



Non-Executive Director Recruitment Candidate Information Pack

July 2026

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Welcome from Shona Sinclair, Chair

Thank you for your interest in joining the Compass Wellbeing CIC Board.

Compass is a small organisation with a big ambition. We exist to help communities thrive and to bring people, organisations and opportunities together in ways that improve lives.

What makes us different is our ability to build relationships across different worlds. We work alongside local communities, voluntary and community organisations, public services, partners and employers to create practical opportunities that make a real difference - whether that is helping people access support earlier, creating routes into employment and skills, strengthening local organisations or bringing partners together around shared challenges - our focus is always on improving outcomes for communities.

As we begin a new chapter for Compass, we are looking for a Non-Executive Director who shares our commitment to social justice, inclusion and community empowerment – someone who understands the value of community voice and lived experience and who can help make sure these perspectives continue to shape our thinking.

Being a NED at Compass is about more than attending Board meetings. It is about helping us stay true to our purpose, supporting and challenging us constructively, championing the communities we serve and helping us build something sustainable for the future.

We know the strongest boards bring together different experiences and backgrounds. We are committed to building a Board that better reflects the communities we serve and we would particularly welcome applications from people who may not have previously considered a Board role.

If you believe as we do that stronger communities create better lives and that partnership working can achieve more than any organisation acting alone, we would be delighted to hear from you.

Thank you for taking the time to find out more about Compass and this opportunity.



About us



Compass Wellbeing is a Community Interest Company set up to improve lives, strengthen communities and reduce inequalities. We are a wholly owned subsidiary of East London NHS Foundation Trust (ELFT) – we operate independently as a social enterprise but we share ELFT's commitment to improving lives, reducing inequalities and strengthening communities – and we benefit from that relationship.

We believe lasting change happens when communities, voluntary organisations, public services, business and other partners work together. Our role is often to act as the connector - bringing people together around shared challenges and turning ideas into practical action.

Everything we do is rooted in a commitment to social value and community benefit. As a CIC any surplus we generate goes back into our work and the communities we serve.

Over the years, we have built trusted relationships with communities, community organisations, NHS partners, local authorities, funders and businesses. Those relationships are one of our greatest strengths and they allow us to bring together people and organisations who may not otherwise work together.

Our ambition

To be a trusted and independent partner that helps communities thrive and helps organisations work better together

We are not here to replace other organisations - we help connect people, opportunities and resources, and build partnerships that make a difference where it matters most. We want communities to have a stronger voice, better access to opportunities and support, and greater influence over the decisions that affect their lives. And we want organisations and systems to better understand and respond to the needs, strengths and aspirations of local communities.



What matters to us

Compass Wellbeing is a small organisation built on relationships, trust and a commitment to improving lives. We are currently refreshing our formal organisational values but some principles consistently shape how we work:



Working alongside communities: we believe that communities are rich in strengths, ideas and experience and we work alongside people rather than doing things to or for them, ensuring that community voices and lived experience help shape solutions



Building strong partnerships: we know that lasting change happens when people and organisations work together; we value collaboration and invest time in building trusted relationships across communities, the voluntary and community sector, public services and wider partners



Promoting inclusion and equity: we are committed to creating opportunities for people and communities who may experience the greatest barriers and inequalities; we aim to listen, learn and act in ways that promote fairness, dignity and inclusion



Turning ideas into action: we are a practical organisation that enjoys bringing people together around shared ambitions and helping turn good ideas into meaningful action that benefits communities



Acting with integrity and purpose: everything we do is guided by our social mission; we strive to be open, honest and accountable and to use our resources in ways that create lasting community benefit



What we focus on

Building stronger partnerships: bringing together communities, voluntary organisations, public services and businesses to create stronger relationships, improve collaboration and deliver better outcomes for local people

Improving equity and access: working with communities to understand barriers, help people receive help earlier, particularly those facing the greatest challenges

Creating opportunities and social value: supporting initiatives that create opportunities for employment, skills, volunteering, wellbeing and community development, helping individuals and communities realise their potential

Building a sustainable future: developing a strong and sustainable social enterprise that can keep creating opportunities and delivering community benefit for years to come



Our Board

Compass Wellbeing has a small and committed Board, bringing together experience from health, community, voluntary sector, business and public service backgrounds. The Board currently comprises the Chair, Chief Executive and two Non-Executive Directors (NEDs).

As we enter our phase of development, we are seeking to broaden the skills, experience and perspectives around the Board table. In particular we would welcome greater community representation, lived experience and insight from the voluntary, community, faith and social enterprise (VCFSE) sector.

Compass Wellbeing is committed to building a diverse and inclusive Board that reflects the communities we serve.

We welcome applications from people from all backgrounds and particularly encourage applications from people with lived experience, people from Black, Asian and other ethnically diverse communities, disabled people, LGBTQ+ people, younger people and others whose voices are currently under-represented at Board level.

We believe that a diverse Board helps us make better decisions, strengthens our understanding of the communities we serve and supports our mission to improve health, wellbeing and social justice outcomes for local people.



Why join our Board

Compass Wellbeing is entering an exciting new phase. We have built strong relationships with communities, voluntary and community organisations, public services and wider partners and established a reputation as an organisation people trust to bring them together around shared goals and opportunities.

As we deliver our refreshed strategy, we want community voice, lived experience and the voluntary, community, faith and social enterprise (VCFSE) perspective continue to help inform our thinking and decisions. This role offers an opportunity to help shape the future of a growing social enterprise committed to reducing inequalities, creating opportunities and improving the lives of local people.

We know valuable experience comes from many places including community leadership, VCFSE sector, public service, social enterprise or through lived experience itself. If you share our commitment to communities and social justice, we would welcome your application whatever route brought you here.

We will be hosting an informal online information session for prospective applicants to learn more about Compass Wellbeing, our future ambitions and the NED opportunity. Details can be found at the end of this pack.





The Non-Executive Director role overview

As we broaden the skills, experience and perspectives represented on our Board we are seeking to appoint a NED with a strong community focus.

Alongside the core responsibilities shared by all our Board members - governance, strategy, financial oversight and constructive challenge - the postholder will play a key role in strengthening Compass' relationships with VCFSE organisations. They will champion community voice and lived experience, helping to ensure that community insight is embedded in our thinking, decision-making and service development.

This is an exciting opportunity to contribute to the future direction of Compass Wellbeing and to help shape services that are responsive to the needs and aspirations of the communities we serve.

The full role description and person specification is attached as Appendix A.

Additional information

Time commitment

Approximately one day per month including Board meetings and workshops, preparation and external/community-facing duties. Some flexibility will be needed for occasional additional involvement.

Term of office

NEDs are appointed for an initial term of three years. Subject to satisfactory performance and the Board's ongoing skills and composition requirements, Directors may be eligible for a second term of up to three years in line with our Articles of Association. We keep our Board composition under regular review to ensure it continues to reflect the organisation's needs as we develop.

Remuneration

£250 per day on appointment. All NEDs can claim reasonable travel, subsistence and associated costs incurred on Compass business in accordance with our policies.

Location

Non-office based with attendance at Board and other meetings primarily in London (and virtual participation where appropriate); some UK travel may be required

Support

New Board members will receive an induction programme and ongoing development support including meetings with existing Board - the Chair and Chief Executive - and access to relevant governance and organisational information.

Fit & Proper Persons Requirements

To ensure public confidence in our leadership, the preferred candidate will be required to complete a Fit & Proper Person declaration and undergo appropriate pre-appointment checks. Directors must continue to meet these requirements throughout their appointment.

Recruitment timetable

Stage	Date
Closing date for applications	3 September 2026 10:00
Shortlisting	4 September 2026
Final interview	11 September 2026
(in person at Compass Wellbeing's offices)	

Interested in finding out more?

We are hosting an informal online session on 25 August 2026 from 17:00 – 17:45 for anyone interested in learning more about Compass Wellbeing and our NED opportunity. Attendance is entirely optional and will not form part of the recruitment process.

To register please email: hr@compasswellbeing.co.uk

We will make reasonable adjustments for applicants with disabilities or long-term health conditions – just let us know what would help at any stage of the process.

We are unlikely to be able to accommodate individual requests for different dates.

For a confidential discussion please contact Shona Sinclair, Chair – shona.Sinclair@nhs.net

Compass Wellbeing reserves the right to appoint more than one candidate should the process identify individuals whose skills and experience would strengthen the Board.

How to apply

The **closing date** for applications is 3 September 2026.

Please send the following to hr@compasswellbeing.co.uk:

- ✓ A **supporting statement** (maximum 2 pages or 1000 words) telling us:
 - What you would bring to the Compass Wellbeing Board
 - Why this opportunity matters to you
 - How your experience reflects our commitment to communities, inclusion and social justice
- ✓ An **up-to-date CV** (maximum 2 pages)
- ✓ Contact details for **two referees** (only contacted with your permission and only after shortlisting)
- ✓ Completed **equality monitoring form** (optional)

Candidates selected for interview will be asked to complete a declaration of interest form; the preferred candidate will be required to complete a Fit & Proper Person declaration and undergo appropriate pre-employment checks.



Accessible applications

We want this opportunity to be as accessible as possible and we know people communicate their experience and motivation in different ways. You are welcome to apply using either:

- A written supporting statement
- A video application (maximum 5 minutes) covering the same points.

Both formats will be given equal consideration by the selection panel.

If you would like this pack in an alternative format or need any adjustments to support your application or participation in the process, please contact us at hr@compasswellbeing.co.uk and we will be happy to discuss what would help.

Non-Executive Director role description

Non-Executive Directors (NEDs) provide independent oversight, constructive challenge and strategic guidance to ensure Compass delivers its objectives in line with its Articles of Association, CIC purpose and shareholder expectations.

Board members are collectively responsible for:

- Ensuring the organisation is well governed and legally compliant
- Safeguarding its financial sustainability and assets
- Promoting the success of the company for the benefit of its community interest purpose
- Maintaining appropriate regard to the interests of stakeholders, including the communities it serves.

Board members are collectively accountable to the Board of Compass and through the Board to its shareholder, East London NHS Foundation Trust (ELFT).

This role requires a careful balance of robust governance and assurance alongside a commitment to supportive, values-led leadership within a developing social enterprise.

This role is designed for a NED with a strong community focus. In addition to core governance responsibilities, the post-holder will take a leading role in strengthening Compass' partnerships with VCFSEs (voluntary, community, faith and social enterprise), amplifying community voices, and supporting the organisation to deliver on its mission. This includes acting as the Board's lead NED for community and VCFSE engagement, ensuring that community insight, lived experience and partnership working are embedded in governance, strategy and decision-making.

Key responsibilities

Within the Board, the postholder will take a lead role in relation to community and VCFSE engagement, supporting the Board to maintain strong, meaningful connections with the communities Compass serves.

Strategic leadership and oversight

- Contribute actively to the Board's role in setting and overseeing delivery of Compass' strategy ensuring accountability and safeguarding financial sustainability
- Ensure that strategic decisions are consistent with Compass' purpose, values and Articles of Association
- Provide constructive challenge and insight on strategy, priorities, opportunities and risk contribute to sound decision-making
- Support the Board in balancing social impact, quality of services and financial sustainability ensuring decisions are aligned with the organisation's community interest purpose and long-term resilience

Board and committee contribution

- Participate fully in Board discussions and decision-making
- Act as a member of Board committees as required
- Support the appointment, development and where necessary the performance management and/or removal and support of senior leadership
- Contribute to ongoing Board effectiveness and development

Voluntary, community, faith and social enterprise (VCFSE) engagement

- Act as the Board's lead NED for community and VCFSE engagement championing Compass' relationships with voluntary, community, faith and social enterprise organisations and ensuring their perspectives are reflected in Board discussions and decisions
- Serve as an ambassador for Compass representing the organisation in community forums, stakeholder meetings and partnership initiatives enhancing its reputation, credibility and profile
- Support the development and maintenance of effective relationships with key stakeholders, including ELFT (as shareholder), NHS and local authority partners, commissioners and funders
- Provide oversight and constructive input on approaches to partnership development, community engagement and collaboration with the VCFSE sector, ensuring alignment with strategic priorities
- Ensure that community insight, lived experience and VCFSE perspectives are systematically considered within Board assurance, strategy and decision-making and to seek assurance that inclusive approaches to community engagement are in place and effectively shape service design, delivery and evaluation

Key responsibilities (cont)

Performance, quality and assurance

- Monitor organisational performance against agreed objectives, plans and outcomes
- Support the development of a strong evidence base and impact measurement
- Support the Board in maintaining strong financial oversight ensuring that the financial information is accurate and transparent and that effective controls and risk management processes are in place
- Seek assurance that risks are identified, understood and managed in a way that supports sustainable impact

Constructive challenge and support

- Provide independent objective judgement and constructive challenge based on commercial, financial, legal or governance expertise from outside Compass and apply this to the benefit of the organisation, its stakeholders and its wider community
- Engage positively and collaboratively in Board discussion of agenda items
- Act as a critical friend offering insight, perspective and experience
- Support and encourage the executive to develop credible deliverable proposals

Statutory and governance

- Ensure that Compass continues to uphold the highest standards of probity, governance and integrity
- Fulfil the duties of a Director in line with the Companies Act 2006, CIC regulations and Compass' Articles of Association
- Promote the success of the organisation in delivering its community interest purpose
- Ensure appropriate systems of governance, internal control and risk management are in place and effective
- Maintain oversight of financial integrity including scrutiny of budgets, accounts and long-term sustainability
- Ensure compliance with regulatory, legal and contractual obligations

Culture, values and inclusion

- Uphold and promote Compass' mission of social justice, community empowerment and commitment to equity and inclusion
- Encourage and exemplify a positive, inclusive and collaborative Board culture
- Ensure the organisation gives due regard to the needs and voices of the communities it serves
- Model behaviours consistent with integrity, openness and respect
- Uphold and model the Nolan Principles of Public Life

Key working relationships

- ELFT (shareholder)
- System partners and stakeholders
- Community representatives
- Senior managers and the Board at Compass Wellbeing CIC

Person specification

Essential

- Demonstrable senior leadership or Board-level experience in a voluntary, community, faith, social enterprise or statutory/regulated organisation or a mission driven organisation
- Strong understanding of the principles and practice of good governance, risk management and assurance
- Experience of contributing to strategy development and to monitoring the effectiveness of strategy
- Ability to hold to account constructively while maintaining effective working relationships
- Demonstrable experience of working with, or building effective partnerships across, the voluntary, community, faith and social enterprise (VCFSE) sector and/or local communities, with the ability to bring these perspectives into strategic and governance discussions
- Ability to act as a Board-level advocate for community voice and inclusion ensuring these inform organisational strategy, decision-making and oversight
- Credibility to engage with community leaders, grassroots organisations and VCFSE partners as well as statutory stakeholders
- Understanding of, or lived experience relevant to, the communities Compass serves
- Understanding of and commitment to equality, diversity and inclusion, social value and public benefit
- Strong interpersonal, communication and influencing skills

Desirable

- Prior Non-Executive Director or Trustee experience
- Knowledge of and experience working in the health, social care or wellbeing sectors
- Knowledge of diverse local communities particularly in London
- Experience of organisational development and cultural change
- Understanding of fundraising, commissioning or social investment

The Power of Small

A Small Charities Week Gathering
Bringing together small charities VCFSE organisations
Partners across London to connect, share and build
meaningful partnerships

Collaborate, create, think, breathe and be **HONEST**



Connecting communities, strengthening the system