

# Chief People Officer

## Candidate Information Pack

January 2026



**Nurturing  
ambition.**

# Welcome

**Thank you for taking the time to explore this opportunity to join Gloucestershire Hospitals NHS Foundation Trust as our next Chief People Officer.**

This is a pivotal moment for our Trust – a time of ambition, transformation and purpose. As we continue to strengthen our services and culture, we are seeking a leader who will inspire our people, champion inclusion and ensure that every colleague feels valued, supported and empowered to deliver outstanding care for our communities.

As Chief People Officer, you will have the opportunity to lead meaningful change across the People function, spanning recruitment, colleague development, workforce planning, wellbeing and organisational culture. This role offers the freedom to embed world-class HR practices, empower managers and staff and enhance the experience of colleagues, ultimately making a tangible and positive impact on patient care.

Equality, diversity, inclusion and workforce innovation are central to our approach with a Board committed to providing real leadership and change in this space. In this role, you will have a platform to design and deliver people strategies in partnership with colleagues across the wider health and care system and play a key role in supporting Gloucestershire Hospitals' response to the NHS 10-year plan and other major programmes that will shape healthcare across the county.

We recognise the challenges ahead, including rising demand, workforce pressures, financial constraints and the need to modernise our ageing estate. Yet through collaboration, innovation and a focus on continuous improvement, Gloucestershire Hospitals remains committed to delivering the very best care every day for everyone. We are well placed in many performance areas to go even further.

We're amongst the best performers in the country in terms of elective care, we've made big strides in reducing patient boarding, ambulance delays and reducing mortality but there is still more for us to do.

We are building an empowering and restorative culture, where colleagues feel valued, supported and able to develop. In this role, you will champion that culture, promoting openness, inclusion, wellbeing and developing our leadership capability across the Trust.

While significant progress has been made in digital transformation and workforce development, we must do more. You will have the chance to drive initiatives that improve access, create more joined-up care and enhance sustainability, while ensuring that technology supports efficiency, insight and engagement without compromising the compassion and connection that underpin everything we do.

We are seeking an exceptional leader and most importantly a great team player – someone with strategic vision, emotional intelligence and the ability to help us live our values out loud turning them into meaningful action. You will be comfortable operating at Board level, with the credibility and confidence to influence across complex systems, while also being a visible, compassionate and authentic presence for our people. You will be someone who wants to leave a positive legacy for our Trust, the people we work with and the people we serve.

If this sounds like you and you would like to learn more, please contact James McLeod or Sam Cresswell at our recruitment partners, Hunter Healthcare, on [scresswell@hunter-healthcare.com](mailto:scresswell@hunter-healthcare.com) or 07562650935.

Thank you for your interest,

**Kevin McNamara**

Chief Executive  
Gloucestershire Hospitals  
NHS Foundation Trust





# About Gloucestershire

**Gloucestershire is nestled in the picturesque Cotswolds, offering a charming mix of rural beauty, historic towns, and a thriving community.**

With its diverse range of vibrant independent shops, cultural festivals, theatres and sporting venues, including Cheltenham Racecourse, it attracts tourists from across the world.

The Cotswolds Area of Outstanding Natural Beauty provides ample opportunity to explore and enjoy the great outdoors. Gloucestershire is rich in history, boasting landmarks including Gloucester Cathedral, Sudeley Castle and Westonbirt Arboretum.

Gloucestershire provides exceptional educational opportunities, making it an ideal destination for families seeking a vibrant and supportive community.

The county is home to a variety of prestigious independent schools, and highly regarded grammar schools.

Additionally, Gloucestershire benefits from strong ties with two renowned universities, further enhancing its appeal as a place for both academic excellence and future growth.



# About us

**Gloucestershire Hospitals NHS Foundation Trust is the largest employer in the county, and we are one of the largest NHS trusts in the UK.**

We were formed in 2004 from Gloucestershire Hospitals NHS Trust, which was established following a reconfiguration of health services in Gloucestershire. We provide acute hospital services from two large district general hospitals, Cheltenham General Hospital (CGH) and Gloucestershire Royal Hospital (GRH). Maternity Services are also provided at Stroud Maternity Hospital.

Outpatient clinics and some surgery services are provided by Trust staff from community hospitals throughout Gloucestershire. We also provide services at the satellite oncology centre in Hereford County hospital.

Gloucestershire Hospitals NHS Foundation Trust employs over 9,000 colleagues, representing more than 95 nationalities, bringing together a mix of cultures and experiences to the care that we deliver.

The Trust continues to work closely with partners and local communities to improve health and well-being and to ensure access to services.

Like many parts of the country, Gloucestershire's local population continues to change and faces a wide range of health challenges, many of which have been made worse by the cost-of-living crisis. Through our partnership approach, we continue to work with local people in shaping health services.





# Our services

## Our divisions



Diagnostics and  
Specialities



Surgery



Medicine



Women's and  
Children's



Corporate  
Services

We provide  
care for

# 650,000

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

## 960

beds

We have a

## 9,000+

workforce

# Trust strategy 2025 – 2030

**Gloucestershire Hospitals NHS Foundation Trust's 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.

Together we deliver safe, effective, and compassionate care, working with partners to eliminate health inequalities and co-designing services that meet our local community 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 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. Through collaboration, innovation, and a focus on quality improvement, Gloucestershire Hospitals NHS Foundation Trust is committed to delivering the best care every day for everyone.



## Our vision

### Deliver the best care every day for everyone

Central to our vision is a refocus on delivery of our core services as an acute and specialist hospital provider and working as a good partner to deliver joined up care for the people of Gloucestershire. We see getting the basics right across all our services as an essential part of achieving our vision.

## 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 gets the care and support they need regardless of identity or background
- **We are Accountable** – taking personal responsibility for our actions, decisions and behaviours

## Our strategic framework

### Strategic aims

- Patient experience and voice
- People culture and leadership
- Quality, safety and delivery
- Digital first

### Golden threads

- Health inequalities
- Continuous improvement
- Brilliant basics
- Green sustainability

### Enablers of success

- Living within our means
- Estates and facilities
- Research and innovation
- Partnerships with purpose



# Our culture

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.

## 01

### Teamwork development

As a Trust, we are building a culture around teamwork, leadership, inclusion, and creating a safe environment where individuals feel empowered to speak up. Through our Staff Experience Improvement Programme, we are focused on cultivating a

## 02

### Supporting a safe speaking up culture

workplace where differences are celebrated, and every team member feels valued, supported, and motivated to contribute. We are creating an environment where everyone has the opportunity to thrive and make a meaningful impact.

## 03

### Inappropriate behaviours





# Our people

**Although our CQC rating suggests areas for improvement, our hospitals are recognised for providing high-quality services and we are leaders in specialisms such as oncology, ophthalmology, critical care, research, maternity and paediatrics.**

Our Trust is built on the dedication and hard work of our staff and we are very proud of our workforce. We offer a huge range of opportunities and benefits in a genuinely supportive working environment.

We recognise that our employees are our most valuable asset. We want everyone who works for our hospitals to feel good about the care they provide, the work they do and their place of work.

We're committed to delivering the investment in time and training needed to support each of our employees to become the very best they can be.

We provide a range of high-quality education, training and development for healthcare professionals and non-clinical staff with the specific aim of improving patient care.





# Equality, diversity and inclusion

## Our supportive culture

Our staff are our greatest asset and the care and support they receive are directly reflected in the quality of care for our patients. Our Trust Inclusion Network is designed to provide support and a platform for all colleagues who identify as having a protected characteristic, as well as allies and those who support our commitment to equality, diversity and inclusion.



Our network encompasses sub-networks including the Ethnic Minority Network, LGBTQ+ Network, and Disability Network (which includes physical and mental long-term disabilities, health conditions, and neurodiversity).

Our networks serve as active voices, advocating for those across the organisation and offers a safe, confidential space for discussion and connection with other valued staff members, as well as access to resources, events, and educational opportunities.

## Community Outreach

Our team was honoured to be shortlisted for the NHS Race Equality Award at the Health Service Journal's 2023 awards, recognising their exceptional efforts in addressing health inequalities and advancing equality and inclusion.

Over the past year, our community outreach team engaged with over 17,000 local residents, supporting partner organisations with health and wellbeing checks, offering information in multiple languages, and identifying barriers to accessing care.

Their work has been instrumental in guiding people to appropriate services and helping to alleviate the strain on emergency services.



**“Being recognised  
was a true honour,  
my staff award  
reaffirmed my  
passion for people  
and the meaningful  
relationships I build  
here.”**

– Rumbai Sutcliffe,  
People Development Practitioner





# The opportunity

|                           |  |
|---------------------------|--|
| <b>Division:</b>          | Corporate  |
| <b>Department:</b>        | People and OD  |
| <b>Remuneration/Band:</b> | Very Senior Manager (VSM)                                      |
| <b>Reporting to:</b>      | Chief Executive  |
| <b>Location:</b>          | Cheltenham General Hospital and Gloucestershire Royal Hospital |

## Job Summary

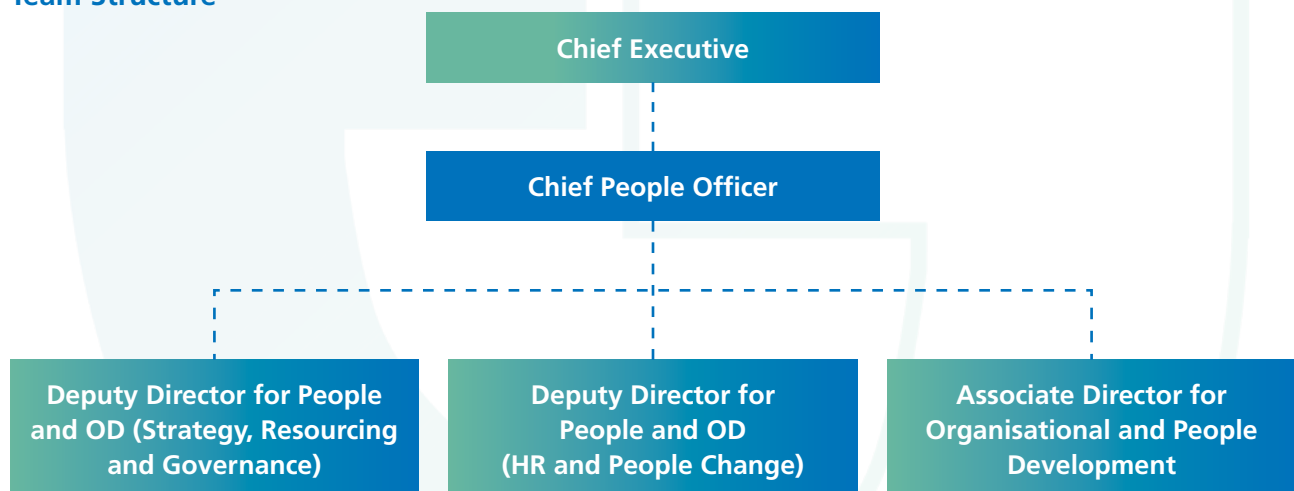
As Chief People Officer, you will be the custodian of some of the Trust's most inspiring and progressive work, playing a pivotal role in creating the conditions where our staff can thrive and deliver exceptional care. You will lead the development, delivery and continuous improvement of Gloucestershire Hospitals People and Organisational Development strategies, shaping an inclusive, restorative and high-performing culture.

Your leadership will drive workforce transformation, enabling new ways of working that bring our Trust strategy and the NHS 10-Year Plan to life and ensuring our communities not just today but for future generations to come. You will champion the development of world-class HR systems and processes that empower staff to lead their teams effectively, while driving the Trust's Equality, Diversity and Inclusion agenda to create a workplace where everyone can flourish.

As Board lead for the Restorative, Just, and Learning Culture programme, you will nurture openness, learning, and continuous improvement, building leadership capability across the Trust and leaving a lasting legacy for both our people and the patients we serve.

In this role, you will have the opportunity to lead meaningful change, strengthening a culture that is empowering and genuinely committed to learning and improving. You will join an Executive Team united by a clear sense of purpose and a shared commitment to making Gloucestershire Hospitals a great place to work and receive care.

## Team Structure



## Knowledge, Skills and Experience

The successful candidate will demonstrate extensive executive-level knowledge, skills, and experience across strategic workforce management, cultural transformation, and organisational governance, ideally gained within a complex public service setting such as the NHS.

### Strategic Leadership and Governance

- Proven success operating at Board and Executive level, shaping strategy, driving financial performance and demonstrating the capacity for wider executive-level accountability
- Skilled in designing and delivering People and Organisational Development (OD) strategies that build high-performing, inclusive and restorative cultures
- Experienced in managing large budgets, achieving workforce efficiencies and ensuring financial sustainability within the people function
- Trusted advisor to the Chief Executive, Board and senior leaders on complex workforce and compliance matters

### Workforce and Digital Transformation

- Extensive experience in leading and delivering major workforce transformation programmes across organisations, implementing innovative models like 'left shift' and community care enablers aligned with national strategies such as the NHS 10-Year Plan
- Expertise in driving digital innovation across the employee lifecycle, adopting new technologies and leveraging workforce analytics to improve performance, retention and wellbeing
- Proven success in embedding high-performing HR systems and processes that enable managers to lead their teams effectively

### Cultural Change and Organisational Development

- Success in championing and leading a Trust-wide Equality, Diversity and Inclusion (EDI) agenda, ensuring compliance and embedding social value principles such as local employment and apprenticeships across the organisation
- Proven experience as a Board lead for cultural change programmes, specifically in embedding a Restorative Just and Learning Culture that fosters psychological safety, openness and continuous improvement across clinical and organisational practice
- Expert skills at strengthening leadership capability at all levels through targeted development, effective succession planning, and robust talent pipelines for critical roles
- Success at fostering strong, collaborative partnerships with trade unions, staff governors and employees, amplifying staff voice and embedding co-production in policy and practice

### Professional Expertise and Education

- Experience of leading and shaping the strategic direction for Teaching and Learning, building strong partnerships with education providers to attract, develop and retain talent
- Evidence of clear strategic vision and leadership across a multidisciplinary portfolio spanning HR, EDI, OD, and Learning, serving as Executive Lead for the Medical Workforce function

## Main Duties and Responsibilities

### Workforce Transformation and Delivery

- Lead delivery of the workforce aspects of the NHS 10-year plan, including exploration and implementation of innovative workforce models that enable and empower 'left shift' (out of hospital, prevention, community care) in partnership with clinical and operational leaders
- Partner with system and regional HR leaders to share best practices and accelerate adoption of new workforce solutions

### Equality, Diversity and Inclusion

- Champion a Trust-wide approach to EDI, driving cultural change so Gloucestershire Hospitals is an employer where *everyone* can thrive
- Oversee the design and delivery of EDI programmes with impact, from recruitment practices to career progression pathways
- Support the Trust in meeting and exceeding statutory equalities duties and foster a workplace free from discrimination and disadvantage
- Integrate social value and anchor institution principles—using the Trust's position to promote local employment, inequalities reduction, apprenticeships, and community impact

### HR Systems, Processes, and Manager Empowerment

- Establish and embed consistently high standards of HR systems and processes that support managers to lead, develop, and support their teams
- Drive digital innovation in HR, ensuring managers and staff have accessible and effective tools for people management across the employee lifecycle
- Work closely with our CDIO on innovative models for process automation to enable more efficient ways of working

### Restorative Just and Learning Culture

- As Board lead, champion the Restorative Just and Learning Culture programme—embedding openness, trust, psychological safety and continuous learning in all aspects of organisational and clinical practice

### Leadership Capability Development

- Strengthen leadership and management capability at all levels of the Trust through targeted training, development programmes, and interventions
- Develop and deliver succession plans and talent pipelines for critical roles
- Lead the Board and senior leadership team development, creating an environment of high trust, ambition, and accountability

### Digital Transformation and Workforce Analytics

- Lead adoption of digital HR technologies (e.g., e-rostering, automation, AI-enabled talent management) to enhance operational efficiency and staff experience
- Champion workforce analytics, using data to drive decisions on recruitment, retention, wellbeing, and productivity

### Organisational Development

- Lead, model, and enable the Trust's journey toward inclusion and compassionate culture – from strategy to delivery
- Design and commission OD programmes and initiatives that drive organisational change, staff wellbeing and engagement, and outstanding patient care
- Adapt reward and recognition frameworks to incentivise and embed Trust values

### Teaching and Learning

- Lead the Teaching and Learning strategy, ensuring excellence in clinical, managerial, and professional development
- Forge strong partnerships with education providers and system partners to attract, retain, and continually develop the best talent

### Workforce Planning and Performance

- Develop and deliver strategic and operational workforce plans, proactively forecasting needs now and for the future
- Oversee recruitment and retention strategies for a diverse, skilled workforce
- Monitor and report workforce performance metrics to Board and managers



## Staff Voice and Co-production

- Promote productive partnership working with staff, unions, and staff governors
- Lead improvements in staff satisfaction through regular engagement and responsive action
- Amplify direct staff voice, involvement, and co-production in policy, practice, and culture, going beyond consultation to genuine empowerment

## HR Leadership

- Provide professional leadership, vision, and direction for the Trust's HR, EDI, OD, and Learning functions
- Advise the CEO, Board and senior leaders on sensitive workforce matters
- Executive lead for the Medical Workforce function
- Set and monitor the highest standards of confidentiality, integrity, and compliance in all people actions

## Strategic engagement

- Provide executive leadership for People workstreams and projects for the One Gloucestershire and (following transition) across the cluster with Bristol, North Somerset and South Gloucestershire ICS
- Contribute to and lead elements of the implementation of the system-wide People Plan.
- Be a fully engaged member of the South West CPO network
- Provide HR & OD leadership on Group issues, working closely with our Wholly Owned Subsidiary (Gloucestershire Managed Services) on ensuring world class system and processes are provided to them through the relevant SLA and partnership arrangements

## Executive Director Responsibilities

- Contribute fully to the Trust's overall strategy, Board effectiveness, and achievement of strategic and financial objectives including leadership of wider workstreams to support financial sustainability alongside delivery on year-on-year efficiencies within the workforce function
- Maintain Board-level oversight and accountability for all corporate HR, organisational development, and EDI matters
- Participate in the Executive Director on-call rota
- Maintain eligibility with Fit & Proper Persons' Requirements

## Additional information

### 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 your appointment will be those set out in the Very Senior Manager (VSM) agreement as amended from time to time by local agreement.

### Confidentiality and Information Governance

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

# Person specification

AM = Assessment Method: I: Interview, A: Application

**AM**

| QUALIFICATIONS AND TRAINING  |  |
|--|--|
| <b>ESSENTIAL</b>   |  |
| <ul style="list-style-type: none"> <li>Educated to Master's degree level or equivalent</li> <li>Pass the CQC's Fit and Proper Persons test to hold an executive public position</li> <li>CIPD Fellow</li> </ul>  | A<br>A<br>A  |
| <b>DESIRABLE</b>   |  |
| <ul style="list-style-type: none"> <li>Evidence of continuing professional development, with project management/leadership being particularly desirable</li> <li>Good knowledge of NHS regulatory frameworks, safety, financial procedures and statutory regulations</li> </ul>  | I/A<br>I/A   |
| KNOWLEDGE AND SKILLS   |  |
| <b>ESSENTIAL</b>   |  |
| <ul style="list-style-type: none"> <li>Track record of successful organisation wide project management, including as Senior Responsible Office (SRO)/Sponsor of significant, formal programmes and projects</li> <li>Substantial change management capability with proven and measurable results, based on and promoting positive culture and organisational values</li> <li>Highly developed leadership, negotiation and influencing skills with the ability to motivate and engage individuals</li> <li>Ability to use quantitative and qualitative information to stimulate performance improvement and provide assurance on data integrity</li> <li>Ability to set out a clear direction, inspire others and assume command</li> <li>Ability to grasp critical issues and distil them into clear and manageable priorities, weighing both the costs and benefits</li> <li>Ability to interpret and communicate a compelling Trust vision to all stakeholders, develop prioritised objectives and monitor a coherent delivery plan</li> <li>Ability to contribute to effective board, system and organisation working, and monitor compliance with risk management, legal, ethical, clinical, social and environmental requirements</li> <li>Ability to providing coaching and mentoring at the appropriate levels, encouraging and promoting a culture of openness, honesty and clarity</li> <li>Competent in the use of IT systems and tools</li> </ul> | I/A<br>I/A<br>I/A<br>I/A<br>I/A<br>I/A<br>I/A<br>I/A<br>I/A<br>I/A |
| <b>DESIRABLE</b>   |  |
| <ul style="list-style-type: none"> <li>Demonstrable understanding of the structure and framework of the NHS and how the Trust delivers care within this</li> <li>Ability to think laterally and creatively to develop innovative plans and identify new business opportunities, commercial acumen</li> <li>Understanding of different environments in which the Trust operates - ability to assess opportunities for innovation, revenue generation, partnership and enhanced care</li> </ul>  | I/A<br>I/A<br>I/A  |

| EXPERIENCE  |  |     |
|---|--|-----|
| ESSENTIAL   |  |     |
| • Evidence of formal management development   |  | I/A |
| • Proven previous experience leading organisations to drive improvements in leadership, preferably in NHS organisations   |  | I/A |
| • Proven track record of strategic HR, OD and workforce management and delivery at a senior level in a large, complex, service-focused organisation, including staff management, change management, performance management, and service improvement     |  | I/A |
| • Thorough knowledge and understanding of the concepts and practices of integrated workforce planning in complex organisations, analysing, synthesising and using complex data as the basis for strategic and tactical decisions, and scenario planning |  | I/A |
| • Experience of consultation, negotiation and influencing different stakeholders  |  | I/A |
| • Experience of building personal and professional credibility with Board, Management Team, staff, the public and the media   |  | I/A |
| • Experience of designing and implementing consistent HR systems and processes that empower managers  |  | I/A |
| DESIRABLE   |  |     |
| • Demonstrable knowledge of the NHS financial regime and probity, and considerable proven experience of budgetary management  |  | I/A |
| • Experience of substantial management responsibility, built on extensive knowledge and understanding of financial, management and clinical issues associated with a large NHS Trust  |  | I/A |
| • Experience of working with partners on shared service models  |  | I/A |
| • Experience of utilizing AI and/or RPA to improve efficient work practices across functions  |  | I/A |
| PERSONAL ATTRIBUTES   |  |     |
| ESSENTIAL   |  |     |
| • Embraces accountability, demonstrates ongoing resilience and the highest levels of integrity and professionalism  |  | I/A |
| • Highly developed emotional intelligence   |  | I   |
| • Professional courage – able to demonstrate ability to take difficult decisions and manage risk  |  | I/A |



# How to apply

The closing date for applications is **midnight on Sunday 8 February 2026**.

Applications should be made by submitting a full and up to date CV, with a covering letter of no more than two sides of A4.

Along with your application, please include:

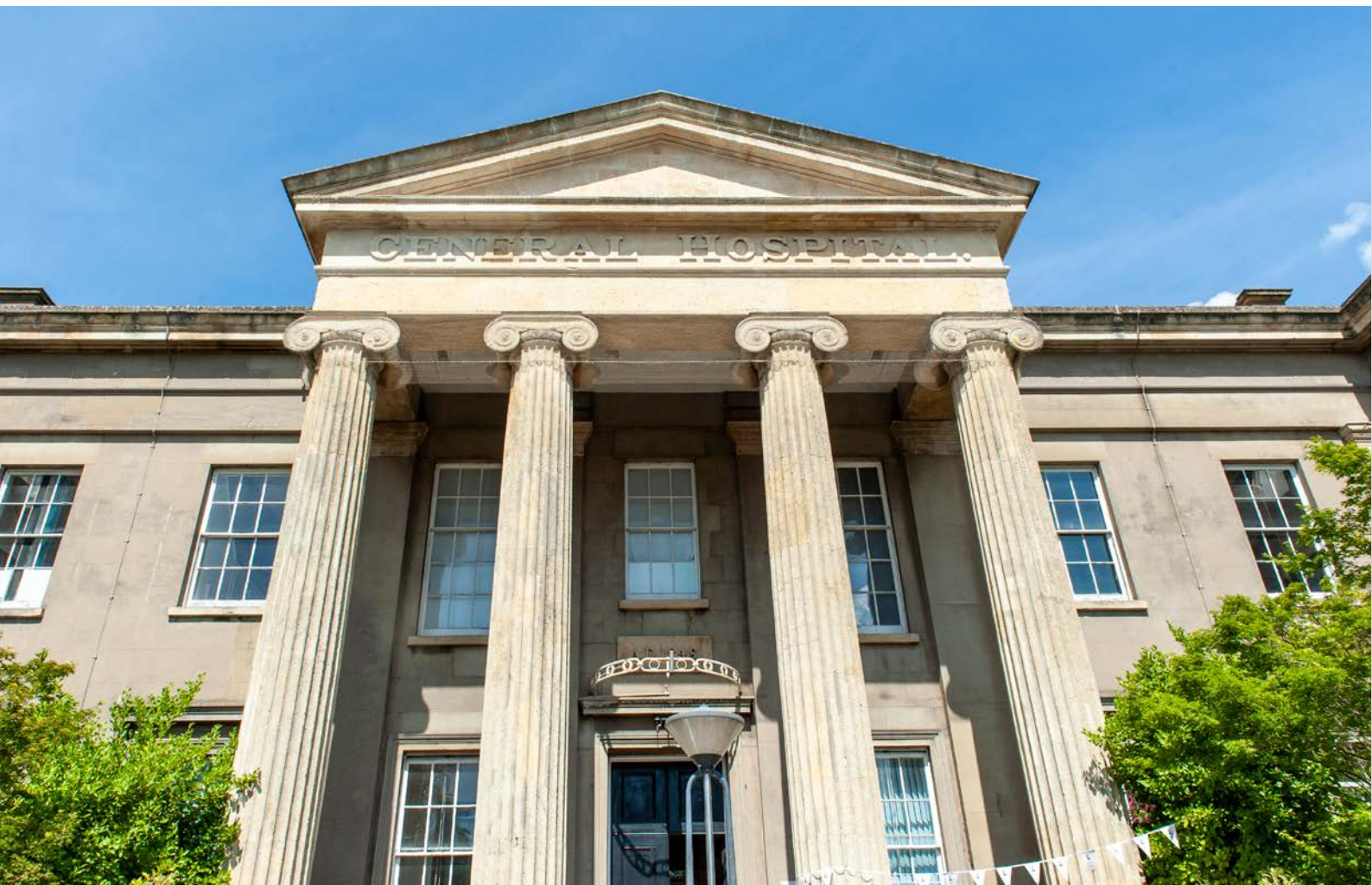
- Contact details for up to four referees (who will not be contacted without your permission)
- A contact email address and telephone no.
- A completed **Equal Opportunities Monitoring Form** and **Fit and Proper Person Monitoring Form**.

All applications should be sent to: [applications@hunter-healthcare.com](mailto:applications@hunter-healthcare.com).

All applications will be acknowledged. For an informal conversation about the post, please contact James McLeod or Sam Cresswell at our recruitment partners, Hunter Healthcare, on [scresswell@hunter-healthcare.com](mailto:scresswell@hunter-healthcare.com) or 07562650935.

## KEY DATES:

| EVENT                             | DATE             |
|-----------------------------------|------------------|
| Application closing date          | 8 February 2026  |
| Stakeholder sessions & interviews | w/c 2 March 2026 |





# Gloucestershire Hospitals

NHS Foundation Trust



**Nurturing  
ambition.**



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