



Gloucestershire Health and Care
NHS Foundation Trust



Gloucestershire Health & Care Recruitment Pack Chair



Welcome

Dear Applicant

Thank you for your interest in joining the Board of Gloucestershire Health and Care NHS Foundation Trust as our next Chair.

Our Trust is at a particularly exciting time of change, innovation and new ways of working, both for the Board and for our organisation. Guided by our new [Five Year Focus 2026 -2031](#), we are working in close partnership to transform health and care in Gloucestershire, renewing and refreshing our internal governance and service delivery structures and ensuring a continuing focus on getting the basics right too.

We are now seeking to appoint our next Chair who can lead the Trust in meeting its strategic goals through this exciting period of change and work across the health and care system to build and sustain partnerships with purpose. This post requires an experienced senior non-executive who is also a clear and strategic thinker, with the confidence, credibility and sensitivity to engage with a wide range of internal and external audiences.

A persuasive champion for change, you will demonstrate a clear interest in enhancing mental health, learning disabilities and physical healthcare services. You will also bring the skills necessary to lead and manage a talented and committed Board, ensuring all members have the opportunity to contribute. You'll be joining a strong and diverse team of people who will welcome your perspective and insight. Your values and how you think will matter most of all.

Applications are welcome from all sections of the community, particularly if you will increase the diversity of thought, background, characteristics and lived experience 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.



About us

The Trust provides community and inpatient physical health, mental health and learning disability services for the people of Gloucestershire of all ages.

Gloucestershire Health and Care (GHC) is a high-performing organisation. With a c£350 million budget, a total workforce of 6,000, and an overall “Good” CQC rating, we have built a reputation for financial stability and colleague satisfaction that ranks among the best in the NHS. But there is lots more to do, both to respond to challenges and to make sure the Trust is playing its full part in changing the way healthcare services respond to population needs.

In September 2025 we launched [2026–2031 – Our Five-Year Focus](#) to guide the whole team in its work. We engaged with our communities, our partners, our colleagues and the people we serve to clarify our Purpose - Helping you live your best life by delivering great healthcare. We have also reaffirmed our four overarching goals – Better Health, High Quality Care, Great Place to Work and Sustainable Services and introduced five new ‘focus areas’ and new ‘ways of working’ to guide us over the coming years.



In line with our ‘Partnerships with purpose’ focus area, we are pleased to have recently established the Gloucestershire Provider Partnership with our colleagues in the Gloucestershire GP Collaborative and Gloucestershire Hospitals NHS Foundation Trust. This partnership is taking responsibility for healthcare transformation for priority population needs in Gloucestershire over the next three years.

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/>

Our values

working together
always improving
respectful and kind
making a difference

Dimensions

The Trust provides physical community health and care, mental health, and specialist learning disabilities services for Gloucestershire.



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 tranquillity of the Cotswolds and the Forest of Dean.

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

Until recently, our system, One Gloucestershire, has been a coterminous Integrated Care System, with six district and borough councils working with health and care partners at locality level in multi-agency Integrated Locality Partnerships.

We are now working closely in the newly clustered Integrated Care System, formed from Gloucestershire ICB and Bristol, North Somerset and South Gloucestershire ICB (BNSSG), with an approach which includes strategic commissioning and provider-led transformation of healthcare. Our strong place-based partnerships in Gloucestershire continue, involving not only NHS Trusts and local authorities, but also the voluntary sector, communities, colleagues, and the public. These relationships enable our Trust and 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.

Following the recent Government decision on local government reorganisation in Gloucestershire, a single, new unitary council will now be created in April 2028. The new Gloucestershire Council will bring together the services currently delivered by the county council and six district, borough and city councils, into a single organisation serving communities across Gloucestershire

The role

You can meet our current Board at <https://www.ghc.nhs.uk/who-we-are/board-and-governors/>.

The Chair has a unique role in leading the NHS Foundation 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.

The Chair is responsible for the effective leadership of the Board and the Council of Governors. They are pivotal in creating the conditions necessary for overall Board and individual Director effectiveness.

Central to the Chair's role are five key responsibilities:

- Strategic: ensuring the Board sets the Trust's long-term vision and strategic direction and holding the chief executive to account for achieving the Trust's strategy
- People: creating the right tone at the top, encouraging diversity, change and innovation, and shaping an inclusive, compassionate, patient-centred culture for the organisation
- Professional acumen: leading the Board, both in terms of governance and managing relationships internally and externally
- Outcomes focus: achieving the best sustainable outcomes for patients/ service users by encouraging continuous improvement, clinical excellence and value for money
- Partnerships: building system partnerships and balancing organisational governance priorities with system collaboration; this role will become increasingly more important as local organisations move to delivering integrated care, prioritising population health in line with the NHS Long Term Plan.

Key responsibilities:

Strategic

In their strategic leadership role, the Trust Chair is responsible for:

- ensuring the whole Board of Directors plays a full part in developing and determining the Trust's values, strategy and overall objectives to deliver organisational purpose and sustainability.
- ensuring the Trust's strategy aligns with the principles guiding the NHS and the NHS values.
- ensuring the Board identifies the key risks the Trust faces in implementing its strategy; determines its approach and attitude to providing effective oversight of those risks and ensures there are prudent controls to assist in managing risk.
- holding the chief executive to account for delivering the strategy and performance.

People

In their role **shaping organisational culture** and setting the right tone, the Trust Chair is responsible for:

- providing visible leadership in developing a healthy, open and transparent person-centred culture for the organisation, where all colleagues have equality of opportunity to progress, the freedom to speaking up is encouraged, and ensuring that this culture is reflected and modelled in their own and in the Board's behaviour and decision-making.
- leading and supporting a constructive dynamic within the Board, enabling grounded debate with contributions from all Directors.
- promoting the highest standards of ethics, integrity, probity and corporate governance throughout the organisation and particularly in the Board.
- demonstrating visible ethical, compassionate and inclusive personal leadership by modelling the highest standards of personal behaviour and ensuring the Board follows this example.
- ensuring that constructive relationships based on candour, trust and mutual respect exist between executive and non-executive Directors, and between the Council of Governors and the Board.
- developing effective working relationships with all the Board Directors, particularly the chief executive, providing support, guidance and advice.

In their role developing the Board's capacity and capability, the Trust Chair is responsible for:

- ensuring the Board sees itself as a team, has the right balance and diversity of skills, knowledge and perspectives, and the confidence to challenge on all aspects of clinical and organisational planning; this includes:
- leading on continual Director and Governor development of skills, knowledge and familiarity with the organisation and health and social care system, to enable them to carry out their role on the Board/Council effectively,
- developing a Board that is genuinely connected to and assured about colleague and patient experience, as demonstrated by appropriate feedback and other measures, including the Workforce Race Equality Standard (WRES); Workforce Disability Equality Standard (WDES); and Equality Delivery System (EDS).

Partnerships

In their role as an ambassador for the Trust, leading in developing relationships and partnership working, the Chair is responsible for:

- promoting an understanding of the Board's role, and the role of non-executive and executive Directors.
- representing the organisation externally, developing and facilitating strong partnerships, and promoting collaborative, whole-system working through engagement with:
 - patients and the public
 - members and governors
 - all colleagues
 - key partners across public, private and voluntary sectors
 - regulators
 - other Chairs in the system and the wider NHS provider Chair community,
- ensuring that effective communication with stakeholders creates Board debate encompassing diverse views, and giving sufficient time and consideration to complex, contentious or sensitive issues.
- facilitating the Council of Governors' work on member engagement, so the governors can carry out their statutory duty to represent the interests of Trust members and the general public to the Trust.
- ensuring that governors have the dialogue with Directors they need to hold the non-executive Directors (which includes the Trust Chair), individually and collectively to account for the Board's performance.

Professional acumen

In their role as **governance lead** for the Board and the Council of Governors, the Chair is responsible for:

- making sure the Board/Council operates effectively and understands its own accountability and compliance with its approved procedures – for example, meeting statutory duties relating to annual reporting.
- leading the Board in establishing effective and ethical decision-making processes.
- setting an integrated Board/Council agenda relevant to the Trust's current operating environment and taking full account of the important strategic issues and key risks it faces.
- ensuring that the Board/Council receives accurate, high quality, timely and clear information, that the related assurance systems are fit for purpose and that there is a good flow of information between the Board, its committees, the Council and senior management.
- ensuring Board committees are properly constituted and effective.
- leading the Board in being accountable to governors and leading the Council in holding the Board to account.

In their role as **facilitator** of the Board and Council of Governors, the Chair is responsible for:

- providing the environment for agile debate that considers the big picture.
- ensuring the Board/Council collectively and individually applies sufficient challenge, balancing the ability to seize opportunities while retaining robust and transparent decision-making.
- facilitating the effective contribution of all members of the Board/Council, drawing on their individual skills, experience and knowledge and in the case of non-executive Directors, their independence.
- working with and supporting the Trust Board secretary in establishing and maintaining the Board's annual cycle of business.
- liaising with and consulting the Senior Independent Director.

Outcomes focus

In their role as a catalyst for change, the Chair is responsible for:

- ensuring all Board members are well briefed on external context – eg. policy, integration, partnerships and societal trends – and this is reflected in Board/Council debate.
- fostering a culture of innovation and learning, by being outward-looking, promoting and embedding innovation, technology and transformation through the Board/Council's business and debate.
- promoting academic excellence and research as a means of taking health and care services forward.
- ensuring performance is accurately measured against constitutional and Care Quality Commission 'well-led' standards.
- ensuring performance on equality, diversity and inclusion for all patients and colleagues is accurately measured and progressed against national frameworks, including WRES, WDES and EDS.
- above all, ensuring the Board maintains an unrelenting interest in and focus on the continuous improvement and self-assessment of patient safety, experience and clinical outcomes.

Applications to join us are welcome from all sections of the community, particularly if you will increase the diversity of thought, background, characteristics and lived experience at senior levels within the organisation.



Who we're looking for

The Trust's next Chair will be a clear and strategic thinker with the confidence, credibility and sensitivity to engage with a wide range of internal and external audiences. A champion for change, the Chair will demonstrate a clear interest in enhancing mental health, learning disabilities and physical well-being services.

Your knowledge and experience

- You will have held an executive or non-executive role (or be able to demonstrate equivalent competencies from alternative career paths) in an organisation of comparable scale and complexity.
- You will demonstrate a clear understanding of executive and non-executive roles and their boundaries.
- You will have held strategic ownership over key organisational strategies, including involvement in large-scale organisational and cultural change, fiscal management and market positioning.
- You will bring a demonstrable track record of building and sustaining effective networks.
- It's likely that you will have a strong connection or insight relating to Gloucestershire

Your skills and behaviours

- You will bring the skills necessary to effectively lead and manage the Board, the Council of Governors, and to manage meetings, ensuring all members have the opportunity to contribute appropriately.
- You will communicate confidently and positively at all levels and chair meetings in public, and be able to negotiate and influence through the use of exceptional communication skills.
- You will be able to lead and motivate Board members of mixed voices and abilities.
- You can demonstrate sound political awareness and the ability to develop effective networks locally, regionally and nationally.
- You can demonstrate an understanding of the analysis and management of risk.
- You will be able to encourage closer relationships with partners, especially in local government.
- You have the ability to challenge professional views confidently yet sensitively.
- You can show independence of mind, and calmness and fairness under pressure.
- You seek to uphold the highest ethical standards of integrity and probity.
- You will be someone who can think analytically and draw out key themes from different information sources.
- You will behave in a way consistent with, and be a role model for, the organisation's values and behaviour framework, as well as the seven Nolan Principles of public life.
- You will be comfortable with your own accountability, and with the Board's collective accountability.
- You will be focused on the people who use our services – and on the quality of service they receive.
- You will bring a demonstrable commitment to equality, diversity and social inclusion.

Please note that Board Members must also be a member of the Foundation Trust, and fulfil the NHS/CQC fit and proper person test requirements.



Terms of appointment

Remuneration, time commitment and location

Under national guidance the current annual rate of remuneration for the Chair is £44,100 to £50,000 per annum (dependent on the experience and skills of the appointee), with the remuneration of experienced appointees expected to be in the range of £47,100 to £50,000.

The Chair is expected to devote whatever time is reasonably necessary to undertake Trust business and as is appropriate to the role of Chair. This will be equivalent to circa 3 days per week, in order to ensure effective performance of the role. This may involve commitments during the working day, in the evening or at weekends. Board meetings are held every other month, and additional committee meetings will be held with varying frequency.

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.

Length of appointment

The Trust Chair shall be appointed for an initial term of up to 3 years and may be reappointed at the end of that term for a further term of up to 3 years, subject to a maximum of 6 consecutive years. Any proposed re-appointment shall be subject to satisfactory performance appraisal carried out in accordance with procedures which the Council of Governors has approved.

In exceptional circumstances the Chair may be reappointed for a further term up to a maximum of 3 consecutive years in total. Appointments may be terminated at any time by the passing of a motion by $\frac{3}{4}$ of 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 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.
- Comply with The Foundation Trust Code of Governance and the UK Corporate Governance code.

Eligibility/disqualification

To be eligible to be appointed, candidates must live within the designated area of the Trust's public constituency. The designated area includes all of Gloucestershire and "Greater England and Wales". Candidates must be registered as a Public Member of the Trust. To register as a member, go to [Home Page - GHC Membership Form \(glos-care.nhs.uk\)](https://glos-care.nhs.uk).

Candidates must not be disqualified from holding office. If a serving Chair 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

While the Foundation Trust model is changing, the Chair and Non-Executive members are currently 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 for the Chair and Non-Executive members based on the national Remuneration Structure for NHS Provider Chairs and Non-Executive Directors. In turn, the Chair and Non-Executives hold the Executive Directors to account and set their terms, conditions and remuneration in line with the national Very Senior Managers Pay Framework.

Fit and Proper Persons Criteria for Directors in the NHS

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 a range of methods including references, and checks via the Disclosure and Barring Service (DBS), the Companies House disqualified directors register, the Charity Commission's barred trustee register, Civil Litigation database, news and social media.

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 at <https://www.cqc.org.uk/guidance-providers/regulations-enforcement/fit-proper-persons-directors>



How to apply

We hope you will consider expressing an interest in becoming our new Chair. To make an application, please go to <https://starfishsearch.com/jobs/ghc-chair/> 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 Szymon.Podgorski@starfishsearch.com

Recruitment timetable

The closing date for applications is Friday 25th September 2026.

Candidates will be notified about the longlist in the **week commencing 5th October** and selected candidates will meet with the team at Starfish Search in the **weeks commencing 5th and 12th October**.

Candidates will be notified about the shortlist by **Tuesday 20th October**. Informal meetings with stakeholders may follow confirmation of the final shortlist, and we will ensure each candidate is fully updated and has everything they need.

Formal interviews for shortlisted candidates are expected to take place on **Friday 6th November**.

