

RECRUITMENT PACK

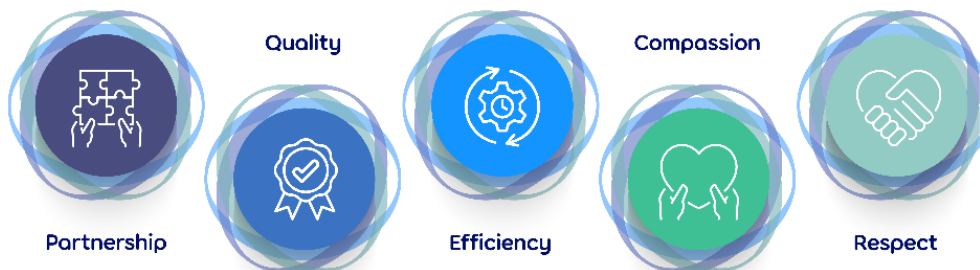
# Non-Executive Director

with **Clinical Experience** · Inclusion Healthcare Social Enterprise CIC, Leicester



*Our team at Charles Berry House, Leicester*

Inclusion Healthcare is a pioneering, employee-owned social enterprise delivering responsive, high-quality care and support to people who are excluded from traditional GP practices or mainstream care settings. This includes those experiencing homelessness, asylum seekers and other marginalised groups. We can trace our roots back over two decades, to a group of social entrepreneurs who believed healthcare could and should be delivered differently and who set up a new model of care, before establishing us as a Community Interest Company (CIC) in 2010. As a staff owned CIC we are an Outstanding rated provider; using our underpinning values which guide everything we do from the development and delivery of services, selecting the people we recruit to join us through to how we make decisions and govern the organisation.



From 1 April 2025, we entered a new phase in our evolution. The Leicester, Leicestershire and Rutland Integrated Care Board has awarded us a 10-year Alternative Provider Medical Services (APMS) contract, with a possible five-year extension, recognising the effectiveness of our model and providing long-term certainty. This milestone gives us the platform to be more ambitious: revisiting our strategy, strengthening our governance, and positioning Inclusion Healthcare for sustained social impact and growth.

## The opportunity

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After more than fourteen years of distinguished service, Dr Philip Monk, our Non-Executive Director with clinical experience, has indicated his intention to step down. Dr Monk has been part of Inclusion Healthcare since March 2012 and has provided invaluable clinical insight to the Board throughout a period of significant change. His departure creates an exciting opportunity for an exceptional individual to bring an independent clinical perspective to our governance at a pivotal moment in our development.

The clinical voice on our Board is central to how we assure ourselves that the care we provide is safe, effective and compassionate. As our Non-Executive Director with clinical experience, you will provide independent clinical assurance to the Board, bringing professional credibility and a patient-centred lens to our oversight of quality, safety and clinical governance. You will support the Board in scrutinising clinical performance and risk, in testing the strategic decisions that flow from our new contract, and in ensuring that the needs of the people we serve remain at the heart of everything we do.

You will join a Board that is actively renewing itself and developing its long-term strategy. This is a genuine opportunity to shape the future direction of a respected, mission-led organisation and to ensure that clinical quality and patient safety remain front and centre as we grow.

## Candidate profile

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We are seeking a values-driven senior clinician with the judgement and independence to provide clinical assurance at board level. You will bring:

- A senior clinical background as a registered healthcare professional, for example as a GP, Nurse, AHP or other senior primary care or community clinician, with current or recent clinical practice and registration in good standing with the relevant professional regulator (such as the GMC, HCPC or NMC).
- A sound understanding of clinical governance, quality improvement, patient safety and clinical risk management, ideally in a primary care or community setting.
- An appreciation of the regulatory environment in which we operate, including the role of the Care Quality Commission.
- The ability to operate effectively as a Non-Executive, offering constructive challenge and support while respecting the boundary between non-executive oversight and executive management.
- Strong interpersonal skills and the ability to build trusted relationships across a small, committed team.

- A demonstrable commitment to equity, inclusion and social impact, and to the communities we serve.

Previous board or committee experience is welcome but not essential. We are equally interested in experienced clinicians who are ready to develop into a non-executive role, and we will provide a full induction and ongoing support.

We particularly welcome applications from candidates with lived experience of the communities we serve and from diverse backgrounds, who can bring new perspectives to our Board and decision-making.

## Time commitment and terms

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- Approximately 1 to 2 days per month, including Board and sub-committee meetings, preparation, occasional clinical governance input and external engagement.
- Remuneration: the post is unremunerated, save for reasonable expenses.
- Term: three years, renewable subject to performance and the governance needs of the organisation.

## Appointment, conduct and assurance

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As a director of a Community Interest Company delivering NHS-commissioned services, the successful candidate will be expected to uphold the highest standards of conduct. In particular:

- The appointment is conditional on a satisfactory enhanced Disclosure and Barring Service (DBS) check.
- The appointment is subject to the Fit and Proper Persons Requirement (Regulation 5 of the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014) and the NHS England Fit and Proper Persons Test Framework. All directors are required to be of good character, with the qualifications, skills and experience necessary for the role, and to have no relevant disqualifying history.
- The appointment is also conditional on satisfactory references, confirmation of the right to work in the United Kingdom, verification of professional registration, and the completion of a declaration of interests.
- All Board members are expected to observe the Seven Principles of Public Life (the Nolan Principles): selflessness, integrity, objectivity, accountability, openness, honesty and leadership.
- As a director under the Companies Act 2006, the postholder will share collective responsibility for the proper governance of the organisation and will be expected to declare and manage any conflicts of interest in line with our governance policies.

## How to apply

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To apply, please submit a curriculum vitae together with a short supporting statement (no more than two sides of A4) setting out why you are interested in the role and how you meet the candidate profile. You can find out more about us at [www.inclusionhealthcare.co.uk](http://www.inclusionhealthcare.co.uk).

## KEY DATES

Closing date for applications: **17 July 2026**

Shortlisting: **week commencing 21 July 2026**

Interviews (morning): **31 July 2026**

## Informal and confidential discussion

We would be glad to arrange a confidential conversation before you apply. Please email [llricb-ic.inclusionhealthcare.hr@nhs.net](mailto:llricb-ic.inclusionhealthcare.hr@nhs.net) and tell us who you would like to speak with:

- **Dr Philip Monk** — Non-Executive Director (Clinical Experience)
- **Lisa Davies** — Chair of the Board
- **Nick Danks** — Acting Chief Executive

Inclusion Healthcare is committed to safeguarding and to equality of opportunity. We welcome applications from all sections of the community and will make reasonable adjustments to support candidates through the recruitment process. Any personal information you provide will be handled in accordance with our privacy policy and data protection law.

Thank you for considering this role. Inclusion Healthcare is at a pivotal moment: a secure long-term contract, a strong balance sheet, and a mission-led, values-driven, employee-owned team ready to go further for the people who need us most.

If you share our values and feel motivated to support us we would be delighted to hear from you.

## Lisa Davies

Chair of the Board, Inclusion Healthcare Social Enterprise CIC



# Non-Executive Director (Clinical)

## Job Description & Person Specification

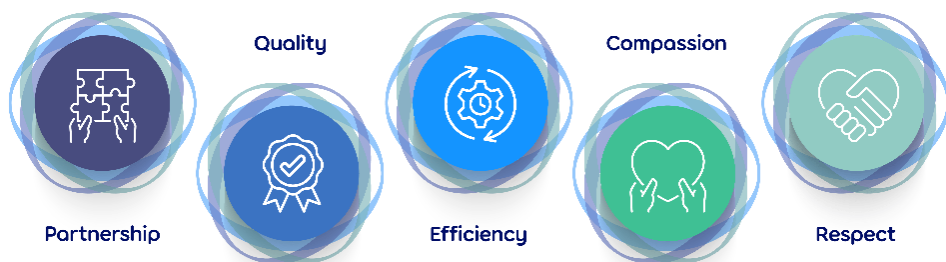
<b>Position title</b>	Non-Executive Director (Clinical — Primary Care)
<b>Organisation</b>	Inclusion Healthcare Social Enterprise CIC
<b>Accountable to</b>	Chair of the Board of Directors
<b>Location</b>	Hybrid - Board meetings in Leicester (approx. once every two months); remaining duties carried out remotely within the United Kingdom
<b>Commitment</b>	Approx. 1 to 2 days per month
<b>Remuneration</b>	Voluntary; reasonable expenses reimbursed
<b>Sector</b>	Community Health / Social Enterprise / Primary Care

## About Inclusion Healthcare

Inclusion Healthcare Social Enterprise CIC is a Leicester-based community interest company providing compassionate, person-centred primary care to some of the city of Leicester, Leicestershire and Rutland’s most vulnerable and marginalised populations. We serve people experiencing homelessness and asylum seekers through our NHS Primary Care services, as well as offering other services commissioned by Local Authorities our recovery hub enabling people to start their recovery journey alongside smaller specialist medical services provided to other commissioners. With around 40 staff, we are a small staff owned company with genuine ambition following the award of a 10 (+5) contract in 2025. This Alternative Provider Medical Services (APMS) contract has significantly expanded the geographic reach of our work, and we are investing in the governance and leadership capacity needed to support the development of our strategy and our development. Joining our Board is an opportunity to shape that journey from the inside.

### Our values:

Partnership, Quality, Efficiency, Compassion, and Respect are embedded in our culture, governance, and daily practice; underpinning everything we do.



## Role Overview

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The Non-Executive Director (Clinical) is a full and equal member of the Board of Directors, sharing collective responsibility for the strategic direction, culture, and performance of Inclusion Healthcare. The clinical NED brings a particular lens: ensuring the Board has meaningful assurance over the quality, safety, and effectiveness of the clinical services we provide, and that the patient voice is never lost in governance discussions.

Beyond clinical oversight, this role is about contributing to the whole organisation, scrutinising strategy, supporting the executive team, and helping to build a Board that is fit for the challenges ahead. The successful candidate will ideally be a practising or senior primary care professional or GP who understands the fields in which Inclusion Healthcare operates and can translate that knowledge into effective board-level challenge and support.

Inclusion Healthcare operates in a uniquely multi-layered environment: simultaneously functioning as a GP practice within a Primary Care Network and as an independent provider working beyond those traditional boundaries. As the NHS reorganises around neighbourhood-based planning and delivery, and as the policy landscape for homelessness and asylum changes constantly, the Board needs people who can help navigate that complexity and ensure the organisation finds its voice within an evolving system. The incoming Non-Executive Director will be expected to contribute to that strategic positioning as well as to the governance of clinical services.

## Key Responsibilities

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### Clinical Quality and Patient Safety

- Provide informed, independent scrutiny of clinical quality, patient safety, and safeguarding arrangements, ensuring the Board has appropriate assurance that services are safe, effective, and responsive.
- Act as the Board's primary point of expertise on clinical governance, including CQC registration standards, clinical audit, incident reporting, and learning from complaints.
- Champion the interests of patients and service users in board discussions, promoting a culture of compassionate, person-centred care.
- Help the Board understand and respond to emerging clinical risks, including those arising from the complexity of the populations Inclusion Healthcare serves.
- Support the development and oversight of clinical policies, protocols, and workforce standards, ensuring they reflect best practice for inclusion health settings.

### Strategic Contribution

- Contribute to the development and monitoring of organisational strategy, bringing a clinical and primary care perspective to discussions about service design, workforce, and growth.
- Provide constructive challenge to executive proposals, drawing on clinical knowledge and experience to test assumptions and strengthen decision-making.
- Support the Board in understanding the wider primary care landscape including ICB priorities, GP contract frameworks, and system integration and its implications for Inclusion Healthcare.
- Contribute to discussions on income diversification, business development, and new service models, particularly where these have clinical dimensions.
- Contribute to the organisation's strategic positioning within the evolving neighbourhood health and care planning landscape, including supporting relationships with partners across the NHS, Local Authority structures, and the wider CIC provider sector.

## Values-Based Leadership

- Act as a role model for Inclusion Healthcare's values Partnership, Quality, Efficiency, Compassion, and Respect in all board conduct, relationships, and decision-making.
- Champion the organisation's values in strategic discussions, ensuring they are reflected in the policies, priorities, and culture the Board sets and oversees.
- Hold the executive team to account for embedding the values across the organisation's operations, workforce, and service delivery.
- Contribute to a board culture where the values are lived, not merely stated promoting openness, mutual respect, and a shared commitment to the communities Inclusion Healthcare serves.

## Governance and Accountability

- Uphold the highest standards of corporate governance, acting in accordance with the Nolan Principles and Inclusion Healthcare's own values and Code of Conduct.
- Fulfil the legal duties of a director under the Companies Act 2006 as a member of a Community Interest Company board, including duties of care, skill, and loyalty.
- Participate actively in Board meetings, committees, and sub-groups, arriving prepared and engaging constructively with all agenda items.
- Declare interests promptly and manage any conflicts in line with the organisation's conflict of interest policy.

## Stakeholder Engagement

- Act as an ambassador for Inclusion Healthcare in relevant clinical and professional networks, supporting the organisation's reputation and external relationships.
- Contribute to relationships with the LLR Integrated Care Board and other NHS system partners, where relevant, drawing on professional credibility in primary care.
- Support meaningful engagement with people with lived experience of the health inequalities Inclusion Healthcare addresses, and promote co-production in service development.

## Board Membership

- Attend bi-monthly Board meetings and relevant sub-committee meetings as required.
- Participate in Board induction, training, and annual appraisal processes.
- Support the Chair and Chief Executive and Executive Directors between formal meetings, contributing to a culture of openness, trust, and collaborative challenge.
- Participate in the appointment of senior staff, including the Chief Executive, where required.

## Time Commitment

<b>Board meetings</b>	Bi-monthly (6 per year) in person in Leicester (ideally) or hybrid
<b>Sub-committees</b>	You may be invited to join either of Nominations Committee (more than once per year as required), Remuneration Committee (approx. once per year)
<b>Preparation</b>	Reading and reviewing papers in advance of each meeting
<b>Between meetings</b>	Occasional email/call engagement with Chair, CEO, or clinical lead
<b>Other</b>	Annual strategy day; Board development days, occasional stakeholder events or external representation
<b>Total estimated commitment</b>	Approx. 1 to 2 days per month

## Remuneration and Terms

This is a voluntary, non-remunerated position. Reasonable expenses incurred in the discharge of Board duties including travel to Leicester for meetings will be reimbursed in accordance with the organisation's expenses policy.

The appointment is subject to satisfying the NHS Fit and Proper Persons Test and DBS clearance.

The appointment will be for an initial term of three years, renewable by mutual agreement subject to satisfactory appraisal and Shareholder approval. The postholder will be subject to Inclusion Healthcare's Code of Conduct and conflict of interest policy, and will be required to make annual declarations of interest.

## Person Specification

We are looking for a clinician who combines practical primary care credibility with the curiosity and independence of mind to be an effective non-executive. We value different backgrounds and strongly encourage applications from clinicians who reflect the communities we serve, including those with lived experience of health inequalities.

E = Essential D = Desirable

### Clinical Background and Expertise

Criteria	How Assessed	E / D
Current registration as a Healthcare or senior primary care professional e.g. AHP with HCPC, Nurse with NMC, GP with GMC	Application	E
Substantive experience in a healthcare setting, including understanding of the clinical, operational, and workforce challenges facing primary care. (e.g. senior nurse with quality and safety experience, GP practice partner)	Application / Interview	E
Experience of, or strong interest in, inclusion health i.e. providing care to homeless populations, asylum seekers, people with complex needs, or other marginalised groups	Application / Interview	E
Knowledge of clinical governance frameworks relevant to primary care, including CQC inspection standards, significant event review, and complaints management	Application / Interview	E
Experience in a clinical leadership role (e.g. Director of Therapies, Director of Nursing, GP partner, Clinical lead, PCN clinical director, GP trainer)	Application / Interview	D
Understanding of APMS contract frameworks or experience working within alternative primary care models	Application / Interview	D

### Board and Governance Experience

Criteria	How Assessed	E / D
Experience operating at board or senior committee level, with a clear understanding of the distinction between non-executive and executive roles providing strategic oversight, scrutiny, and challenge without crossing into operational management	Application / Interview	E

Criteria	How Assessed	E / D
Understanding of the legal duties and responsibilities of a non-executive director or trustee, including the collective nature of board accountability and how to exercise independent judgement constructively within a small, close-knit leadership team	Application / Interview	E
Ability to read and engage meaningfully with financial information and performance data at board level, with an appreciation of the financial pressures specific to small social enterprises and the need to balance mission with sustainability	Application / Interview	E
Previous experience as a Non-Executive Director, trustee, or equivalent ideally in a small or growing organisation where the temptation to become operationally involved is well understood and actively managed	Application / Interview	D

### Strategic and Analytical Skills

Criteria	How Assessed	E / D
Ability to contribute to strategic discussion, drawing on clinical knowledge to offer informed, constructive challenge to executive proposals	Application / Interview	E
Able to identify and articulate clinical risk clearly, translating complex clinical matters into accessible board-level discussion	Application / Interview	E
Understanding of the NHS health systems, LLR ICB priorities, and the commissioning landscape for primary and community services	Application / Interview	D

### Values and Personal Qualities

Criteria	How Assessed	E / D
Deep personal commitment to health equity and the mission of Inclusion Healthcare reducing health inequalities for the most vulnerable populations	Application / Interview	E
Strong personal commitment to the values of Inclusion Healthcare (Quality, Efficiency, Partnership, Compassion, and Respect) and the ability to embody these in board conduct and relationships	Application / Interview	E
Demonstrates integrity, independence of judgement, and high standards of personal conduct consistent with the Nolan Principles	Application / Interview	E
Collaborative and inclusive approach; able to work constructively with a diverse board, executive team, and wider stakeholders	Application / Interview	E
Comfortable operating in a small, dynamic, resource-conscious organisation where agility and pragmatism are valued alongside governance rigour	Application / Interview	E
Willingness to commit the time required, including preparation and between-meeting engagement	Application / Interview	E

Criteria	How Assessed	E / D
Personal or professional connections to Leicester or the LLR health community, including connections to the emerging CIC provider community, ICB structures, and local NHS providers	Application	D

Inclusion Healthcare Social Enterprise CIC is committed to equality, diversity and inclusion in all its activities.  
Registered in England and Wales as a Community Interest Company.