

Integrated Care 24 (IC24)

# Non-Executive Director (Clinical)

Candidate Pack

July 2025



# Welcome

Thank you for your interest in becoming a Non-Executive Director (NED) at Integrated Care 24 (IC24). We are a social enterprise proudly providing NHS-commissioned services.

IC24 has a 25+ year history of providing high-quality primary and urgent care services. We have evolved from a Kent GP co-operative to an NHS 111 and Integrated Urgent Care (IUC) service, serving the needs of 6 million people in the south, south-east, and east of England.

Our values of **Innovation, Care, Excellence and Respect** are at our heart. Any surplus we generate is reinvested to support the enhanced experience of our patients and our staff. We were the first social enterprise in the UK to be awarded the prestigious **Gold Mark status**, which recognises excellence in a range of areas, such as governance and transparency. We are one of only five social enterprises in the UK to have held this award.

In addition to expanding our integrated urgent care service, we are investing in CLEO Systems, our healthcare digital subsidiary, to enhance the effectiveness of the UK's primary, secondary, urgent, and emergency care sectors as a whole. We also have a growing number of GP primary care practices joining us, with a view to leveraging the benefits of scale and innovation to drive improvements for patients. We have introduced several exciting changes to the way we work, including our approach to highly inclusive people engagement, the introduction of state-of-the-art digital telephony, and the streamlining of our operations into an Integrated Urgent Care Division and a Primary and Community Care Division.

We are a clinically led organisation with a medically qualified CEO, a Chief Nurse, a Chief Medical Officer and a Chief Nursing Officer. Our Divisional Triumvirate comprises a medical director, a quality director and an operational divisional director.

As we have developed our social enterprise, ensuring that we have assurance and robust challenge over our quality has been vital. Our current clinical lead

NED is retiring, having completed their maximum three terms of office. We are now seeking a replacement who can bring not only expert check and challenge to our quality governance and quality improvement functions but can see the bigger picture beyond simple assurance and contribute intelligently to the development of our quality and broader organisational strategy; you will be capable of envisioning the art of the possible over a 5-year horizon.

We are seeking an individual with experience in clinical leadership and management at Board level, ideally in a large and complex health or care organisation. We welcome individuals with leadership and management experience in medical, nursing, midwifery, allied health, or clinical academia who can bring insights into the management of complex care, champion clinical quality and safety, and assist the Board in assuring the safety and quality of the services provided.

The successful candidate will hold a recognised, registered clinical qualification and bring strong knowledge of clinical governance and assurance. You will be an experienced Board member within a private, public and/or VCSE setting. You will have demonstrated the ability to spot opportunities and encourage others to step out of their comfort zone. An understanding of the NHS regulatory environment will be beneficial, as will experience working in fast-growing (ideally digital) environments.

Ultimately, what is vital to us are your behaviours and alignment with our values. We welcome applicants from a broad range of backgrounds who are passionate about working with a Board to ensure and drive improvement in a complex and highly rewarding setting. You will have a relentless focus on improving the experience of the people who use our services and the people who deliver those services.

If you like what you've read in this document and feel inspired to join the Board, then we would be delighted to hear from you.



**Stephen King**  
Chair of the Board



# About us

As a social enterprise, we are an independent sector, not-for-profit provider of NHS services and a trusted member of the NHS family.

IC24 delivers a range of integrated urgent and unscheduled care services, including GP-led out-of-hours and NHS 111. We are leaders in the sector, providing out-of-hours coverage and 24/7 NHS 111 coverage to over six million people, generating over 1 million calls annually.

Our income is around £75 million, and we operate in Gloucester, Kent, Brighton and Hove, East and West Sussex, Mid and South Essex, and Norfolk and Waveney, where our 1,200 people work with other healthcare partners to provide care for patients. A number of these services are in partnership with ambulance providers (SECAMB and EEAST) and Gloucester Health and Care FT, where our 111 service is developing through the interface with community services.

IC24 also delivers primary medical care (GP) services in Sussex and high-quality urgent dental care in a joint venture with i-Dental.

Additionally, the IC24 Group has a wholly owned subsidiary, **CLEO Systems**, a leading provider of digital patient care solutions for use in the urgent care sector.

At IC24, our purpose is to provide responsive, safe, high-quality urgent healthcare at the right time and in the right place, supporting our patients to ensure they live their lives to the fullest.

Fit for the Future: 10 Year Health Plan for England presents several exciting growth opportunities for IC24, which will build on the cutting edge of IC24 service delivery, for example, with an HSI award-winning Urgent Care Coordination Hub based in Norfolk and Waveney and a nationally funded and recognised paediatric clinical assessment service which delivers England-wide specialist paediatric care remotely. Our digital technology subsidiary, CLEO Systems, is providing first-of-a-kind electronic prescribing solutions to statutory NHS providers and, via an NHSE Pathfinder Award, to over 200 pharmacies.

Our Board is changing too, and we are delighted to have recently welcomed two NEDs from the financial and commercial sectors, who are both serving NHS NEDs. We also welcomed a new Chief Finance Officer and Chief People Officer to our team in recent months. We have also strengthened the Board of CLEO Systems with a new Chair and highly experienced NEDs.

## Our Values



### Innovation

Our people are made to be brave, and at IC24 we celebrate brave ideas and brave people. Innovation is at the heart of what we do. We develop our own clinical systems, which not only demonstrates innovation but value for money too.



### Care

We're committed to providing the best possible care to our patients and our people. We believe in getting our patients the right care. For our people, we have a host of health and wellbeing initiatives to make sure they're supported in the workplace. This includes access to free counselling support.



### Excellence

We strive to be the best in everything we do. We give our people access to a host of learning and development opportunities, because an investment in our people is an investment in patient care.



### Respect

We recognise each other's differences and show consideration for one another and the environment we live in.

# Job Description

**Job title:** Non-Executive Director (NED)

**Department:** Board of Directors

**Reporting to:** Chair of The Board

## Role Overview:

Although the duties and role are focused on quality governance and quality improvement, the Non-Executive Director is a member of our unitary Board with responsibility for the whole organisation, balancing the delivery of quality, people, performance, and finance.

## Quality and Patient Care

- Promoting the IC24 patient-centred vision and maintaining a focus on the best interests of patients and our people.
- Upholding the values of the IC24, modelling the right behaviours, and ensuring that IC24 promotes equality, diversity and inclusion for patients, colleagues, and stakeholders.
- Ensuring the best use of organisational resources to maximise safe and effective patient care and adopting a value-based approach to care.
- Engaging with our front-line and corporate teams is encouraged, enabling the triangulation of information presented in formal Board meetings and allowing you to observe firsthand the delivery of a complex service through the eyes of our people.
- Engaging with our colleague-led Employee Alliance, Colleague Resource Groups and our regular listening into action sessions.

## Strategy

- Establishing clear objectives to deliver the IC24 strategy and reviewing Board performance against these goals.
- Ensuring the effective implementation of Board decisions by the Chief Executive Officer, Executive Directors, and Divisional Leadership Teams.

- Contributing to long-term sustainability discussions and spending time understanding the complexity of Integrated Urgent Care and the art of the possible in the context of the NHS 10-year plan and commissioner requirements.

## Compliance

- Ensuring that controls and risk management systems are robust and that the internal audit programme is effective.
- Working with the Chief Nurse and Director of Governance on standards of clinical regulation (for example, the CQC and professional regulators).
- IC24 has a well-developed professional performance advisory group (PAG) following NHSE primary care standards. The post holder will have oversight of this process and assure the Board about its effectiveness and fairness in decision making.
- With the assistance of the IC24 Board Governance Manager/Chief Finance Officer, promoting the highest standards of corporate and quality governance in compliance with the IC24 Articles, regulatory requirements, and best practice.

## Board Activities

- Participate fully in the delivery of the unitary responsibilities of the Board by attending a bi-monthly Board of Directors (in person) and two full-day strategy sessions per year (also in person).
- Attending committees and other ad-hoc meetings of the Board. All NEDs are members of the Remuneration Committee (usually held immediately following the Board of Directors).
- Chair the Quality Committee (QC), which currently meets bi-monthly (although the Chair is reviewing the composition of the Board Subcommittees and the postholder may be asked to chair or attend a second committee). This QC alternates between meeting in person and remotely.
- Participating in the Board induction, training and evaluation, including the use of psychometrics such as the Insights Profile.



- Undergoing individual appraisal, and participating in Board effective reviews and attending any additional training highlighted through the evaluation process with the Chair.
- Participating in the appointment of the Chief Executive and other senior staff, as appropriate.
- Acting as an IC24 ambassador for external-facing duties as requested by the Chair.
- Listen supportively, attentively and actively to the views of others, both within and outside the Board.
- Safeguard the good name and reputation of IC24.
- Act as an objective, critical friend.
- Support executives in their day-to-day leadership of IC24.
- Dedicate sufficient time and commitment to fulfil the role.

### You will:

- Uphold and act with the highest standards of integrity, honesty, openness, and probity.
- Demonstrate standards of behaviour compatible with the NHS England fit and proper persons test (revised August 2023).
- Ensure IC24 promotes equality and diversity for our patients, colleagues, and stakeholders.

# Person Specification

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## Essential

- A qualified clinician with knowledge and experience in quality governance, quality improvement and education.
- A record of achievement at Board / executive level in an organisation of similar size and complexity within either the private, public or VSCE sectors, with a clear understanding of the legal duties, liabilities and responsibilities of a Non-Executive Director.
- Knowledge of the regulatory environment, including the roles of CQC, NHS England, and the commissioning and provider landscapes.
- Excellent interpersonal skills, including the ability to remain calm under pressure, develop creative solutions, manage a variety of situations, and ensure outcomes are in the best interest of the population we serve rather than our interests.
- Ability to understand complex strategic issues and analyse and resolve difficult problems.
- A sound understanding of using data to drive effective decision-making and assurance.
- A commitment to the values and principles of IC24.
- Commercially astute and a nuanced appreciation of how a social enterprise can thrive in a system dominated by statutory providers.
- Able to question intelligently, debate and challenge constructively, thoughtfully and sensitively, and to determine outcomes reasonably. A mutually respectful challenge culture is a 'must'.

## Desirable

- Experience within fast-growth commercial (ideally tech) environments.
- Experience of Group and subsidiary Board models.

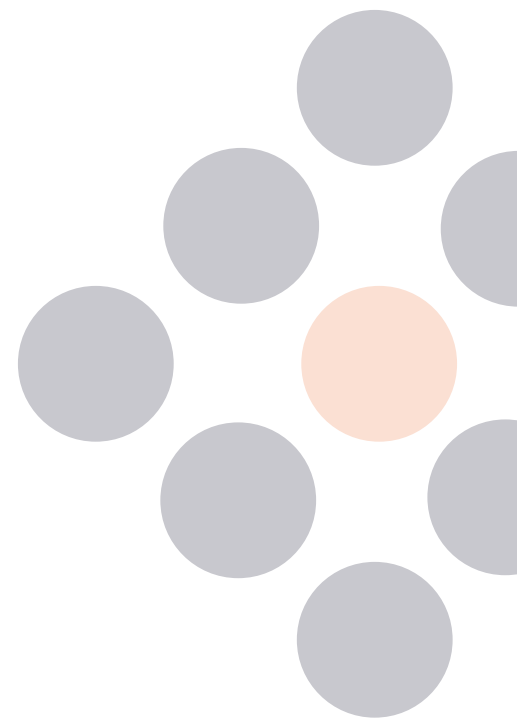
In addition, all IC24 colleagues must adhere to:

### Privacy and Dignity, Respect and Equality of Opportunity

IC24 is firmly committed to ensuring that all current and potential colleagues and patients are treated with dignity, fairness, and respect regardless of gender, race, disability, sexual orientation, age, marital or civil partnership status, religion or belief or employment status. Staff are supported to challenge discriminatory behaviour.

### Control of Infection

All IC24 colleagues have a duty to provide a safe environment by considering adherence to infection prevention and control as an integral part of their roles and responsibilities. The individual roles and responsibilities for our people are outlined in the IC24 Control of Infection Policy.





# Terms of Appointment

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## Time Commitment

Typically, Non-Executive Directors will spend a minimum of 3 days a month supporting IC24.

This includes but is not limited to attendance at monthly Board meetings, Board sub-committees, the AGM, meetings with the non-executive directors, meetings with Members (as defined in the Articles), meetings forming part of the Board evaluation process and updating and training meetings. You are expected to consider all relevant papers before each meeting (provided electronically using the iBabs platform).

IC24 embraces hybrid working, and while some meetings are strictly in-person (and mainly held at our Ashford, Kent Headquarters), some board subcommittee meetings are held remotely.

All Board members are encouraged to engage with front-line colleagues. IC24 offices are located in Brighton, Ashford (Kent), Basildon, Ipswich, and Norwich. Site visits are not intended to be overly burdensome but rather as a way to engage firsthand with our colleagues and gain a greater understanding of the challenges and experiences of our patients.

## Remuneration

Non-Executive Directors are remunerated at a rate of £15,000 per annum.

Remuneration is taxable, non-pensionable and subject to National Insurance contributions. Non-Executive Directors may claim reasonable reimbursement for travel and subsistence costs necessarily incurred on IC24 business.

## Appointment and Tenure of Office

Non-executive directors are generally appointed for an initial term of three years and can serve up to a maximum of three terms. Reappointment is not automatic and is subject to the good practice code of governance and approval by IC24 members at the AGM.

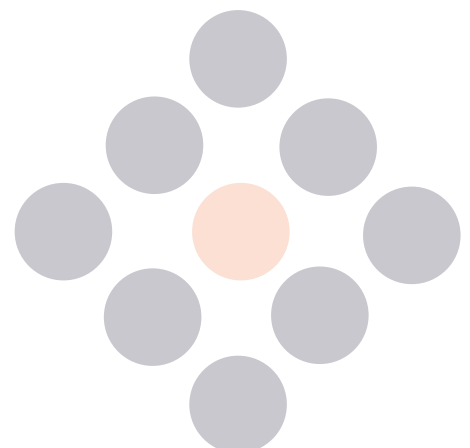
The appointment is conditional upon a satisfactory DBS check, the NHS England Fit and Proper Persons Test, and other relevant checks (see below).

Initial and any subsequent reappointments are also subject to Board approval and ratification by the IC24 Membership.

Non-Executive Directors must declare any pecuniary interests, direct or indirect, which may arise in connection with the business of the IC24 and are required to declare any interests which may be considered “relevant or material” for inclusion in the Register of Directors’ Interests.

## Fit and Proper Persons

This appointment is subject to the *NHS England Fit and Proper Person Test Framework for board members*. Shortlisted candidates will be requested to complete a self-declaration form, which is available [here](#).



# How to apply

Tall Roots is acting as an employment agency partner to IC24. Applications should be made online at [www.tallroots.co.uk/ic24-clinical-ned](http://www.tallroots.co.uk/ic24-clinical-ned) and include:

- a CV.
- Covering letter (no more than two pages), explaining your motivation for applying for the role, along with how you meet the Person Specification.

The closing date for applications is **Friday, 1st August 2025.**

Preliminary interviews with Tall Roots will be held virtually during the week commencing **11th August 2025.**

Shortlisted candidates will also be invited to meet informally with a range of stakeholders within IC24 virtually on **Wednesday, 27th August 2025.**

Final interviews will be held in-person at IC24's Offices in Ashford, Kent on **Wednesday, 3rd September 2025.**

If you have any questions relating to the role or the process, or would like any adjustments made to accommodate your needs, please contact Mark Crowley at Tall Roots by email at [mark.crowley@tallroots.co.uk](mailto:mark.crowley@tallroots.co.uk).







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