



# Recruitment Pack

## Non-executive Directors



Gloucestershire Health and Care  
NHS Foundation Trust



# Welcome

---

Dear Applicant

Thank you for your interest in joining the Board of Gloucestershire Health & Care NHS Foundation Trust.

We're transforming our services by co-producing what we do with the people and communities we serve, building on their strengths and using their insights to drive change.

We have a clear focus on tackling inequalities and promoting inclusion.

Forward thinking and ambitious, we are using quality improvement methodology and the best available technology to provide excellent quality services that enhance access and choice.

We take our position as an anchor institution seriously and have clear ambitions to be sustainable and to contribute to the wellbeing of our vibrant local economy.

As we enter the next crucial phase of development we're looking for two new Non-Executive Directors.

You will share our passion for community health services, and our vision and values, and bring the specific skills and perspectives we need to keep moving forward.

One new appointee will contribute through deep personal experience gained in a commercial setting, ideally in digital transformation. The second will chair our Audit and Assurance Committee and will already be a trusted senior finance professional with board-level experience.

Whatever your background, you'll be joining a strong and diverse team of people who will welcome your perspective and insight. Who you are and how you think will matter most of all.

Applications are welcome from all sections of the community, particularly people from ethnic minorities, women, people with a disability or long-term condition, and LGBTQ+ communities who are underrepresented at senior levels within the organisation.

If you believe you have the skills and qualities we are looking for, we'd very much like to hear from you.



**Ingrid Barker**  
Trust Chair



# About us

The Trust provides community and inpatient physical health, mental health and learning disability services for the people of Gloucestershire of all ages. It was created in 2019 as the result of two good trusts coming together as equal partners.

We are intent on delivering the aspirations set out in our five-year strategy, Better Care Together - With You, For You. In achieving our mission of enabling people to live the best lives they can, we are committed to delivering excellent, high-quality services and to being an integral part of the health and wellbeing of the communities we serve.

We were rated "Good" overall by the CQC - with two Outstanding service lines - following inspection in May 2022; we also have a strong financial record (in 2022/23 our budget was £256m). Our Colleagues Survey results - joint best in the south west within our benchmark group - said 69.8% of colleagues recommended our Trust as a place to work and 73.9% would recommend our care provision.

We pay close attention to our culture, values and engagement with Trust colleagues and stakeholders. Our vision and values were created with the participation of over 2,000 people and define how we are with people who use our services, families, carers, partners and each other.

You can find out more about the Trust by visiting <https://www.ghc.nhs.uk/>

## Values and behaviours

<div style="border: 2px solid green; padding: 10px; margin-bottom: 10px;"> <p><b>working together</b></p> <ul style="list-style-type: none"> <li>• Listen closely and consider everyone's point of view</li> <li>• Work in partnership and recognise each other's expertise</li> <li>• Communicate openly, honestly and effectively</li> <li>• Cooperate and support one another</li> </ul> </div>	<div style="border: 2px solid pink; padding: 10px; margin-bottom: 10px;"> <p><b>respectful and kind</b></p> <ul style="list-style-type: none"> <li>• Value each other's individuality</li> <li>• Show appreciation when things go well</li> <li>• Be friendly approachable and welcoming</li> <li>• Uphold and protect dignity and wellbeing</li> </ul> </div>
<div style="border: 2px solid blue; padding: 10px;"> <p><b>always improving</b></p> <ul style="list-style-type: none"> <li>• Actively seek solutions and ways to improve</li> <li>• Speak up to promote safety and quality</li> <li>• Keep learning and developing to make things better</li> <li>• Be a role model with a positive, can do approach</li> </ul> </div>	<div style="border: 2px solid orange; padding: 10px;"> <p><b>making a difference</b></p> <ul style="list-style-type: none"> <li>• Take responsibility for our actions</li> <li>• Take time to understand</li> <li>• Be open to feedback</li> <li>• Make the best use of available resources</li> </ul> </div>

## Dimensions



Population:  
**637,070**



Patient contacts:  
**979,272**  
per annum



Professions:  
**40+**



Sites:  
**55**



Referrals:  
**344,968**  
per annum



Workforce:  
**5,887**  
(inclusive of bank)



Services:  
**106**



Budget:  
**£264m**

## County and system

Our county is as fascinating as it is beautiful.

Historically and culturally Gloucestershire has a lot going for it, from the roar of the crowds at Kingsholm Stadium and Cheltenham Racecourse to the tranquility of the Cotswolds and the Forest of Dean, to castles, cathedrals, the Gloucester History Festival and the cultural significance of the Cheltenham Jazz, Literature and Science Festivals.

It has large rural areas as well as two urban centres and, whilst mainly affluent, it also has areas of significant deprivation.

Our system, One Gloucestershire, is a coterminous Integrated Care System, with six district and borough councils working with health and social care partners at locality level in multi-agency Integrated Locality Partnerships.

Our Trust has a seat on the Integrated Care Board and there is a high level of collaboration between the ICS and the Trust at Board and clinical leadership levels.

We have been working with our colleagues in the One Gloucestershire Integrated Care System, to develop an approach which will transform health and social care provision in the years to come.

The plans involve not only NHS Trusts and local authorities, but voluntary sector organisations, communities, colleagues, and the public.

These plans will enable our Trust and our partners to meet the increasing demands placed upon us and provide a responsive, high quality and equitable service to our communities that is sustainable for the future.

You can find out more about the Gloucestershire ICS by visiting: [www.nhsglos.nhs.uk](http://www.nhsglos.nhs.uk)



# The role

---

Our Trust's Board of Directors is legally responsible for the strategic day-to-day operational management of the Trust, its policies and its services, and also holds the Executive Directors to account.

You can meet our current Board [here](#). A new Chair is currently being appointed, to succeed Ingrid Barker. We anticipate this appointment being announced in Spring 2024.

All board members share corporate responsibility for formulating strategy, ensuring accountability for delivery and shaping culture. They also share responsibility for ensuring that the Board operates as effectively as possible.

Our colleagues, governors and the public are invited to attend all six public board meetings each year; the Board is supported by governance committees and establishes short-life board committees from time to time.

The specific role of the Non-Executive Directors (NEDs) is to:

- Bring independence, external perspectives, skills, and challenge to strategy development.
- Hold the executive to account for the delivery of strategy.
- Offer purposeful, constructive scrutiny and challenge.
- Chair or participate as a member of key committees that support accountability.
- Account individually and collectively to Foundation Trust Governors for the effectiveness of the Board.
- Actively support and promote a healthy culture for the organisation and reflect this in their own behaviours.
- Provide visible leadership in developing a healthy culture so that our colleagues believe NEDs provide a safe point of access to the Board for raising concerns.
- Mentor less experienced NEDs where relevant.
- Satisfy themselves of the integrity of financial and quality intelligence including triangulating with direct experience by getting out and about, observing and talking to services users, carers and staff.
- Ensure the Board acts in the best interests of service users and the public.
- Show commitment to supporting the work of the Council of Governors.
- To be aware of and contribute to system wide collaboration and strategic thinking.

Applications to join us are welcome from all sections of the community, particularly people from ethnic minorities, women, people with a disability or long-term condition, and LGBTQ+ communities who are underrepresented at senior levels within the organisation.



# Who we're looking for

---

## Your knowledge and experience

- We're specifically looking for people who can evidence at least one of the following backgrounds, which will be essential for the role:
  - A strong business / commercial / digital background, ideally with a track record of being part of leading innovative organisational change.
  - A professional finance qualification along with experience of working at board or committee level (this postholder will chair the Audit and Assurance Committee when the current Audit chair departs at the end of her term in October).
- It's likely that you will bring board-level experience gained within an organisation of scale and complexity.
- You will appreciate the Board's role in providing robust governance and oversight and understand what this means in practice.
- It's likely that you will have a connection with Gloucestershire; you will live or have lived in the county or in a neighbouring county.

## Your skills and behaviours

- You will be someone who can think analytically and draw out key themes from different information sources.
- You will see the bigger picture.
- You will have sound judgement and be someone who builds trust quickly.
- We're looking for a respected and influential communicator with personal credibility.
- Comfortable with your own accountability, and with the Board's collective accountability.
- Focused on the people who use our services - and on the quality of service they receive.
- Strong believer in the value of team and partnership working.
- Committed to equality, diversity and social inclusion.



# Terms of appointment

---

## Remuneration

The current annual rate of remuneration for Non-Executive Directors is £14,000 per annum. The role of Audit Committee Chair carries an additional £1k responsibility payment.

Appointees are also eligible to claim allowances, at rates determined by the Trust, for travel and subsistence costs necessarily incurred in the performance of the role.

## Time commitment and location

The time commitment for NEDs averages five days per month; however, a degree of personal flexibility is important. You will also need to be prepared to stay in regular contact and to be responsive via email when needed.

We anticipate that NEDs live relatively close to the communities served by the Trust; if this isn't the case for you personally, you can apply but must be able to evidence a strong personal connection with, or commitment to, the area and population the Trust serves.

## Length of appointment

The appointment is made for an initial term of up to three years.

The Council of Governors may agree to further terms up to three years (six years in total). Appointments may be terminated at any time by the passing of a motion by three quarters of the Council of Governors. The appointment of Non-Executive Directors is made by the Council of Governors.

## ED&I

The Trust values difference and diversity and is an equal opportunities employer. Applications are welcome from all sections of the community, particularly people from ethnic minorities, women, people with a disability or long-term condition, and LGBTQ+ communities who are underrepresented at senior levels within the organisation.

## Our standards

All Board members (including our NEDs) are expected to:

- Behave in a way consistent with and be a role model for the organisation's values and behaviours framework.
- Behave in a way consistent with the Nolan Principles for public leadership roles.
- Fulfil the seven statutory duties of a director as set out in the Companies Act 2006.
- Fulfil the NHS/CQC fit and proper person test requirements.

NEDs must also be registered as a Public Member of the Foundation Trust.

## Eligibility / disqualification

To be eligible for appointment, candidates are required to reside within a certain area relevant to the Trust's public constituency. *For the purposes of this recruitment, we are specifically looking for people who reside in Gloucestershire, or in a neighbouring county.*

Candidates must not be disqualified from holding office. If a serving Non-Executive Director ceases to be eligible to hold office, the appointment is liable to be terminated. (Applicants may not become or continue as a member of The Board of Directors where they are no longer a member of the Public Constituency; an un-discharged bankrupt; been convicted in the British Isles within the last five years with a sentence of imprisonment [whether or not suspended] for a period of not less than three months; has within the preceding two years been dismissed, other than for redundancy or ill health from any paid employment with a health service body; a registered sex offender pursuant to the Sex Offenders Act 2003; or currently a Governor of the Trust.)

## Accountability

The Trust's Non-Executive Directors are regulated and governed individually and collectively and held to account by the Council of Governors for the performance of the Board of Directors. The Council of Governors decides the remuneration, allowances, other terms and conditions of office of the Non-Executive Directors.

## Fit and Proper Persons Criteria for Directors in the NHS

Since October 2014 NHS organisations are required by law to assess that all new and existing directors are fit to be appointed/employed. In addition to the usual requirements of good character, health, qualifications, skills and experience, the regulation goes further by barring individuals who are prevented from holding the office (for example, under a directors' disqualification order) and significantly, excluding from office people who: *"have been responsible for, been privy to, contributed to or facilitated any serious misconduct or mismanagement (whether unlawful or not) in the course of carrying on a regulated activity, or discharging any functions relating to any office or employment with a service provider"*.

This will be assessed through references, a Disclosure and Barring Service (DBS) check and the disqualified directors register at Companies House.

The successful candidate(s) will also be required to complete a self-declaration that they meet the requirements of the Fit and Proper Person regulations. You will be required to meet these regulations on a continuing basis. Further information can be found [here](#).





# How to apply

---

We hope you will consider expressing an interest in becoming one of our Non-Executive Directors. To make an application, please go to <https://starfishsearch.com/jobs/ghcnhs-ned/> and click on the apply now button, with the following prepared:

- your CV or equivalent biographical information;
- a covering letter (maximum two sides) that sets out your motivation for applying for this appointment, and why you think your skills and experience make you suitable
- tell us about any dates when you are not available to participate in the selection process (please see the dates below).

We would also be grateful if you would also complete the Equality and Diversity monitoring form provided. This form is for monitoring purposes only and is not treated as part of your application; you can email the form back to us when you apply and our team will collect it.

If you have any specific questions about the appointment or appointments process, please email [Lauren.North@starfishsearch.com](mailto:Lauren.North@starfishsearch.com)

Closing date is Monday 4th March 2024.

## Recruitment timetable

Candidates will be notified about the longlist in the week commencing 11th March 2024 and selected candidates will meet with the team at Starfish Search from Monday 11th March 2024.

Candidates will be notified about the shortlist meeting outcome by 22nd March 2024 (TBC).

Informal meetings with stakeholders may follow confirmation of the final shortlist in the week commencing 8th April 2024, and we will ensure each candidate is fully updated and has everything they need.

Formal interviews for shortlisted candidates are expected to take place following the Easter holiday period, most likely on 12th April (TBC).

## Future meeting dates

Thursday 28th March 2024 - Trust Board Meeting - 10.00 - 4.00pm

Thursday 18th April - Board Development Day - 9.30 - 4.30pm

Wednesday 15th May - Council of Governors Meeting - 2.30 - 5.00pm

Thursday 30th May 2024 - Trust Board Meeting - 10.00 - 4.00pm

Monday 1st and Tuesday 2nd July - Strategic Board Awayday

Thursday 25th July 2024 - Trust Board Meeting - 10.00 - 4.00pm

