

Non Executive Director

Candidate Information Pack

August 2026



**Nurturing
ambition.**

Welcome from the Chair

Thank you for your interest in becoming a non-executive director (NED) at Gloucestershire Hospitals NHS Foundation Trust.



On behalf of the Board of Directors and Council of Governors, I am delighted to introduce this opportunity to join our Trust at a pivotal and exciting point in its journey. Gloucestershire Hospitals is the largest employer in Gloucestershire, employing more than 9,000 people and providing acute, specialist and emergency care to over 660,000 residents across the county and beyond. Through Cheltenham General Hospital, Gloucestershire Royal Hospital and our wider community services, we touch the lives of thousands of people every day.

We are proud of our long history of serving our communities, but we are equally focused on the future. Over recent years we have developed a renewed sense of purpose and ambition, reflected in our Trust Strategy 2025–2030 and our vision to deliver the best care every day for everyone. This vision is rooted in the belief that outstanding healthcare is created when high-quality clinical care is combined with compassionate leadership, strong partnerships, innovation and continuous improvement.

We have made significant progress in recent years and remain ambitious about the opportunities ahead. Significant improvements have been made for urgent and emergency care, elective recovery, quality and operational performance. During 2025/26 we were ranked amongst the highest-performing NHS trusts in the country, becoming the highest-ranked Trust in the South West and one of the strongest-performing large acute trusts nationally. At the same time, we have continued to invest in innovation, education, research, digital transformation and clinical services.

However, like every NHS organisation, we also face significant challenges. As demand for services continues to increase, we must modernise parts of our estate, improve productivity, address health inequalities and ensure we remain financially sustainable. These challenges require thoughtful leadership, clear governance and a willingness to think differently about how healthcare is delivered.

Our ambitions are driven by a commitment to improve the lives of the people and communities we serve. We work closely with partners across Gloucestershire, including primary care, community services, local authorities, voluntary organisations and local communities, recognising that the future of healthcare depends on collaboration and shared purpose. Through these partnerships we are developing more integrated approaches to care, improving population health and helping to tackle inequalities across our county.

We are also proud of the culture we are building. Our people are at the heart of our organisation and we are committed to creating an environment where colleagues feel valued, supported and empowered to contribute to improvement. We want Gloucestershire Hospitals to be a place where people are proud to work, learn and receive care.

We are looking for a non-executive director who will bring independent judgement, curiosity and ambition; someone who will support and challenge us to go further and faster in delivering our vision of providing the best care every day for everyone. This is an opportunity to join a Board committed to openness, learning and continuous improvement. We believe good governance enables better decisions, stronger assurance and better outcomes for patients, staff and communities. The contribution of our NEDs is fundamental to achieving that ambition.

If you are motivated by public service, excited by complex challenges and committed to making a meaningful difference to the future of healthcare in Gloucestershire, we would be delighted to hear from you.

If this sounds like you and you would like to learn more, please contact Jenny Adrian or James McLeod or Isobel Harrop at our recruitment partners, Hunter Healthcare, on jadrian@hunter-healthcare.com or 07939 250362.

Thank you for your interest,

Deborah Evans, Chair
Gloucestershire Hospitals
NHS Foundation Trust

About Gloucestershire Hospitals

We provide acute, specialist and emergency care to more than 660,000 people across Gloucestershire and neighbouring counties. With an annual turnover of approximately £830 million and a workforce of over 9,000 colleagues, we are one of the county's largest employers and a major contributor to the social and economic well-being of our communities.

Our services are delivered primarily from Gloucestershire Royal Hospital and Cheltenham General Hospital, supported by maternity services at Stroud Maternity Hospital, community-based clinics and diagnostic services across the county, and specialist outreach services beyond Gloucestershire. We are proud of our long history of serving local communities, but our focus is firmly on the future.

Through our Trust Strategy 2025–2030, we have set a clear ambition to deliver the best care every day for everyone, while embracing innovation, strengthening partnerships and improving the experience of patients, carers and colleagues.

Today, Gloucestershire Hospitals is a Trust with momentum. We have become one of the highest-performing acute Trusts in the country, improving patient flow, reducing waiting times, strengthening quality and safety, and investing in the future of our services. We have expanded diagnostic capacity, increased the use of innovative technologies and continue to progress plans for major developments.

Our success is built on partnership. Working alongside our communities, health and care partners, universities and voluntary organisations, we are helping shape a healthier future for Gloucestershire and improving outcomes for generations to come.

Our wider Group

Gloucestershire Hospitals operates as part of a wider group structure that supports the delivery of safe, effective and sustainable services.

Gloucestershire Managed Services

Gloucestershire Managed Services is the Trust's wholly-owned subsidiary company, providing estates, facilities and a range of support services that are critical to the delivery of patient care. Working closely with the Trust, GMS plays an important role in maintaining and developing the infrastructure, services and environments that support our hospitals and operations.

Cheltenham and Gloucester Hospitals Charity

As Corporate Trustee, the Trust Board is responsible for overseeing Cheltenham and Gloucester Hospitals Charity. The charity plays an important role in enhancing patient care, supporting staff well-being, funding innovation and investing in projects that go beyond what NHS funding alone can provide.

Through the generosity of supporters and donors, the charity helps create lasting benefits for patients, staff and communities across Gloucestershire.



Our services

Our divisions



**Diagnostics and
Specialities**



Surgery



Medicine



**Women's and
Children's**

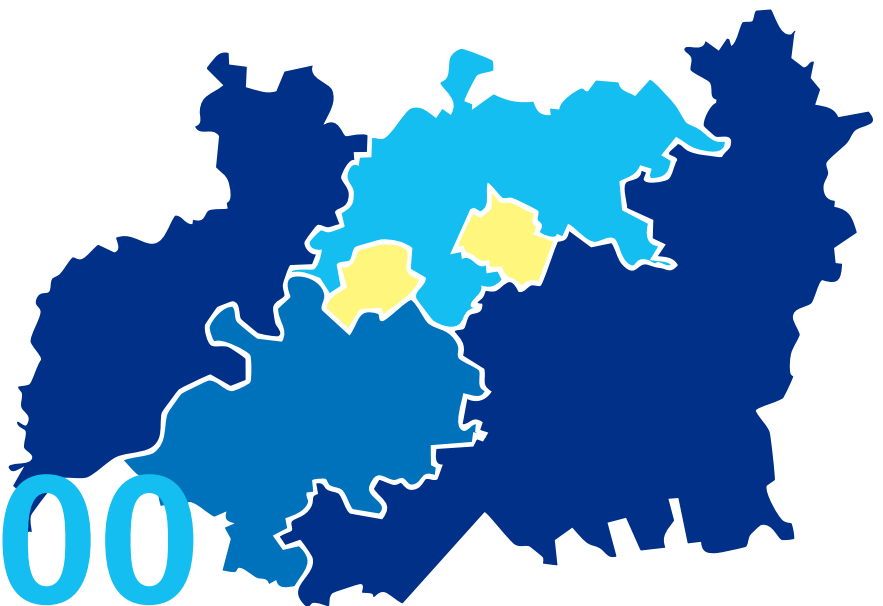


**Corporate
Services**

We provide
care for

660,000

people in the county



We support

6,000

births a year

We perform

31,025

planned
operations on
average a year

We have

31

theatres across
three sites

We have over

856

beds

We have a

9,000+

workforce

Vision, values and Trust strategy

We are committed to developing and maintaining a culture where everyone feels valued and a true sense of belonging, regardless of their characteristics, a place where staff are proud to work and would recommend our hospitals as a place to work.

We are ambitious about the culture we want to build at Gloucestershire Hospitals. We want this to be a Trust where colleagues feel proud to work, where we live our values out loud, where kindness and respect are visible in everyday interactions, and where every team is supported to do its best work for patients.

That means creating conditions for people to feel safe, valued and listened to; where speaking up is encouraged, concerns are acted on, and learning is shared openly.

It also means being clear about the behaviours we expect from one another, addressing inappropriate behaviour consistently, and holding ourselves and each other to account in a fair and compassionate way.

Gloucestershire Hospitals five-year strategy sets out a bold vision, to deliver the best care every day for everyone. This strategy is rooted in the Trust's core values: caring, compassionate, inclusive and accountable, and reflects our deep commitment to listening to patients, staff, and communities.

It is both a promise and a challenge. We want to change and save lives, to act with integrity, and to ensure fair access to care for all to good quality and safe care.

Our strategic framework



Together we deliver safe, effective, and compassionate care, working with partners to eliminate health inequalities and co-designing services that meet our communities' needs.

Our staff are at the heart of the organisation, and we are building a culture of kindness, accountability, and continuous improvement.

Understanding the changing health needs of the people we serve is critical in the way we are developing our services, delivering the right care whilst living within our means financially. While many residents enjoy good health, significant disparities continue, with an 11-year gap in healthy life expectancy between the most and least affluent areas.

To meet this challenge in our role as an anchor institution, we must think beyond the four walls of our hospitals to address the wider determinants of health such as housing, employment, and education, and work with partners to create lasting change. The strategy also acknowledges the challenges ahead: rising demand, workforce pressures, financial constraints, and the need to modernise our ageing estate.

There has been some good progress made in our digital transformation and workforce development, but ongoing efforts are needed to go further, and to improve access, more joined up care, and sustainability across our services. Aligned with the national NHS 10 Year Plan, the Trust is embracing a shift toward community-based, digital, and preventative care.

Our values

The way we go about our work is as important as what we do. Our values guide our behaviour, whether with our patients, with one another or with wider stakeholders.

- **We are Caring** – always showing kindness and concern for others
- **We are Compassionate** – focusing on our relationships with others by listening, respecting and valuing their experiences
- **We are Inclusive** – ensuring everyone receives the care and support they need regardless of identity or background
- **We are Accountable** – taking personal responsibility for our actions, decisions and behaviours



Our Board

Our Board of Directors provides strategic leadership for one of Gloucestershire's largest and most important organisations. Together, our executive and non-executive directors are collectively responsible for the long-term success of the Trust, ensuring we deliver safe, effective and compassionate care while remaining financially sustainable and responsive to the needs of the communities we serve.

The Board sets the Trust's strategic direction, oversees performance and quality, and ensures robust governance across the organisation. Supported by its committees, including Audit and Assurance, Quality and Performance, Finance and Resources, People and Organisational Development, and Charitable Funds, it provides effective oversight, constructive challenge and assurance, enabling informed decision-making and continuous improvement.

The strength of our Board lies in the breadth and diversity of experience, expertise and perspectives that each member brings. Together, executive and non-executive directors foster a culture of openness, collaboration and accountability, helping to shape the future of our Trust and improve outcomes for patients, staff and communities.

Non-executive directors play a vital role in providing independent judgement, strategic insight and constructive challenge. Through Board and committee membership, they also contribute to the oversight of the Trust's wholly-owned subsidiary company and our charitable funds, helping to ensure the highest standards of governance, stewardship and public accountability.

Non-Executive Directors



Deborah Evans
Chair



Varetta Bryan
NED



Sam Foster
NED



John Noble
NED



Sally Moyle
NED



Jaki Meeking Davis
NED



Shawn Smith
NED



Vacant
NED



Kaye Law Fox
Associate NED

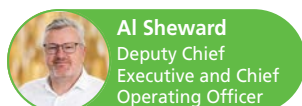


Raj Kakar-Clayton
Associate NED

Executive Directors



Kevin McNamara
Chief Executive



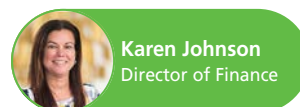
Al Sheward
Deputy Chief Executive and Chief Operating Officer



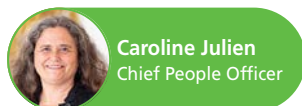
Professor Mark Pietroni
Medical Director



Matt Holdaway
Chief Nurse and Director of Quality



Karen Johnson
Director of Finance



Caroline Julien
Chief People Officer



Will Cleary-Gray
Director of Improvement and Delivery



Kerry Rogers*
Director of Integrated Governance



Lee Pester*
Chief Digital Information Officer

*Non-voting

Working with our Council of Governors

As a NHS Foundation Trust, we are accountable to a Council of Governors representing patients, staff, members and partner organisations across Gloucestershire. Governors play an important role in ensuring that the views, experiences and priorities of local people help shape the future of the Trust. As representatives of the communities we serve, they provide an important link between the organisation and the patients, carers, staff and residents whose voices should influence how services are developed and improved.

Governors help ensure that the Board remains connected to the needs and expectations of local communities. In addition to appointing the Chair and non-executive directors and holding the non-

executive directors collectively to account for the performance of the Board.

Their insight and challenge help strengthen our understanding of patient experience, support continuous improvement and reinforce our commitment to delivering services that are responsive, inclusive and focused on what matters most to the people we serve.

Our Board and Council of Governors work closely together, recognising that effective governance depends upon strong relationships, constructive challenge and a shared commitment to improving outcomes and experiences for patients, staff and communities.



Governance that enables improvement

We believe governance should simplify decision-making, improve assurance and support delivery. Our Board is committed to creating an environment where challenge is welcomed, oversight is proportionate and governance adds value rather than bureaucracy. Good governance helps us make better decisions, manage risk effectively, allocate resources wisely and maintain a relentless focus on the outcomes that matter most to patients, staff and communities.

Board Committees

Our Board is supported by a number of key committees which provide detailed scrutiny, assurance and oversight:

- Audit and Assurance Committee
- Quality and Performance Committee
- Finance and Resources Committee
- People and Organisational Development Committee
- Charitable Funds Committee
- Appointments and Remuneration Committee

Together, these committees help ensure the Trust remains well governed, financially sustainable, focused on quality and safety, and committed to delivering the best possible outcomes for patients and communities.

The attributes we look for in Non-Executive Directors

We are looking for individuals who share our commitment to public service and who are motivated by the opportunity to make a meaningful difference to the lives of patients, staff and communities.

Our most effective NEDs bring far more than professional expertise. They bring curiosity, independence of thought and the confidence to ask difficult questions while building positive and constructive relationships across the organisation. They combine strategic thinking with sound judgement, helping the Board navigate complexity, uncertainty and change.

We value people who are curious rather than certain, collaborative rather than directive, and committed to learning and improvement rather than preserving the status quo. People who:

- Bring independent judgement and a willingness to provide thoughtful challenge.
- Can balance support and scrutiny, helping the organisation learn, improve and succeed.
- Champion the voices of patients, staff, governors and communities in Board decision-making.
- Demonstrate a genuine commitment to tackling health inequalities and improving outcomes for all.
- Promote equality, diversity and inclusion and help create a culture where everyone feels valued, heard and respected.
- Are comfortable working with complexity and ambiguity, while maintaining a clear focus on what matters most.
- Understand that good governance should enable delivery, improvement and innovation rather than create unnecessary bureaucracy.
- Have the courage to ask difficult questions and the humility to listen to different perspectives.
- Act with integrity, accountability and the highest standards of public stewardship.

Above all, we are seeking people who will help us remain ambitious for our patients, compassionate towards our people, connected to our communities and focused on continuous improvement. We want NEDs who will not simply oversee the organisation, but who will help shape its future.

A Trust with momentum

We are proud of the progress our teams have made over recent years in improving quality, safety, operational performance and patient experience, while remaining ambitious about what still needs to be achieved. We are honest about our challenges, but equally proud of the improvements being delivered through the dedication, expertise and compassion of our people.

Recent years have seen significant improvements in performance. The Trust has become one of the highest-performing acute trusts in the country, ranked 17th nationally during 2025/26 and ending the year ranked 22nd nationally in the NHS Oversight Framework. We were also the highest-ranked NHS Trust in the South West and one of the strongest-performing large acute trusts nationally. These achievements reflect sustained improvements in patient flow, elective recovery, operational grip and organisational performance.

We have delivered substantial reductions in waiting times for planned care and are now among the leading NHS organisations nationally for elective performance. At the same time, we have significantly improved ambulance handover performance, reduced delays for patients and strengthened the flow of patients through our hospitals. One of our proudest achievements has been eliminating corridor care on inpatient wards, improving both patient dignity and safety.

Quality and safety remain at the heart of our improvement journey. During 2025, Medical Services at Cheltenham General Hospital were inspected by the Care Quality Commission, with inspectors recognising strong leadership, effective governance arrangements, a positive safety culture and a commitment to continuous improvement.

We are equally proud of the way we are investing in the future. During the last year alone we have expanded diagnostic services through a new MRI facility, invested in state-of-the-art endoscopy technology, expanded robotic-assisted surgery, participated in the national generation genomic screening programme and continued progress towards the development of a new Gloucestershire Cancer Centre. These investments are helping us improve outcomes for patients today while building healthcare services fit for future generations.

We know that significant challenges remain. Demand for healthcare continues to grow, our estate requires major investment, and we must continue to improve access, quality, safety and staff experience. However, we believe Gloucestershire Hospitals is well placed to meet those challenges. We have a clear strategy, a strong improvement culture, committed staff, supportive partners and a Board that is determined to create the conditions for continued success.

For the right non-executive director, this is an opportunity to join an organisation that is performing strongly, embracing innovation, tackling difficult challenges openly and ambitiously, and shaping the future of healthcare for the people of Gloucestershire.



Benefitting our patients & populations

Listening, learning and improving together

At Gloucestershire Hospitals, we believe the best healthcare services are designed not only for communities but with communities. Patient experience and community voice sit at the heart of our strategy and inform how we design services, improve care and make decisions about the future.

Over the past year, we have worked alongside patients, carers, staff, voluntary organisations, communities and system partners to better understand the needs, experiences and aspirations of the people we serve. More than 2,000 people helped shape our new five-year strategy, whilst our community engagement programme reached over 7,000 people through targeted engagement activities across Gloucestershire.

We are particularly focused on ensuring that the voices of those who are traditionally underrepresented in healthcare decision-making are heard. Working with community groups, faith organisations, voluntary sector partners and local leaders, we are developing more inclusive approaches to engagement, helping us understand barriers to care, improve access to services and reduce health inequalities.

Improving health through partnership

As a key partner within the Integrated Care System, we work closely with primary care, community services, local authorities, Gloucestershire Health and Care NHS Foundation Trust, universities, voluntary organisations and patient groups to improve health outcomes and create more seamless experiences of care.

Our engagement work has helped strengthen relationships with diverse communities across Gloucestershire and supports our ambition to provide care that is accessible, culturally responsive and shaped by lived experience. Recent initiatives have included community health promotion and education programmes, refugee and asylum seeker engagement, health inequality projects, dementia support partnerships, youth leadership programmes and targeted work within minority ethnic communities.

Community voice driving change

We are increasingly embedding co-production into the way we work. Examples include:

- Supporting the Young Influencers programme, enabling young people to shape services and influence decision-making across the Trust.
- Working with with the charity, Mindsong and communities to develop culturally appropriate dementia resources, including the award-winning Sounds of the Soul and Sangeet Memory Box initiatives.
- Partnering with community organisations during Refugee Week, Ramadan, health awareness campaigns and well-being programmes to improve access to information and services.
- Using patient stories, community feedback and lived experience to inform service redesign, quality improvement and strategic decision-making.

Supporting better outcomes for Gloucestershire

As an acute hospital trust, we recognise that improving health is about more than the services delivered within our hospitals. We are increasingly focused on prevention, tackling health inequalities and supporting people to live healthier lives. Through our role as a major local employer, partner and anchor institution, we are working with others across Gloucestershire to improve the wider determinants of health and help create healthier and more resilient communities.

For our non-executive directors, this creates a unique opportunity to contribute to a Board that is committed not only to delivering outstanding hospital services, but also to working with communities and partners to improve health outcomes for future generations.

Supporting our people to thrive

We want Gloucestershire Hospitals to be a place where people feel proud to work, supported to grow and able to do their best work. That means investing in education, training, leadership development and career opportunities for colleagues at every stage of their working lives, whether they are joining us at the start of their career, developing specialist expertise, or taking on senior clinical and leadership roles.

More than 9,000 colleagues deliver care, support services, research, education and innovation across our hospitals and wider community services every day. Their skill, compassion and commitment are the foundation of everything we achieve. We want Gloucestershire Hospitals to be a place where people feel valued, included and proud to work. We are committed to creating an environment where colleagues can develop, contribute and thrive, supported by strong leadership, meaningful development opportunities and a culture that encourages learning, innovation and continuous improvement.

Developing future leaders is a key priority for the Trust. Through leadership and management development programmes, apprenticeships, clinical education, professional development opportunities and our Licence to Lead programme, we are investing in the capability and confidence of colleagues at every stage of their careers. We work closely with universities, professional bodies and regional education partners to support the development of the workforce of the future.

We are equally committed to creating a culture where colleagues feel safe to speak up, where learning is shared openly and where everyone is treated with dignity and respect. We recognise that high-quality patient care is inseparable from positive staff experience, strong teamwork and visible leadership. Our ongoing focus on organisational development, inclusion, well-being and staff engagement reflects our determination to create a workplace in which every colleague can perform at their best.

Recent NHS Staff Survey results demonstrate encouraging progress. Appraisal completion increased to 88.3%, with a significant improvement in national ranking, while team effectiveness scores have continued to improve. Staff turnover has fallen and more colleagues report having autonomy in their roles and opportunities to contribute to improvements within their teams. While we recognise there is more to do, these improvements reflect the positive direction of travel across the organisation.

Our commitment to education and development was recognised nationally when Gloucestershire Hospitals was awarded Postgraduate Medical Education Team of the Year 2026, reflecting the quality of learning, support and development we provide to resident doctors and the wider clinical workforce. For our NEDs, supporting our people is one of the Board's most important responsibilities. We believe that by creating a compassionate, inclusive and high-performing culture, our colleagues will continue to deliver outstanding care for our patients and communities, both now and for the future.



Research, innovation and education

Research, innovation and education are central to our ambition to deliver the best care every day for everyone.

As a teaching and research-active NHS Foundation Trust, we are committed to developing the treatments, technologies and clinical practices that will improve outcomes for future generations while ensuring our patients benefit from the latest advances in healthcare today.

Gloucestershire Hospitals has a strong and growing reputation for research and innovation. Each year, thousands of patients participate in research studies across a wide range of specialties, helping to advance knowledge, improve treatments and shape the future of healthcare. Our clinical teams work closely with universities, research organisations and national partners to deliver research that has a meaningful impact on patient care.

Innovation is increasingly embedded within our services. Recent developments include the expansion of robotic-assisted surgery, investment in advanced

diagnostic technology, participation in the national New Generation genomic screening programme and the introduction of new digital solutions that improve access, efficiency and patient experience. These innovations are helping us provide safer, faster and more personalised care while supporting our ambition to be a digitally enabled organisation.

Education and workforce development are equally important to our future success. Through partnerships with the University of Gloucestershire, University of Worcester, University of Bristol, NHS England and regional education providers, we support the development of healthcare professionals at every stage of their career. From apprenticeships and undergraduate placements through to advanced clinical practice, medical education and leadership development, we are investing in the workforce of the future.

For our NEDs, this represents an opportunity to support an organisation that is not only delivering today's healthcare, but actively shaping the healthcare of tomorrow through research, education and innovation.



Value for the public purse

As one of Gloucestershire's largest public organisations, we recognise our responsibility to ensure every pound entrusted to us delivers the greatest possible value for patients, communities and taxpayers. Sound financial stewardship is fundamental to maintaining high-quality services today while investing in the healthcare needs of future generations.

With an annual turnover of approximately £830 million, Gloucestershire Hospitals NHS Foundation Trust plays a critical role in both healthcare delivery and the local economy. We are committed to using our resources responsibly, improving productivity, reducing waste and ensuring investment is directed towards areas that deliver the greatest benefit for patients.

Despite significant financial pressures facing the NHS, the Trust delivered its financial plan during 2025/26 while continuing to invest in services, infrastructure, patient safety and workforce development. Improvements in elective performance, reductions in waiting times, greater use of technology and a continued focus on productivity are helping us deliver better outcomes while living within our means.

Looking ahead, we are delivering one of the most ambitious transformation programmes in our history. Our focus includes modernising corporate services, improving digital capability, transforming outpatient services, maximising the value of our estate and creating simpler, smarter and more efficient ways of working.

These programmes are designed not only to improve financial sustainability but also to support faster decision-making, better staff experience and improved patient care.

As a major local employer and anchor institution, value for the public purse extends beyond financial performance alone. We contribute significantly to local employment, education, research, economic development and community well-being, strengthening our role as a key partner in improving health and prosperity across Gloucestershire.

For our NEDs, this is an opportunity to help ensure that good governance, sound financial stewardship and strategic investment come together to maximise value for patients, communities and the public we serve.



Investing in our future

Our hospitals are a vital part of Gloucestershire's infrastructure and play a central role in the experience of patients, staff and communities. While parts of our estate are modern and fit for purpose, we are also managing some of the oldest and most complex healthcare buildings in the NHS, creating both challenges and opportunities for the future.

We are investing significantly in improving the environment in which care is delivered. Over recent years, we have undertaken major programmes of work to enhance fire safety, modernise infrastructure, improve clinical facilities and strengthen estate resilience. This includes investment in diagnostic services, ward environments, pharmacy facilities, critical care infrastructure and a comprehensive programme of safety and compliance improvements across our hospital sites.

At the same time, we are honest about the scale of the challenge. Parts of our estate require substantial long-term investment to ensure they remain safe, sustainable and capable of supporting modern models of healthcare. Addressing these challenges is a major strategic priority for the Board and an essential enabler of our future ambitions.

One of the most exciting developments is the planned Gloucestershire Cancer Centre at Cheltenham General Hospital, which will transform cancer care for patients across the county and beyond and create a centre of excellence for future generations. Alongside this, we are developing long-term estate plans that will help ensure our facilities support innovation, sustainability, workforce well-being and outstanding patient care.



Equality, diversity and inclusion

Equality, diversity and inclusion are central to our ambition to deliver the best care every day for everyone.



For us, this means going beyond representation alone and focusing on fairness, belonging and equity in the experiences of our patients, communities and colleagues. We want to understand and address the barriers that people face, whether in accessing care, progressing in their careers, or feeling safe and respected at work.

Our Trust Inclusion Network, together with our Ethnic Minority, LGBTQ+ and Disability Networks, plays an important role in helping us listen, learn and act. These networks provide safe spaces for colleagues, support allyship, inform organisational priorities and help us challenge the behaviours, systems and decisions that can unintentionally exclude people.

We are also committed to tackling health inequalities and working with local communities to ensure our services are accessible, inclusive and responsive to different needs.

Our community outreach work, which has engaged more than 17,000 residents over the past year, is helping us understand barriers to care, provide information in different languages, support health and well-being checks, and guide people to the right services.

For a non-executive director, Gloucestershire offers the opportunity to contribute to an organisation that sits at the heart of county life, helping to shape healthcare services, improve outcomes and make a lasting difference to the lives of current and future generations.



In the news



We have been awarded “PGME Team of the Year 2026” at the recent Medical Education Leaders (MEL) UK conference. This award reflects the outstanding contribution of our trainers across the Trust and primary care in supporting resident doctors to deliver high-quality patient care. It also recognises the invaluable work of our non-clinical PGME team members working behind the scenes across both sites to ensure timely and effective training support.



Congratulations to Lead Admiral Nurse, Asma Pandor who has won the Outstanding Achievement Award at the British Muslim Awards. Asma was recognised in the Achievements in Medicine category for her exceptional contribution in caring for patients with dementia and their families.



We are the first UK site to enrol a patient into a global commercial research trial investigating if a drug can help prevent infections in people receiving an approved Multiple Myeloma treatment. Congratulations to the team.



Our Neonatal Unit has been awarded a Certificate of Commitment in its first step towards gaining recognition from the UK Committee for UNICEF UK Baby Friendly Initiative. The award reflects of our commitment to increase breastfeeding rates and improve care for all mothers at the Neonatal Unit at the Trust.

"I've been continually impressed by the opportunities for growth and development here. Becoming a consultant feels less like the end of training and more like the start of an exciting new chapter, with countless opportunities to shape and advance your career."

– Matthew,
Radiology Consultant



The opportunity

Remuneration	£15,860 per annum
Reporting to	Chair
Hours	5 days per month (average)
Location	Hybrid (home & GRH/CGH sites)

Role Summary

Non-executive directors (NEDs) play a vital role in supporting Gloucestershire Hospitals NHS Foundation Trust to deliver high-quality, safe and sustainable healthcare services for the communities it serves. They are uniquely placed to ensure the Board remains focused on what matters most to patients, staff, communities and taxpayers, bringing independent judgement, constructive challenge and external perspective to decision-making.

As a member of the Board of Directors, the appointee will provide independent judgement, constructive challenge and strategic oversight, working collaboratively with executive and non-executive colleagues to ensure effective governance, accountability and organisational performance. The role contributes to the development and delivery of the Trust's strategic objectives, helping to maintain the highest standards of patient care, quality, safety and financial stewardship.

The non-executive director will bring valuable skills, experience and external perspective to Board discussions and decision-making, supporting a culture of innovation, continuous improvement and inclusivity. The appointee will also act as an ambassador for the Trust, ensuring that the interests of patients, staff, governors, partners and our communities are reflected in the Board's work and strategic direction. The appointee will support the Trust's contribution to improving population health, reducing inequalities and delivering integrated care through effective partnership working across Gloucestershire and the wider NHS system.

Purpose

NEDs are members of the Trust's Board of Directors, but they are appointees rather than employees. Their role is to contribute (collectively with the executive directors) to the strategic direction, leadership and management of the Trust, to provide challenge to the executive directors and to bring independence to the Board. NEDs are appointed to bring to the board independence; impartiality; wide experience; special knowledge and personal qualities.

Whilst NEDs are not employees, they do have the same legal obligations to promote the interests of the Trust as their executive colleagues on the Board. The NHS Code of Governance requires that as part of their role as members of a unitary board, NEDs should constructively challenge and help develop proposals on strategy. They should also promote the functioning of the Board as a Unitary Board.

NEDs play a key role in ensuring that Gloucestershire Hospitals NHS Foundation Trust remains responsive to the needs of the diverse communities it serves. Working across organisational boundaries, they support the Trust's contribution to the wider health and care system, helping to improve population health, reduce inequalities and strengthen partnerships with patients, communities, local authorities, primary care, voluntary organisations, educational institutions and other NHS providers.

Main duties and responsibilities

Main duties

NEDs are responsible for providing oversight, governance and leadership to Gloucestershire Hospitals Foundation Trust in the pursuit of its strategic priorities and vision. NEDs scrutinise the performance of the management in meeting agreed goals and objectives for quality, safety and financial performance, and monitor the reporting of this performance.

They should satisfy themselves as to the integrity of financial, clinical and other information, and that financial and clinical quality controls and systems of risk management are effective and robust. NEDs are responsible for determining appropriate levels of remuneration of executive directors and have a prime role in succession planning and appointing and, where necessary, removing executive directors.

The Board of Directors is collectively responsible for the success of the Trust, by directing and supervising its affairs. This includes responsibility to maintain financial viability, using resources effectively within appropriate financial controls, ensuring high levels of probity and value for money and delivering high standards of clinical governance, ensuring that all relevant health standards are met.

Key responsibilities

- Support the Trust Chair, Chief Executive and executive directors in promoting the Gloucestershire Hospitals NHS Foundation Trust's values; supporting a positive culture throughout the Trust and adopting behaviours in the boardroom and elsewhere that exemplify the corporate culture.
- Support a culture of learning, continuous improvement and innovation, encouraging the organisation to challenge established practice, share learning and improve outcomes and experiences for patients, staff and communities.
- Commit to working to, and encouraging within the Trust, the highest standards of probity, integrity and governance and contribute to ensuring that the Trust's internal governance arrangements conform with best practice and statutory requirements.
- Provide independent judgement and advice on issues of strategy, vision, performance, resources and standards of conduct and constructively challenge, influence and help the executive directors develop proposals on such strategies.
- Bring independent judgement, experience and external perspective to the decisions of the Board and apply this to the benefit of the Trust, its stakeholders and the communities it serves.
- Ensure the Trust's long-term financial sustainability and the responsible stewardship of financial and other resources, supporting the delivery of safe, effective and high-quality care for patients.
- In accordance with agreed Board procedures, monitor the performance and conduct of management in meeting agreed goals and objectives and statutory responsibilities, including the preparation of annual reports and annual accounts and other statutory duties.
- To be satisfied of the integrity of financial and clinical quality controls, systems of risk management and reported information so assured they are accurate, robust and defensible.
- Support the Trust's strategic objectives in relation to climate sustainability, innovation and digital transformation, ensuring opportunities and risks are appropriately considered in Board decision-making.
- Ensure that the Trust complies with its licence, the constitution, regulatory obligations and any other applicable legislation and regulations.
- Champion equality, diversity and inclusion at Board level, ensuring that the Trust actively promotes equitable access, experience and outcomes for patients, and fosters an inclusive culture in which all staff, volunteers and learners feel valued, respected and able to thrive. Support the Board in understanding and addressing health inequalities and workforce disparities, ensuring that inclusion is embedded within strategic decision-making and organisational leadership.
- Contribute to the determination of appropriate levels of remuneration for executive directors.

- Maintain an understanding of the needs, expectations and experiences of the people and communities served by Gloucestershire Hospitals NHS Foundation Trust. Actively support meaningful engagement with patients, carers, members, governors and community representatives to ensure that diverse voices inform Board discussions and strategic decisions.
- Ensure that patient experience, staff experience, community insight and the perspectives of governors are appropriately reflected in Board discussion, assurance and decision-making.
- Chair or participate in Board Committees (eg Audit and Assurance Committee, Quality and Performance Committee, Finance and Resources Committee, People and Organisational Development Committee and Charitable Funds Committee) and take an active part in other committees (including Appointments and Remuneration Committee) established by the Board of Directors to exercise delegated responsibility.
- Establish effective relationships with Governors and report to them at Council of governors' meetings or as required.
- Contribute to governance relating to the Trust's wholly-owned subsidiary company and Corporate Trustee responsibilities through Board and committee membership.
- Develop and maintain effective relationships with system partners including NHS organisations, local authorities, universities, primary care providers, the voluntary, community and social enterprise sector (VCSE) and regional stakeholders. Support collaborative approaches to service improvement, workforce development, research, innovation and the delivery of integrated care.
- Contribute to the ongoing development and effectiveness of the Board, promoting constructive challenge, openness, collective decision-making and high standards of governance.
- Assist fellow directors in setting the Trust's strategic aims, ensuring that the necessary financial and human resources are in place for the Trust to meet its objectives, and that performance is effectively monitored and reviewed.
- Assist fellow directors in providing entrepreneurial leadership to the Trust within a framework of prudent and effective controls, which enable risk to be assessed and managed.



- Assist fellow directors in setting the Trust's values and standards and ensure that its obligations to its stakeholders and the wider community are understood and fairly balanced at all times.
- Undertake specific statutory and non-statutory 'champion' roles designated by the Chair including any necessary involvement in consultant appointments and Human Resources procedures etc.
- Engage positively and collaboratively in Board discussion of agenda items and act as an ambassador for the Trust in engagement with stakeholders including the community.
- Undertake development work to enhance understanding and skills in regards to both healthcare and social care.
- Undergo an individual and Board performance appraisal and attend any additional training highlighted as a result of the evaluation process.
- Promote and uphold the Trust values and hold others to account for behaving in accordance with these and the wider NHS values and standards
- Support the Trust's role as a major local employer and anchor institution, promoting social value, sustainability, workforce opportunity and economic benefit for the communities of Gloucestershire.

This role description is not restrictive or definitive in any way and should be regarded only as a guideline to the duties required and may be amended in the light of changing circumstances or legislative change.

Key relationships

Chair, Chief Executive, executive and non-executive directors, Trust Secretary, governors, Integrated Care Board representatives, local authority partners, primary care leaders, education partners, voluntary and community sector organisations, patient representatives and wider system stakeholders.

Equality, diversity and inclusion

The Trust is committed to encouraging equality, diversity and inclusion among its workforce and eliminating unlawful discrimination. All members of the Board are expected to support strategy development and to ensure service delivery that protects this aim. Each member of the Board must conduct themselves to help the organisation provide equal opportunities in employment and prevent victimisation and unlawful discrimination and to ensure fairness.

As a Board member, the NED is expected to demonstrate visible leadership in advancing equality, diversity and inclusion. This includes providing constructive challenge and assurance regarding progress on reducing health inequalities, improving workforce inclusion, addressing discrimination and ensuring that services are designed and delivered in a way that meets the needs of Gloucestershire's diverse communities.

Relations with Council of Governors

NEDs should:

- Regularly attend meetings of the Council of Governors
- Consider the views of governors and other members to gain their perspectives on the NHS Foundation Trust and its performance
- Have an on-going dialogue with the Council of Governors on the progress made in delivering the NHS Foundation Trust's strategic objectives, the high level of financial and operational performance of the NHS Foundation Trust and delivery against quality priorities
- Ensure that feedback from the Council of Governors is fed into the Board and its governance

Induction and refreshing skills

It is essential that new NEDs become conversant at the earliest opportunity with the Trust's business activities, its strategy and the main areas of risk. NEDs should:

- Participate in the Trust's induction programme including partnering executive directors, attend briefings, meetings and reading induction materials, supported by the Corporate Governance team
- Familiarise themselves with the key challenges and areas of risk facing the Trust and wider NHS
- Take opportunities to develop and refresh their knowledge and skills and ensure that they are well informed in respect of the main areas of the Trust's activity

NEDs are responsible (acting in the appropriate committees) for:

- Determining appropriate levels of remuneration of executive directors
- Participating in the appraisal of executive directors, their fellow NEDs and the Chair
- Appointing the Chief Executive (with the approval of the Council of Governors)
- Appointing other executive directors along with the Chief Executive
- Where necessary removing executive directors
- Succession planning for key executive posts

Time commitment

Prior to taking up the appointment successful candidates should inform the Chair and Council of Governors of any other time commitments. Once appointed Non-Executive Directors should inform the Chair of any changes to their time commitments. It is the responsibility of each Non-Executive Director to ensure that they can make sufficient time available to discharge their responsibilities effectively.

NEDs will be expected to attend Board of Directors meetings and development/seminar sessions, standing committee meetings, Council of Governors' meetings, Council of Governors' committee meetings as appropriate and other ad hoc meetings. These may be during the daytime or evening. A commitment to attend 75% of meetings for which NEDs are a member is required. Board and Council of Governors meetings are in person whilst the majority of committee meetings are via MS Teams.

Eligibility criteria to be a Non-Executive Director

- Be a member of a public constituency of the Trust as detailed in the Trust's Constitution.
- Meet and continue to meet throughout the tenure of office, the requirements of the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014 -Regulation 5, Fit and Proper Persons: Directors. As part of the assurance against the requirements for Board members, you are required to address questions relating to topics including misconduct or mismanagement, bankruptcy and convictions.
- NEDs must meet the independence criteria set out in the NHS Foundation Trust Code of Governance and be able to demonstrate the ability to exercise independent judgement free from undue influence or competing interests. Any significant commitments must be declared prior to appointment, e.g. other executive or non-executive directorships. Significant commitments will be disclosed to the Council of Governors before appointment and be included in the Annual Report each year.
- **Conflicts of Interest and Independence** – Any actual, potential or perceived conflicts of interest, including employment, advisory roles, directorships, significant commercial interests or other appointments that may give rise to a conflict, must be declared prior to appointment and throughout the term of office. NEDs will be expected to comply with the Trust's policies regarding declarations of interest and the management of conflicts of interest.

Current priorities and skills sought for this appointment

While all NEDs share collective responsibility for the leadership, governance and success of Gloucestershire Hospitals NHS Foundation Trust, the Council of Governors and Appointments and Remuneration Committee may from time to time seek to strengthen particular skills, experiences or perspectives within the Board.

For this appointment, we are particularly interested in individuals who can demonstrate experience in one or more of the following areas:

- Transformation, organisational improvement or major change delivery.
- People and culture.
- Medical or primary care leadership and experience.
- Commercial, innovation, estates or infrastructure leadership.
- Population health, community engagement or reducing inequalities.
- Board-level leadership within a large, complex organisation.

We welcome applications from a broad range of sectors and backgrounds and recognise that valuable Board contributions are not defined solely by professional specialism. We are particularly interested in candidates who bring diverse perspectives, lived experience and an understanding of the communities we serve.

In addition to professional expertise, we are seeking individuals who demonstrate sound judgement, intellectual curiosity and a commitment to public service. We value people who are curious rather than certain, collaborative rather than directive, and committed to learning and improvement rather than preserving the status quo.

Safeguarding children and vulnerable adults

The Trust is committed to safeguarding and promoting the welfare of all children, young people and vulnerable adults, and as such expects all staff and volunteers to share this commitment.

Committed to supporting service personnel

As part of our commitment to support Service Personnel in collaboration with the Career Transition Partnership, offer a Guaranteed Interview Scheme for all qualifying Service and Ex-Service Personnel. To qualify for a guaranteed interview, candidates must meet the essential criteria for the post and be either a current member of the Armed Forces, or be within the two-year period of resettlement.

Terms and conditions of service

The principal terms and conditions of appointment will be those set out in the Letter of Appointment, as amended from time to time by local agreement.

Confidentiality and information governance

All appointees must comply with all relevant legislation, including the Data Protection Act (2018), ensuring that no information obtained through their work is communicated to any persons other than those requiring it to complete their duties.

Person specification

The collective experience of the NEDs provides for diversity of backgrounds which include traditional skillsets such as finance, clinical quality, legal, regulatory and workforce as well as others.

The skills specifically required during recruitment to vacancies will be highlighted during the recruiting process.

The following criteria will be assessed from information provided on your completed application form, during the shortlisting and assessment process, and by your referees.

You will:

- Understand the challenges and opportunities across the BNSSG system and the wider NHS
- Bring independent judgement and a commitment to improving outcomes for our communities

Your skills and behaviours

- Strategic and forward-looking, able to shape long-term direction
- Committed to putting patients, people and service users first
- Able to think beyond organisational boundaries, with a system-wide perspective
- Open, curious and independent, offering constructive challenge at Board level

Candidates should also be able to demonstrate the necessary qualities to meet the requirements of the NHS leadership competency framework and its six domains, which are as follows:

- Driving high-quality and sustainable outcomes
- Setting strategy and delivering long-term transformation
- Promoting equality and inclusion, and reducing health and workforce inequalities
- Providing robust governance and assurance
- Creating a compassionate, just and positive culture
- Building a trusted relationship with partners and communities

Time requirements:

An average of five days per month comprising of attendance at and preparation for Board meetings, committees, meetings of the Council of Governors and occasional evening events, as well as participation in/preparation for other events or work strands where appropriate and agreed with the Chair.

The capacity and flexibility to commit time to the role, to best support the effectiveness of the Board and the Trust's achievement of its strategy, is strongly preferred.

Term length:

Up to three years (with potential for further reappointment).

How to apply

The closing date for applications is **Sunday 7 September 2026**. Applications should include:

- A **covering letter** explaining why the appointment interests you, how you meet the appointment criteria and what you specifically would bring to the post (**ideally no more than two pages**).
- A **Curriculum Vitae (CV; ideally no more than three pages)** with education and professional qualifications and full employment history. Please include daytime and evening telephone contact numbers and email addresses. The CV should include names and contact details of referees covering the last six years of employment. References will not be taken without your permission.
- You will need the following reference code: **GLOS-NED-0826**

All applications will be acknowledged.

For an information conversation about the post, please contact our recruitment partner, James McLeod or Jenny Adrian at Hunter Healthcare on 07939 250362 or by email via jadrian@hunter-healthcare.com.

[CLICK HERE TO APPLY ONLINE](#) →

KEY DATES:

EVENT	DATE
Application closing date	7 September 2026
Stakeholder sessions & interviews	28 October 2026





Gloucestershire Hospitals

NHS Foundation Trust



**Nurturing
ambition.**



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