

# Independent Non-Executive Director

Candidate Information pack

January 2026



# A Introduction from our Chair

Dear Colleague,

I am delighted that you are interested in joining the One Care Board as an Independent Non-Executive Director (INED). The structural and funding changes in the NHS, nationally and locally, make this an exciting time for One Care and for general practice; we are now looking for two INEDs to help steer us into the future.

As the representative body of general practice across Bristol, North Somerset and South Gloucestershire (BNSSG), One Care is formally recognised by the BNSSG Integrated Care Board (ICB) and we stand shoulder-to-shoulder with our peers in leading our health system.

The Board is One Care's most senior decision-making committee, working alongside our General Practice Collaborative Board (GPCB) and on behalf of our 67 member practices. We are committed to making sure that One Care grows and expands to meet our members' needs, while ensuring that general practice is fit for the future and at the heart of changes to the health and care system.

This means we need to help our members be strong and resilient, support them as they navigate change, and ensure that general practice has wide ranging influence and leadership within our wider health system. One Care's deep understanding of general practice is a core strength and remaining closely connected to our members' views and needs through the changes ahead is a priority.

We actively seek ways both to add value to our members, and to grow One care, through commercial opportunities built on our expertise and knowledge that elevate and amplify the voice of general practice. As a Community Interest Company (CIC), this is one of the ways we benefit the wider general practice community and is an area we are keen for our new INEDs to help us explore.

In this role, you will be contributing to the strategic development of general practice and the BNSSG health and care system. It is a fabulous opportunity to work with GPs and other general practice colleagues to bring about real change that better meets the needs of the people in our area. Our members, commissioners, and partners clearly value One Care and our goal in the coming years is to make our organisation indispensable within our health system and beyond.

We are looking for people with the ambition to drive change in general practice and in One Care. You will have great communication skills, significant experience of governance and leadership, and the ability to influence, shape, and steer change.

I hope you will catch the sense of excitement we have for this next phase of our development, and I look forward to hearing from you.

Yours, Julia

**Julia Ross**  
**Chair**



# About Us

One Care is the general practice federation representing and supporting practices in Bristol, North Somerset, and South Gloucestershire (BNSSG). Established in 2014, we have 67 member practices caring for nearly one million people.

Our member practices span inner city, rural and coastal areas of affluence and high deprivation, giving One Care an unparalleled perspective of the shared challenges and opportunities faced by general practice, alongside a deep understanding of their differing perspectives. We have the expertise and flexibility to provide our member practices with time and cost-saving insight and practical support for running their business, including finance, digital, operations, business intelligence and communications.

We work closely with practices to represent and amplify their voices in discussions and decisions about the delivery of healthcare in the area, through our GP Collaborative Board (GPCB).

We also support general practice to pilot projects and initiatives that support innovation and new ways of working, or solve challenges they face, helping them improve delivery of care to patients.

Finally, we use our general practice expertise to work with partners from outside the sector or local area. Any funding generated from this work goes back into the services we provide for our member practices.



# One Care's Mission, vision and values

## Our vision is:

Empowering general practice

## Our mission is:

To represent our member practices; fostering collaboration, empowering, and supporting delivery of the highest quality patient-centred care, while actively contributing to the transformation of the health and wellbeing of all communities in our integrated care system (ICS).

## Our values are:



You can find out more about One Care and the services we offer by following the links below:

- [Our Website](#)
- [Annual Report 2024/25](#)
- [Our Strategy](#)



# The GP Collaborative Board

The GP Collaborative Board (GPCB) is the representative voice of general practice in planning and decision-making within the BNSSG Healthier Together health and care system. The GPCB is hosted and supported by One Care which plays a pivotal role in enabling data-driven decision-making, supporting the GPCB with operational tools, and driving digital innovation across the system with initiatives on behalf of the GPCB.

The GPCB exists to make sure general practice is heard. We ensure the perspective of general practice is considered and central to discussions. We also ensure that any decisions made and actions taken in our system improve working life for our doctors and practice staff and enhance patient care.

We:

- **Represent general practice at Integrated Care Partnership (ICP), Integrated Care System (ICS), and Integrated Care Board (ICB) level in BNSSG**
- **Ensure general practice expertise is included in the development of new system programmes**
- **Ratify new patient pathways and strategies to advance patient care**
- **Ensure accurate and timely information flows to and from general practice**
- **Develop, seek funding and mobilise new and innovative programmes of work and projects that will enhance general practice and benefit patients**



# Job description

**Job title:** Independent Non-Executive Director

**Location(s):** The post will be based at Osprey Court in South Bristol but there may be a requirement to work across the Bristol, North Somerset and South Gloucestershire (BNSSG) area.

## Job purpose

The role of the Board jointly and severally is to ensure One Care operates legally, ethically and effectively, and within the rules set out in One Care's Articles of Association and Shareholder Agreement. Independent Non-Executive Directors have a fiduciary duty to act in the organisation's best interests at all times and to embody the Nolan Principles of Standards in Public Life.

The Board of Directors of One Care (BNSSG) C.I.C. has responsibilities that cover the membership organisation, One Care (BNSSG) C.I.C., and also the wholly owned trading subsidiary, One Care Consulting & Services Limited, which is managed by the same executive team.

## Board responsibilities

As the highest leadership body of the organisation and to satisfy its fiduciary duties, the Board is responsible for:

- **Governance and oversight** – ensure legal compliance and strong financial, business, and operational management, providing assurance of One Care's activities and decision making, supported by effective risk management processes. Provide assurance and oversight of the GP Collaborative Board (GPCB).
- **Strategy and business development** – set direction and vision for the organisation, ensuring a viable business plan enables a healthy and effective organisation.
- **Performance and delivery** – approve and monitor One Care's programmes and services, providing assurance of performance against strategy, aims, and business objectives and holding the Executive to account for delivery.
- **Membership representation and engagement** – in partnership with the GPCB ensure One Care remains strongly connected to the needs and wishes of its Membership and that general practice is effectively represented within and beyond BNSSG.
- **General practice development** – in partnership with the GPCB and the LMC as appropriate, enable the growth and development of general practice within BNSSG, supporting and empowering practices to be the best they can be now and for the future.
- **Board performance** – regularly assess the performance of the Board as the governing body of the organisation, ensuring regular appraisal of the Chair and Chief Executive.

# Job description

## NED Responsibilities

- Attend and contribute to regular Board meetings and other meetings as required.
- Act as an ambassador and advocate for One Care, publicly representing the organisation as required.
- Offer appropriate check, challenge, and feedback, holding the Executive and others to account to ensure effective governance and assurance for the organisation.
- Support the Executive to identify and pursue appropriate business development opportunities, supporting managed risk taking as appropriate.
- Positively engage and comply with the organisation's Conflicts of Interest Policy and other organisational governance policies.
- Ensure the Membership is properly served by OneCare and that their views are considered effectively in Board decision making.
- Provide advice and guidance on issues relevant to their own experiences, skills, and expertise.
- Participate in an annual review and appraisal of their own performance with the Chair.
- Contribute to the annual appraisal of the Chair and periodic reviews of the performance of the Board.

## Remuneration

Board Members are remunerated at an annual fee of £4,080, based on 48 hours of board-related activity per year (equivalent to 12 hours per quarter at a rate of £85 per hour). This reflects time spent attending scheduled meetings and undertaking associated preparation and governance responsibilities.



# Person Specification

## Qualifications and Experience

### Essential

- Board experience as an executive or non-executive director
- Experience growing income streams through service-based contracts, commissioned work, grants or earned income.
- Able to assess legal, reputational and financial risks in commercial decisions
- Familiar with the not-for-profit sector and CIC governance responsibilities
- Experience of participating in decision making bodies.
- Able to give effective feedback and hold people to account.
- Able to bring an open, objective, and balanced approach to dialogue and decision making.
- Able to understand, interpret, and analyse data to support effective decision making.
- Able to contribute to new ideas and innovation in general practice.

### Desirable

- Experience gained in a member organisation or similar

## Personal Qualities, Skills and Attributes

- Able to critically assess and shape strategic plans and spot new opportunities for growth
- An understanding of balancing purpose and profit
- An understanding of how to work effectively in a membership organisation
- Able to communicate complex commercial concepts to non-expert board members
- Embody the Nolan Principles of Standards in Public Life and One Care organisational values
- Succinct and effective communicator.
- Adopts a 'can-do' approach.
- Empathic and balanced, recognising and managing effectively their impact on others.
- An effective networker, positively representing One Care within and beyond general practice.
- System awareness and political intelligence



# The Recruitment Process

Our partners Starfish Search are supporting the recruitment of this post, if you would like a confidential discussion about the role please contact:

Joe Joyce (joe.joyce@starfishsearch.com) or  
Katy Giddens (katy.giddens@starfishsearch.com).

## How to Apply

To make an application, please visit the [Starfish Search website here](#) 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 One Care and the role. You should outline your personal responsibility and achievement within previous roles and how your experience matches the person specification.

## Key Dates

|   |                             |
|---|-----------------------------|
| <b>Closing date for applications:</b>               | 8 March 2026 at 12 midnight |
| <b>Preliminary Interviews with Starfish Search:</b> | w/c 23 March 2026           |
| <b>Stakeholder Group Sessions:</b>                  | w/c 20.04.2026 - tbc        |
| <b>Interview date:</b>                              | w/c 27.04.2026 - tbc        |
| <b>Proposed start date:</b>                         | tbc                         |

Further information on interview format and panelists will be provided to shortlisted candidates at least one week before their interview.

We value and promote diversity and are committed to equality of opportunity for all and appointments made on merit. 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.