

Care City Board Recruitment Pack for Chair

2024



Care City

Supporting people across North East London
to live healthier, happier lives.

www.carecity.org

Welcome to Care City

Care City is a Community Interest Company based in North East London. Our mission is to support people across North East London to live happier, healthier lives.

We want to make North East London the best place to grow old, by innovating and doing it spectacularly openly, helping others replicate, learn and do it elsewhere. Underpinning this is a desire to fix a broken health and care system that isn't working for people. We innovate with new ways of working with our communities and partners, implementing new roles, and using the best technology to demonstrate how things can be better and to evidence and share the learning so it spreads. We deliver work of local benefit and national significance.

Building on excellent foundations, we now have a real opportunity to demonstrate how community-led change, innovation and health and care integration significantly improve people's lives.

Care City CIC is at a pivotal moment. Over the last couple of years, our work has grown across North East London, and we are working in other places across England, demonstrating the spread and scalability of our work. Our organisation has a new CEO, and the team has grown, bringing new skills and experience. Building on excellent foundations, we now have a real opportunity to demonstrate how community-led change, innovation and health and care integration significantly improve people's lives. We now seek someone who shares our motivation to radically change health and social care to join as the Chair of our board of directors.

Examples of our impact include:

- Designing, coordinating and implementing a new approach with VCSE organisations to work with at least 100 people at risk of becoming socially isolated post-hospital discharge, supporting them with their aspirations and ambitions
- Supporting two local councils in securing £2m investment and implementing new preventative care technology to reduce falls and unnecessary hospital admissions will help 600 people stay well in the place they call home for longer
- Implementing innovative health monitoring technologies in care homes and domiciliary care settings, training workers, and implementing new clinical pathways to reduce avoidable hospital admissions and improve the delivery of person-centred care and resident wellbeing and independence
- Capturing and telling the stories of hundreds of residents to help inform Barking Havering and Redbridge University Hospital Trust's new clinical strategy, and the London Borough of Barking and Dagenham's new localities model
- Securing £300k investment to scale innovative new roles across North East London, which bridge the gap between social care and health, bringing development opportunities to the care sector whilst benefiting residents and the wider system
- Securing £100k from the Cadent Foundation to co-develop and deliver, with the local community, a new approach to addressing fuel poverty and the impacts on health amongst our most deprived communities

A note from Professor Paul Corrigan



I was chair of Care City from before it became a Community Interest Company – a milestone it achieved five years ago. In fact the idea was developed about 13 years ago by visionaries at the local Mental Health Trust and Barking and Dagenham Council. At that time, the name Tech City had managed to turn a roundabout at Old Street into a location where small tech firms clustered. So naming places and building on that with organisational innovation seemed to work.

The idea of founding Care City in what I always think of as Far East of London was to give that distinctive geography a chance of meeting the twin mission of improving care in that locality as well as improving the chance of good work for local people.

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I had spent much of the previous decade working with the NHS to implement the NHS Plan 2000 and I was asked to Chair the group of people that were helping to create Care City.

Care City was at the time still working for and as a part of the mental health trust and the local authority. At the time I characterised us as still “living at home with Mum and Dad looking after our finances”.

As adolescents we received some important work from NHSE to develop and test their innovation Test Beds 1 and 2. We started to develop ideas around a different form of domiciliary care and how that might work better with primary care.

Five years ago we “left home” and became our own Community Interest Company. That has meant we have had to develop our own governance – still working with those local organisations that set us up but legally independent. This has meant we now have our own trustees of which I am Chair.

It’s been a pleasure to work with the board members and staff, watching Care City grow. It is now in a secure financial situation with a good team and the possibility of making a national impact in a number of areas.

I am standing down simply due to the fact that the new Government has asked me to become a civil servant in the Department of Health and Social care and that would make continuing to chair Care City a conflict of interest.

But a new Chair has the opportunity of working with a thriving organisation to make a much bigger mark upon our locality and society. And it really is a lot of fun!

Professor Paul Corrigan

A note from our CEO



Since joining Care City CIC as CEO a year and a half ago, I am proud to have helped the organisation expand its mission and the impact of its work in North East London and beyond.

The Care City team may be small, but we have a terrific reputation with local government partners, health and our communities. We are increasingly trusted to bring together partners and local communities to design, coordinate, and implement work that delivers better health and care outcomes for people.

Over the next couple of years, we want to grow our partnerships locally and nationally to expand our influence and impact. We'll experiment, test, and implement new ways of working and tell stories about how to make change happen.

As a result of taking on more complex work in the last couple of years, we've added new team members, board members and skills to the organisation. For example, our new design researchers are helping us bring different approaches to our work that place co-design and lived experience at the heart. Over the coming months, we want to better tell the stories of our work and the impact so that other places can replicate it and benefit. We want to influence government through the work we do locally, showing that devolution and shifting power to communities enabled by innovative technology can deliver radically better outcomes for people, support prevention, and save money.

Over the next couple of years, we want to grow our partnerships locally and nationally to expand our influence and impact. We'll experiment, test, and implement new ways of working and tell stories about how to make change happen. This will include supporting and testing new financial flows from health to support prevention in communities, building on our social isolation work to coordinate new approaches to public service delivery with community partners, and working with the most innovative health and care technology providers to help them implement their solutions at scale. We are agitators for change. Our health and social care system is broken. We want to help create a movement that resets the relationship between health and care services and communities, starting with local people and their ambitions and aspirations and building on their strengths.

Paul Corrigan has been an exceptional Chair who will remain an important advocate of our approach and work. I'm looking forward to building on the legacy he leaves with a new Chair who is equally agitating for the kind of change we want to create and who can help us achieve our mission on an even greater scale.

Matt Skinner, Chief Executive

Applying for the role

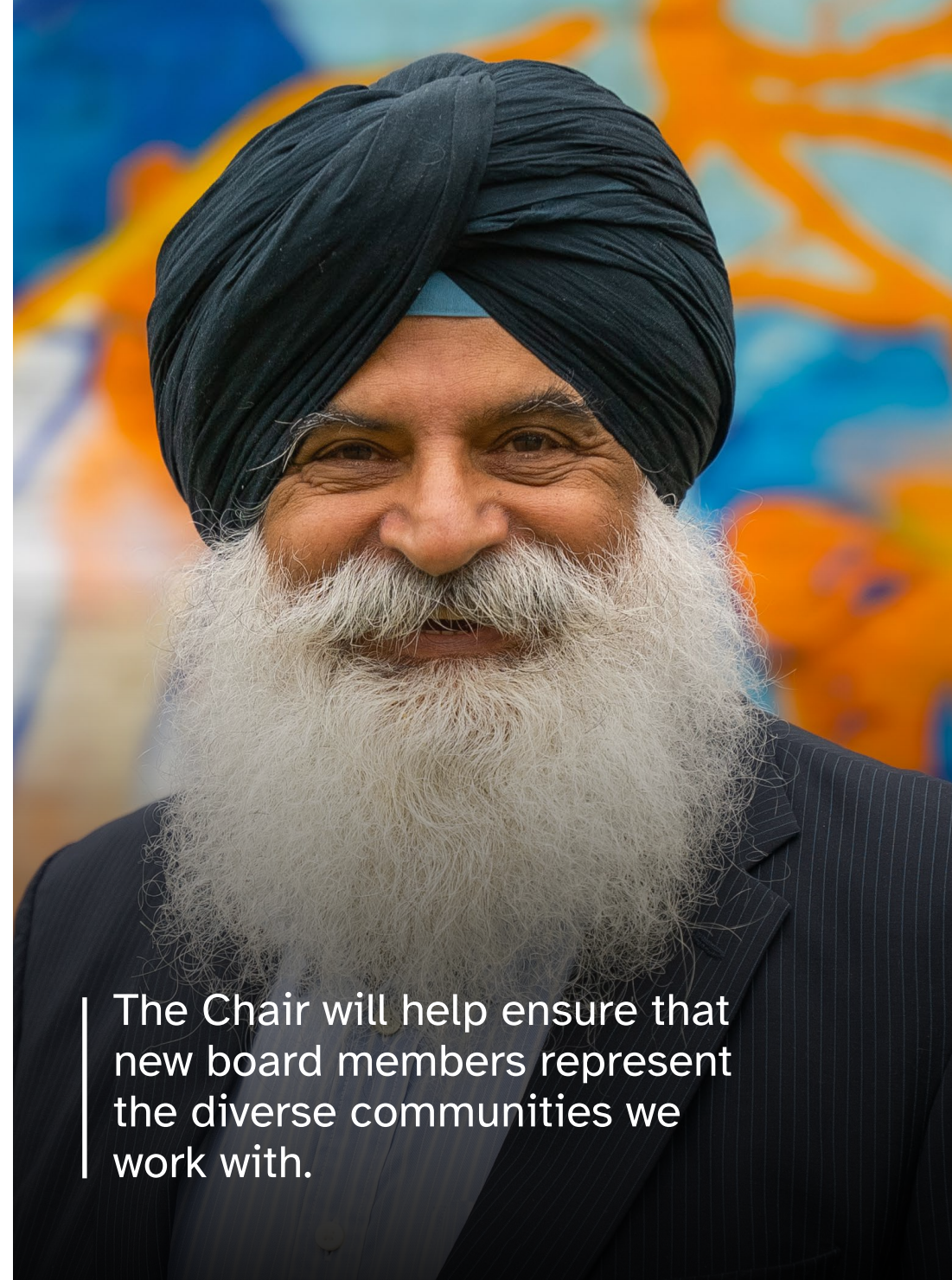


Role overview

The Chair of Care City is responsible for providing leadership, challenge, and inspiration to the board of directors. They will also provide line management support and development to the Chief Executive. The Chair will be expected to ensure that the Board fulfils its scrutiny functions effectively, enabling constructive challenge and monitoring the organisation's delivery against its objectives. The chair will also be expected to lead by example.

The Chair is responsible for running board meetings and ensuring the board and sub-groups work effectively. They will help to encourage collaboration and learning from the shared skills, knowledge and experience of board members. They will contribute to an annual away day with the organisation and community board.

The Chair will lead by example, bringing their curiosity, creativity and inclusive and collaborative leadership. They will champion the organisation and our work, support the growth of our relationships, and our impact and scale. A champion of diversity, equity and inclusion, they will help ensure that new board members represent the diverse communities we work with and hold the executive to account for ensuring diversity and equity are promoted across the organisation and its work.



The Chair will help ensure that new board members represent the diverse communities we work with.



Main duties and responsibilities

Role

Chair of the Board

Compensation

- Remuneration for time is offered £6,000 a year
 - Travel and other approved expenses can be claimed
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Commitment

- 4 hours a month (bi-monthly hybrid board meetings)
 - Monthly 1-1 with CEO
 - Commitment to one in person away day annually with team
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Location

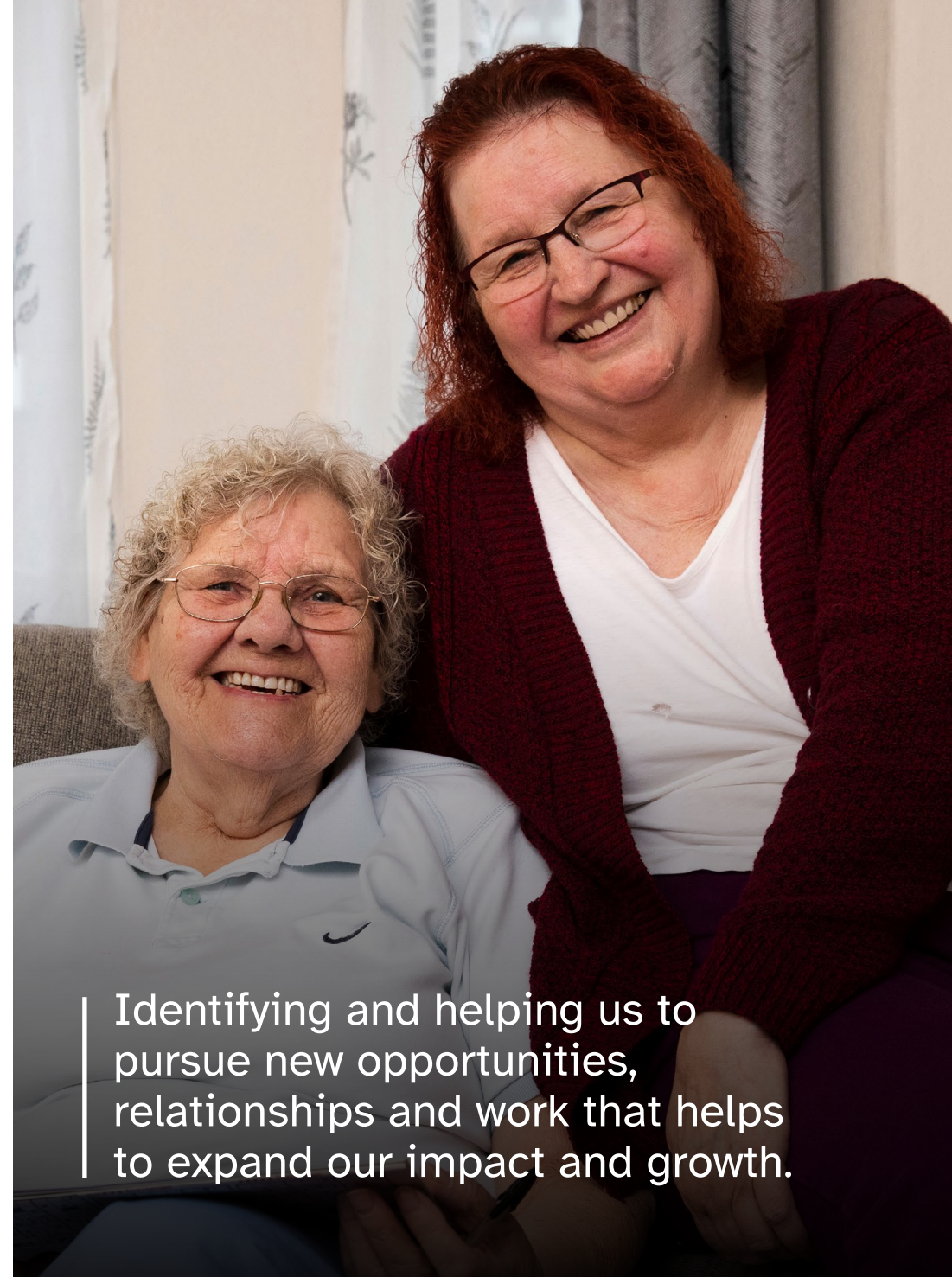
- Care City CIC team is based in Barking
 - All board meetings are offered as hybrid
 - In-person away day in London once a year
-

Advancing our mission

- Identifying and helping us to pursue new opportunities, relationships and work that helps to expand our impact and growth
- Representing Care City externally, advocating for the kind of change that we want to see in our community through transformed health and social care
- Providing support to the exec team to make sure our mission remains fit for purpose
- Challenge and provide critical friend support to make sure the work we are doing achieves our mission
- Bringing insight, knowledge and horizon scanning to expand our strategy and stretch our work so that it delivers the most value and is at the cutting edge of change
- Supporting the organisation to increase its profile and share the work it does nationally to benefit others

Leadership and board collaboration

- Help to ensure diversity, equity and inclusion are championed at all levels and throughout the organisation's work and challenge the organisation to improve continuously
- Identify board development needs and work with the CEO to address gaps in knowledge and skills
- Provide leadership support to the CEO, including coaching and sign-off of organisational priorities
- Support board collaboration and participation, including at an annual away day to help ensure our strategy adapts and remains relevant



Identifying and helping us to pursue new opportunities, relationships and work that helps to expand our impact and growth.

Governance

- Help ensure that our governance is fit for purpose and adapts to support the company's delivery of its mission and growth.
- Work with the CEO to develop a board forward plan which is consistent with our aims and supports considered and timely decisions
- Ensure the board effectively carries out its role of holding the exec to account and providing critical friend support to make us better.
- Help make sure that the links between the board of directors and the community board are maintained and strengthened.
- Ensure the board fulfils its statutory obligations, including signing off annual accounts
- Helping to ensure that our governance arrangements meet our statutory requirements
- To contribute to the determination of appropriate levels of remuneration for the CEO
- Board conduct and meeting responsibilities – chairing board meetings, ensuring Terms of Reference and board member tenure up to date.
- Ensure financial information is accurate and relevant controls and risk management are in place and monitored

Advisory

- Bring experience, expertise and advisory to the development of new and existing areas of work – challenging Care City and partners to think differently.
- Apply your expertise in health and care to help inform our strategic thinking.
- Use your experience of supporting organisations, and bring entrepreneurial leadership to exploring new models, ways of working and commercial opportunities to help the organisation grow sustainably

Relationships and partnerships

- Work with the CEO to develop new partnerships and relationships with individuals and organisations locally and nationally who can grow our impact.
- Advocate for the organisation and our mission to our partners and with new external stakeholders



Places people at the heart of change.

The person

Values

- Believes in the need to challenge the status quo of how health and care services are developed and delivered
- Shares conviction that health and social care must work together and have a much different relationship with communities
- Places people at the heart of change
- Passionate about design, experimentation, and learning to support innovation
- Is excited to see innovation spread at scale nationally
- Recognises the value of lived experience in shaping how to make health and care better
- Agitating for the kind of change we want to see in the world

Experience and knowledge

- Several years of executive experience in health and/or social care
- Extensive experience in delivering change
- Experience in operating around the political environment that we work in
- Expertise in leading an organisation through growth
- Recognises the critical role of technology (and its limitations) in innovation

Desirable

- *Understanding what running a small organisation with a social mission is like*
- *Understanding the vital role that the community and VCSE sector play in health, care, and prevention*

To apply

Please provide:

- A copy of your CV (no more than 3 sides)
- A cover letter setting out your motivation for applying and how you meet the experience and knowledge criteria (no more than 3 sides)

Closing date for applications: **30 November 2024**

Initial interviews: **TBC**

Panel interviews: **TBC**

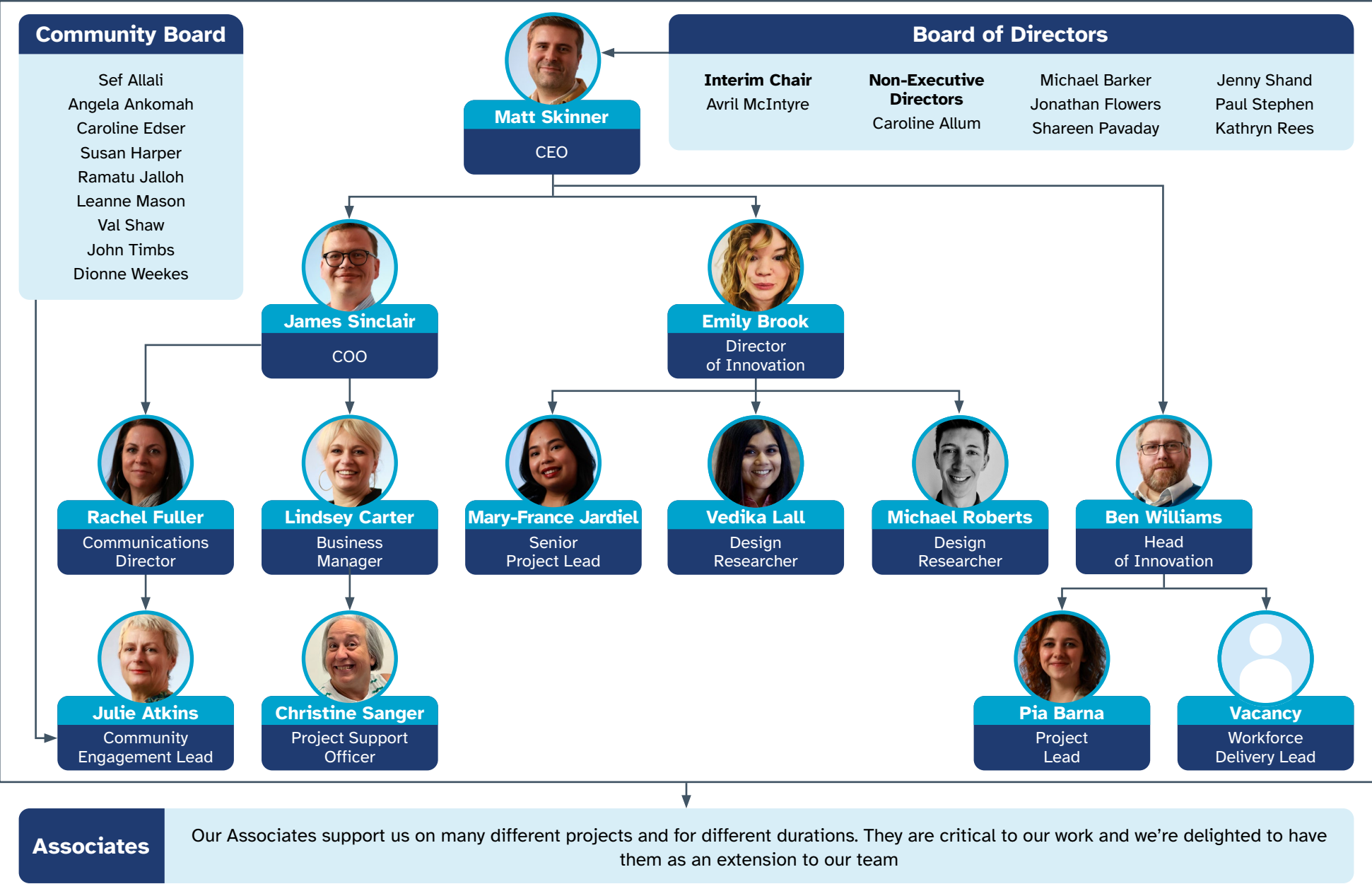
We would be grateful if you could also complete the diversity and monitoring form at <https://www.surveymonkey.com/r/NXJJ2G9>





Meet the Team

The Care City team may be small, but we have a terrific reputation with local government partners, health and our communities.



Company structure

Care City is a Community Interest Company (CIC) limited by guarantee, and therefore operates as a not for profit organisation for the benefit of the community rather than private gain. Our CIC status is overseen by The Office of the Regulator of Community Interest Companies, with an annual statement of activities, impact and stakeholder consultation submitted as evidence of continued community benefit. A companies house registered company we are required to submit an annual confirmation statement approved by the board.

Care City Executive

The Care City Executive comprises the CEO and COO who are responsible to the Non-executive board of directors who provide scrutiny, oversight, challenge and strategic advice to the executive. This is primarily delivered through Bi-monthly board meetings with additional ad-hoc approvals/advice sought from board members where required.

The board is responsible for approval of the annual budget and significant in-year unbudgeted spends, review and approval of significant risks and mitigations, ensuring that the organisation's statutory requirements are met, and review and approval of Care City's annual report.

Additional scrutiny and advice is provided through the recently established Finance, Resources and People Oversight Group. This group of select NEDs and the executive conducts more detailed review of Care City finances, workforce and other resources to ensure they are being appropriately utilised to meet the organisations short, medium and long term goals.

In addition to providing advice to the executive the oversight group also makes recommendations to the Board on matters relating to the use and deployment of the Company's finances and resources.

Care City Community Board

In addition to the NED board, and central to ensuring our work benefits our community, is the Care City Community Board. Community engagement is at the core of our work through organisational and project development to design, delivery and dissemination.

We have an established, 13 strong, community board of Barking and Dagenham residents which provides opportunities for people from diverse backgrounds and experiences to share their insights and views to actively shape our work. Care City's Community Board are ambassadors of our work, help us deliver projects, and keep us focused on the needs of our residents.

The Community Board holds no formal governance position but they do hold an advisory position regarding the use of the Care City Cohort (a linked health and care service use data set) and they help ensure our work is inclusive and that equity and fairness are baked into our approach.

What it's like to be a Care City Board member



Caroline Allum

Caroline is the Executive Medical Director at NELFT. She is also a consultant radiologist at The Royal Free London NHS Foundation Trust and is passionate about delivering high quality services for people. Caroline has an extensive portfolio and experience within health where she has pursued many different roles; Medical Director at

Hertfordshire Community NHS Trust and Associate Director Quality and Medical Appraisal at Whittington Health. Caroline was listed as one of the Health Service Journal's 50 most inspirational women leaders and reached the final of HSJ Clinical Leadership awards in the category Clinical Leader 2012 and a finalist for Health Education England as Inspirational Leader 2014.

“ *Being a board member of Care City provides a unique opportunity to understand and influence the local population's health. We look at innovative options to join up care and provide support to our community. The board is diverse and brings huge experience and a wealth of viewpoints.*



Michael Barker

Michael trained as a physiotherapist in South Africa and continued to develop his clinical career at Guys and St Thomas' Hospital as a Consultant Physiotherapist to the Intensive Care Directorate. Since then, Michael has developed a successful management career at Board level, leading complex projects that have set a new future for, and

successfully transformed, healthcare organisations. He is also a healthcare entrepreneur, having set up two healthcare companies. When the Covid-19 pandemic hit, he returned to the clinical shop floor as the Head of Physiotherapy for NHS Nightingale Hospital, London. Michael spent 18-months at the Department of Health and Social Care leading the role out of the LAMP (saliva) Covid testing programme. Currently, Michael is working as a Specialist Clinical Advisor to the NHS New Hospital Programme.

“ *I've now been on the Board for 2 years, or so. This is my first NED role. I found the support and collaborative working of the Board to be just what I needed to settle in quickly and to start contributing to the important issues facing Care City. I've always been impressed at how the Board and Management team interact to bring about positive change for Care City. Paul Corrigan has been a fantastic chair who will be missed. But this brings new opportunities as the organisation continues to make its mark on both the local and national stage.*



Jonathan Flowers

Jonathan has several years experience in executive leadership positions. He was Director of Culture Change in a London Borough and then Deputy Chief Executive of a County Council. A highlight includes six years as a Strategic Adviser helping FutureGov grow and land its innovative practices in local government.



Avril McIntyre

Over the last 5 years, Avril acted as Chair of BD_Collective, the local social sector infrastructure entity for Barking and Dagenham. Avril is a community leader with a proven track record. She was the CEO of LifeLine Community Projects for 13 years which grew from grassroots to a charity with an annual turnover of £5million. Since then,

Avril has led the team at Community Resources based in Barking and Dagenham, a charity which mobilises people to find solutions to the problems faced in their community.

“ I really enjoy being a Trustee with Care City. It is a growing organisation with a clear vision and the passion to achieve it. Trustees play an active part in shaping the direction and strategy of course, but also get the chance to hear directly from members of staff at Trustee meetings which means we get insight into the inner workings. Under Matt Skinner’s leadership, Care City is becoming an important influencer in the health & social care sphere and it’s great to be able to be part of that.



Shareen Pavaday

Shareen has a long background in health including NHSE where she is currently the Equality and Inclusion Senior Policy and Evidence Lead. With a degree in Therapy Radiography, Shareen pursued her Radiotherapy career at Imperial College and North Middlesex University Hospital (NNUH). Shareen moved over to manage the Cancer Services

and embedded her methods of effective leadership and management skills to a team of over 30 staff. Managing the national cancer standards locally and networking across North Central London (NCL) STP. In 2019, Shareen started a new role as Head of Equality, Diversity and Inclusion as her passion grew to become the person that she needed to see representing her and in 2022 stepped into the opportunity of Chief of Staff for the Chief Delivery Office in NHSE where she led the Private Office to support business continuity for the Delivery Directorate and ultimately ensure accountability to the Chief Executive of NHS England.

“ I find it extremely rewarding as the board and colleagues across Care City share ambition in improving lives for people. This aligns with my own values and I am able to use my voice and feel like I can directly contribute to innovation and change that staff within Care City are leading.



Kathryn Rees

Kathryn is the Executive Director of Corporate and Support Services in Stockport and Wigan Council. She has extensive experience of leading transformation and change in Local Government and plays a key role in the Health and Care partnership.



Jenny Shand

Jenny has been with Care City since April 2015, supporting the strategy and set up of the organisation, securing grandstand developing the community board. Jenny is Associate Professor in Health Services and Population Research at UCL with an interdisciplinary approach and research expertise in linked data, reducing inequalities and

rapid service evaluation. Jenny spent 14 years at UCLPartners setting up the organisation and leading the strategy underpinning its expansion in functions and geographic reach. She holds a PhD in Health Economics and a masters in public health and is a fellow of the Royal Society of Arts.

“*Care City sits at the interface of health, social care and council services, working to improve access, experience and outcomes for the deprived population of Barking and Dagenham, those in North East London, and beyond. It is such an important mission and one I am very committed to – working across organisational boundaries to make progress and at all points understanding and reducing inequities. The breadth of ideas and voices around the board table always offers inspiration and ideas. It is a privilege to be connected and contribute to Care City’s important programme of work. The leadership of the Community Board is particularly unique and their integration into the organisation continues to ensure work is grounded in what matters to local people and focused on delivering a positive impact.*”



Paul Stephen

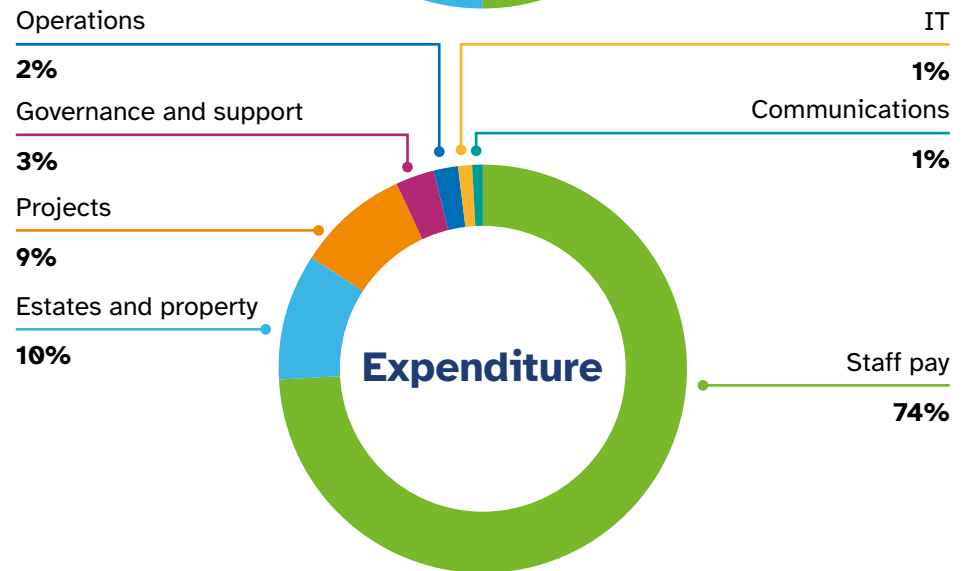
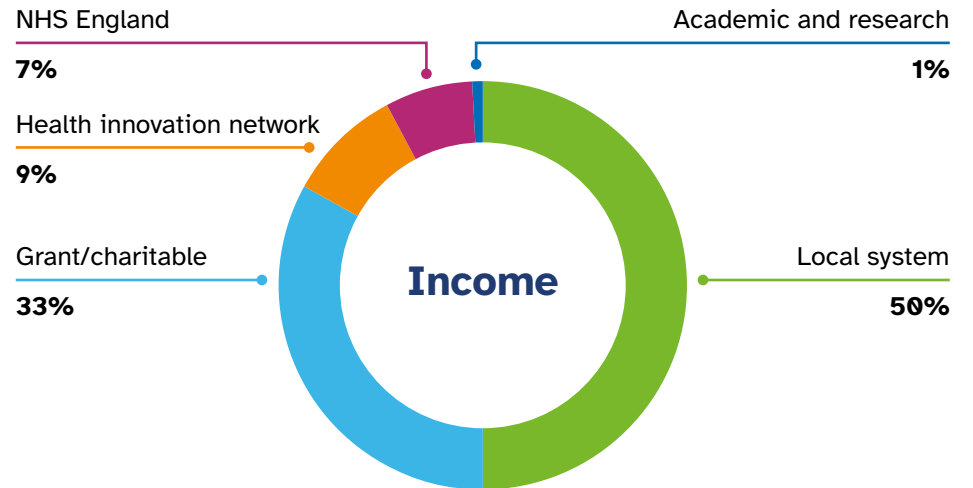
Paul is the Principal and Chief Executive of Newham College and has worked in the FE sector for 13 years. Paul has led a number of collaborative projects with employers to build a talent pipeline to help local people access sustainable jobs. Prior to FE, he was a Corporate Finance partner at Deloitte LLP.

“*Care City is large enough to have an impact and small enough to care. It addresses some of the key societal challenges of our age, and finds solutions at the intersection between agencies, people and technology. I have enjoyed working with the Board and talented team to combine big picture vision with practical details, and introduce fresh thinking into complex organisational structures.*”



Care City is in a period of growth with turnover for 2023/24 at £1.4m, representing 54% growth on the previous year, with associated profitability and cash positivity supporting further organisational development.

Income and Expenditure Summary as of March 2024





Care City

Care City Innovation C.I.C.

E theteam@carecity.org

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