

Non-executive directors and associate non-executive directors

application pack

Non-executive director roles

We are looking for three exceptional individuals to fill our non-executive director roles. We are looking for individuals who are passionate about doing their best for patients. We are not just looking for the requisite skills and experience of our non-executive directors; we want to know how they went about it, what they did to achieve the impact or outcome they are claiming.

Reports to: Chair

Salary: £13,000 per annum (plus 20% supplement for chairs of our main committees)

Closing date for applications: 24 May 2024

We want on our Board, those who have not just achieved great things but can describe how they have done them and what they achieved. It is the behaviour that will determine their impact and positive contribution as a KCHFT Board member, not the fact they were involved in something.

We particularly welcome applications from candidates of a black and ethnic minority background as they are under-represented at this level in our organisation.



Associate non-executive director roles

We are looking for two exceptional people who have ambitions to become a non-executive director, to join us as associate non-executive directors. These are development roles where we will provide support to ensure readiness for non-executive director roles in the future

Reports to: Chair

Salary: £9,000 per annum

Closing date for applications: 24 May 2024

We particularly welcome applications from candidates of a black and ethnic minority background as they are under-represented at this level in our organisation.



A message from our chair

Thank you for your interest in becoming a non-executive director or associate non-executive director of Kent Community Health NHS Foundation Trust (KCHFT).

This is an excellent opportunity for five exceptional individuals, who share our ambitions and values, to work with the board of directors and Council of Governors to support the trust to continually innovate and deliver excellence.

We have three non-executive director roles available, due to tenures of our current colleagues coming to an end. We are looking for people who have either a clinical, finance, or other business background to make sure we have the right balance of skills.

We have also chosen to introduce two associate non-executive director roles, having had previous success in this area, to help with succession planning.

It's an exciting time to be in community health as we are standing on the threshold of great

things. Community services will be at the very heart of the re-design that will deliver NHS health and social care services more effectively in the future.

The emergence of integrated neighbourhood teams will, I hope, have a profound and positive impact on the way we work as a system. From tackling health inequalities head-on, to working in partnership with GPs, acute hospitals, mental health services, social care, voluntary services and our population – we can work together to make sure everyone gets the care they need.

Our vast experience in our communities will be a major influence on how future services will be set up and managed. Your expertise will therefore be invaluable in the months and years to come as we create new ways of working, using evidence and research to back up our decision-making.

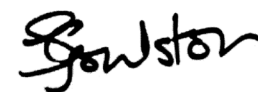
While we are a trust rated 'outstanding' by the Care Quality Commission, with a workforce

which rates us as one of the best NHS organisations in the country to work for, our values make sure we always aspire to keep improving.

You will be an active member of our Board, working collaboratively to deliver the shared objectives of our trust strategy.

If you believe you have what it takes to make a difference to our people and the communities we serve, it would be great to hear from you.

Best of luck with your application.



John Goulston
Chair



A message from our lead governor

Thank you for your interest in joining Kent Community Health NHS Foundation Trust (KCHFT).

As an NHS foundation trust, KCHFT has a Council of Governors who are elected by the members of the trust.

As governors, we carry out a range of statutory duties, including appointing the chair, non-executive directors and associate non-executive directors, and holding them to account. We also play a vital role in representing the views and interests of our local communities, staff and partners, ensuring we have a healthcare provision that meets the needs to our local population.

The new non-executive directors and associate non-executive directors, along with the other members of the board of directors and Council of Governors, have a pivotal role to play in shaping the future of the healthcare for our communities and ensuring that we constantly strive to improve health outcomes for our local people.

We hope this applicant pack provides you with the information you need about our organisation and the roles. Thank you for your interest in joining our board of directors. We look forward to hearing from you.

Carol Coleman
Lead Governor



Summary brief for non-executive directors – key requisites

We want all the skills/qualities detailed in the following pages and more, embedded in experience that brings knowledge and relevant experience to enrich and take forward Kent Community Health NHS Foundation Trust's strategic and ambitious intent within the context of being a system leader within the Kent and Medway Integrated Care System.

First order requisites

You need to have a genuine commitment to improving the health and well-being of the people of Kent and Medway, East Sussex and North London and the promotion of excellent health care services together with a desire to add value combined with a willingness to give advice but the tolerance to be ignored.

Each non-executive must be able to demonstrate strategy, leadership and governance as a core skill set with senior level experience (preferably Board level) in a complex organisation.

All non-executive directors must champion the standards of public life; honesty, integrity and diversity are the hallmarks of a good board.

The successful candidates will be need to be able to demonstrate the range of behaviours required to contribute effectively in this board level role. Non-executives should listen more than transmit; think more than do and advise more than tell.



The opportunity

The NHS is changing. More emphasis on community-based care means there's never been a better time to join us.

Kent Community Health NHS Foundation Trust (KCHFT) is one of the largest community trusts in the UK and has a reputation as one of the most respected organisations in the NHS.

We have cemented our reputation in recent years, not only for strong patient outcomes, but as one of the best places to work in the NHS – with a culture that celebrates innovation, helping to empower and inspire colleagues and engage with our patients. We believe in joy at work.

We continually strive to develop and improve our standards of care and we play an influential role in the Kent and Medway Integrated Care System.

The new NHS board competency framework compliments the work we have already been undertaking at KCHFT where we have regular board development days and support us role modelling the behaviours and values of the organisation.

The roles we have on our Board are suitable for those wishing to start their journey through to those that have substantial experience and can bring new skills, experience and knowledge, make an instant impact to the Board and complement the existing unitary Board members.



If you're ready to bring your skills, experience and compassion to this role and you would like to have an informal discussion about the role, please contact our advisors at Odgers Berndtson, whose details are enclosed within this pack.

About us

Kent Community Health NHS Foundation Trust was formed in April 2011. We are a large provider of NHS care in patients' homes and in the community in England. We serve three million people; 1.6 million living in Kent and 1.5 million people outside of Kent. We employ in the region of 5,000 colleagues in a wide range of clinical and support roles.

Our workforce includes doctors, community nurses, specialist nurses, dieticians, health visitors, dentists, podiatrists, occupational therapists, physiotherapists, family therapists, clinical psychologists, speech and language therapists, radiographers, pharmacists, health trainers and more.

We provide services for children and adults to support them to stay healthy and manage

long-term health conditions, help them avoid going into hospital and, when they have needed to be in hospital, help them to get home quickly.

Advice and support for children's emotional and physical health and wellbeing is available from a range of services, including health visitors, school nurses, children's therapy teams, school-age immunisation services and health improvement. We provide school health services and integrated children's therapies in East Sussex, and outreach dental services in north-east London.

Our adult health improvement services support people to make positive lifestyle choices. Help is available to increase exercise, eat healthily and quit smoking, while our sexual health services provide contraception, sexual health advice and treatment for infections.

Our clinical academy provides training opportunities for colleagues at all levels, including degree apprenticeships in nursing and allied health professional roles, helping our unqualified colleagues to progress to qualified roles at no expense to them. Last year, 76 people enrolled onto apprenticeships at KCHFT, joining 300 colleagues already on apprenticeship programmes, including registered nurses, nurse associates, physiotherapists, dental nurses, occupational therapists, business administrators and chartered managers.

In July 2019, we were rated 'outstanding' by the Care Quality Commission.



We care strategy

2023-2028

Our vision

A community that **supports each other** to **live well**.

Our mission

To **empower adults and children** to live well, to be the **best employer** and **work with our partners** as one.

Our care values

Compassionate

Aspirational

Responsive

Excellent

Our ambitions

Putting communities first

Everyone has the same opportunity to lead a healthy life, no matter where they live or who they are.



A great place to work

Our colleagues are valued, feel heard and make changes easily to deliver better care.



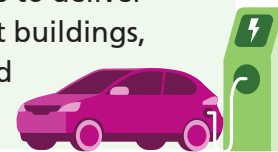
Better patient experience

Our conversations focus on what matters to the patient, so they get the right care, in the right place.



Sustainable care

We will live within our means to deliver outstanding care, in the right buildings, supported by technology, and reduce our carbon footprint.



Our Board

Chair
John Goulston

Chief Executive
Mairead McCormick

Deputy Chief Executive and Chief Operating Officer
Pauline Butterworth

Chief Medical Officer
Dr Sarah Phillips

Non-executive director
Kim Lowe

Non-executive director
Dr Razia Shariff

Chief Finance Officer
Gordon Flack

Chief People Officer
Victoria Robinson-Collins

Non-executive director
Paul Butler

Non-executive director
Karen Taylor

Executive Director of Health and Inequalities and Prevention
Ali Carruth

Chief Allied Health Professions Officer
Rachel Dalton

Chief Nursing Officer
Caroline Bates

Non-executive director
Pippa Barber

Non-executive director
Nigel Turner

Non-executive director role description

Role requirements

We are looking for three exceptional individuals with the following areas of expertise:

Role with a finance focus

We require someone with strategic finance expertise, experience of leading large and complex organisations and managing significant budgets, including experience of both audit and risk management. You should have the skills and experience to chair the Finance, Business and Investment Committee or the Audit and Risk Committee

Role with a clinical focus

We require someone with a clinical or medical background with significant experience at a senior strategic level ideally within the NHS, with a particular focus on quality and patient safety and improvement. You should have the skills and experience to potentially chair the Quality Committee.

Role with a business focus

We require someone with significant experience at a senior strategic level within a large complex organisation with a business related background. This may be service

transformation/change management, operations, digital and IT, estates or other relevant business background. You should have the skills and experience to potentially chair the Finance, Business and Investment Committee

Role summary

The new non-executive directors will work with other non-executive directors, the chair, chief executive and the executive directors, as equal members of the board of directors of Kent Community Health NHS Foundation Trust.

In addition, the Council of Governors holds the non-executive directors to account for the performance of the Board, as part of their statutory duties.

Non-executive directors are expected to use their skills and experience (specific requirements for which are set out in the accompanying person specification) to guide the work and promote the success of KCHFT.

Non-executive directors must demonstrate high standards of corporate and personal conduct, upholding.

KCHFT is committed and determined to support the development of integrated care through purposeful collaboration with system partners to promote health equity in all of our communities. We are therefore keen to hear from individuals who may have relevant experience in joining up services through collaboration/partnership working. We are looking for individuals who bring skills that complement those of our existing Board members.

Ensuring our Board has different lived experiences and voices is important to us.

Key functions

- To work as part of a unitary Board, to provide active leadership of the foundation trust in ensuring quality and safety of healthcare.
- To ensure the trust meets its legal liabilities, and public and regulatory accountabilities.
- To ensure that the trust establishes a clear strategic direction in order to deliver the agreed plans, continuously improve the quality of services, and meet the terms of its authorisation.
- To support and constructively challenge, where appropriate, the chair, the chief executive and other directors of the board to ensure that the Board conforms to the highest standards of corporate governance and makes appropriate decisions.
- To provide assurance to the Council of Governors around the performance of the Board.
- To support the organisation at a time of major structural change within the health and social care sectors.
- To ensure the best use of financial resources to maximise benefits for patients.
- To ensure that effective financial control arrangements are developed across the trust to secure high levels of probity and value for money.
- To contribute to the development of plans for improving health and providing better health services for the community.
- To ensure that financial and clinical quality controls and systems of risk management are robust and effective.
- To uphold the values of the trust and to ensure that the Trust promotes equity, diversity and inclusion for all its patients, staff and other stakeholders.
- To be an ambassador for the trust and represent the trust's views with a wide range of stakeholders.
- To participate in or lead committees or sub-groups of the Board.
- Take part in the appointment of the chief executive and other senior staff and, as a member of the remuneration committee, decide on their remuneration.
- To act as a trustee of charitable funds.
- To ensure that the Board always acts in the best interests of the patient community and the wider public, balancing their needs with the needs of the local community and other stakeholders.
- To work with the Council of Governors to ensure that the voice of the communities we serve is heard and understood.

Person specification

	Why it matters
<p>Strategic direction</p> <p>The ability to bring astuteness and understanding to shape a strategic vision and to encourage a full commitment to it.</p>	<p>The Board is there to set the direction for the organisation and provide a vision for service improvement and modernisation which is both challenging yet attainable/realistic. The Board must be prepared to take some risks, to be creative, and to provide cogent, constructive challenge to the way that things are done.</p>
<p>Holding to account</p> <p>The strength of resolve to hold others to account for agreed targets and the readiness to be held accountable as a Board for delivering a high level service.</p>	<p>Good governance is the key to ensuring quality and consistency of care. The Board are accountable for clinical and corporate standards of governance. The chair and non-executive directors have a key role in setting the climate for high standards and for holding others accountable for the performance of the organisation and its services, as well as being held accountable themselves.</p>
<p>Patient and community focus</p> <p>Demonstrating a high level of commitment to patients, carers and the community.</p>	<p>There is a public expectation that non-executive directors bring to the Board an understanding of patient, carer and community issues, recognising the importance of a diversity of viewpoints and equity of opportunity.</p>
<p>Effective influencing and communication</p> <p>Being able and prepared to adopt a number of ways to gain support and influence people with the aim of securing health and care changes.</p>	<p>Health improvements can only be brought about by people working collaboratively. The chair and non-executive directors need to be adept at sophisticated influencing to build consensus across issues to give the organisation a firm platform for influencing stakeholders. Influencing needs to be subtle in order to empower others and to create ownership of the change agenda and will draw on a range of communication skills.</p>

Why it matters	
<p>Team working</p> <p>Being committed to working as a team with the Board whilst respecting the different roles of executive and non-executive member and accepting collective responsibility for leading the organisation and achieving real change.</p>	<p>Team working is critical if the Board is to deliver measurable and radical health and care improvements in a complex and changing health and social care environment. A Board team, working in harmony, sets an example of collaborative working for the whole organisation and sets the tone for wider collaboration with external stakeholders.</p> <p>The chair and non-executive directors have a particular responsibility to motivate and empower the Executive Team and to make sure the Board provides a strong lead to the organisation as well as acting as a corporate part of the NHS without compromising the operational responsibilities of executives.</p>
<p>Self-belief and drive</p> <p>The motivation to improve performance in the health and care service and the strength of character to overcome obstacles, so that the Trust can make a real difference to the health and quality of life to all those it serves.</p>	<p>This quality describes the capacity for the chair and non-executive directors to make a difference. Making changes in the pressurised and rapidly changing environment of the health and care service requires toughness, stamina and emotional resilience. Their drive and strength of character will motivate and support the chair and non-executive directors when faced with ambiguity and uncertainty. They are needed to underpin their determination to improve services.</p>
<p>Intellectual flexibility</p> <p>The ability to handle uncertainty and complexity and to be open to creativity in leading and developing services.</p>	<p>The chair and non-executive directors need to be able to get a grip on short and long-term priorities, especially where resources are finite, to make sure the Board can provide direction to the organisation. This requires the ability to move rapidly between big picture thinking and paying sufficient attention to significant detail.</p> <p>Keeping an open mind is important if radical and creative thinking is to flourish. The chair and non-executive directors need to be receptive to new ideas to define and drive through change and reorganisation or to support the executive in the reconfiguration and reorganisation of services so that they are more responsive to the needs of diverse user groups.</p>

Associate non-executive director roles

Role summary

We are looking for two exceptional individuals to join KCHFT as associate non-executive directors.

The associate non-executive director seeks to attract and support potential non-executive director candidates who do not yet have sufficient board-level experience but have the desire, ability and potential to succeed.

The role is used successfully in the NHS to support the Board succession strategy, diversity and to help achieve a balance of Board level skills.

We have used this role previously at KCHFT with great success and our former associate non-executive director is now one of our non-executive directors.

You will operate in accordance with the non-executive director role description and be assessed against that person specification and NHS leadership competency framework, understanding that there will be gaps in your knowledge, skills and experience to fulfil the whole remit of the role.

Although you will participate in all Board activities as if you were a non-executive director, you will not be a voting Board member.

We will provide a robust induction and development plan for you to ensure that you will be ready to take on a non-executive director role in the future. The time this will take will depend on the development you individually need.

You can be from any business or clinical background but you must have operated at a senior level within a large complex organisation.

Time commitment would be up to three days per month.

KCHFT is committed and determined to support the development of integrated care through purposeful collaboration with system partners to promote health equity in all of our communities. We are therefore keen to hear from individuals who may have relevant experience in related sectors – local authority, community or voluntary sector. We are looking for individuals who bring skills that complement those of our existing Board members.

Ensuring our Board has different lived experiences and voices is important to us.

Other important information

Eligibility

You must be public members of the foundation trust. If you are not a member, you may submit an application for trust membership with your application but will not be interviewed or appointed until you have been added to the register of members.

Ideally you will have strong connections with Kent and Medway, East Sussex or London. We will accept applications from those with appropriate experience living in the surrounding area.

Term of office

The term of office is for three years with an option for re-appointment for a further three years. Appointments may be renewed at the end of the first period of office, subject to satisfactory appraisal by the chair, approval by the Council of Governors and review of the policy for the composition of the NEDs on the Board.

Time commitment

There is likely to be a need for a mixture of 'on site' presence (including service visits) and participation in virtual meetings for the equivalent of up to four days per month. This also includes some time for reading and meeting preparation. Occasional work in the evenings may be required. All members of the board of directors are required to attend Board meetings and committees as necessary.

Status

The post holders will be expected to participate fully in the work of the Board and pass a fit and proper person test, ensuring abidance to the Nolan principles at all times during office. These posts are statutory offices and are not subject to the provisions of employment law. Non-executive directors are appointees not employees.

Training

A tailored induction programme will be available. In addition, non-executives are given the opportunity to visit the various services, including our community hospitals to learn about the work of the trust. There will also be on-going individual and collective professional development opportunities for NEDs to increase their understanding of the work of the Board and the trust and contribute effectively to it.

Recruitment process

Appointment of non-executive director is made by the Council of Governors, consisting of elected public governors, staff governors and appointed governors from key stakeholders, based on the recommendations made by the nominations committee which comprises the chair and a number of governors.

Further information can be found in the [NHS leadership competency framework for board members](#).

How to apply

Key dates

Closing date for applications is Friday 24th May.

Following a long list meeting of the Selection Panel, successful candidates will be invited to attend preliminary interviews with Odgers Berndtson.

The final interview process with Kent Community Health NHS Foundation Trust will take place later in mid June – early July.

How to apply

In order to apply, please submit a comprehensive CV along with a covering letter which sets out your interest in the role and encapsulates the aspects of your experience relevant to the required criteria. Please include the names and contact details of referees covering your most recent six years of employment. Referees will not be approached until the final stages and not without prior permission from candidates.

The preferred method of application is online at:

www.odgers.com/91414

If you are unable to apply online please email:

91414@odgersberndtson.com

All applications will receive an automated response.

Any postal applications should be sent direct to:

Rebecca Coates,
20 Cannon Street,
London,
EC4M 6XD.

All candidates are also requested to complete an online Diversity Monitoring Form which will be found at the end of the application process. This will assist Kent Community Health in monitoring selection decisions to assess whether equality of opportunity is being achieved. Any information collated from the Diversity Monitoring Forms will not be used as part of the selection process and will be treated as strictly confidential.

Personal data

In line with GDPR, we ask that you do NOT send us any information that can identify children or any of your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, data concerning health or sex life and sexual orientation, genetic and/or biometric data) in your CV and application documentation. Following this notice, any inclusion of your Sensitive Personal Data in your CV/application documentation will be understood by us as your express consent to process this information going forward. Please also remember to not mention anyone's information or details (e.g., referees) who have not previously agreed to their inclusion.

Fit and proper persons requirement (FPPR)

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 candidates will be required to declare that they are a “fit and proper person” outlined at (1), that you do not fall within any of the categories outlined at (2) or (3) below and that you are not aware of any pending proceedings or matters which may call such a declaration into question in the future.

1 The regulations require you are:

- (a) of good character;
- (b) have the necessary qualifications, competence, skills and experience; and
- (c) are able by reason of your health, after reasonable adjustments are made, of properly

performing tasks which are intrinsic to the office or position.

2 Do any of the following conditions apply to you? You will be asked to confirm that you are not:

- (a) a person who has been convicted in the United Kingdom of any offence or been convicted elsewhere of any offence which if committed in any of the United Kingdom, would constitute an offence;
- (b) a person who has been erased, removed or struck off a register of professionals maintained by a regulator of health care or social work professionals;
- (c) an undischarged bankrupt, or a person whose estate has had a sequestration awarded in respect of it and who has not been discharged;
- (d) the subject of a bankruptcy restrictions order or an interim bankruptcy restrictions order or an order to like effect made in Scotland or Northern Ireland;

(e) a person whom a moratorium period under a debt relief order applies under Part VIIA 9debt relief orders) of the Insolvency Act 1986(40);

(f) a person who has made a composition or arrangement with, or granted a trust deed for, creditors and not been discharged in respect of it;

(g) included in the children’s barred list or the adults’ barred list maintained under section2 of the Safeguarding Vulnerable Groups Act 2006, or in any corresponding list maintained under an equivalent enactment in force in Scotland or Northern Ireland;

(h) a person who has been responsible for, privy to, contributed to or facilitated any serious misconduct or mismanagement (whether unlawful or not) in the course of carrying on a regulated activity, or discharging any functions relating to any office or employment with a service provider.

3 In addition, the following conditions disqualify you from appointment as a chair or non-executive director of an NHS Trust. You will be asked to confirm that you are not:

- (a) an employee of the NHS Trust with the vacancy;
- (b) a serving MP or a candidate for election as MP;
- (c) a person who has been dismissed (except by redundancy) by any NHS body;
- (d) a person whose earlier appointment as chair or chair or non-executive director of an NHS trust was terminated;
- (e) under a disqualification order under the Company Directors Disqualification Act 1986: and/or
- (f) a person who has been removed from trusteeship of a charity.

Contact details

To arrange a conversation in confidence, please contact our advisors at Odgers Berndtson at:

Jo Grabowska

Jo.Grabowska@odgersberndtson.com

Peter Mason

Peter.mason@odgersberndtson.com

We are committed to making reasonable adjustments to ensure that everyone can participate fully in the recruitment and selection process so please specify these in your application. This includes people with sight loss, hearing, mobility and cognitive impairments. Should you require access to these documents in alternative formats, please contact rebecca.coates@odgersberndtson.com.

Also, if you have any comments and/or suggestions about improving access to our application processes please don't hesitate to contact us response.manager@odgersberndtson.com.





Process and timescales

The closing date for applications is **24 May 2024.**

Stakeholder sessions and panel interviews will be held on dates between **mid-June and early-July.**

