencies in other leadership roles
- An ability to identify and address issues, including underperformance, and to scrutinise and challenge information effectively for assurance

## 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. Candidates will have:

- A clear commitment to the NHS and the trust's values and principles
- Experience of building effective teams, encouraging change and innovation and shaping an open, inclusive and compassionate culture through setting the right tone at the top and championing diversity at, and across, all levels
- Strongly focused on the experience of all staff and patients
- Experience managing conflict, finding compromise and building consensus across varied stakeholder groups with potentially conflicting priorities

## 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. Candidates will have:

- A desire to engage with the local population and to collaborate with senior stakeholders across the health and care system
- Strong interpersonal, communication and leadership skills

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 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.

# Role of the NHS board and chair

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NHS boards play a key role in shaping the strategy, vision and purpose of an organisation. They hold the organisation to account for the delivery of strategy and ensure value for money. They are also responsible for assuring that risks to the organisation and the public are managed and mitigated effectively. Led by an independent chair and composed of a mixture of both executive and independent non-executive members, the board has a collective responsibility for the performance of the organisation. The Chair also ensures the Board is focused on improving outcomes in population health and healthcare, and fosters a culture of learning and continuous improvement, with a particular focus on quality, safety, access, patient experience.

The purpose of NHS boards is to govern effectively, and in so doing build patient, public and stakeholder confidence that their health and healthcare is in safe hands. This fundamental accountability to the public and stakeholders is delivered by building confidence:

- in the quality and safety of health services
- that resources are invested in a way that delivers optimal health outcomes
- in the accessibility and responsiveness of health services
- that patients and the public can help to shape health services to meet their needs
- that public money is spent in a way that is fair, efficient, effective and economic.

## Role description

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To carry out their role effectively, the chair must cultivate a strong, collaborative relationship with the chief executive. Many responsibilities in this role description will be discharged in partnership with the chief executive. It is important the chair and the chief executive are clear about their individual and shared roles, and their respective responsibilities towards the unitary board.

Together, the chair and the chief executive set the tone for the whole organisation. They are ultimately responsible for ensuring that the population the trust serves and the wider system in which the organisation sits receive the best possible care in a sustainable way.

## Responsibilities of the chair

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**The Chair has a unique role in leading the NHS trust board.** The role combines the duty to lead effective governance, consistent with the Nolan principles and NHS values, with securing a long-term vision and strategy for the organisation.

Fundamentally, the chair is responsible for the effective leadership of the board. They are pivotal in creating the conditions necessary for overall board and individual director effectiveness. Central to the chair's role are **the six NHS leadership competency domains**.



# NHS leadership competency framework – values and concepts

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## 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

# Terms of appointment

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- The current remuneration for this role is £47,100 per annum.
- You will have considerable flexibility to decide how you manage the time needed to undertake this role. On average, it will require 2 to 3 days a week, including preparation time away from the Trust, the occasional evening engagement and events designed to support your continuous development.
- Applicants should live in or have strong connections with the area served by the Trust.

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 makes 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 the NHS England [website](#).

## The recruitment process

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For more information, you can get in touch with:

Our partners **Starfish Search** are supporting the recruitment of this post, if you would like a confidential discussion about the role please contact: Katy Giddens ([katy.giddens@starfishsearch.com](mailto:katy.giddens@starfishsearch.com)) or Joe Joyce ([joe.joyce@starfishsearch.com](mailto:joe.joyce@starfishsearch.com)).

### How to apply

To make an application, please go to <https://starfishsearch.com/jobs/hwhct-tru-cha-app/> and click on the apply now button, with the following prepared:

- 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 [NHS FPPT framework](#) if appointed your references and other background checks will be shared with the Trust
- Please complete and return the monitoring information and self-attestation forms which accompany this pack
- Tell us about any dates when you will not be available



## Key dates

**Closing date for applications:** 25 January 2026 at 12 midnight

**Preliminary Interviews with Starfish Search:** w/c 2 February 2026

**Stakeholder Group Sessions:** Monday, 23 February 2026

**Interview date:** Wednesday, 26 February 2026

**Proposed start date:** tbc

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.

