

# Trust Chair

**Candidate Brief**  
**February 2026**



## Welcome to our Trust

Thank you for your interest in becoming Chair of Sherwood Forest Hospitals NHS Foundation Trust.

Sherwood Forest Hospitals is proud to serve the communities of Mid-Nottinghamshire, providing acute and community services from King's Mill Hospital, Newark Hospital, and Mansfield Community Hospital. Our five-year Improving Lives (2024–2029) strategy sets our vision: Outstanding care, provided by compassionate people, enabling healthier communities. We are proud of our people and our progress, and we are ambitious about the difference we can continue to make with our partners across Nottingham and Nottinghamshire.

As we look to the future, we are seeking a Chair who will lead our Board and Council of Governors with integrity, vision, and a deep commitment to public service. This is a pivotal opportunity to help shape the future of our Trust, working alongside our dedicated staff, volunteers, and system partners to deliver outstanding care and improve the health and wellbeing of our population.

Our Council of Governors plays a vital role in representing the interests of our members, staff, and local communities. We work closely with the Board to help shape the Trust's strategy and ensure that the voices of those we serve are heard at every level. The Chair will be instrumental in fostering a culture of openness, learning, and continuous improvement, and in strengthening relationships across our local health and care system.

As Lead Governor, I am proud to represent our Council of Governors and the communities we serve across Mid-Nottinghamshire. I have lived in Ashfield all my life and am passionate about raising aspirations, improving wellbeing, and creating opportunities for our local population. As Principal of ATTFE College, I see firsthand the importance of lifelong learning and community empowerment. I feel privileged to serve as Lead Governor and look forward to working with a Chair who brings energy, integrity, and a genuine commitment to making a difference.



**Liz Barrett OBE DL**

Lead Governor

Sherwood Forest Hospitals NHS Foundation Trust

MSc, BSc, NPQEL

Thank you for considering this opportunity to join Sherwood Forest Hospitals NHS Foundation Trust and help us deliver our vision for outstanding care and healthier communities.

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## About the Trust

Sherwood Forest Hospitals NHS Foundation Trust provides acute and community services across Mid-Nottinghamshire, serving a diverse and growing population. Our main sites are King's Mill Hospital, Newark Hospital, and Mansfield Community Hospital. We are proud of our CARE values—Communicating and working together; Aspiring and improving; Respectful, inclusive and caring; Efficient and safe—which are embedded in everything we do.

Sherwood Forest Hospitals NHS Foundation Trust serves a population that faces significant health inequalities and deprivation. Our catchment area is among the top third most deprived of all English hospital trusts. Over 28% of our GP-registered patients live in the most deprived quintile nationally, with only 11.6% in the least deprived. This deprivation is reflected in poorer health outcomes: people in our most deprived communities experience higher rates of smoking (2.6x), alcohol-related admissions (1.9x), and premature deaths from all causes (2.2x) compared to the least deprived. The prevalence of long-term conditions, mental health issues, and households claiming Universal Credit is also markedly higher. Addressing these inequalities is central to our strategy and partnership work, as we strive to improve healthy life expectancy and ensure equitable access to outstanding care for all.

Our five-year strategy, Improving Lives (2024–2029), sets out our vision and six strategic objectives, focusing on outstanding care, empowered people, prevention and population health, continuous improvement, sustainable resources and estate, and collaborative working. We are committed to working in partnership with our staff, patients, and system partners to deliver the best possible outcomes for our communities.

## Key Challenges

Like all NHS organisations, we face ongoing challenges, including financial pressures, increasing demand for our services and workforce shortages. We are actively addressing these through robust risk management, innovative recruitment and retention strategies, and close collaboration with system partners to optimise resources and pathways. Our focus remains on delivering safe, high-quality care while driving forward our transformation agenda and supporting the wellbeing of our staff and patients.

## The Opportunity

Sherwood Forest Hospitals NHS Foundation Trust is at a pivotal point in its journey. As Chair, you will have the unique opportunity to lead a high-performing, ambitious organisation that is committed to delivering outstanding

care and improving the health and wellbeing of our communities. You will work closely with our Chief Executive, Board, and Council of Governors to shape the Trust's future strategy, strengthen our system leadership role, and ensure we continue to deliver high-quality, safe, and equitable care.

This is a chance to make a real difference—supporting our staff, empowering our patients, and working in partnership with local authorities, voluntary sector organisations, and the Nottingham and Nottinghamshire Integrated Care System now clustered with the Derby and Derbyshire and Lincolnshire systems. You will play a key role in driving innovation, championing our values, and ensuring that Sherwood Forest Hospitals remains a trusted anchor institution for Mid-Nottinghamshire.

The NHS Long Term Plan aims to create a "fit for the future" health service through three core shifts: moving care from hospitals to the community, transitioning from analogue to digital technology, and shifting the focus from treating sickness to preventing it. Our Trust Strategy "Improving Lives" 2024-2029 sets out how we intend to achieve this transformation.

Delivering on these priorities requires a broad and diverse range of skills of which the leadership from our Chair is fundamental. Working alongside fellow Board members and our system partners the Chair will play a pivotal role in helping transform our hospitals and services, reduce health inequalities and make a positive and lasting difference to the population we serve through driving the delivery of sustainable healthcare.

## **Role of the NHS Board and Chair**

The NHS Board plays a central role in shaping the strategy, vision, and purpose of the Trust. The Board is collectively responsible for the performance of the organisation, holding it to account for the delivery of strategy and ensuring value for money. The Chair leads the Board in fostering a culture of learning, continuous improvement, and compassionate leadership, with a particular focus on quality, safety, access, and patient experience.

As Chair, you will also lead the Council of Governors, ensuring it works effectively with the Board to shape the Trust's future strategy and act as a key link between the Trust, its staff, and the communities we serve. You will be responsible for building confidence in the quality and safety of our services, ensuring resources are used efficiently, and that public money is spent fairly and effectively.

## Person Specification

We are seeking a strategic and inclusive leader with a proven track record at Board level, ideally with experience from working in complex, regulated environments. You will bring a deep commitment to public service values, a strong understanding of governance, and the ability to build trusted relationships across diverse stakeholder groups.

We have the following essential requirements:

- A clear commitment to the NHS and the Trust's values
- An appreciation of NHS constitutional and regulatory standards
- Meet the independence requirement set out in Section B, 2.6 of the Code of Governance for NHS Provider Trusts  
<https://www.england.nhs.uk/long-read/code-of-governance-for-nhs-provider-trusts/#section-b-division-of-responsibilities>
- Meet the requirements of the Fit and Proper Person test
- A professional qualification or equivalent experience
- Be a highly effective influencer and confident networker, able to balance the Trust's priorities with those of the wider system.
- Experience in managing the resolution of conflict, finding compromise and building consensus across varied stakeholder groups
- Prior experience on a board or equivalent significant senior leadership experience in complex, multi-stakeholder environments either within the NHS or in private, voluntary or other public sector organisations of a comparable complexity and scale
- Specifically, you will demonstrate the attributes, skills, experience and knowledge as described in the NHS Leadership Competency Framework for Board members outlined in detail within the role description and at Appendix 1 of this document

Other desirable experience:

- Ability to demonstrate strong local knowledge and/or have good connections with the local areas served by the Trust.

## Role Description

The Chair is responsible for the effective leadership of the Board, creating the conditions necessary for overall Board and individual director effectiveness. The Chair must cultivate an effective working relationship with the Chief Executive with whom many of the Chair's responsibilities will be discharged with in partnership. It is important that the Chair and Chief Executive are clear about their individual and shared roles and their respective responsibilities towards the unitary board. The Chair leads the Board with responsibility for the effectiveness of the non-executive directors, and the board as a whole whereas the Chief Executive leads the organisation and is responsible for managing the executive directors.

Together the Chair and Chief Executive set the tone for the whole Trust with the ultimate responsibility for ensuring the population served by the Trust and the wider system in which it sits receive the best possible care delivered in the most safe, efficient and sustainable way.

The Chair also leads the Council of Governors, ensuring it works effectively with the Board to shape the Trust's future strategy and acts as a key link between the Trust, its staff, membership and the communities we serve.

### **1. 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 a commitment to achieve the best, sustainable outcomes for patients through encouraging continuous improvement, clinical excellence and financial efficiency
- Strong understanding of financial management, with the ability to balance the competing objectives of quality, operational performance and finance
- An appreciation of NHS constitutional and regulatory standards
- The ability to lead an effective, unitary Board consistent with the Nolan Principles, NHS and Trust values

### **2. 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 including external advocacy across the ICS, local authorities, and community partners
- Experience of leading transformational change, managing complex organisations, budgets and people
- Experience to equip them to ensure the Trust's strategy and leadership are aligned with the ambitions and priorities set out in the NHS 10-Year Health Plan for England "Fit for the Future".
- A strong understanding of, and commitment to delivering, the priorities of the NHS Long term Plan and awareness of its implications for acute and community services, system working, and population health.

### **3. 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:

- Commitment to the Trust's CARE values and to the promotion of equality, diversity, and inclusion.
- Significant experience of engaging with the diverse social, economic and cultural groups the Trust serves.

### **4. 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 level 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
- The skills to chair the Council of Governors and ensure an effective partnership between Governors and the Board

## **5. 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 Trust's 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
- A background of championing a culture of openness, learning, and continuous improvement
- A strong focus on the experience of all patients and staff
- Experience managing conflict, finding compromise and building consensus across varied stakeholder groups with potentially conflicting priorities

## **6. 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 so as to be a highly effective influencer and confident networker, able to balance the Trust's priorities with those of the wider system.

- The ability to champion prevention, population health, reducing health inequalities, improving access and outcomes, and supporting innovation and transformation across the Trust and the wider system.

## Appendices

### Appendix 1: NHS Leadership Competency Framework

Leaders in the NHS help deliver better health and care for patients by setting the tone for their organisations, developing team culture and driving performance. NHS England has worked with a wide range of leaders across the NHS to develop the **NHS Leadership Competency Domains** to describe what we do when we operate at our best:

1. **Driving high-quality and sustainable outcomes:** Leaders are expected to deliver safe, effective care and lasting improvements, balancing quality, operational performance, and financial sustainability.
2. **Setting strategy and delivering long-term transformation:** Leaders shape the Trust's vision and strategy, ensuring alignment with system priorities and using data and intelligence to inform decision-making.
3. **Promoting equality, inclusion, and reducing inequalities:** We are committed to narrowing health and workforce inequalities, promoting inclusion, and engaging with the diverse communities we serve.
4. **Providing robust governance and assurance:** Leaders uphold strong governance, accountability, and assurance, ensuring that risks are managed and decisions are evidence-based.
5. **Creating a compassionate, just, and positive culture:** We champion a culture of kindness, respect, and continuous improvement, listening to staff and patients and challenging inappropriate behaviours.
6. **Building trusted relationships with partners and communities:** Leaders work collaboratively with colleagues, system partners, and the public, building trust and co-producing solutions to shared challenges.

Sherwood Forest Hospitals NHS Foundation Trust is committed to upholding the highest standards of leadership, professionalism, and public service. Our approach is shaped by the NHS Leadership Competency Framework, the Nolan Principles of Public Life, and our own CARE values, which together underpin everything we do.

### **Our CARE Values:**

- **Communicating and working together:** We foster open, honest, and respectful communication, encouraging collaboration across teams, departments, and with our partners in the wider health and care system.
- **Aspiring and improving:** We are ambitious for our patients, staff, and communities, always seeking ways to learn, innovate, and improve the quality of our services.
- **Respectful, inclusive and caring:** We treat everyone with dignity and compassion, celebrate diversity, and strive to create an environment where everyone feels valued and included.
- **Efficient and safe:** We use our resources wisely, prioritise safety, and ensure that our services are delivered to the highest standards.

### **Our People Promise:**

- We are compassionate and inclusive.
- We are recognised and rewarded.
- We each have a voice that counts.
- We are safe and healthy.
- We are always learning.
- We work flexibly.
- We are a team.

### **Principles of Public Life (Nolan Principles):**

- Selflessness
- Integrity
- Objectivity
- Accountability
- Openness
- Honesty
- Leadership

Together, these values and competencies guide our leadership, shape our culture, and ensure that Sherwood Forest Hospitals NHS Foundation Trust continues to deliver outstanding care for our communities.

## **Appendix 2: Terms of Appointment**

The Chair of Sherwood Forest Hospitals NHS Foundation Trust will be appointed on terms designed to reflect the significance and responsibility of the role.

- **Time Commitment:** The role requires a commitment of circa 3 days per week, including attendance at Board, committee, and Council of Governors meetings, stakeholder engagement, preparation time, and some evening events. The Trust supports flexible working arrangements to enable the Chair to fulfil their responsibilities effectively.
- **Remuneration:** £55,000 per annum which is aligned with national guidance and Trust policy, reflecting the scale and complexity of the Trust.
- **Tenure:** The Chair will be appointed for an initial term of three years, subject to a satisfactory appraisal. They are eligible to be considered for a second three-year term, but no automatic re-appointment.
- **Location:** The Chair will be primarily based at King's Mill Hospital and will travel routinely to Newark Hospital and Mansfield Community Hospital. System working will require presence across Nottingham and Nottinghamshire and its four Place Based Partnerships (Mid Nottinghamshire, South Nottinghamshire, Nottingham City, Bassetlaw). In line with the new East Midlands ICB cluster arrangements, the Chair will also engage with partners across Derby & Derbyshire and Lincolnshire on regional priorities.
- **Eligibility:** Candidates must meet the requirements of the Fit and Proper Persons Test and will be subject to background checks in accordance with NHS England standards. Preference will be given to candidates with strong local knowledge or connections to the communities served by the Trust.
- **Continuous Professional Development:** The Trust encourages ongoing learning and development, and the Chair will have access to relevant training and support to enhance their effectiveness in the role.

### Appendix 3: More Information

For further information about Sherwood Forest Hospitals NHS Foundation Trust, including our strategy, annual reports, and details of our services, please visit:

- **Trust website:** <https://www.sfh-tr.nhs.uk/>
- **Annual Reports and Accounts:** [Publications and Reports](#)
- **Trust Strategy (2024–2029):** [Improving Lives Strategy](#)
- **Care Quality Commission (CQC) Reports:** [CQC Profile and Latest Report](#)
- **Our CQC Rating (Trust summary):** [CQC Rating Summary](#)
- **Nottingham and Nottinghamshire Integrated Care System (ICS):** [ICS Website](#)
- **ICS Board (ICB):** [Nottingham and Nottinghamshire ICB](#)

### Appendix 4: Further reading

- **Fit for the Future: 10 Year Health Plan for England**  
<https://assets.publishing.service.gov.uk/media/6888a0b1a11f859994409147/fit-for-the-future-10-year-health-plan-for-england.pdf>

### Appendix 5: Making an Application

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 most effective 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.

Applications for the role of Chair should be uploaded via GatenbySanderson, the Trust's recruitment partner. Please follow the application instructions on the recruitment microsite [www.sfh-recruitment.com](http://www.sfh-recruitment.com).

- Please submit an up-to-date copy of your CV, along with a Supporting Statement that addresses the criteria set out in the person specification and the NHS Leadership Competency Framework, using examples to demonstrate how you meet the criteria.
- A completed fit and proper person form - the template can be downloaded from the recruitment microsite.
- Detail any employment or education gaps.
- You should provide the names, positions, organisations, and contact details for your referees, which must be your line managers and include your current and most recent employer. The referees should cover at least two roles as the minimum. Please note, should you be appointed, you will be required to provide references covering your last 6 years of employment. Where there have been gaps in employment, this six-year period will be extended accordingly. Referees will only be contacted for those proceeding to the final stage - we will always gain your permission before we contact referees.
- Let us know any difficulty you may have with the indicative timetable.

For a confidential discussion about your interest and any queries and/or support with your application, please contact our recruitment partners at GatenbySanderson: Will McAlpine [will.mcalpine@gatenbysanderson.com](mailto:will.mcalpine@gatenbysanderson.com), Niamh Blair [niamh.blair@gatenbysanderson.com](mailto:niamh.blair@gatenbysanderson.com) or Emma Pickup [emma.pickup@gatenbysanderson.com](mailto:emma.pickup@gatenbysanderson.com)

## Appendix 5: Key Dates

- **Closing date for applications:** Monday 2<sup>nd</sup> March 2026 at 09.00
- **Stakeholder event and final panel interview:** Shortlisted candidates will be invited to meet key stakeholders and attend the final panel interview on Wednesday 25<sup>th</sup> March
- **Proposed start date:** The successful candidate will commence their role as Chair-Designate following ratification of the appointment by the Council of Governors, with the substantive Chair appointment from Tuesday 26<sup>th</sup> May 2026