

# **Board Recruitment:**

## **Chair Designate**

## **Independent Non-Executive Director**

## **Associate Non-Executive Director**

May 2026

A decorative graphic in the bottom right corner consisting of several overlapping, semi-transparent geometric shapes in shades of pink, purple, blue, and green, creating a modern, abstract design.

## Welcome from our Chair

Dear Candidate,

Thank you for your interest in joining Delt's Board.

Delt is a powerful blend of purpose and performance. Proudly owned by the public sector, we combine strong public service values with the commercial discipline, agility and accountability of a high-performing private business. The result is something that truly works. Since our formation in 2014, we have consistently shown that a public sector owned organisation can thrive, grow, innovate and deliver exceptional value for our customers and communities. Simply put, Delt exists to empower our staff, partners and clients to achieve amazing things.

We have grown from two former public-sector IT teams into a holistic shared-services organisation with a turnover of £34m+, delivering critical digital, technology and business services to public-sector partners across the South West. Since celebrating our 10<sup>th</sup> anniversary in 2024, we have renewed the original long-term contracts with our original shareholders and introduced a new shareholder and new services.

Our customers' services reach nearly two million people, including GP practices, children's social care and a wide range of frontline public services. While our work is often behind the scenes, its impact on communities is significant and tangible.

Great people are fundamental to what we do. We empower our colleagues to make a real difference and are proud to have both an elected staff director and a fully engaged staff forum contributing to our governance. We are committed to being a public-sector employer of choice.

This is an important point in Delt's journey. We have built a strong, credible organisation, and as we move into our next phase of growth and development, there is a real opportunity for new Board members to help shape how we evolve — and the impact we have for our partners, and the communities they serve.

Having served as Chair since 2016, I am approaching the end of my term. This recruitment therefore represents an important moment for Delt and its partners. We are appointing a **Chair Designate**, who will work alongside me for a short transition period, alongside a new **Independent Non-Executive Director** and our first **Associate Non-Executive Director**. Together, these appointments will strengthen board capability, support succession planning and broaden the range of perspectives around our board table.

We actively promote diversity in its broadest sense and encourage applications from candidates of all backgrounds. We believe the most effective boards bring together a balance of skills, lived experience and ways of thinking, enabling constructive challenge and better decision-making.

For me, this recruitment process is about finding people who share Delt's values and our sense of purpose — and who feel that what we're doing here is something they want to be part of. It is an exciting opportunity to play a role in Delt's continued growth and public impact. If our mission resonates with you, we would be delighted to hear from you.

*For further information and a confidential discussion, please contact Anna Jay at Public Leaders Appointments: [anna@publicleadersappointments.com](mailto:anna@publicleadersappointments.com) or 07904 236 348. More details on Delt and the recruitment process can be accessed at [Delt NED recruitment](#).*

Yours faithfully,

Mark Greaves  
Chair, Delt Shared Services Group

## About Delt Shared Services Group (“Delt”):

Delt provides a comprehensive range of business support services including IT, digital and cyber security, HR, payroll, finance and other back-office functions, to public-sector and mission-led organisations across health, education, council, charitable and other sectors. “Delt” is taken from the Danish “to share”. Our success is underpinned by leading technology and delivered by a committed, highly skilled team.

**WE HELP PEOPLE DO AMAZING THINGS**

We exist to help our staff, partners and clients do amazing things. Each year we generate significant financial savings, improve organisational resilience and enable faster innovation for our customers. Our approach delivers substantial socio-economic benefit to the South West, supporting hundreds of skilled local jobs that would otherwise leave the region.

More than 100 doctors’ practices, children’s social care, and over 300 other critical services are delivered by our clients to over 2 million people across the South West.





We work firmly in the public interest, modernising services that were traditionally delivered in-house while deliberately avoiding outsourcing or offshoring. As Delt grows in both scale and scope, the benefits extend across the wider region – strengthening supply chains, protecting skilled local jobs, improving management insight and supporting the wellbeing of our communities.

We are committed to the value of doing things locally, not because it looks good in a corporate

social responsibility statement but because we have shown it to produce such powerful results.

Our success is built on strong, long-standing partnerships with our shareholders, who are also our major customers, and on the commitment and expertise of our people. We aim to always be a trusted advisor to our public sector partners, ensuring organisations have the reliable systems and support they need, wherever and however their teams work.



**WE AIM TO ALWAYS BE A TRUSTED ADVISOR TO THE PUBLIC SECTOR.**

The shared services journey is not easy and many attempts at sharing back-office services end poorly. The Delt Board and shareholders have been relentless in their belief that the benefits outweigh the difficulties and have successfully tackled the issues that beleaguer similar enterprises. The state of our company is strong, and our new business pipeline remains significant.



## Our people and culture

OUR VALUES	OUR OBJECTIVES
<p>Our customers and the public interest are at the heart of all we do. By living our values we strive to make every interaction the very best that it can be.</p>	<p> To create a <b>platform</b> for sustainable economic <b>growth</b>.</p>
<p> We have <b>integrity</b> and <b>transparency</b>.</p>	<p> To enable closer <b>collaborative</b> working between our customers.</p>
<p> We <b>develop</b> and <b>empower</b> our people.</p>	<p> To <b>reduce risk</b> for our customers.</p>
<p> We <b>strive</b> to be the <b>best</b> at what we do.</p>	<p> To actively promote the <b>health and wellbeing</b> of both our staff and our customers.</p>
<p> We believe in <b>partnership</b> and <b>collaboration</b>.</p>	<p> To improve the <b>value for money</b> of all Delt services, year on year.</p>
<p> We value both <b>innovation</b> and <b>creativity</b>.</p>	<p> To help our customers <b>innovate</b> and <b>transform</b>.</p>

The physical, mental and emotional wellbeing of our people remains a foundation of our culture. We are proud of our 1.6% absence rate, reflecting our proactive wellbeing support rather than presenteeism.

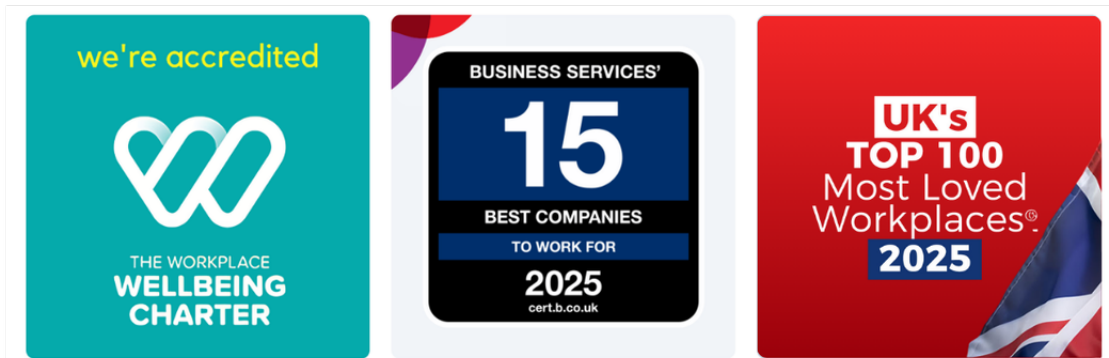
### Our commitments include:

- Ongoing wellbeing and mental health training for leaders.
- Flexible and agile working arrangements to support work-life balance.
- Access to an online wellbeing platform covering mental, physical, financial, and nutritional health.
- Continuous monitoring of wellbeing data to deliver timely and effective interventions.

We are committed to building a diverse and inclusive workforce that reflects a broad range of skills, backgrounds, and perspectives. We actively seek individuals with varied experiences, whether developed through formal education, vocational training or lived experience, because we know that different strengths make us better as a whole.

We aim to keep our recruitment process fair, open and easy to access, so everyone has a chance to demonstrate their potential. We are dedicated to fostering an environment where everyone feels respected, supported and is able to thrive.

These efforts have been recognised through our accreditation under the Workplace Wellbeing Charter, recognition as a Top 15 Best Business Services Company to Work For in 2025 and ranking as the 3<sup>rd</sup> Most Loved Workplace on Newsweek’s 2025 list, [Most Loved Workplace 2025](#).



Our culture is also shaped by strong staff voice. This includes Rad, our unique, inclusive staff forum that brings together Union and Non-Union representatives, ensuring every employee is represented in discussions. Backed by a formal Trade Union Recognition Agreement (TURA), Rad embodies our commitment to open dialogue, shared advice and collaborative decision-making. “Rad” is taken from the Danish “advice.”



**Helen Gray**, Chair of Rad

“Rad is really important for employees in quite a few different ways. I think it really shows that the senior leadership care about what staff think and they care about doing the right thing for our staff.

**I've never been somewhere where it's been so valued by our senior leadership and where they actually want to hear what we have to say.”**



## Looking forward

At our recent Board away day, we focused on looking forward in a time of great change for our shareholders. We are seeing all the NHS bodies including our shareholders and customers reduce costs and restructure. Local government reorganisation will undoubtedly have a significant impact on our local authority partners. IT and AI are challenging the way services are provided.

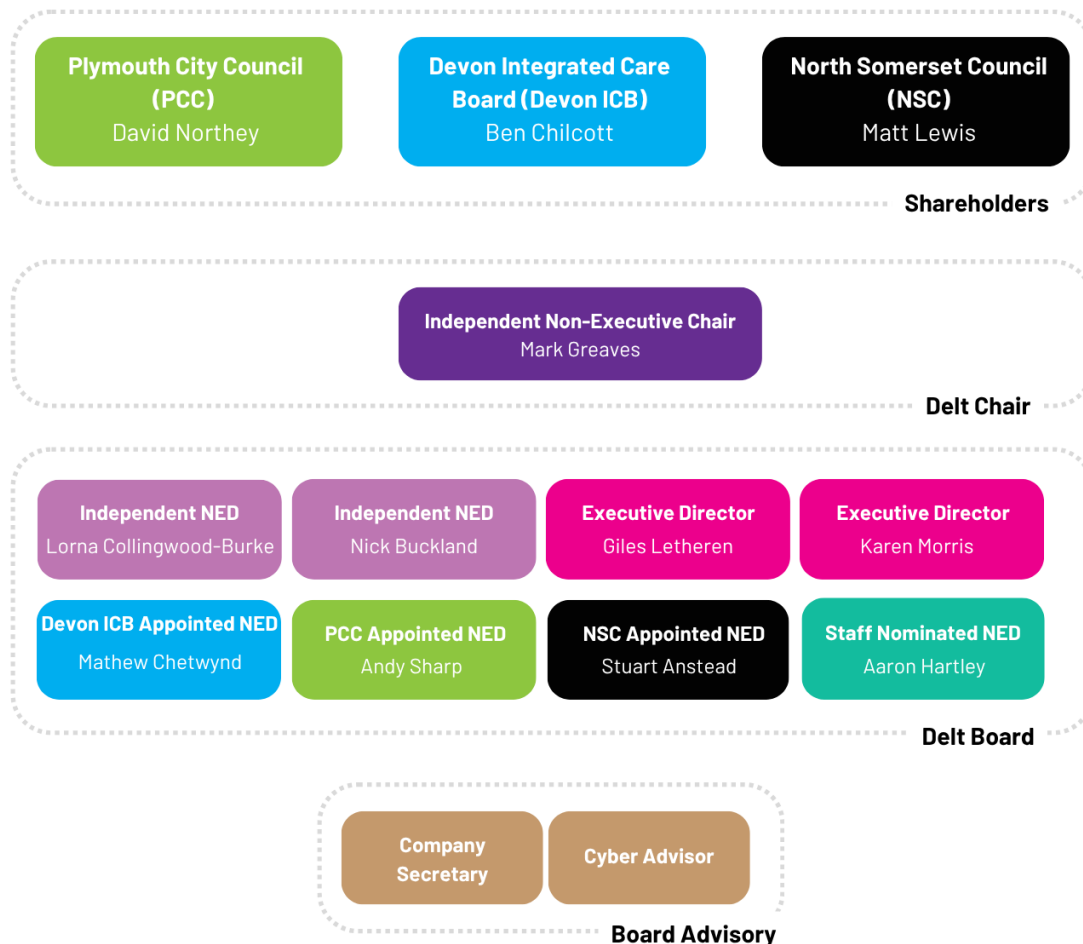
The Board has therefore adopted the following focus to take Delt forward to 2030

- **Operational excellence:** including the onboarding of North Somerset Council Customer Services
- **Agility:** being responsive to a changing business landscape
- **Strategic growth and regional influence:** growing Delt both horizontally and vertically across the region
- **Relationship and governance management:** Strengthen customer relationships and Board/shareholder governance
- **Innovation and thought leadership:** Develop business models for proactively promoting sustainable AI and innovation opportunities
- **Reengineering:** to deliver change at greater pace and lower cost

For more information about Delt, please visit [What We Do - Delt](#) and see our [Annual Report & Business Plan](#)

## Our Board and Governance

Our Board of directors comprises executive, non-executive and independent non-executive directors. We are proud that it has always included a director elected from and by Delt’s staff. In addition, the Board includes shareholder representative directors, with such shareholders also being the major customers. Our Board acts on behalf of our shareholders and other customers (such as Devon Partnership Trust), to set the strategic direction of the company, monitor performance, constructively challenge the executive team as well as providing professional advice and guidance.



Further details on the Board and executive leadership team can be found at: [Our Board - Delt](#) and [Team - Delt](#).



## GROUP STRUCTURE

Delt Trading covers all non-Teckal trading activities and is managed within the Group under an identical board structure to Delt Shared Services Limited.

## The Appointments

We are seeking to appoint:

- **Chair Designate (Independent Non-Executive Director)**
- **Independent Non-Executive Director**
- **Associate Non-Executive Director**

The Chair Designate will operate in parallel with the current Chair for an anticipated transition period of approximately six months before assuming the full Chair role.

## Chair Designate – Role Overview

### Overview

The Chair provides leadership to the Board, enabling constructive challenge, high standards of governance and effective decision-making, both in and beyond the boardroom. We are looking for candidates with strong chairing capability and significant board experience in complex organisations. Given Delt's position as a public-sector-owned company operating with commercial discipline, experience working across public/private sector and/or within shared services would be desirable.

### Shared focus and responsibilities

All Non-Executive Directors are expected to:

- Share Delt's values, objectives and work collaboratively towards "helping people do amazing things"
- Provide independent judgement and constructive challenge
- Scrutinise performance, finance, risk and controls
- Support strong governance and ethical standards
- Contribute to the development of Delt's strategy and long-term sustainability
- Act as general ambassadors for Delt with partners and stakeholders
- Identify, assess, and inform the Board of directors of internal and external issues that affect Delt

### Key skills, attributes and qualities

In addition, all candidates applying for this position should be able to demonstrate their ability to:

- **Provide strong, independent leadership to the Board and across public-private boundaries:** lead effective collaborative decision-making, and balance commercial opportunity with public-sector purpose in a complex and changing environment.
- **Maintain a clear separation between governance and executive leadership,** focusing the Chair role on Board effectiveness, securing robust assurance on performance, risk and controls, and holding the executive to account without straying into operational decision-making.
- **Act as a credible ambassador for Delt,** championing customer and public-sector outcomes and building strong, trusted relationships with shareholders, partners and wider stakeholders.

The Chair is also responsible for overseeing and appraising the performance of the Chief Executive and other Board and committee members.

## Independent Non-Executive Director – Role Overview

As an Independent Non-Executive Director, you will work with the Chair and executive directors to support high standards of governance, constructive challenge and effective decision-making, drawing on your experience to provide independent oversight and sound judgement. We are particularly interested in candidates with significant senior leadership and/or board experience in complex organisations. Given Delt's position as a public-sector-owned company operating with commercial discipline, experience working across public/private sector and/or within shared services would be desirable.

### Shared focus and responsibilities

All Non-Executive Directors are expected to:

- Share Delt's values, objectives and work collaboratively towards "helping people do amazing things"
- Contribute to the development of Delt's strategy and long-term sustainability
- Provide independent judgement and constructive challenge
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- Support strong governance and ethical standards
- Act as general ambassadors for Delt with partners and stakeholders
- Identify, assess, and inform the Board of directors of internal and external issues that affect Delt

Each NED will also be expected to chair or serve on board committees aligned to expertise.

### Specific skills

In particular, we are looking for candidates with demonstrable experience in one or more of the following:

- Finance, audit, corporate governance or performance management
- Digital, IT and cyber
- People, workforce and organisational change

## Associate Non-Executive Director – Role Overview

### Overview

The Associate NED is a developmental, non-statutory board role designed to broaden the diversity, skills and lived experience at Delt's Board discussions, while also supporting succession planning. This is an opportunity to work in a board environment, contribute to strategic decisions, and develop as a NED in a supported setting.

This role is suitable for individuals who bring strong professional expertise, system insight or community perspectives, but who may not yet have held a formal board-level appointment. Previous non-executive experience is not necessarily required.

The Associate NED will participate fully in Board discussions, contributing independent thought, insight and challenge. While Associate NEDs are not company directors and do not carry the statutory responsibilities of a full NED, they are expected to operate to the same high standards of professionalism, confidentiality and integrity.

### Purpose of the Role

The Associate NED role is intended to:

- Provide the Board with additional perspectives, insight and challenge
- Strengthen Board capability in priority and emerging areas
- Support inclusive leadership and long-term succession planning
- Create a supported route into NED leadership for high-potential individuals

This is a structured but fully engaged board level role. Associate NEDs will be supported through:

- A comprehensive induction to Delt, its governance and operating environment
- Mentoring by an experienced NED or other Board member
- Access to training and development in areas such as governance, finance, risk and strategy
- Ongoing feedback and reflection with the Chair

### Who We Are Looking For

We are specifically looking for individuals that bring specialist expertise or insight in digital, AI, cyber, finance or transformation. In addition, we welcome applications from individuals who:

- Share Delt's values and public service ethos
- Are curious, reflective and keen to develop board-level skills
- Are able to provide independent thought and constructive challenge
- Are committed to inclusive leadership and ethical governance

We particularly encourage applications from people who are currently under-represented at board level, and from those who may not otherwise see themselves as "traditional" non-executives.

## Meetings and time commitment:

- We have six board meetings a year (bimonthly, January to November), on the 4<sup>th</sup> Wednesday or Thursday afternoon of each relevant month. These meetings cover both trading companies in the group.
- Board meetings are hybrid (in-person & online) but in person attendance by all directors is encouraged where possible for at least ½ of the meetings. It would be important for the Chair to attend most of the meetings in person.
- Board meetings are generally held in Plymouth, although meetings in Exeter and Weston-Super-Mare are now being included once per annum
- There are three committees:
  - Operations Committee, which meet six times a year (bi-monthly, February to December), on the 4<sup>th</sup> Thursday afternoon of each relevant month
  - People and Remuneration Committee, which typically meets three times a year in March, April and September
  - (new) Audit Committee, which meets twice a year envisaged as March and July.
- Committee meetings tend to be hybrid. Independent Non-Executive Directors are expected to chair these committees, as matching their particular skill set. ANEDs would be expected to attend committee meetings that match their skills/experience.
- All Board members including ANEDs are encouraged to attend shareholder meetings of which there are three a year.
- Meetings typically last three hours.
- All Board members including ANEDs are expected to attend one Board away day (in person) per year
- Chairs spend 1 to 2 hours preparing each meeting.
- The Chair is responsible for the annual appraisal of the CEO and annual meetings with each member of the Board
- The Chair is also expected to proactively engage with the executive, shareholders and the wider public sector in an ambassadorial role.

## **Remuneration and terms:**

**Chair:** £22,000 per annum; time commitment: approximately 4 days per month

**Independent Non-Executive Director:** £550 per day for board, committee and related meetings, rising to £650 for chairing a committee; time commitment: approximately 1-2 days per month

**Associate Non-Executive Director:** £250 per day for board, committee and related meetings; time commitment: approximately 1 day per month.

Chair and Independent NED appointments are for an initial three-year term, renewable subject to performance and governance requirements. The Associate NED appointment is for a fixed two-year term, with potential afterwards to progress to an Independent NED role.

## How to Apply:

Further information on Delt and the recruitment process can be found at [Delt NED recruitment](#)

We encourage conversations with our executive search partner Anna Jay, MD of Public Leaders Appointments in advance of submitting your application:

- [anna@publicleadersappointments.com](mailto:anna@publicleadersappointments.com)
- 07904 236348

In order to apply, please submit to Anna:

- a CV (maximum two pages); and
  - a supporting statement (maximum two pages), clearly indicating the role you are applying for, and **answering the specific questions below for the relevant role.**
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## Chair and Independent NEDs:

1. What motivates you to apply for this board role, and what about Delt resonates with you personally and professionally?
2. How would you contribute to Delt's continued success and public impact?

## AND

### Chair Designate applicants only:

3. Describe how you have or would maintain a clear separation between governance and executive leadership, while holding executives to account for performance, risk and assurance.
4. Describe how you have or would provide strong, independent board leadership and balance commercial opportunity with public-sector purpose.

## OR

### Independent NED only:

3. Describe how you have provided independent oversight, scrutiny or constructive challenge at a board, particularly in relation to organisational performance, risk, governance or financial assurance. What impact did your contribution have, and how would you bring this approach to Delt's Board?
4. Set out which skills you would bring to the Board from the "Specific skills" section of the Non-Executive Director's role description on page 12, and provide an example of how you have applied these skills in practice to support organisational performance, governance or decision-making.

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### **Associate NEDs:**

1. What motivates you to apply for the Associate NED role at Delt, and why is this type of board role the right next step for you at this point in your career?
2. Drawing on your professional, community or lived experience, how do you believe that you would add value to Board and committee discussions at Delt, even if you have not previously operated at board level?
3. Associate Non-Executive Directors are expected to provide constructive challenge while continuing to develop their own board-level capability. Can you describe a situation where you have offered independent challenge or advice in a senior or complex setting?

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### **All Applicants**

Please also provide contact details for two professional references. Referees should be people who can comment authoritatively on you as a person and as an employee or board member and will not be contacted without your prior consent.

Equality, diversity and inclusion are all integral to our organisational ethos and values. It is critically important to us that every Delt employee works in an inclusive environment which has a culture of mutual regard and respect. We welcome and encourage applications from people of all backgrounds.

**Timetable:**

Closing date for receipt of applications: 11th June at 11 am.

**Interview date:** 8<sup>th</sup>, 9<sup>th</sup> or 10<sup>th</sup> July 2026

**Proposed start date:** September 2026

*Please ensure you make a note of the interview dates.*

**Interview Process:**

Interviews will be held in person at Building 2, Derriford Business Park, PL6 5QZ

There will be two separate interviews/sessions with Board/shareholders and staff