

Candidate brief for the position of

Non-Executive Director of the Board First Community Health and Care



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Dear Candidate,

Thank you for your interest in the role of Non-Executive Director at First Community Health and Care. This is a pivotal leadership appointment for our organisation, and I am delighted that you are exploring the opportunity of applying for this important role.

We are embarking on several key initiatives aimed at expanding our services, driving sustainable growth, and fostering a culture of innovation and excellence. To navigate these exciting, yet challenging times, we seek a Non-Executive Director to lead on Quality for the Board who can provide robust governance, strategic oversight, and support to our executive team. This is an exciting time to join our Board as a Non-Executive Director to help support our ambitions.

You will believe passionately in quality and in providing visible leadership in partnership with the Chief Executive Officer and Board members, engaging credibly with a wide range of patients, external stakeholders, clinicians, and other staff across the health and care landscape to help us achieve our goals.

You will demonstrate evidence of successfully delivering the NHS Leadership competencies in other roles. In addition, you will possess a leadership style that role models respect and adopts compassionate and inclusive leadership with a demonstrable commitment to equality, diversity, and inclusion (in respect of boards, patients, and staff). A clear commitment to the NHS and the organisation's values and vision are essential.

In this role, you will be instrumental in developing the Board's efforts to support the organisation's strategic objectives, ensure compliance with governance standards, and enhance patient experience. Your experience and insight will be invaluable in helping us to navigate the complexities of community healthcare, identify new opportunities, and mitigate risks. Moreover, we recognise the importance of a strong, collaborative, and respectful boardroom culture.

We are looking for an outstanding candidate who wants to use their energy, skills, and experience to help drive the delivery of sustainable healthcare services for the people we serve. We play a critical role in our health and care economy as a multi-disciplinary community services provider. Our strategic approach, which is focused on People, Performance, Partnership and Planet is at the heart of our decision making and we deliver vital services for our system making an important contribution both to our east Surrey Place-Based Partnership and to the wider geography that we serve.

We are looking for a new Non-Executive Director with a focus on Quality, with the leadership and integrity to realise our vision which is to work in partnership with people living and working in our community to deliver outstanding lifelong local NHS healthcare, supporting everyone to achieve their potential.

As a Non-Executive Director, you will make a vital contribution to meeting this challenge. We are looking for you to join our Board from April 2025, ensuring an effective transition from the existing NED, and we expect the successful candidate to chair the Quality Committee from April 2025. In doing so, it will be important to us that you share our values and commitment. To give you an insight into these, please find below links to our Annual Report, Quality Account, and Our Strategic Approach.

[First Community Health - Annual Report & Accounts 23-24](#)

[First Community Health - Quality Account 23-24](#)

[PO56250-FCH-Strategic Approach Graphic Jan 24 PDF VERSION 1.pdf](#)

You will have experience at a senior level, ideally in the NHS, and will be committed to improving outcomes for patients with empathy and kindness who will listen and hear our staff and communities. You will, through your engagement with our staff and other stakeholders, understand and shape our culture and values further.

You will have a demonstrable interest in health and social care and a strong desire to achieve the best sustainable outcomes for all patients and service users through encouraging continuous improvement, clinical excellence, and value for money. You will also be effective in influencing and shaping collaborative working across our integrated care system.

You should demonstrate a clear commitment to the NHS and the organisation's values and principles. Clear experience of building effective teams, encouraging change and innovation, and shaping an open, inclusive, and compassionate culture through setting the right tone at the top and championing diversity at, and across, all levels is vital in this role. Experience in managing conflict, finding compromise, and building consensus across varied stakeholder groups with potentially conflicting priorities is also important.

You will bring excellent leadership and influencing skills with the capability to work across all parts of our local health and social care system to drive forward collaborative programmes of work. Ideally you will be an experienced Non-Executive Director who may already be working in the healthcare sector or outside healthcare with highly transferable skills and expertise, and we will support the successful candidate to enable them to become a highly effective leader of our organisation and our system.

I hope that this pack will give you all the information you require but please do not hesitate to contact Gemma Gilchrist (gemma.gilchrist@nhs.net) if you need any further information. Thank you for considering this opportunity with First Community. We look forward to the possibility of welcoming you to our Board and working closely with you to shape the future of our organisation.

Lorcan Woods
Chair of the Board
(from 1st April 2025)

Person Specification:

Job Title:	Non-Executive Director
Accountable to:	Chair of the Board
Remuneration:	£13,715 per annum
Time commitment:	Typically, 2-3 days per month
Term of Appointment:	3 years renewable

Principal responsibilities of the role

Your role as a Non-Executive Director will be to use your skills and your personal experience to:

- Contribute to the development of strategic plans.
- Ensure that the Board sets challenging objectives for improving its performance across the range of its functions.
- Monitor the performance of the Executive Team in meeting the agreed goals and improvement targets.
- Ensure that appropriate systems of governance, control and risk management are in place to support the Company's objectives and comply with its legal and regulatory responsibilities.
- Support and mentor executives, particularly through periods of systemic change.
- Champion the organisation, both externally and internally.
- Initially to join as the Quality Committee and the Audit Committee as a member, taking on the Chair role for these committees from commencement of post.
- Be a member of the Remuneration Committee (all NEDs are on this).
- Ensure that the organisation values diversity in its workforce and demonstrates equality of opportunity in its treatment of staff and patients.

This is not an exhaustive list but serves to illustrate the main areas for attention and delivery.

The successful applicant will have the following essential attributes:

- Ideally you will have Non-Executive Director experience, and you will have operated at a senior level in an organisation of similar size or larger.
- Ideally you will have worked in the NHS before, and you will be able to demonstrate from your experience to date a connection with the values of First Community and to the founding principles of the NHS.

- You will have a clinical qualification(s).
- You will have shown demonstrable leadership and personal achievement in system working, change management and collaborative working.
- You will have excellent interpersonal skills, be a great team member, and the ability to influence and persuade others.
- You will have the ability to think clearly and creatively, balancing needs and constraints and contribute to strong strategic decision making.
- You will have the ability to probe and challenge constructively.

Given the Company's role in delivering health services to adults and children, applicants will need to be able to pass the NHS Fit and Proper Persons Test and will require an enhanced DBS check. We are also committed to the Nolan principles of Public Life, namely selflessness, integrity, objectivity, accountability, openness, honesty, and leadership.

We value and promote diversity and are committed to equality of opportunity for all and appointments made on merit. We believe that the best Boards are those that reflect the communities they service.

Notes

- Non-Executive Directors are postholders and not employees. Remuneration will be paid subject to income tax and NI, but this post is not pensionable.
- Non-Executive Directors are appointed by the Council of Governors in accordance with the Company's Articles of Association. At its discretion following a recommendation from the Chair, Non-Executive Directors may be reappointed for further terms.
- Non-Executive Directors will receive an annual appraisal from the Chair.

How to Apply

Please send a comprehensive CV and Covering Letter to gemma.gilchrist@nhs.net by **Monday 24 March 2025**. We will be assessing applications against the essential attributes described above, so please ensure that your application covers these areas. Please also provide the names and contact details of two referees. References will not be sought without your prior consent.

Candidates will be advised if they have been shortlisted by Tuesday 1 April 2025. Shortlisted candidates will be invited for interview on **Wednesday 9 April 2025**. The format of the final interview day will be communicated in due course.

More Information

More information about First Community can be found on our website including our Annual Report, Business Plan and most recent CQC inspection report.

If you have any questions about the process, the timetable or you wish to discuss your suitability, please don't hesitate to contact Gilchrist on 07920556670 or at gemma.gilchrist@nhs.net

About First Community Health and Care

First Community is an award-winning, employee-owned social enterprise (community interest company), providing community healthcare services to people living in east Surrey and parts of West Sussex.

Our Services

First Community is part of the NHS family and delivers Care Quality Commission (CQC) Good (2022) rated services, (with some areas of outstanding care delivery noted). We strive constantly to improve the community healthcare services we provide. Our passion is to deliver the highest quality of care for patients and carers.

We provide community health services for adults and children and are commissioned by NHS Surrey Heartlands, NHS England, Surrey County Council and NHS Sussex. Our services include:

- Community nursing (including district and specialist nursing)
- A rehabilitation in-patient ward
- A Minor Injury Unit for age 5 plus
- An Urgent Community Response service
(our Childrens Community Service will be transferring to a pan surrey provider from 1st April 2025)

Our Vision, Mission, and Behaviours

Our vision is to work in partnership with people living and working in our community to deliver outstanding lifelong local NHS healthcare, supporting everyone to achieve their potential. Our values are First rate Care, First Rate People, First Rate Value.

Our vision and values are underpinned by a behaviours framework:



Our Strategy

Our strategic approach guides our annual business planning and our strategic direction as an organisation. It is focused on four key areas:

- People – people are our greatest asset. We want to retain the workforce we have, recruit the best people to support the delivery of first-rate care and to ensure all staff feel valued, respected, and supported. This will be via delivery of the People Plan and focused on some specific key deliverables
- Performance – performance focusses on the delivery of contracted services and the tools/capability needed to effectively measure and monitor performance. This includes financial and workforce performance to provide effective assurance to the FCHC Board and to commissioning bodies and enables demonstration of both impact and value
- Partnerships – partnerships are key to the delivery of our current contracted services but also to the future of First Community in the context of readiness to bid for and be successful in any procurement process for contracts. Being the partner of choice across multiple pathways and re-designed delivery vehicles is key to future success. Equally important are internal partnerships and relationships to support the business to function effectively and efficiently, but also to support staff wellbeing, improve morale and reduce duplication of effort
- Planet – as a responsible organisation, we are committed to delivering our Sustainability (Green) Plan and contribute to the reduction of the carbon footprint made as part of delivering NHS services. We have a duty to look at both environmental and financial sustainability as we deliver, re-design or develop our services.

Our Board and Governance

The [Board of Directors](#) is responsible for our operations and affairs. The Board is also responsible for ensuring that First Community as a Community Interest Company is organised and operated in a manner consistent with its Articles of Association as an employee-owned social enterprise. The Board is supported by our Council of Governors, our staff shareholder representative group, and our Community Forum of local community partners. Everyone employed by First Community automatically becomes a shareholder and is represented by our Council of Governors or can apply to become a Governor themselves.

For more information on our governance, please see: <https://www.firstcommunityhealthcare.co.uk/about-us/governance>

For more information on Community Interest Companies, please see Appendix 2.

Our Outcomes

We are proud of our outcomes and contributions including the following highlights:

- Good CQC overall rating for the organisation.
- We were the top performing NHS provider for all seven of the themes in the annual NHS Staff Survey (2023) including the highest percentage of staff who would recommend the organisation as a place to work.
- We are financially strong with a healthy reserve and have made operational surpluses for the last five years, allowing us to reinvest in our services in line with our principles as a Community Interest Company.
- The National Freedom to Speak Up Guardian recognises First Community for ranking first across all Speaking Up questions and, in some cases, having scores improving where most organisations are

deteriorating in the NHS 2022 staff survey.

- We were listed as a top 50 Employee-Owned company for the third year running.
- We launched our Urgent Community Response Service giving east Surrey residents the right care in the right place at the right time, which supports our acute partners by helping to prevent hospital admissions or readmissions.
- We have built on the successful launch of our First Community Network, which gives local people the opportunity to have an input into the way community health services are provided and developed in east Surrey and parts of West Sussex.
- Our Audiology Service has been a United Kingdom Accreditation Service (UKAS) accredited provider since Feb 2014.
- Since 2018, First Community has been accredited with the ISO45001 certification for our H&S management and commitment to health and safety of our staff, patients, and the public.
- First Community takes managing patient, staff, and corporate data seriously and is committed to achieving the highest standards. To this end First Community meets and exceeds the NHS Data Security & Protection Toolkit (DSPT) standards.

Our Priorities for 2024-25 (Sept)

Strategic Priorities – Four Themes

2024/25 Vision: To work in partnership with people living and working in our community to deliver outstanding lifelong local NHS healthcare, supporting everyone to achieve their potential

Strategic Theme 1 People	Strategic Theme 2 Performance	Strategic Theme 3 Partnerships	Strategic Theme 4 Planet
<p>PE 1 – Preparing for the future – ensuring resource is used efficiently, effectively, economically, enabling FCHC to provide safe, excellent care to citizens and service users and recognise the impact for our staff (Recruitment and Retention)</p> <p>PE 2 – Health & Well-being of FCHC people – our people are safe, healthy & well in their mental and physical well-being & can express when they are not 'okay'.</p> <p>PE 3 – Inclusion for all – everyone has what they need to bring their whole authentic self to work as it is a just, safe and respectful place to work.</p> <p>PE 4 – Developing FCHC people and teams that span organisational boundaries, our people will be equipped and empowered to fulfil their potential, leading to individuals/ teams having the skills & knowledge to autonomously make the right decisions quickly & confidently.</p>	<p>PF1 – Develop the BI capability to enable self-serve interrogation and analysis at local team level., ensuring that all services/pathways have reportable outcomes/impacts.</p> <p>PF2 – Evidence of delivery of the neighbourhood and place delivery model of care .</p> <p>PF3 – Ensure that there are reporting systems that are fit for purpose and support the measurement of outcomes and efficiency and safety.</p> <p>PF4 – Ensure we meet the requirement to deliver efficiencies and have a balanced budget by the end of the year</p> <p>PF5 – raised the awareness and access to performance data to all shareholder.</p> <p>PF6 – Fit for the Future review and transformation of corporate services</p>	<p>SP1 – Be an effective and collaborative partner, establishing FCHC as a system leader in Health and Care in East Surrey and West Sussex (or beyond).</p> <p>SP2 – Design and implement new clinical leadership model across neighbourhoods</p> <p>SP3– Ensure that the Patient and public Voice is stronger and more vibrant through supporting more quality improvement and transformation work with greater local knowledge.</p>	<p>RC1 –To focus on sustainability in all we do which will be achieved via our Green Plan for which we are in year 3 towards delivering 26% CO2e against our 2019/20 baseline in 202526</p> <p>RC2 - Respecting Resources/Reducing environmental impact, delivering care that is Net Zero Carbon, minimising our impact on the environment and respecting natural resources.</p> <p>RC3- Healthier Lives/Improving wellbeing: supporting the health and wellbeing of our patients, staff, and communities.</p> <p>RC4 - Streamlined process and pathways; making best value from our financial and other resources through forward thinking and sustainable decision making.</p>

Playing our part in NHS Surrey Heartlands

First Community is part of NHS Surrey Heartlands. This is a partnership where health organisations, the local authorities and other health and care partners take a collective responsibility for improving the health of the local population, managing resources (including money), and making sure services are high quality. The partnership includes the Integrated Care Board and Place Boards, acute hospital trusts, mental health, community services, primary care, ambulance Trust, hospice, local authorities, Healthwatch and voluntary community and social enterprise providers.

East Surrey Place

First Community are a core member of the leadership of East Surrey Place – one of four ‘Places’ within the Surrey Heartlands Integrated Care System. Closer working together at place level will enable East Surrey Place to provide joined up services that meet and respond to residents’ needs; enable and empower our residents to create and live healthy lives; and support them to take responsibility for their health and wellbeing. As an alliance of partners, we have co-developed our place vision, priorities, and infrastructure.

In east Surrey as an alliance with partners in health and care, we commit to thinking first at ‘Neighbourhood’ level in our transformation work and in doing this ensure that we hear and respond to the citizen voice to enable health creation and prevention at this level.

Through our five transformation programmes (Prevention and Communities, Ageing and Dying Well, Mental Health, Long Term Conditions and Urgent and Emergency Care, Children and Young People) where we are designing or transforming services across partners, we will look at how this could be delivered first at a neighbourhood level and how resource – both financial and workforce – can be used for health creation and upstream prevention as well as service provision.

Within our own organisations as we make changes to services, we will be open to the need to deliver at a neighbourhood level that enables collaboration between named individuals rather than organisation and will share the challenges to achieving this back to the Alliance with the aim of mitigating and addressing them.

We will commit to increased citizen engagement in our work and use the development of Neighbourhood Health and Wellbeing Networks to support this, both to share our progress and enable us to respond to community identified health needs.

First Community is a staff owned social enterprise providing NHS community healthcare services across east Surrey and parts of West Sussex.

Find out more about us:
www.firstcommunityhealthcare.co.uk

Our services

Healthcare for children, young people and families

As part of Children and Family Health Surrey, we provide NHS community public health and therapy services in homes, schools and community settings, for children and young people aged 0-19 and their families.

We provide health visiting, immunisations, school nursing, physiotherapy, occupational therapy and speech and language therapy.

We also provide support for potentially excluded or vulnerable groups such as the Gypsy, Roma and Traveller community and asylum seekers/refugees.

Treatment of minor injuries for people aged 5 and over

Our Minor Injury Unit at Caterham Dene Hospital is open 7 days a week from 8am – 8pm providing NHS care for people with minor injuries that cannot be managed by a GP or practice nurse.

The Minor Injury Unit, run by qualified emergency practitioners, is a convenient alternative to A&E and provides investigations such as x-rays, and treatments to avoid admission to hospital.

Rehabilitation following an injury or illness

Our adult community nursing and therapy teams provide NHS care at home, in clinics and at our Caterham Dene Hospital Ward following a period of illness or injury.

Care may be provided by community nurses, district nurses, occupational therapists, physiotherapists, speech and language therapists, dietitians, audiologists, podiatrists and orthotists.

Specialist treatments and support with long-term conditions

Our adult community teams provide NHS care at home and in clinics for people requiring specialist treatment and those with conditions requiring ongoing management.

Care may be provided by community nurses, district nurses, specialists in heart failure, stroke and neurological conditions, pulmonary rehabilitation, respiratory, continence, falls and tissue viability.

Delivered in different community settings



Homes



Community hospital



Community health centres/clinics



Schools



In partnership with many other settings including primary care, social care and the local NHS acute (hospital) trust



Our values

First-rate care:

We're committed to providing high quality, responsive and safe care.

First-rate people:

We're caring, conscientious, compassionate and approachable people, supported to develop our potential.

First-rate value:

As a social enterprise, we offer the NHS great value for money and are continuously improving our services.

 @firstcommunityhcNHS

 @1stchatter

 firstcommunityhealthandcare

 [linkedin.com/company/first-community-health-&-care-c-i-c-](https://www.linkedin.com/company/first-community-health-&-care-c-i-c-)

 www.tiktok.com/discover/first-community-health-and-care

Appendix 2

About Community Interest Companies

A Community Interest Company is a limited liability company created with the specific aim of providing benefit to a community. It is a relatively new legal structure, designed to meet the needs of social enterprises and 'not-for-profit' projects, which combine the pursuit of a social purpose with commercial activities. A community interest company shares many of the features of a limited company, in that it is incorporated and the financial liability of its Directors is limited to a nominal amount.

Community interest companies cannot also be charities, but the form provides recognition of the organisation's 'not for personal profit' status and community benefits, whilst providing greater flexibility than charitable status.

Key Features

A Community Interest Company:

- has the features and identity of a limited liability company.
- must comply with company law and special CIC legal requirements.
- is approved and regulated by the Community Interest Company Regulator.
- is defined by a 'community interest test', which ensures it is set up to benefit the community.
- has an "asset lock" which restricts disposal of assets.
- cannot also be a charity.

LEADERSHIP TEAM

First Community's senior team provides strategic and operational management and leadership.

If staff have an issue they need to raise, they can reach a member of the executive team or non-executive director (NED) in five minutes.

EXECUTIVE BOARD MEMBERS (Based at Orchard House)



Sarah Tomkins
Chief Executive
sarahtomkins@nhs.net



Jon Ota
Chief Nurse and
Director of Quality and People

- Director of Infection prevention and control
- Executive lead for equality and diversity
- Caldicott Guardian and CQC nominated individual

jonota@nhs.net



Renée Padfield
Executive Director of
Operations

- Accountable Officer for EPRR

renee.padfield1@nhs.net



Adrian Baillieu
Director of Finance &
Resources

- Executive lead for health and safety
- Senior Information Risk Owner (SIRO)

adrian.baillieu@nhs.net

NON-EXECUTIVE BOARD MEMBERS (Based remotely)



Florence Barras
Chair of the Board
florence.barras@nhs.net



Fiona Smith
Non-Executive Director
fiona.smith25@nhs.net



Debbie Stubberfield
Non-Executive Director
debbie.stubberfield@nhs.net



David Ahmad
Non-Executive Director
david.ahmad@nhs.net

ASSOCIATE DIRECTORS (Based at Orchard House)



Lee Davies
Associate Director for
Operational Delivery and
Neighbourhood Development

Operational Lead for
Safeguarding Adults

lee.davies8@nhs.net



Jayne White
Associate Director for
Operational Delivery – Place
Based Services

Operational Lead for
Safeguarding Children

jayne.white1@nhs.net

COUNCIL OF GOVERNORS

Our Council of Governors welcome the views and feedback from the shareholders. As Governors, they raise shareholder concerns and highlight good practice.



Lead Governor
Joanne Hayward
Project Support Manager
Orchard House
Joanne.hayward4@nhs.net



Lead Governor
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