



CANDIDATE PACK FOR

**CANDIDATE PACK FOR TWO NON-EXECUTIVE DIRECTORS
AND AN ASSOCIATE NON-EXECUTIVE DIRECTOR**



WELCOME FROM THE CHAIR

Thank you for your interest in joining the Board of Sirona care & health.

Community services are pivotal to the transformation of health and care services to ensure a sustainable and integrated health and care system, and this is both an exciting and critical time to lead us forward. As the single community provider in our Integrated Care System (Bristol, North Somerset, and South Gloucestershire - BNSSG), with a contract worth circa £210m annually, we are at the heart of this system transformation, with opportunities to be innovative and ground-breaking in our approach to new ways of working and delivering outstanding outcomes for our communities. The area we serve is hugely diverse and complex and providing services that meet the needs of the population is both a challenge and an opportunity.



As a Community Interest Company (CIC), we are one of the largest independent providers of community health services in the country with a strong reputation for delivering safe, efficient, and effective services which the people who use them would choose and recommend. We are a progressive and ambitious organisation and want to set the benchmark for excellence in integrated health and care services for children and adults and to be outstanding in everything we do, including being a great and inspiring place to work.

Our position as a CIC means that while working closely with our NHS partners within the ICS, our own constitution enables us to be more flexible and agile. We also have an obligation to the community to ensure we are effective in meeting our objectives and to remain financially sustainable. Over the last 12 months we have driven significant change across our leadership structures to ensure we have the right leadership in place for our future vision.

This is an important and compelling time to join us, and we are now looking to make three key appointments to our Board that will add expertise in specific areas. This includes two Non-Executive Director appointments. In one, we are keen to attract candidates with a strong track record in senior, strategic financial management (including audit) who bring the governance knowledge and experience to Chair our Finance or Audit Committee and candidates who can offer appropriate support and challenge from a People strategy perspective, ensuring we cultivate an environment where employees feel valued and empowered to contribute effectively. For this role, your background may have been gained as a community leader involved in working alongside volunteers and community members or as a more formal HR / People Director where enabling participation and voice within your organisation has been your role. In addition, we are keen to appoint an Associate Non-Executive Director with expertise in developing digital services and digital transformation who will deepen our insight in this area at Board level as we continue to explore how technology can support our work and extend our reach and impact.

Across all three appointments, we are looking for people who can demonstrate executive or non-executive experience gained in large, complex organisations and who bring a close association with the geographical region and communities we serve. We welcome candidates from a range of sector backgrounds as long as you bring the strategic thinking these roles require and share our values and deep commitment to making positive change for our patients and service users. We particularly encourage candidates with lived experience of our services.

If you are motivated to be part of the team which will lead Sirona as it continues to develop and grow to provide better and more innovative care and you believe you have the experience and commitment we need, I hope you will be inspired to read on to find out more.

Dr Barbara Brown, Chair

ABOUT SIRONA CARE & HEALTH

Sirona care & health is the single community healthcare provider for children's and adult services across Bristol, North Somerset, and South Gloucestershire (BNSSG) – almost one million people. Our services span all ages from birth to end of life and our aim is to support people in their own homes wherever possible through our wide range of skilled and experienced staff including Medical, Nursing, Allied Health Professionals, and highly trained support staff, both clinical and non-clinical. We have over 3,500 employees and an annual turnover of over £200m. We achieved a CQC rating of 'Good' in our most recent inspection which took place in 2021 with the care provided rated as "Outstanding".

We are a values-based organisation, and we are fully embedded in the work of our Integrated Care System (ICS) having a seat on the Board. Most of our income comes either from the NHS or from the three Unitary Authorities of Bristol, North Somerset, and South Gloucestershire.

About a third of our income relates to community services for children and young people including community paediatrics; specialist therapy services; public health nursing; specialist services for children with life limiting illnesses and autism and ADHD services. The remainder relates to community-based services for adults of working age, and for older adults including a range of community nursing and therapy teams; community-based specialist services; community outpatients; four in-patient rehabilitation units (including specialist stroke rehabilitation); two Minor Injury Units and an Urgent Treatment Centre.

Our care model is strengths based, seeing people of all ages in the context of their wider circles of support and their local communities and seeking to support them to reach their full potential and to remain in control of their health and their healthcare. We are a community Interest Company (CIC) and we were founded in 2011 as a result of the national Transforming Community Services Programme and since then we have gone from strength to strength. In 2020 we took on major new contracts for adult services in addition to our existing adult and children's contracts and more than doubled the size of the organisation.

We are providing strong leadership across the organisation and to our six local place settings, working closely with our multiagency partners in each of these six localities. Managing the dual challenge of local autonomy and central coordination is one of the many areas in which we are exploring new thinking as we continue to shape our organisation.



OUR VISION, MISSION, AND STRATEGIC OBJECTIVES

Our vision is for Improved Outcomes for All; that is the outcomes that matter to people and working with them to achieve their goals. And ensuring this is for All is our commitment to make our services accessible so we give everyone the opportunity to enjoy the maximum health and wellbeing they can. Our Vision is also about our colleagues. How do we ensure that we improve the outcomes so there are equal opportunities for all, and that Sirona really is a great and inspiring place to work.

To support us in doing this we have set ourselves the Mission of **One You, One Sirona, One System**.

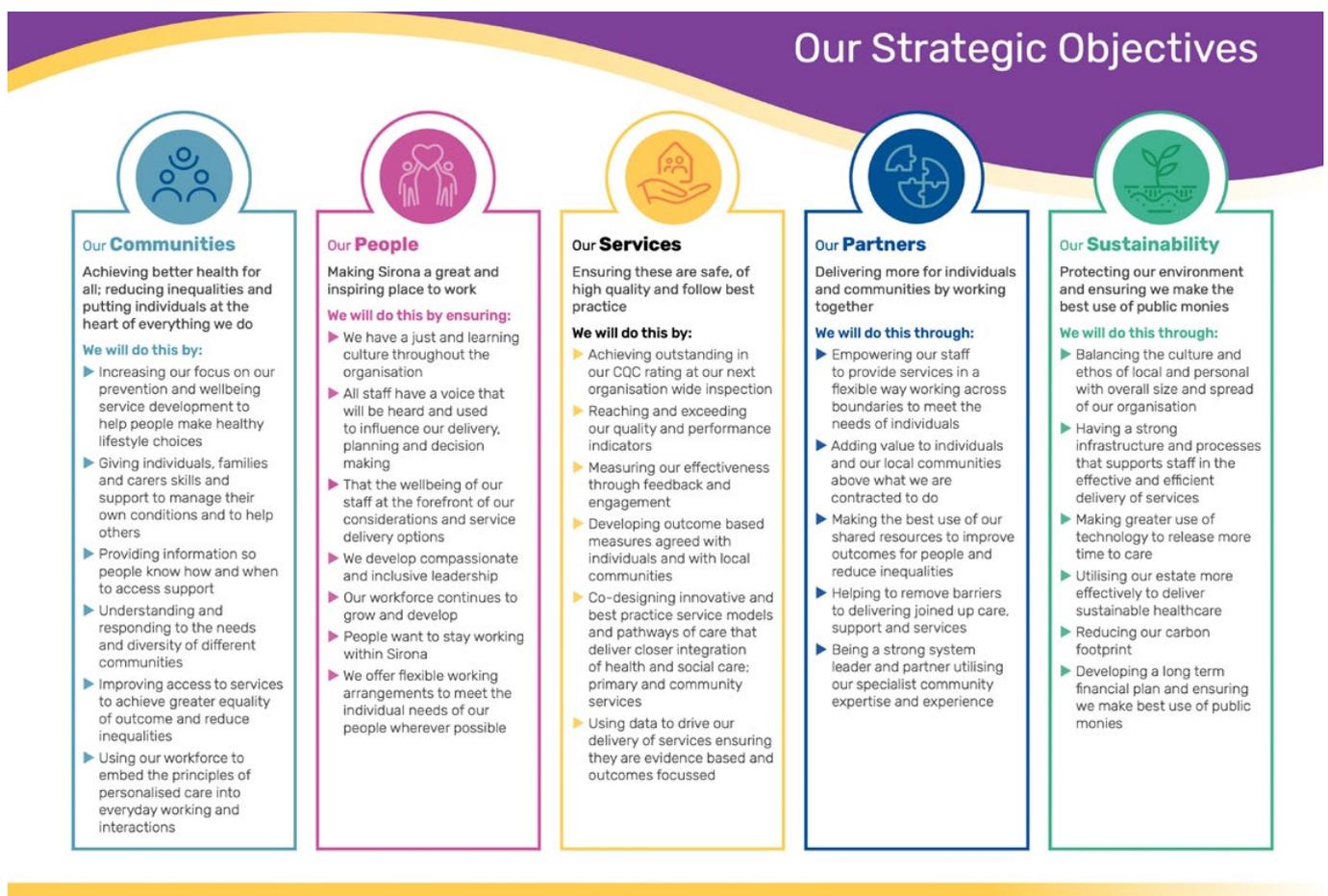
One You is about seeing everyone as an individual – putting them at the centre of everything we do and seeing them as a person first focussing on achieving their aspirations and tailoring what we do to their needs and unique circumstances.

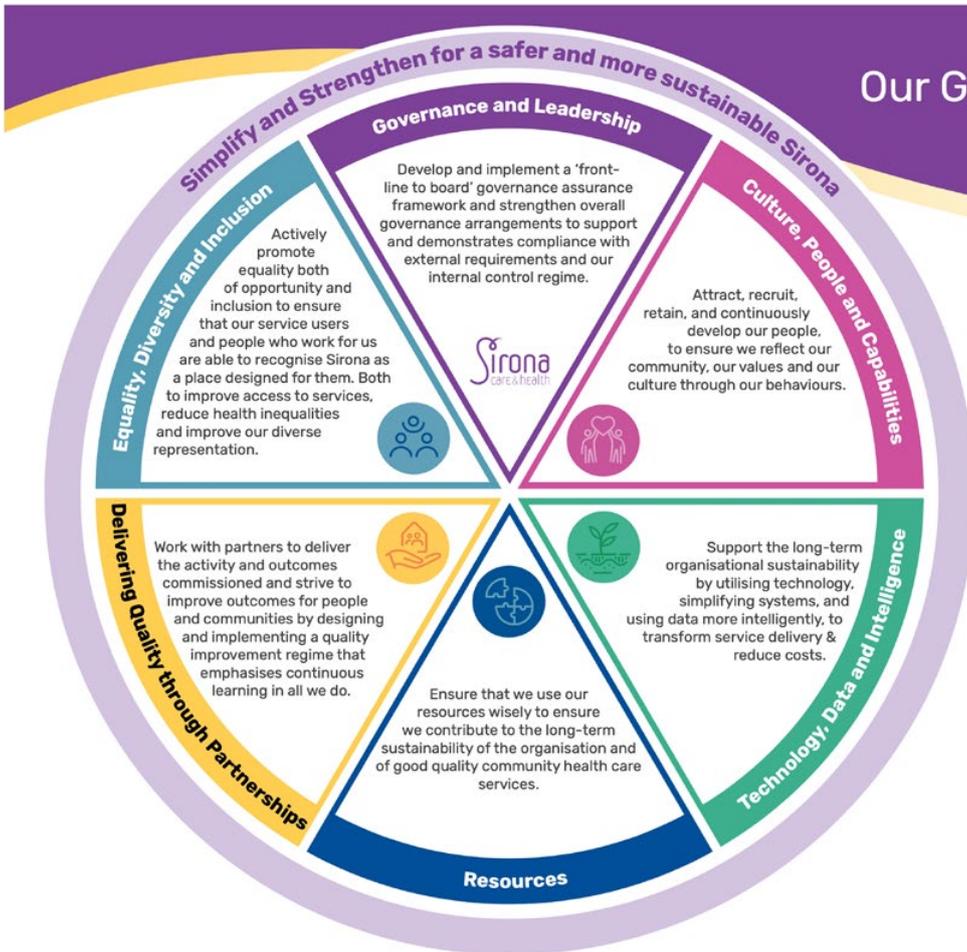
One Sirona means harnessing the full range of talent and experience we have across the whole organisation and ensuring the “whole” really is greater than the sum of our individual parts. Working together makes us stronger and will help us build forward stronger and better as we use our experiences of recent years.

One System is to ensure that, in the same way as we harness the strength of Sirona as a single organisation, we also work with others across our system to ensure that staff can fulfil their potential through working across boundaries easily if that makes sense for them and/or for services. This is to ensure that our communities receive joined up care to meet their needs irrespective of which organisation is delivering that care and support.

We have also set out our key Strategic Objectives under the following five areas:

- **Our Communities:** achieving better health for all; reducing inequalities and putting individuals at the heart of everything we do.
- **Our People:** making Sirona a great and inspiring place to work.
- **Our Services:** ensuring these are safe, of high quality and follow best practice.
- **Our Partners:** delivering more for individuals and communities by working together.
- **Our Sustainability:** protecting our environment and ensuring we make the best use of public monies





Connecting our priorities to our strategic objectives

To ensure we continue to deliver our five strategic objectives we want to focus on key core activities to maximise our use of resource and wider social impact. These six themes are highlighted on the following page.

They underpin our aim to solidify our foundations so we continue to provide high quality services across the communities we serve.



OUR VALUES

Our core value that underpins everything we do is Taking it Personally – a commitment to treat you as we would our own loved ones. Our core behaviours are:

- Courtesy and Respect
- Effective Communication
- Caring and Supportive
- Effective and Professional

Courtesy and Respect

- A welcoming and positive attitude
- Warm, friendly and interested in you
- Value and respect you as an individual

So people feel welcome



Effective Communication

- Listen to people and answer their questions
- Keep people clearly informed
- Involve people

So people feel valued



Caring and Supportive

- Attentive, responsive and take time to help
- Take responsibility for our own actions
- Mindful of privacy and dignity

So people feel supported



Effective and Professional

- Safe, knowledgeable and reassuring
- Effective care/responses from joined up teams
- Organised and timely, looking to improve

So people feel safe



OUR PEOPLE

We welcome and encourage all applicants. We are committed to having a workforce that reflects the communities we support and are proactively seeking to improve the diversity of our workforce. We know diversity fosters creativity and innovation. We are committed to equality of opportunity, to being fair and inclusive, and to being a place where all belong. We aim to draw upon the widest possible range of views and experiences to meet the changing needs of our colleagues, partners, and communities we serve.

OUR GOVERNANCE

As a Community Interest Company limited by guarantee we have no shareholders. Sirona's governance structure has at its helm, our Membership Body. Our Membership Body is made up of representatives of staff, service users, strategic partners, independent partners, and directors (Chair and Chief Executive). The Membership Body holds the Board to account.

The Board is responsible for the day to day running and management of Sirona's business. It is made up of our Senior Leadership Team of Executive Directors who are full time senior staff and an independent lay Chair and Non-Executive Directors. The Board is accountable to our Membership Body.

KEY ACHIEVEMENTS

We have won numerous awards over the years for our pioneering and progressive work. Most recently, we have received the following accolades:

- We have received national recognition for our Freedom to Speak Up initiative, which provides colleagues with another route to speak up if they are worried or feel they are not being heard.
- We have been awarded the Stepping Up Diversity Champion Award in recognition of our Equality, Diversity and Inclusion offer.
- Our services for Homeless People and Asylum Seekers and Refugees has received regional and national recognition for the excellent holistic care they provide.
- We have been awarded an NHS Pastoral Care Quality Award from NHS England for ensuring the safe arrival, induction, and provision of support for new people joining the workforce from overseas.
- We've received a Quality Standard Gold Award for our work experience programme to help people kickstart their NHS career.
- We are a Bronze Level Race Equality Matters Trail Blazer.

OUR INTEGRATED CARE SYSTEM

We are part of the wider BNSSG health and care community working with the Integrated Care Board (ICB) and our primary care partners; hospital and specialist mental health providers; local authorities; voluntary and third sector colleagues. Sirona is a full member of the Integrated Care System with a seat on the ICB and the Integrated Care Partnership Board.

SIRONA FOUNDATION

The Sirona Foundation - a legally constituted charitable organisation with its own Directors who are also the Trustees – was established to support the health and wellbeing of people and families. From providing winter coats for children to Christmas gifts for those living in our rehabilitation units, it helps those in our communities. Its purpose is to fund equipment or projects that enhance health and social care services so local people using these services can maintain their independence, continue with daily living activities, and achieve the best possible health and wellbeing. Please follow this link for more information about the Sirona Foundation <https://www.sironafoundation.org.uk/>.

KEY LINKS:

- [Sirona website](#)
- [Senior Leadership](#)
- [Board minutes including 2024-25 Business Plan](#)
- **Publications:**
 - [Quality Account: Publications - Sirona care & health](#)
 - [Social Impact Report](#)
- [Taking it Personally values](#)
- [ICB](#)
- [CQC](#)

ROLE PROFILES

NON-EXECUTIVE DIRECTOR AND CHAIR OF THE FINANCE & AUDIT COMMITTEE

NON-EXECUTIVE DIRECTOR

Reports to:	Chair
Accountable to:	Membership Council
Terms of office:	Three years with a potential further two terms of three years that can be agreed.
Time commitment:	Three days per month on average.
Remuneration:	£13,000 per annum.

ASSOCIATE NON-EXECUTIVE DIRECTOR

Reports to:	Chair
Accountable to:	Membership Council
Terms of office:	This is a development opportunity for 18 months.
Time commitment:	Two days per month on average.
Remuneration:	To be confirmed.
Location for all roles:	Sirona's Head Office at Badminton Road, Yate BS37 5AF

THE OPPORTUNITY

We are seeking to appoint up to two Non-Executive Directors and one Associate Non-Executive Director.

We look to our non-executive and associate non-executive members to bring a breadth of experience from the public, private, voluntary or community sectors or relevant academic expertise, to provide leadership and challenge in setting the strategic direction of community health and social care services in the communities we serve.

This is an exciting opportunity to be part of the team which will lead Sirona as it continues to develop and grow, to provide better and more innovative care to patients and service users.

We believe it is important for all our board and senior managers to be visible and encourage our non-executives to visit our services, to meet staff and the people we care for. You would also be required to attend regular board and committee meetings. On average the time commitment per year would equate to three days per month for each of the Non-Executive Director roles and two days on average per month for the Associate Non-Executive Director. This includes four board meetings per year plus relevant sub-committee meetings and Board development activities which are a combination of in person and on line.

At Sirona we welcome and encourage all applicants and are committed to having representation that reflects the communities we support and are proactively seeking to improve diversity across our organisation. We know diversity fosters creativity and innovation.

We are committed to equality of opportunity, to being fair and inclusive, and to being a place where all belong. We aim to draw upon the widest possible range of views and experiences in order to meet the changing needs of our colleagues, partners and communities we serve.

THE ROLE AND RESPONSIBILITIES OF A NON-EXECUTIVE DIRECTOR

As a Non-Executive Director, you will work alongside executive and other non-executive colleagues as an equal member of the board. You will share responsibility with the other members for the decisions made and for the success of the organisation in leading the local improvement of health and social care services. Your role will be to use your skills, expertise, and your personal experience for the benefit of the organisation to:

- Contribute to the development of strategic plans to enable the organisation to fulfil its leadership responsibilities for health and social care in the local community.
- Ensure that service users' interests are always at the heart of decision making and that patient safety is paramount at all times.
- Participate in the setting of challenging objectives for improving board performance across the range of its functions.
- Monitor and constructively challenge the performance of the Executive Team in meeting the agreed goals and improvement targets.
- Ensure that financial controls and systems of risk management are robust, and that the board is kept fully informed through timely and relevant information.
- Assist with the development of 'commercial' culture within the organisation which is consistent with values of the delivery of efficient and effective services.
- Contribute to the development strategies which will result in tangible improvements to the health and well-being of the population.
- Ensure that the organisation values diversity in its workforce and demonstrates equality of opportunity in its treatment of staff and patients and in all aspects of its business.
- Execute the responsibilities of a company director according to the lawful and ethical standards, as referenced in Company law and the Community Interest Company registration.
- Ensure best practice and quality measurement is in place.

Combined with the above, the **Chair of the Finance or Audit Committee** also provides financial oversight and strategic advice to the Board, contributing to the overall strategic decision making and governance of Sirona care & health by:

- Ensuring the effective operation of the Committee, facilitating effective discussion and decision making.
- Working with staff to prepare and plan for meetings, including the forward agenda of business, ensuring members receive the information they need on a timely basis to support their work.
- Ensuring the Committee operates appropriately within the delegated authority of the Board, reporting back, making recommendations and referring matters to the Board as required.
- Working with members to develop the effectiveness of the Committee, including undertaking annual appraisals and development discussions, inducting new members and ensuring members reflect Sirona's values in the way they undertake their role.



THE ROLE AND RESPONSIBILITIES OF THE ASSOCIATE NON-EXECUTIVE DIRECTOR

The Associate Non-Executive Director role has been created to support Board succession strategy, diversity and achieving a balance of Board level skills. It is a 'step up' role aimed to attract potential Non-Executive Director candidates from diverse backgrounds who do not yet have sufficient board-level experience but have the ability and potential to succeed. There is a developmental component to the opportunity, and the Board will support the successful candidate to build their personal and professional capability and bridge knowledge gaps, for example:

- Operating at board level in an organisation of large size and complexity
- Transitioning from the executive to Non-executive role
- Understanding structures and accountability, including the flow of money, key partners, regulators and the board's role in quality and safety as a community healthcare provider.
- All Associate Non-Executive Directors are expected to:
- Prepare for, attend, and contribute to Board meetings, sub-committees of the Board as agreed with the Chair, and Board development activities.
- Participate in visits and occasional external stakeholder meetings.
- Help develop strategies and act as critical friend in connection with issues relevant to their own skills, expertise, and experience.
- Maintain absolute confidentiality about all sensitive/confidential information received.

Associate Non-Executive Directors cannot participate in any formal vote at Board, but will have full exposure to all Board level discussions and making a contribution to board work. They will have an opportunity to learn first-hand about the challenges and opportunities associated with being a Non-Executive Director, as well as providing an excellent opportunity to progress into Non-Executive Director roles. When a Non-Executive Director vacancy arises, interested Associate Non-Executive Director candidate(s) would need to apply and compete in an open recruitment and selection process.



PERSON SPECIFICATION

THE SKILLS, KNOWLEDGE AND EXPERIENCE WE SEEK

In each of these appointments, we are seeking experienced leaders who can demonstrate executive or non-executive experience of working in large and complex organisations with significant budgets. An understanding of the public sector, health and social care service delivery and the needs of our local communities would be advantage, though across the three appointments we are interested in attracting candidates from a range of sector backgrounds.

For the **Non-Executive Director and Chair of the Finance or Audit Committee**, we are looking for candidates who have NED and governance experience, and who are members of a recognised Accountancy Body with recent or current experience in strategic finance management.

In the second **Non-Executive Director**, we are looking for candidates who are established leaders with strong experience of successfully supporting organisations through cultural and organisational change in a complex, values driven organisation. You will bring the skills and experience to work effectively with our Freedom to Speak up guardian – a senior, independent NED position – as a supportive role model who encourages a culture of speaking up and as a fresh pair of eyes to ensure that investigations are conducted with rigor and to help escalate issues, where needed.

For our **Associate Non-Executive Director**, we are ideally seeking individuals who bring expertise in developing digital services and digital transformation, ideally gained in a large organisation that has recently transformed the way it delivers to customers or service users. We are happy to support the development of the individual in this role and ensure that the portfolio is tailored around the ability of the individual.

In all three appointments, we are looking for people living in or with a close association with the geography and communities we serve. We encourage applications from individuals who bring lived experience.

As we are a values led organisation, it is essential that you have affinity with the aim, purpose and values that we share.

Specifically, we are looking for the following **competencies**:

STRATEGIC THINKING AND ALIGNMENT:

- Share the values and aspirations of our organisation.
- Able to think forward to develop and articulate a clear vision and strategy for the organisation, and engage others with that vision.

EFFECTIVE INFLUENCING AND COMMUNICATION:

- Able to gain support and influence, manage conflict, build consensus to support the achievement of the organisation's strategy.

COLLABORATIVE:

- Able to work collaboratively to build a strong and effective board, and creating a shared sense of purpose.

SERVICE USER / PATIENT-CENTRED:

- Commitment to people who use our services. carers and the community; to tackling health inequalities in disadvantaged groups and; ensuring services are delivered effectively and safely.

EQUALITY DIVERSITY AND INCLUSION:

- Share our commitment to equality of opportunity.
- Champion and address inclusivity issues.
- Demonstrate a broad understanding of barriers to change, prejudices and unconscious bias.
- Recognise and understand the importance of diversity and inclusion in delivering our role in the health and care system.

INNOVATION, CHANGE AND CONTINUOUS IMPROVEMENT:

- Inspire continuous improvement to support both improved health and wellbeing outcomes and organisational performance.
- Willing to embrace change and innovation.
- Able to understand issues of changes and its' impact on staff.

WILLING TO CHALLENGE:

- Willing to hold to account board peers, executives and senior managers for the organisation's performance (quality, safety and financial).

DATA RATIONAL:

- Strong verbal and numeric reasoning skills and good judgement.
- The ability to assimilate, assess and analyse, and draw conclusions and inferences from complex information.

COMMERCIAL AWARENESS / BUSINESS ACUMEN:

- Broad business understanding with the ability to identify and exploit opportunities for growth.
- Financially literate

PERSONAL CHARACTERISTICS:

- Integrity
- Collegiate
- Confident and self-aware
- Independent thinker
- Tenacious
- Able to demonstrate cultural competence



HOW TO APPLY

We hope you will consider making an application. If you have questions about the appointment or if there is anything we can do to support you in your application, please contact katy.giddens@starfishsearch.com and we will be happy to arrange a call. To make an application, please visit: <https://starfishsearch.com/jobs/sirona-neds/> and click on the apply now button, with the following prepared:

- Your CV.
- A covering letter which sets out your interest and summarises all relevant aspects of your career and experience to demonstrate your suitability.
- Please include the names and addresses of three referees. Referees will not be approached until the final stages and not without prior permission from candidates.

We would be grateful if you would also complete the Equality and Diversity monitoring form on the online application process. This form is for monitoring purposes only and will not be seen by the selection panel and is not treated as part of your application.

Closing date: Friday 28th February 2025

Meetings with Sirona care & health: w/c 10th March 2025

WE ASK ALL CANDIDATES TO NOTE THE FOLLOWING:

- The successful applicant will be subject to Occupational Health and Disclosure and Barring Service checks and is subject to the Fit and Proper Persons Requirement (FPPR).
- All organisations regulated by the Care Quality Commission need to ensure that successful candidates meet the Fit and Proper Persons Requirement (Regulation 5, The Health and Social Care Act 2008 (Regulated Activities) Regulations Act. This means that the care provider must not appoint a director unless:
 - The individual is of good character;
 - The individual has the qualifications, competence, skills and experience which are necessary for the relevant office or position or the work for which they are employed;
- The individual is able by reason of their health, after reasonable adjustments are made, to properly perform tasks which are intrinsic to the office or position for which they are appointed or to the work for which they are employed;
- The individual has not been responsible for, been privy to, contributed to or facilitated any serious misconduct or mismanagement (whether lawful or not) in the course of carrying on a regulated activity or providing a service elsewhere which, if provided in England, would be a regulated activity; and
- None of the grounds of unfitness specified in Part 1 of Schedule 4 apply to the individual (e.g. bankruptcy, sequestration and insolvency, appearing on barred lists and being prohibited from holding directorships under other laws)
- Good character is measured by the criteria set out in Part 2 of Schedule 4 of the Regulations:
- Whether the person has been convicted in the UK of any offence or been convicted elsewhere of any offence which if committed in any part of the UK would constitute an offence; and
- Whether a person has been erased, removed, or struck off a register maintained by a regulator of a health or social work professional body.

We are a values-based organisation and we are fully embedded in the work of our Integrated Care System (ICS) having a seat on the Board. Most of our income comes either from the NHS or from the three Unitary Authorities of Bristol, North Somerset and South Gloucestershire. About a third of our income relates to community services for children and young people including community paediatrics; specialist therapy services; public health nursing; specialist services for children with life-limiting illnesses and autism and ADHD services. The remainder relates to community-based services for adults of working age, and for older adults including a range of community nursing and therapy teams; community-based specialist services; community outpatients; four in-patient rehabilitation units (including specialist stroke rehabilitation); two Minor Injury Units and an Urgent Treatment Centre.

Our care model is strengths based, seeing people of all ages in the context of their wider circles of support and their local communities and seeking to support them to reach their full potential and to remain in control of their health and their healthcare.

We are a Community Interest Company (CIC) and we were founded in 2011 as a result of the national Transforming Community Services Programme and since then we have gone from strength to strength. In 2020 we took on major new contracts for adult's services in addition to our existing adult and children's contracts and more than doubled the size of the organisation. We now have a significant transformation agenda to achieve while also responding to the post-pandemic environment and the rising demand for urgent care across the health and care system.

We are providing strong leadership across the organisation and to our six place settings, working closely with our multi-agency partners in each of these six localities. Managing the dual challenge of local autonomy and central coordination is one of the many areas in which we are exploring new thinking as we continue to shape our organisation.



Sirona
care & health



 Starfish