

Joint Chair Appointment

Candidate Briefing Pack





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Welcome

Thank you for your interest in the role of Joint Chair at South Warwickshire University NHS Foundation Trust (SWFT) and George Eliot Hospital NHS Trust (GEH).

This is an exciting time to join our Trusts. With our current Joint Chair completing their tenure in March 2026, we have a unique opportunity for an outstanding leader to guide us - not only in achieving the ambitions of the NHS 10-Year Plan but in positioning our organisations as healthcare leaders.

As Joint Chair, you will support with leading and developing ambitious Trusts, who are moving to a single Executive Team as of 1st October 2025, while ensuring strong governance and strategic oversight while amplifying the voice of patients across both Trusts and SWFT's Council of Governors. You will bring a proven record of achievement at Board level, alongside the ability to engage effectively with a wide range of partners and stakeholders. Above all, you will demonstrate values-based leadership that reflects the vision and aspirations of both organisations.

The NHS 10 Year Plan aligns closely with the strategic priorities that both Trusts have been pursuing for many years. Our "Big Moves" set out our ambition to:

- Move care closer to home by harnessing technology and working in multi-disciplinary teams
- Improve access to services through innovative digital solutions
- Embed prevention in all services, enabling people to live healthier, more fulfilling lives
- Being a very flexible employer, aiming to create a work environment where employees have greater choice in when, where, and how they work, balancing individual needs with the needs of the service and patients
- Leading the NHS in carbon reduction

With a combined workforce of over 8,000, serving nearly one million people across Warwickshire, Leicestershire, Coventry, and Solihull, the two Trusts play a crucial role in supporting local communities. We are seeking a candidate who shares our passion for helping people lead healthy and fulfilling lives, our commitment to addressing inequalities, and our dedication to delivering exceptional patient care.

You will be joining a talented and committed team of executives, non-executives, governors, volunteers, and staff who are proud of the care we provide and ambitious about the future. If this resonates with you, we hope you will be inspired to apply, and we look forward to meeting you in due course.

About the Trusts

SWFT and GEH are in the process of transitioning to a single Executive Team and shared Board. The Board will consist of a single leadership team that will help to support services to collaborate for communities across Warwickshire, Coventry, Leicestershire, and Solihull whilst continuing to recognise the specific needs at a neighbourhood level. Appointments to the single Executive Team roles have now been made with effect from 1 October 2025, with the Non-Executive recruitment process to begin in the near future.

SWFT and GEH, together with Worcestershire Acute Hospitals NHS Trust and Wye Valley NHS Trust, form the Foundation Group. This partnership allows us to share best practices, address common challenges collectively, and optimise the use of resources. Nationally recognised as an exemplar model within NHS guidance, the Group demonstrates the impact of collaborative working. Both Trusts also work closely with system partners to identify and disseminate best practice quickly and effectively.

Our two organisations have a joint venture named Innovate Healthcare Services Ltd, which delivers digital and technology services across Warwickshire and beyond. This not only enhances our ability to adopt and scale innovation quickly but also enables us to generate additional income and share solutions more widely across the health system - directly benefiting patients, staff, and partner organisations, and positioning our Trusts as leaders in digital transformation.

SWFT, rated Outstanding by the Care Quality Commission (CQC) in 2019 and named Trust of the Year at the 2024 Health Service Journal Awards, operates from four hospitals (Warwick Hospital, Leamington Hospital, Stratford Hospital and Ellen Badger Hospital), as well as delivering extensive out-of-hospital services in patients' homes and community clinics across Warwickshire, Coventry, and Solihull.

Our Trust's wholly owned subsidiary, SWFT Clinical Services Ltd, reinvests all commercial profits back into SWFT, directly supporting patient care and service development.

At SWFT, we also consistently achieve some of the highest results in the national NHS Staff Survey, reflecting a culture where staff feel valued, engaged, and empowered - something that translates directly into excellent care and a strong reputation across the NHS.

Developments include the new South Warwickshire Community Diagnostic Centre, located at Stratford Hospital, which is a key development to deliver faster, more accessible diagnostic services for patients, the four phase development project at Warwick Hospital to improve wayfinding and facilities to enable us to enhance patient care and experience and meet the future healthcare needs of the local community. The project is currently in Phase One - the implementation of a new main entrance with the first of its kind, a hybrid Marks and Spencer and Costa Coffee unit, and two surgical wards. Our recently opened Ellen Badger Hospital redevelopment is a leading facility that supports the NHS 10 Year Plan by bringing care and wellbeing closer to people's homes.

We are managed by a Board of Directors, and the Trust is overseen by our Council of Governors.

Find out more about the Trust by visiting:
www.swft.nhs.uk/about-us

GEH provides a range of elective, non-elective, surgical, medical, women's, children's, diagnostic, and therapeutic services to a population of more than 300,000 people.

The hub of the Trust is located on the outskirts of Nuneaton, and its services cover a large footprint, including north Warwickshire, south west Leicestershire, and north Coventry.

The Trust also provides a range of community services, delivered across Coventry, Warwickshire, and Leicestershire. These include sexual health and community dentistry services for the whole of Warwickshire as well as hosting the Blue Sky Sexual Assault Referral Centre.

We have a clear overall strategy that sets our direction. Our continuous journey of improvement is also supported and guided by important strategies covering research, clinical activities, safety and quality, and experience and involvement.

GEH has achieved significant improvements in performance, staff experience, and patient outcomes.

Developments include the new Community Diagnostic Centre, expanded elective services, and clinical services achieving a CQC 'Good' rating. National staff survey results also demonstrate a markedly improved working environment and culture. These achievements showcase GEH's momentum and ambition, underpinned by a workforce committed to improvement and innovation, and a reputation as a Trust on a clear upward trajectory.

Find out more about the Trust by visiting:

www.geh.nhs.uk/about-us/about-us

Yours sincerely



Mike Wells
Lead Governor, SWFT



Umar Zamman
Senior Independent
Director, GEH

South Warwickshire University NHS Foundation Trust

The Trust provides a range of healthcare services to around half a million people in Warwickshire. Children's, young people's and family services are also delivered throughout Coventry and Solihull. The Trust employs c6,000 members of staff to serve these communities.

The Trust operates from a number of sites including:

- **Ellen Badger Hospital** – based in Shipston-on-Stour, South Warwickshire. Ellen Badger Hospital has been redeveloped and re-opened on 2 June 2025. The work was the most significant investment that the site has ever had, making it a very exciting and quite unique project. The new site provides enhanced clinical spaces for hospital and community services, bringing more specialties and clinics closer to the local communities in and around Shipston.
- **Leamington Spa Hospital** – The site supports a number of divisions hosting inpatient, outpatient, community and information technology services. Champion Ward delivers a community hospital service supporting community referrals from GPs and community Trusts for end-of-life care and rehabilitation needs, where consultant-led treatment in a community bed is required. Specialist neuro rehabilitation is provided to patients with acquired brain injuries (ABI) and stroke rehabilitation, at the Central England Rehabilitation Unit (CERU), which is also located at the premises. CERU, a national centre of excellence, delivers ABI services across Allsopp and Chadwick Wards, stroke rehabilitation is delivered across the Feldon Ward as part of the Integrated Care System (ICS) stroke pathway.

CERU hosts four outpatient services - specialist neuro rehabilitation, spasticity toxin services, the community neuro rehabilitation team (specialising in multiple sclerosis pathways of care) and a multidisciplinary complex neuro rehabilitation team (supporting the local community and regional major trauma pathway). The Trust's integrated musculoskeletal service is also based at Leamington Spa Hospital.



- **Out of Hospital Services** – As a combined acute and community Trust a key element of the Trust's strategy is reducing unnecessary acute hospital admissions through the delivery of localised community services. Prevention and proactive care are key components of the community services offer. Care is delivered in patients' homes, care homes and various clinics across Warwickshire. A wide range of conditions are treated including diabetes, Parkinson's disease and heart failure. The Out of Hospital Care Collaborative (OOHCC) division provides urgent care via our Urgent Community Response and Rapid Response teams and planned / routine care via our specialist teams and place-based teams / district nursing. In combination with hospices and the Integrated Care Board (ICB) these services also support end of life care for Warwickshire. The OOHCC also provides a range of discharge to assess (D2A) and intermediate care services such as the Community Recovery Service (CRS).
- **Stratford Hospital** – The hospital is divided across two buildings with an ophthalmology unit, the Rigby Cancer Unit, an outpatient pharmacy and health & wellbeing hub spread across a three-storey building. Outpatient services, the Minor Injuries Unit (MIU) and the Nicol Unit are housed at the original site.
- **Warwick Hospital** – As the Trust's largest site, the majority of the Trust's acute services are provided at Warwick Hospital. This includes elective (inpatient, outpatient and day case), emergency (A&E, emergency operating), diagnostic (for example, radiology, endoscopy, audiology) and pathology, amongst a range of other services. Intensive care, cancer care and coronary care are all delivered in dedicated units and surgical procedures are carried out in main and day theatres. Warwick Hospital also has a labour ward, Special Care Baby Unit (SCBU) and midwifery-led birthing unit called the Bluebell Birth Centre, to offer maternity support to women and families.

SWFT Charity

The Trust's Charity, SWFT Charity, exists to enhance the care, treatment and facilities of patients, families and visitors to the Trust, as well as investing in staff training. Through charitable giving and fundraising, the Charity aims to provide valuable support above and beyond that provided by NHS core funding.



SWFT Clinical Services Ltd

The Trust's wholly owned subsidiary SWFT CS Ltd was founded in March 2011. The company has the ability to identify and deliver a flexible approach across a range of non-clinical estates and facilities services, by adopting a traditional business sector model.

This includes outpatient pharmacies (at Warwick Hospital, Stratford Hospital and GEH), consultancy services, hard and soft facilities management and private healthcare support. The company will also provide facilities management services for the Elective Hub, which is currently being developed on the Warwick Hospital site.

All surpluses made by the company's trading activities are either reinvested into the business, gifted to charitable organisations or returned to the Trust.

Innovate Healthcare Services Ltd

IHCS is a Limited Company whose shares are 100% owned by SWFT. On 1 December 2021 a Control Agreement was signed between SWFT and GEH which provides GEH joint control over IHCS, making IHCS a joint venture. It became operational in December 2021, when staff from the two Trusts were transferred into the company under the Transfer of Undertakings (Protection of Employment) Regulations (TUPE), and it took up the role of service provider. IHCS has around 175 staff providing services to 12,000 users across Warwickshire.

IHCS is responsible for the delivery of information technology, digital, information governance and access to health records services for the Trusts, as well as information technology services to primary care across Warwickshire.



Trust's Vision and Values

Developed by our staff, for all our staff, our values define what matters most to us and guide us in delivering outstanding patient care. They continue to shape the future we strive to create while fostering a positive experience for both staff and patients across the Trust.

By embedding our values into our culture, we champion inclusion and diversity, ensuring that everyone feels empowered to voice concerns and contribute ideas that enhance patient care.

We support one another in all that we do, strengthening a culture of kindness, respect, and collaboration for all.

To bring our values to life, the Trust co-created a Behaviours Framework in partnership with our staff. This framework outlines the attitudes and actions we expect from each other, reinforcing our shared commitment to the Trust's values. It serves as a foundation for excellence at every level, supporting the delivery of our objectives, values, and a thriving workplace culture. intermediate care services such as the Community Recovery Service (CRS).

OUR VALUES AT THE HEART OF EVERYTHING WE DO



SAFE
Speak up and share concerns
Communicate clearly and simply
Take responsibility

COMPASSIONATE
Show empathy and understanding
Be respectful, kind and supportive
Make positive changes

EFFECTIVE
Consider communication style
Work as a team
Share feedback

TRUSTED
Be honest and open
Respect others
Empower others to succeed

INCLUSIVE
Accept and value everyone
Embrace diversity
Call out all discrimination

www.swft.nhs.uk

OUR VISION HELPING PEOPLE TO LIVE HEALTHIER, HAPPIER LIVES.

Trust Strategy

The Trust prides itself on its commitment to ongoing service improvements and its ambition to continually innovate and develop.

Over the last few years, the NHS has changed dramatically. From managing the pandemic and experiencing exceptional levels of demand, to changing the way we work with other NHS Trusts and our wider partners. As an organisation that embraces and advocates change, the Trust wants to make sure it is in the best position to lead new ways of working. To support this throughout 2022/23 the Trust Strategy was refreshed, reflecting our position as an outstanding organisation and in March 2023 it was approved by the Board of Directors. Five Big Moves were identified for the Trust, which are supported through six enabling areas.

It is important that the Trust's strategic direction resonates with our workforce, local communities, and partner organisations. Therefore, the strategy was developed with input from staff at all levels of the organisation, partners, and members of the public.

During our annual review of the Trust Strategy in 2024, we reduced this down to four Big Moves, incorporating Supporting Domiciliary Care within Home First supported by technology and collaboration.

Our Big Moves for 2025/26

- Home First (including Domiciliary Care) supported by technology and collaboration
- Improve access to services through innovative digital solutions
- Embed prevention in every service
- Be a very flexible employer
- Lead the NHS on carbon reduction

These Big Moves will help us as an organisation to create healthier, happier lives. They will be delivered through organisational plans and measured as part of annual objectives.

There are six strategic pillars which enable us to deliver against our Big Moves. These are Digital, Research, Workforce, Quality, Sustainability and Productivity. Our role in the wider community means partnerships with other organisations and our local communities are also key to the strategy's delivery.

For more information on our strategy and the four Big Moves please visit the Trust's website: www.swft.nhs.uk/about-us/objectives-values-and-strategy



George Eliot Hospital NHS Trust

The Trust provides a range of elective, non-elective, surgical, medical, women's, children's, diagnostic and therapeutic services to a population of more than 300,000 people. The Trust has an average c2,600 employees and 358 general and acute beds.

The hub of the Trust is located on the outskirts of Nuneaton and its services cover a large footprint, including north Warwickshire, south west Leicestershire, and north Coventry.

The Trust also provides a range of community services, delivered across Coventry, Warwickshire and Leicestershire. These include sexual health and community dentistry services for the whole of Warwickshire as well as hosting the Blue Sky Sexual Assault Referral Centre.

Our role within the community is far reaching. We have connections to our local populations through all the services we provide, we are one of the largest employers with many of our staff living in the neighbourhoods we serve This puts us in a position of responsibility to be an anchor organisation working with and for the communities we serve.

To support people to live healthier, happier lives we know that our partnerships are very important. Working with colleagues in primary care, other NHS providers, local boroughs, local authorities, voluntary sector, hospices, our citizen and advocate groups, will help us to deliver better outcomes and achieve our ambitions. We need to work collaboratively with our diverse local communities, harnessing community assets, and listening and learning from community leaders and individuals with lived experience to co-create solutions to address enduring and unique health challenges.

We know that there is variation across our communities in terms of health inequalities and access to services, that require different approaches and different solutions to improve health outcomes.

We acknowledge that collaboration and partnership requires effort, focus and willingness to learn from each other to harness the knowledge skills and unique contributions each partner can offer; so that together partners we achieve and sustain our individual and collective ambitions and drive improvements recognised and valued by the population and the communities we serve.

Our ambition as a Trust is to EXCEL at patient care, providing every patient with high-quality care, while embracing innovation to deliver against local and national targets and standards and enhance our service productivity.



Trust's Vision, Values and Objectives

Our Vision at GEH Hospital NHS Trust is to "EXCEL at Patient Care"

Our values

- Effective open communication
- Excellence and safety in everything we do
- Challenge but support
- Expect respect and dignity
- Local health that inspires confidence

Our Objectives

Reduce Vacancies - To excel at patient care we need to attract and keep the right number of people. We must continue to find new ways to achieve this as well as focusing on our existing processes.

Reduce Waiting Times - Excellent care is timely care. We will keep our focus on being more efficient in providing services so we can treat as many people as we can.

Reduce Bed Occupancy - To provide excellent care we must avoid overcrowding on our wards and in our Emergency Department. We will continue to work together to help people go home when ready or be treated at home if appropriate. We will continue to grow and invest in services that help people avoid the need for a hospital bed.

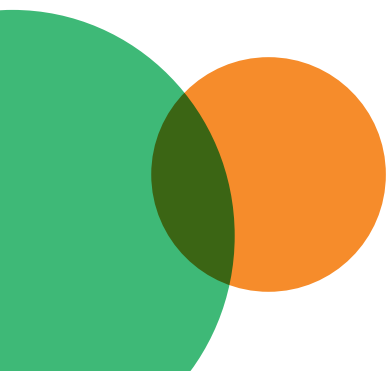
Prevention - As well as treating unwell people, we also must help them to avoid becoming ill in the first place. We need to work together and with outside partners to make this happen. We must also think about prevention when we plan and grow our services.

Deliver Place Partnerships - Joined up care is excellent care. That's why we must continue work closely with our local health and care partners across Warwickshire North our 'Place' – to provide the best integrated care.

Reduce Carbon Emissions - The NHS has set itself ambitious targets to reduce carbon emissions and protect the environment. We can play a big part in this by being more sustainable in how we plan and deliver our services.

Embrace Digital - Transforming how we use technology plays a central part in providing excellent care. Implementing a new Electronic Patient Record system to replace Lorenzo is more than a new IT system – it will revolutionise how we work. We must work together to embrace this and future digital change.

Tackle Health Inequalities - Health inequalities are unfair and avoidable differences in health across the population, and between different groups within society. These include how long people are likely to live, the health conditions they live with and the care that is available to them. We can play a part in reducing these differences. Excellent patient care means understanding our community's health inequalities as we plan and deliver services.



Our Big Moves for 2025/26

We have identified the following five big moves we will make as an organisation to create healthier, happier lives.



Be a very flexible employer



Create Resilience in the Domiciliary Care marketplace



Lead the NHS in carbon reduction



Embed prevention in every service



Home First supported by technology and collaboration

These Big Moves will help us as an organisation to create healthier, happier lives. They will be delivered through organisational plans and measured as part of annual objectives.

There are six strategic pillars which enable us to deliver against our Big Moves. These are Digital, Research, Workforce, Quality, Sustainability and Productivity. Our role in the wider community means partnerships with other organisations and our local communities are also key to the strategy's delivery.

For more information on our strategy and the four Big Moves please visit the Trust's website: www.geh.nhs.uk/about-us/our-strategy-and-objectives

George Eliot Hospital Charity

The George Eliot Hospital Charity was founded in 1996 to provide additional funding to support the Trust.

Our mission is to enhance patient care for individuals and their families, fund essential life-changing and life-saving equipment, and foster staff wellbeing through training and creating a positive work environment.



The Foundation Group

The Trusts are part of a wider 'Foundation Group' alongside Wye Valley NHS Trust (WVT) and Worcestershire Acute Hospitals NHS Trust (WAHT).

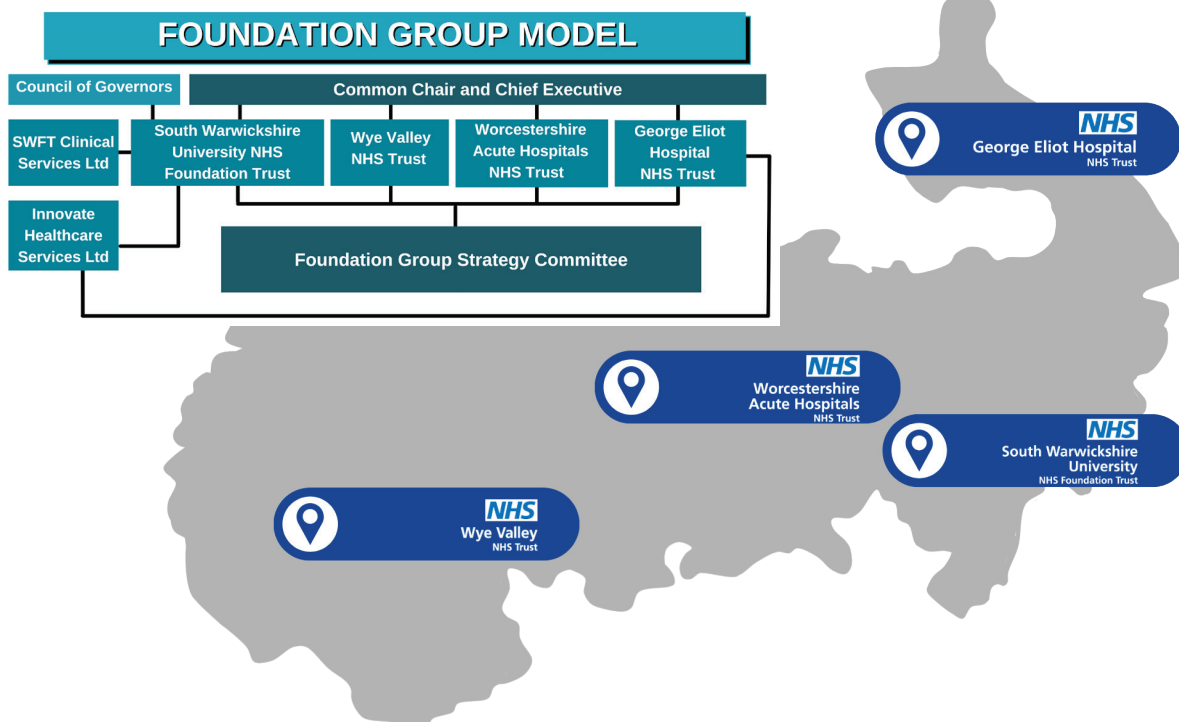
This structure sees each Trust operate independently and maintain its identity but provides a platform for collaboration and identifying solutions to shared challenges.

Russell Hardy is Chair of the Foundation Group, with Glen Burley the Chief Executive of the Group and all four Trusts. Adam Carson is the Managing Director of SWFT and GEH.

Please note: Due to Glen joining the NHS Transformation Executive Team as Financial Reset Director and Accountability Director from 1 April 2025, for an interim period Adam Carson has been appointed Acting Chief Executive of SWFT and GEH. This post will be the Chair of both SWFT and GEH.

In addition, staff from a range of different functions including digital strategy, procurement, financial services, income and contracting, pharmacy, organisational development and service improvement have taken on inter-organisational roles, helping to share ideas and best practice while nurturing close working relationships.

The 'Foundation Group' model has brought about a number of benefits for each Trust. The procurement of goods, systems and services can be done more competitively through the Foundation Group's combined size, and knowledge and experience can be shared seamlessly. Important measures of quality such as CQC ratings and NHS Staff Survey results illustrate that this partnership and pooling of resources is delivering improvements in acute and community-based patient care.



Our Integrated Care System

NHS Coventry and Warwickshire ICB and NHS Herefordshire and Worcestershire 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.

In Coventry and Warwickshire we are working to help everyone lead healthier and happier lives, be part of a strong community and benefit from effective and sustainable health and care services where and when they need them most. To do this we work together in partnership across health and social care, removing the barriers between services and joining up care around people and populations.

We have well-established ICS leadership and Governance arrangements for our System, along with well-developed, distributed Place based activities which include all key NHS and local authority partners, Primary Care Networks, our Voluntary Community Sector and our communities working together to tackle inequalities.

The two Health and Wellbeing Boards across the two local authorities are a strong asset to our system and provide strength through the cross-sector activities and experiences the members bring. The group work to improve the health and wellbeing of local people with a shared aim to reduce health inequalities. These Boards come together regularly as the Coventry and Warwickshire Integrated Health and Wellbeing Forum, collaborating across the ICS area to reduce health inequalities and strive for better health outcomes for our population.

The system has worked together to develop the Coventry and Warwickshire Integrated Care Strategy through our Integrated Care Partnership and the associated Integrated Health and Care Delivery Plan, led by the ICB. This Strategy, informed throughout by the views of local people, partners and stakeholders, identifies our priorities as a system, shaped by local people and communities and the Integrated Health and Care Delivery Plan outlines how we intend to tackle these challenges head-on and deliver on the ultimate aims of the ICS, to improve outcomes in population health and health care, to tackle inequalities in outcomes, experience and access to services, to enhance productivity and value for money and to help the NHS support broader social and economic development.

Our service transformation is grounded in our strong clinical leadership, including the Out of Hospital arrangements, integrated discharge teams and more. We continue to foster a strong commitment to support and develop our workforce so that they can offer the best care to our patients and communities.

You can find out more about our ICS and our story in the Coventry and Warwickshire Integrated Care System by visiting:

www.happyhealthylives.uk



Improve outcomes in population health and health care



Tackle inequalities in outcomes, experience and access to services



Enhance productivity and value for money



Help the NHS support broader social and economic development

Role Description

Role Title:	Joint Chair Appointment
Remuneration:	£60,000 + £2,000 Complexity Payment (12 month time limited)
Time Commitment:	4 Days per Week

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.

The Chair of a Foundation Trust will also have to form a strong working relationship with the Lead Lead Governor and will have specific responsibilities relating to the Council of Governors. This will include:

- Consideration of the Council of Governors' views in relation to Trust's vision, values, strategy and overall objectives
- Leading on the continual development of Governors' skills, knowledge and familiarity with the organisation
- Ensuring that Govenors 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.
- Leading the board in being accountable to Governors and leading the council in holding the board to account.
- Ensuring the 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 council, drawing on their individual skills, experience and knowledge

Role of the NHS Board and Chair

The Chair is responsible for leading the Board and in relation to Foundation Trusts, also the Council of Governors. 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.

Responsibilities of the Chair

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 (and Council of Governors within NHS Foundation Trusts). 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.

Person Specification

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 and communities we serve.

Required skills, experience and attributes are described in the NHS Leadership Competency Framework for Board Members detailed on Page 17:

Essential experience:

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.

- Prior experience on an NHS board (executive, non-executive)
 - Prior experience as a non-executive director (any sector)
-

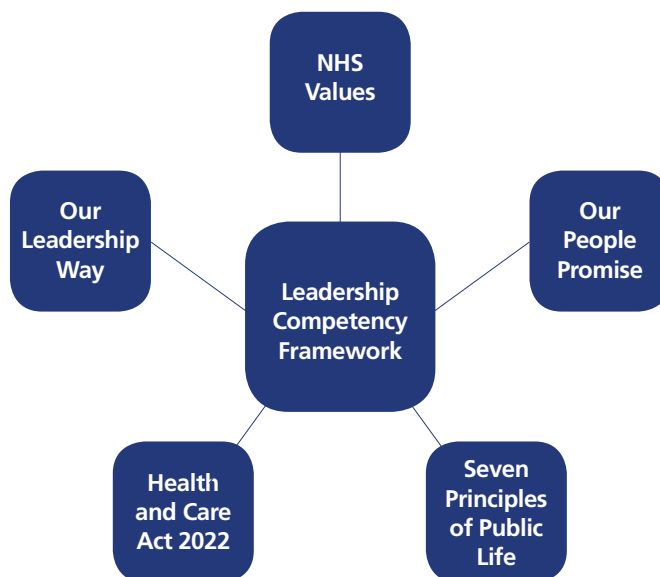
Desirable experience:

- 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:



Working together for patients*	Compassion
Building a trusted relationship with partners and communities	Creating a compassionate, just and positive Culture
Respect and dignity	Improving lives
Promoting equality and inclusion and reducing health and workforce inequalities	Setting strategy and delivering long term transformation Driving high quality sustainable outcomes
Commitment to quality of care	Everyone counts
Driving high quality and sustainable outcomes Setting strategy and delivering long term transformation	Promoting equality and inclusion and reducing health and workforce inequalities 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
- A 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 Trusts 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.

Key Working Relationships

- The Foundation Group Chief Executive and Chair
- The Board of Directors
- Foundation Trust Council of Governors / Lead Governor
- NHS England
- Lead Service Directors, Locality Managers, Heads of Services, clinicians, colleagues and volunteers
- Chairs and Directors of other local provider Trusts
- Coventry and Warwickshire ICS / ICB partners
- Chairs and Directors of other foundation and non-foundation Trusts more widely, both regionally and nationally
- Primary Care partners
- Voluntary and independent organisations with an interest in health and care
- Local Members of Parliament and their offices
- County Council and other local authorities / borough councils
- Local Councillors
- Partner Agencies
- Education Establishments
- Peer Chair networks regionally and nationally
- Academic and research partnerships (e.g. Academic Health Science Network)
- Local, regional and national Trades Unions and Professional Organisations
- Healthwatch Warwickshire

Terms of the Appointment

Basis for appointment

As a joint role incorporating an NHS Foundation Trust and NHS Trust, both NHS England and the Council of Governors will have a specific and important role to play in this appointment.

Remuneration

The current annual rate of remuneration is £60,000 + £2,000 Complexity Payment (12 month time limited) per annum. The appointee is also eligible to claim allowances, at rates determined by the Trusts, for travel and subsistence costs necessarily incurred in the performance of the role.

Tenure

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. 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.

Time Commitment

The Chair is required to provide a time commitment equivalent to four days per week in order to ensure effective performance of the role. In practice, 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.

Fit & Proper Person

All colleagues holding Board or director roles must provide confirmation in writing, on appointment and thereafter on demand, of their fitness to hold such posts. This post has been designated as being such a post.

Fitness to hold such a post is determined in a number of ways, including (but not exclusively) by NHS England, the Trust's provider licence, the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014 ("the Regulated Activities Regulations") and the Trust's constitution.

This role description seeks to provide an outline of the duties and responsibilities of the post. It is not a definitive document. The role description will be reviewed as part of the annual appraisal process and will be used as the basis for setting objectives.

The Process

Applications Close:	Sunday, 5 October 2025
Pre-Shortlisting Interviews:	w/c 13 th October 2025
Final Interviews & Assessments:	November 2025 (Dates TBC)

How to Apply

Application is by CV and Supporting Statement and combined should be no more than six pages.

CVs should include your contact address and details, stating your preferred method of contact, highlighting and explaining any gaps in your employment history.

Supporting Statements should highlight your skills and experience and allow insights on your knowledge, skill and experience relevant to the role, and taking the opportunity to highlight your personal values and motivations for applying for the role. You should outline your personal responsibility and achievement within previous roles that demonstrates you have the knowledge, skills and competencies to deliver this role, as outlined in the person specification.

In addition to your CV and Supporting Statement your application should include the following:

- Details of three referees covering your last six years of employment.
- A completed self-attestation form which enables you to confirm that you do not meet any of the criteria that would disqualify you from appointment.
- A completed monitoring information form.

For an exploratory and confidential conversation about the post, please contact **Claire Williams** at GEH-SWFT-Chair@Boardappointments.uk

Applications should be submitted via email to: GEH-SWFT-Chair@Boardappointments.uk

Personal Data

In line with GDPR, we ask that you do NOT send us any information that can identify children or any of your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, data concerning health or sex life and sexual orientation, genetic and / or biometric data) in your CV and application documentation.

Following this notice, any inclusion of your Sensitive Personal Data in your CV / application documentation will be understood by us as your express consent to process this information going forward. Please also remember to not mention anyone's information or details (e.g. referees) who have not previously agreed to their inclusion.