Chief Executive Appointment

Candidate Brief

July 2026

Lead one of the UK's most progressive integrated community health and care organisations through the next phase of neighbourhood-based transformation

PUBLIC LEADERS APPOINTMENTS

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Welcome from the Chair

Dear Candidate,

Thank you for your interest in becoming the next Chief Executive of Livewell Southwest and for taking the time to read this candidate brief.

This is a pivotal and exciting moment in the evolution of our organisation. Following the announcement that Michelle Thomas will retire in Autumn 2026 after many years of exceptional leadership, we are seeking an outstanding successor to lead Livewell Southwest into its next chapter.

Michelle has played a transformational role in shaping Livewell Southwest into one of the UK's leading integrated community health and social care providers and one of the country's most successful social enterprises. Her leadership has strengthened our reputation for innovation, partnership working, quality and compassion, and has ensured that our organisation remains deeply rooted in the communities we serve.

Today, Livewell Southwest is a highly respected provider of integrated physical health, mental health and social care services across Plymouth, South Hams and West Devon, with specialist services extending across Devon and Cornwall. We work in close partnership with the NHS, Plymouth City Council, voluntary sector organisations and wider system partners to improve health outcomes and reduce inequalities for local people.

As a Community Interest Company, we are proud that everything we do is driven by social purpose. We reinvest our surpluses into services, workforce development and community benefit, ensuring that social value sits at the heart of our decision making.

The next Chief Executive will inherit a strong, ambitious and values-led organisation with a talented workforce and an important role within the Devon Integrated Care System. However, the challenges facing health and care services nationally are significant. Demand is rising, inequalities remain stark, workforce pressures continue, and expectations of integrated community-based care have never been greater.

We are therefore seeking an exceptional leader who combines strategic vision with operational credibility, compassion with ambition, and collaboration with resilience. They will bring substantial executive-level leadership experience and a deep understanding of integrated community health and social care.

Our new Chief Executive will lead Livewell Southwest through the next phase of its development - demonstrating the added value we bring as a social enterprise, shaping innovative models of care, strengthening partnerships, championing our workforce and ensuring we continue to deliver outstanding services for the people and communities we serve.

The incoming Chief Executive must be a visible and values-driven leader who can inspire confidence internally and externally, build trusted relationships across complex systems, and continue to position Livewell Southwest as a pioneering organisation nationally.

Above all, we are looking for someone who shares our values - being Kind, Respectful, Inclusive, Ambitious, Responsible and Collaborative - and who believes passionately in improving lives through outstanding community-based health and care.

This is an exciting opportunity to lead one of the UK's most progressive integrated community health and care organisations through the next phase of neighbourhood-based transformation.

I hope this pack provides you with insight into our organisation, our ambitions and the opportunity ahead. If you would like an informal and confidential conversation regarding the role, please contact Anna Jay, Managing Director of Public Leaders Appointments.

We look forward to hearing from you.

Yours sincerely,

Dr Karen Cook

Chair
Livewell Southwest

About Livewell Southwest

Livewell Southwest is an independent Community Interest Company providing integrated health and social care services across Plymouth, South Hams and West Devon, alongside specialist services across Devon and Cornwall.

Formed in 2011, we are proud to be one of the UK's largest social enterprises delivering NHS and local authority commissioned services.

We provide integrated physical health, mental health and social care services to a population of approximately 270,000, supporting people at every stage of life, from children and young people through to older adults and end-of-life care.

Our services are delivered by a highly
skilled multidisciplinary workforce across community settings, people's homes, inpatient units and specialist facilities. We work alongside partners across health, local government, primary care, education and the voluntary sector to improve outcomes and reduce health inequalities.

Integrating health and social care enables us to deliver more coordinated, personalised and preventative services. Our ambition is always to provide the right care, in the right place, at the right time.

As a not-for-profit social enterprise, we reinvest financial surpluses back into our services, workforce and local communities. Social value is central to our identity and informs how we operate as an employer, partner and anchor institution.

Our Services

Livewell Southwest provides a broad range of integrated community and specialist services, including:

- Community nursing and district nursing
- Community crisis response services
- Mental health inpatient and community services for adults and older people
- Children and Young People's Mental Health Services (CAMHS)
- Learning disability services
- Social care and social work services
- Rehabilitation and therapy services
- Health visiting and school nursing
- Health improvement and wellbeing services
- Specialist prosthetics services
- Neurological rehabilitation
- End-of-life and palliative care support
- Community inpatient services

Our Vision, Mission and Values

Vision

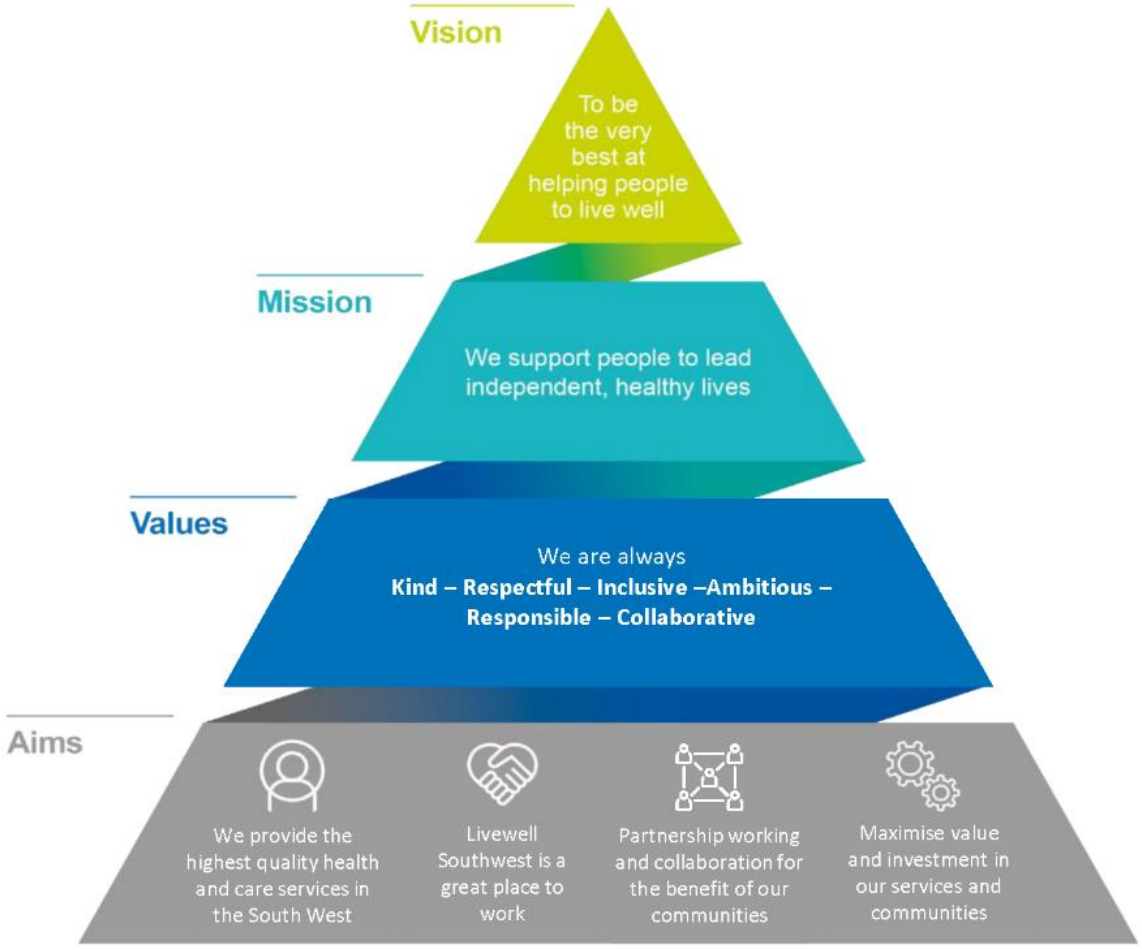
To be the very best at helping people to live well.

Mission

We support people to lead independent, healthy lives in the place and community in which they live.

Values

These values underpin everything we do, from the care we provide to the way we lead, collaborate and support one another.



Our Strategic Priorities

Livewell Southwest's strategy reflects both the changing needs of our communities and the rapidly evolving health and care landscape across Plymouth, South Hams, West Devon and the wider Devon system.

As an integrated community health and social care provider, our ambition is to continue strengthening neighbourhood-based, preventative and person-centred models of care that help people live healthier, more independent lives within their communities.

Our strategy is rooted in partnership, co-production and innovation, recognising that sustainable improvement in health and wellbeing can only be achieved through collaboration with local people, system partners and our workforce.

Over the lifetime of our strategy, we are focused on:

- Delivering consistently high-quality, safe and person-centred care
- Supporting prevention, early intervention and independence
- Strengthening integrated neighbourhood and community-based models of care
- Reducing health inequalities and improving population health outcomes
- Working in partnership with people, carers and communities through co-production
- Developing, supporting and empowering our workforce
- Strengthening collaboration across the Integrated Care System and wider partnerships
- Driving innovation, digital transformation and new ways of working
- Ensuring long-term financial sustainability and social value
- Supporting environmental sustainability and our Livewell Greener ambitions

Underpinning these priorities is a commitment to continuous quality improvement, operational excellence and compassionate leadership at every level of the organisation.

Information About Livewell Southwest

- Quality Accounts
- Corporate Strategy & Workforce Strategy
- Board Leadership
- CQC Reports
- Social Impact

The Opportunity

This is one of the most significant leadership opportunities in community health and care in the South West.

As Chief Executive, you will lead one of the UK's largest integrated community health and social care providers through the next phase of its development. Building on strong foundations, you will shape the future of Livewell Southwest as a trusted system partner, delivering outstanding services while helping to transform care closer to home.

Working with an experienced Board, talented Executive Team and committed workforce, you will provide visible, values-led leadership, strengthen strategic partnerships and ensure the organisation continues to deliver high-quality, sustainable services that improve the lives of local people.

This is an opportunity to lead an organisation with a strong reputation, clear social purpose and genuine ambition to shape the future of integrated community care.

The Leader We Are Seeking

We are seeking an accomplished executive leader with experience of leading a large, complex organisation through change and transformation. Whether from health, social care, the not-for-profit sector or a similarly complex public service environment, you will understand the opportunities and challenges of delivering integrated, community-based services.

You will be a collaborative system leader, able to build trusted relationships across organisational boundaries and work effectively with partners including the NHS, local authorities, the voluntary sector and local communities. You will combine strategic vision with operational credibility, ensuring excellent performance while leading innovation and long-term transformation.

Equally important is your leadership style. We are looking for someone who is visible, authentic and values-led; a leader who inspires confidence, empowers others and builds on the strong culture that already exists within Livewell Southwest. You will bring commercial awareness, sound judgement and an unwavering commitment to improving outcomes for the people and communities we serve.

Above all, you will share our belief in the power of integrated community health and care and have the passion, credibility and ambition to lead Livewell Southwest into its next chapter.

Chief Executive Role Profile

Job Title

1. JOB DETAILS

Job Title:	Chief Executive
Area:	Executive Team
Base:	Crownhill Court, Plymouth
Reports to:	Chair
Responsible to:	Board
Salary:	Commensurate with NHS VSF Pay Framework for organisational size. *Under the NHS England Very Senior Managers Pay Framework, Livewell Southwest is classified as a Band A Provider (turnover up to £250m)*

2. KEY OBJECTIVES

Constantly strive to improve and strengthen the quality of services for the benefit of the local population.

To provide strategic vision and leadership to the operation and development of the organisation within the policy direction set by the Board.

To ensure that the social objectives of the organisation are followed and that it delivers the appropriate public benefit.

To take overall responsibility for management of the governance and accountability framework established by the Board.

Working with the Chair to enable Board Members to fulfil their legal duties and other responsibilities for the proper governance of the organisation.

To ensure that the Board receives advice, recommendations and information in an effective, thorough and timely manner.

3. JOB PURPOSE

Leadership – Provide seamless system leadership that is strategic, visible, values based and collaborative leading our organisation, working with people who use our services and partners on a clear, aligned journey benefitting the communities we serve.

Relationships – Act as the key ambassador, spokesperson and advocate for our organisation building and influencing relationships, partners and stakeholders in a progressive way.

Influence – Influence and have impact on the health, social care and sector agenda at a local, regional and national level at a time of constant change and challenge.

Sustainability and Transformation – Lead transformational change, partnerships and integration with positive outcomes for people who use our services, communities, partners and our organisation. Seek and review opportunities to diversify revenue streams and secure existing and future contracts.

Strategy – Ensure our strategy guides our organisation and the Board in achieving our objectives and delivering on our vision, being clear, resilient, sustainable, successful and admired.

Performance – Be recognised as delivering a service of excellence and outstanding practice for all who use and interact with us as an employee led organisation that expects high standards of performance, governance and care for the people using our services. An organisation where our workforce feel valued and supported to deliver good quality outcomes for people, families and carers.

PERSON SPECIFICATION

Job title: Chief Executive
Department: Executive Team

Criteria	Essential *(minimum standard required)*	Desirable *(enhance the ability to carry out the role)*
Qualifications	Educated to master's level or able to demonstrate equivalent knowledge, skills and experience acquired through substantial professional practice and senior leadership roles. Evidence of continued professional and management development.	Relevant, wider, higher management training and qualification. Professional registration with a health or social care body.
Knowledge	Of the statutory requirements for a Community Interest Company. Not for profit, health and social care, social enterprise or third sector experience. A good understanding of the integrated health and social care landscape. Understanding of community health and social care services, aspirations, challenges, opportunities and terminology.	
Experience	Proven track record of operating at the most senior level in leading a large, complex, multi-faceted organisation. Working at director, CEO level or equivalent. Ability to act as an advocate and champion for our population, family and community needs. Proven networking track record with the ability to build effective relationships leading to successful organisational and sector	A true leader of people. Operational or clinical experience. Experience of multi-site operations.

	development. Substantial experience of stakeholder management in complex, changing and political environments. Experience of working with a Board and Executive Team developing positive and robust relationships. Experienced at influencing effective change and development with commissioners, politicians, governing bodies, media and other stakeholders. Experienced at leading and delivering change or transformation in a transparent and engaging way in a complex environment. Can demonstrate and articulate strategic thinking and deliver it with clarity. Track record of delivering and exceeding performance objectives with a dynamic, creative, forward thinking approach. Evidenced through individuals, teams, partners and organisations. Adept at assessing and managing organisational risk, having clear governance, safety and regulatory requirements at the fore. A track record of evidencing the direct correlation of performance to an experience that exceeds expectation.	
Personal skills, abilities & attributes	Exceptional communication and presentation skills at all levels in all mediums. Communicates in a clear, compelling, informative, engaging and inclusive way that delivers	

	context and achieves 'buy in'. Evidence tangible results in leading and managing large teams focused on a compelling vision to deliver excellence. Inspiring, values based and visible in approach; empowering people to reach their potential through a culture of ongoing professional development. High emotional intelligence, measured and calm in approach with the right level of risk evaluated. Skilled at building and working with strategic alliances across a range of external partners. Ability to influence and negotiate at a high level on behalf of the organisation and the sector. Exceptional at gaining commitment and influencing teams to deliver. Commercially astute driving new initiatives, business opportunities and income.	
Additional requirements		Organisational and network contacts nationally and within the South West.

How to Apply

In order to apply, please submit a **CV which should be supported by a covering letter of no more than 3 sides of A4 each**. Your cover letter should outline your motivations for applying for the role of CEO with Livewell Southwest and highlight how your skills, knowledge and experience meet the requirements set out in the brief.

Applications should be sent to applications@publicleadersappointments.com with reference 'Livewell-CEO-26'

Please also provide contact details for **two professional references** who will not be contacted without your prior consent.

As part of Public Leaders Appointments' commitment to inclusive recruitment, we invite candidates to complete a short, confidential equality monitoring questionnaire. Participation is voluntary and the information is kept separate from the selection process. It is used only for anonymised reporting and to help us evaluate the reach and inclusivity of our recruitment work.

Please use Campaign Code: Livewell-CEO-26
Equality monitoring form: PLA Diversity Insights – Equality Monitoring – Fill in form

Timetable

- Deadline for applications: Midday, 4th September 2026
- Initial Interviews (online): 22nd / 23rd September 2026
- Interviews, Stakeholder and Team Panels (Plymouth): 30th September 2026

For a confidential discussion regarding the opportunity, please contact our executive search partner Anna Jay, MD of Public Leaders Appointments: anna@publicleadersappointments.com

Livewell Southwest is committed to equality, diversity and inclusion and welcomes applications from candidates from all backgrounds and communities.

As a values-led organisation, we are committed to creating an inclusive culture where everyone can thrive.

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