

Recruitment of Non-Executive Directors

April 2025

Remuneration:

£13,000 plus £5,000 'complexity' supplement
per annum as joint NED of CCS & NCHC

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Welcome

From the Chair Lynda Thomas MBE

I am delighted that you are interested in joining our Group Board at Norfolk Community Health and Care NHS Trust (NCH&C) and Cambridgeshire Community Services (CCS) NHS Trust.

Since my appointment as Chair of NCH&C in February 2023, I have been inspired by the opportunity to strengthen our collaboration with CCS. With the appointment of our joint Chief Executive Matthew Winn, my new role as Joint Chair and the appointment of our Joint Board members as of 1st April 2025, we are deepening our shared commitment to delivering exceptional health and social care at the heart of our communities.

The dedication to excellence of both organisations is reflected in "Outstanding" ratings from the Care Quality Commission (CQC). We collaborate with partners across the NHS, local government, as well as the community and voluntary sectors throughout the East of England to help our communities lead healthier lives.

We recently announced our plans to create a new organisation by bringing together our Trusts. This is an exciting opportunity to really make a difference for our patients and staff, whilst also making our services stronger and more resilient. We will be coming together to create a new group structure, which means that our two organisations remain in place, but will have a single Board and Executive leadership team. This is the first time two high performing organisations have joined – and we believe that by doing that, we can offer the best community care in the NHS.

NCH&C and CCS have so much in common as organisations. We both offer great care, we both focus on community services, we both work with adults and children, we both serve the wider East of England region, including Norfolk for both of us. We have similar objectives and similar values – including a laser focus on doing the right thing in working with, and supporting our communities. Further information about our planned change can be found here: <https://www.nhsbuildingtrust.info/>





Welcome continued

From the Chair Lynda Thomas MBE

We are looking to appoint three Non-Executive Directors (NEDs) - two Clinical NEDs who will bring deep expertise from the health and social care sector, and a one financially qualified NED to Chair the Finance and Infrastructure Committee.

I am encouraging applications from people who share our enthusiasm at the opportunities presented by our coming together, and are keen to help us lead the strategic development of the new organisation. We are particularly looking for individuals with broad clinical (health and or social care) leadership experience which might have come from nursing, the allied health professions, social work, or the medical profession, and will have an understanding of the complexity of providing exceptional care in the community to diverse and broad populations.

If you have a finance qualification and Board level leadership experience across finance, business or performance management in highly regulated public facing organisations, then I would urge you to consider applying to Chair our Finance and Infrastructure Committee.

Regardless of your professional background, all applicants need to be able to evidence a commitment to equality, diversity, and inclusion, compassion for our staff and patients, strong strategic thinking and decision-making skills, and a genuine desire to be part of improving community healthcare services.

As a NED, you will have the chance to influence the direction of two outstanding NHS Trusts as they transition into a single organisation. This is a unique opportunity to both contribute to the NHS at a strategic level, and serve your local community. **We welcome applications from people who live within the communities we serve, in particular from Cambridgeshire, Peterborough, Bedfordshire, Luton and Milton Keynes.**

If you are interested in this exciting opportunity, then I do encourage you to contact our retained consultants at GatenbySanderson in the first instance for a confidential discussion: **Julia St Clare, E: julia.stclare@gatenbysanderson.com T: +44 (0) 7807 631 564** and **Melanie Shearer, Partner E: melanie.shearer@gatenbysanderson.com, T: +44 (0) 7785 616 548.**

I look forward to meeting you during the process.
Lynda Thomas CBE, Chair

Our story

This is the first time two high performing NHS organisations have joined up – and we believe that by doing so, we can offer the best community care in the NHS.

We have so much in common as organisations. We both offer great care. We both focus on community services. We both work with adults and children. We both serve the wider East of England region, including Norfolk for both of us. We have similar objectives and similar values – including a laser focus on doing the right thing in working with and supporting our communities.

However we also complement each other well. We have strengths in different areas and we can support each other in areas where recruitment is difficult. This would make us stronger and more resilient, better able to cope with challenges and continue our focus on the needs of patients and service users. Meanwhile cost efficiencies – such as better buying power – will give us more funds to spend on care.

Here you can read more about why we think this is the best thing to do for the people we serve – the people using our services, the people providing them, and the wider community.

<https://www.nhsbuildingtrust.info/case-for-change>





Our values and aims

Current NCH&C strategic priorities and values

To help us achieve our vision, we'll work to five new strategic priorities



Deepening our integration with partners



Attracting and developing brilliant and fulfilled teams



Continually improving standards of excellence



Advancing our use of data and technology



Being a future focussed organisation

Current CCS strategic priorities and values

Our Trust Mission: Improve the health and wellbeing of people across the diverse communities we serve.

Our Objectives

Provide outstanding care

Be an excellent employer

Be collaborative

Be Sustainable

Our Values

Honesty

Empathy

Ambition

Respect

Our Behaviour

Honest

Communicate, keep your word, be open and transparent.

Welcoming

Empathise and involve people in their care.

Compassionate

Value, be kind, look after each other and those we care for. Recognise and value differences.

Inspiring

Aim high, develop, innovate and be a role model.

Responsive

Listen and hear. Encourage feedback and act on it.

Responsible

Seek help, share concerns, learn from each other.



Purpose of the role



The Trusts are led by a unitary Board of Directors, whose expertise and skills drive the vision and values of the organisation. Board members lead the development of strategy, the focus on quality, safety and performance and ensure effective governance systems.

Collectively the Board is responsible for the performance of the organisation and as key players in this team Non-Executive Directors need to take a broad strategic view. They have a particular duty to challenge constructively and must satisfy themselves as to the integrity of financial, clinical, and other information, and that the control mechanisms and systems of risk management are robust.

Non-Executive Directors are required to chair and be members of Board committees.

- To work as part of a unitary Board, to provide active leadership of the Group in ensuring quality and safety of healthcare services.
- To ensure that the Group establishes a clear strategic direction in order to deliver agreed plans, continuously improve the quality of services, and meet the terms of its licence.
- To ensure the Group meets its legal, public and regulatory accountabilities.
- To help shape and actively support a healthy work place.
- To uphold the values of the Group and to ensure that the Group promotes equality and diversity for all its patients, employees, and other stakeholders.

Purpose of the role continued



- To ensure that processes and procedures are in place to deliver high standards of professional, clinical, administrative and personal behaviours across the Group.
- To contribute to the development of plans for improving health and providing better health services for the community.
- To ensure that quality controls and systems of risk management are robust and effective.
- To ensure the best use of financial resources to maximise benefits for patients and that effective financial control arrangements are developed across the Group to secure high levels of probity and value for money.
- To be an ambassador for the Group and represent the Group's views with a wide range of stakeholders.
- To balance the interests of patients, the local community, and other stakeholders.
- Take part in the appointment of the Chief Executive and other Executive Directors and as a member of the Remuneration and Terms of Service Committee decide on their remuneration and review annual appraisals.





Person specification

Required skills, experience and attributes are described in the NHS Leadership Competency Framework for Board Members set out below:

Essential Experience:

- Current or recent clinical and, or social care experience at a strategic level OR
- Significant financial and commercial expertise
- Prior experience on or close to board level in an organisation of similar scale and complexity
- Professional qualification or equivalent experience

Applicants should live in or have strong connections with the area served by the Trusts, in particular from Cambridgeshire, Peterborough, Bedfordshire, Luton and Milton Keynes.



Person specification

Clinical NED roles

- Experience as an Executive or Non-Executive Director in a highly regulated public facing organisation of similar scale and complexity
- Leadership experience with a background as either a Social Worker, Allied Health Professional, Nurse, Doctor or within academia in the health sector or public health
- Robust understanding of the principles and practice of good governance and how they apply in a unitary board environment
- Ability to develop, form and monitor the effectiveness of strategy
- Interest in, or experience of community health services
- Ability to gain credibility with service users, staff, senior leaders, clinicians and local communities
- Experience of building strong partnerships with colleagues and stakeholders and acting as an ambassador for an organisation and its people
- Experience of organisational transformation, particularly in relation to complex public facing services



Person specification

Finance & Performance NED role

- Experience as an Executive or Non-Executive Director in a highly regulated public facing organisation of similar scale and complexity
- Strategic financial leadership; ideally as a Chief Financial Officer or Chief Executive with an understanding of public sector accounting and finance
- Robust understanding of the principles and practice of good governance and how they apply in a unitary board environment
- Ability to develop, form and monitor the effectiveness of strategy
- Interest in, or experience of community health services
- Ability to gain credibility with service users, staff, senior leaders, clinicians and local communities
- Experience of building strong partnerships with colleagues and stakeholders and acting as an ambassador for an organisation and its people
- Experience of leading organisational transformation, particularly in relation to complex public facing services
- A Financial/Accountancy qualification

NHS leadership competency framework for Board members

Leaders in the NHS help deliver better health and care for patients by setting the tone for their organisation, team culture and performance. We have worked with a wide range of leaders from across the NHS to help describe what we do when we operate at our best. The competency domains reflect the NHS values, and the following shows how they are aligned:

Providing robust governance and assurance

Working together for patients

Building a trusted relationship with partners and communities

Respect and Dignity

Promoting equality and inclusion, and reducing health and workforce inequalities

Commitment to quality of care

Driving high quality and sustainable outcomes

Setting strategy and delivering from long term transformation

Compassion

Creating a compassionate, just, and positive culture

Improving lives

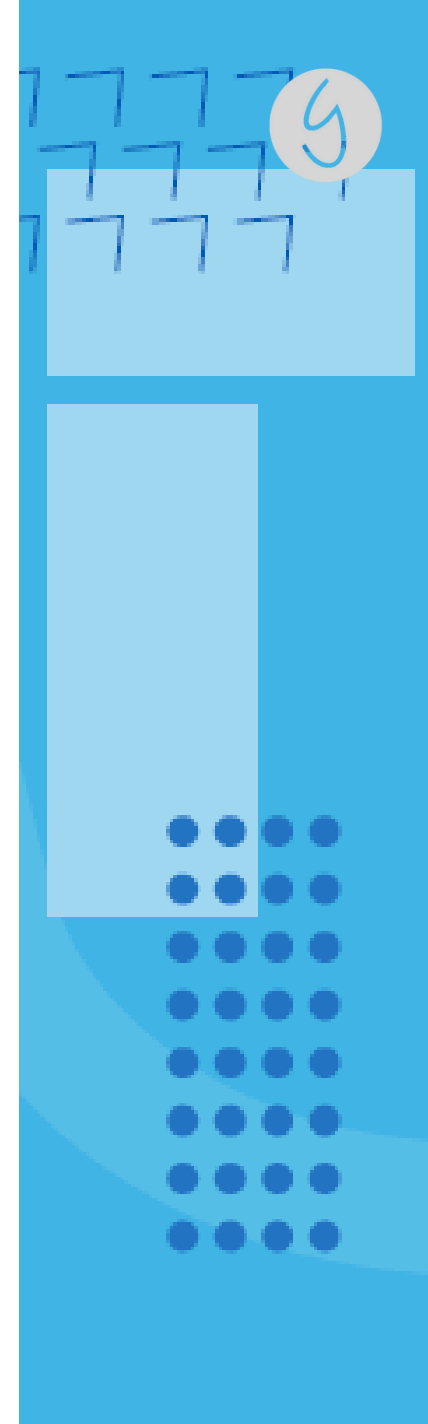
Setting strategy and delivering long term transformation

Driving high quality sustainable outcomes

Everyone counts

Promoting equality and inclusion, and reducing health and workforce inequalities

Creating a compassionate, just, and positive culture



The six NHS leadership competency domains

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.

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.

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.





The six NHS leadership competency domains continued

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.

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.

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.

The best Boards are those that reflect the workforce and communities they serve. We particularly welcome applications from women, people from local Black, Asian and minority ethnic communities, and people with disabilities, who we know are all under-represented in these important roles.



Values and concepts from NHS Leadership Competency Framework

Our leadership way

- We are compassionate
- We are inclusive, promote equality and diversity, and challenge discrimination
- We are kind and treat people with compassion, courtesy and respect.
- We are curious
- We aim for the highest standards and seek to continually improve, harnessing our
- ingenuity
- We can be trusted to do what we promise
- We are collaborative
- We collaborate, forming effective partnerships to achieve our common goals
- We celebrate success and support our people to be the best they can be

Health and Care Act 2022

- Collaborate with partners to address our shared priorities and have the core aim and duty to
- improve the health and wellbeing of the people of England.
- Improve the quality, including safety, of services provided.
- Ensure the sustainable, efficient use of resources for the wider system and communities

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

NHS values

- Working together for patients
- Respect and dignity
- Commitment to quality of care
- Compassion
- Improving lives
- Everyone counts

Important information

- Applicants should live in or have strong connections with the area served by the Trusts
- On average this role will require the equivalent to 2 to 3 days a month, however the time commitment may vary and a flexible approach should be taken.
- The remuneration payable for this role is £13,000 plus £5,000 'complexity' supplement per annum as joint NED of CCS & NCHC
- Appointment will be made separately to both Trusts as well as to the joint group board

Given the significant public profile and responsibility members of NHS Boards hold, it is vital that those appointed inspire confidence of the public, patients and NHS staff at all times. NHS England and the Trust make a number of specific background checks to ensure that those we appoint are "fit and proper" people to hold these important roles. More information can be found on the NHS England [website](#).



Recruitment timetable

Finance NED role

- **Closing Date:** 9am Monday 12th May
- **Preliminary interviews** (via Teams with GatenbySanderson): w/c 19th May
- **Stakeholder Session** (1 x virtual via Teams): w/c 9th June - *exact date to be confirmed*
- **Final Interviews** (Face to face): Tuesday 17th June



Recruitment timetable

Clinical NED roles

- **Closing Date:** 9am Monday 19th May
- **Preliminary interviews** (via Teams with GatenbySanderson): w/c 2nd and 9th June
- **Stakeholder Session** (1 x virtual via Teams) and **Final Interviews** (Face to face): w/ 7th and 14th July - *exact dates to be confirmed*



How to apply

If you wish to be considered for this role please provide:

- a CV that includes your address and contact details, highlighting and explaining any gaps in your employment history
- a supporting statement that highlights your motivation for applying and your understanding of the NHS and the role. You should outline your personal responsibility and achievement within previous roles and how your experience matches the person specification
- the names, positions, organisations and contact details for three referees. Your referees should be individuals in a line management capacity, and cover your most recent employer, any regulated health or social care activity or where roles involved children or vulnerable adults. Your references will be taken prior to interview and may be shared with the selection panel
- please complete the monitoring information when you submit your application
- tell us about any dates when you will not be available
- confirm your preferred email and telephone contact details

Applications should be submitted by visiting the [GatenbySanderson](https://gatenbysanderson.com) job site

For a confidential discussion, please contact:

- Julia St Clare - julia.stclare@gatenbysanderson.com
- Melanie Shearer - melanie.shearer@gatenbysanderson.com
- Joanna Riley - joanna.riley@gatenbysanderson.com





Thank you for
your interest in
the roles.

You can find
out more [here](#)