



Kent and Medway
Mental Health
NHS Trust



Kent Community Health
NHS Foundation Trust

Could **you** help **lead** the NHS in **your area**?

Kent Community Health NHS Foundation Trust

Kent and Medway Mental Health NHS Trust

Joint Chair

**Candidate
information pack**

Reference: S3346



We value and promote diversity and are committed to equality of opportunity for all and appointments made on merit. We believe that the best boards are those that reflect the communities they serve.

We particularly welcome applications from women, people from the local black and minority ethnic communities, and disabled people who we know are under-represented in Chair and non-executive roles.

Our recruitment processes are conducted in accordance with the Code of Governance to ensure that they are made on merit after a fair and open process so that the best people, from the widest possible pool of candidates, are appointed.



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1. The opportunity

NHS England has a specific role in appointing and supporting NHS trust Chairs and non-executives for Kent and Medway Mental Health NHS Trust (KMMHT). The Council of Governors has the same responsibilities and duties for Kent Community Health NHS Foundation Trust (KCHFT). We are looking for an exceptional leader to Chair Kent Community Health NHS Foundation Trust and Kent and Medway Mental Health NHS Trust. This is a unique opportunity to help shape the future of local services by sharing your talents and expertise to help transform care delivered by the community and mental health trusts and make a positive difference to your community, while delivering on the wider national ambitions for the NHS.



2. The person specification

We are looking for candidates who want to use their energy, skills and experience to help drive the delivery of sustainable healthcare services for the people of Kent and Medway, as well as some surrounding areas.

Required skills, experience and attributes are described in the NHS Leadership Competency Framework for Board Members set out below:

Desirable experience

- Prior experience as a non-executive director (any sector)
- Prior experience on an NHS board (executive, non-executive or associate role)
- Professional qualification or equivalent experience
- Prior senior experience of complex organisations outside the NHS, i.e. private, voluntary or other public sector providers of similar scale

- An understanding and experience of the type of challenges which within the Kent and Medway Integrated Care System
- Experience of working collaboratively with a range of stakeholders, including statutory, voluntary, and community sector partners
- Evidence of successfully supporting organisations through periods of challenge (financial sustainability, partnership working), while still achieving positive outcomes for local communities.

NHS leadership competency framework for board members

Leaders in the NHS help deliver better health and care for patients by setting the tone for their organisation, team culture and performance. We have worked with a wide range of leaders from across the NHS to help describe what we do when we operate at our best.

The competency domains reflect the [NHS values](#) and the following diagram shows how they are aligned:

The competency domains are aligned to [Our NHS People Promise](#), [Our Leadership Way](#) and the [Seven Principles of Public Life](#) (Nolan Principles).

Working together for patients*	Compassion
Building a trusted relationship with partners and communities	Creating a compassionate, just and positive culture
Respect and dignity	Improving lives
Promoting equality and inclusion and reducing health and workforce inequalities	Setting strategy and delivering long-term transformation. Driving high quality sustainable outcomes
Commitment to quality of care	Everyone counts
Driving high quality and sustainable outcomes Setting strategy and delivering long-term transformation	Promoting equality and inclusion and reducing health and workforce inequalities Creating a compassionate, just and positive culture
Providing robust governance and assurance	

The six NHS leadership competency domains: Driving high-quality and sustainable outcomes

The skills, knowledge and behaviours needed to deliver and bring about high quality and safe care and lasting change and improvement – from ensuring all staff are trained and well led, to fostering improvement and innovation which leads to better health and care outcomes. Candidates will have:

- A demonstrable interest in health and social care and a strong desire to achieve the best sustainable outcomes for all patients and service users through encouraging continuous improvement, clinical excellence and value for money
- Strong understanding of financial management, with the ability to balance the competing objectives of quality, operational performance and finance
- An appreciation of constitutional and regulatory NHS standards.



Setting strategy and delivering long-term transformation

The skills that need to be employed in strategy development and planning, and ensuring a system wide view, along with using intelligence from quality, performance, finance and workforce measures to feed into strategy development. Candidates will have:

- Experience of leading and delivering against long-term vision and strategy
- Experience leading transformational change, managing complex organisations, budgets and people

Promoting equality and inclusion, and reducing health and workforce inequalities

The importance of continually reviewing plans and strategies to ensure their delivery leads to improved services and outcomes for all communities, narrows health and workforce inequalities, and promotes inclusion. Candidates will have:

- A clear commitment towards issues of equality, diversity and inclusion
- Significant experience of engaging with the diverse social, economic and cultural groups served by the organisation.

Providing robust governance and assurance

The system of leadership accountability and the behaviours, values and standards that underpin our work as leaders. This domain also covers the principles of evaluation, the significance of evidence and assurance in decision making and ensuring patient safety, and the vital importance of collaboration on the board to drive delivery and improvement. Candidates will have:

- Prior board experience (any sector, executive or non-executive role)
- Evidence of successfully demonstrating the NHS Leadership competencies in other leadership roles
- An ability to identify and address issues, including underperformance, and to scrutinise and challenge information effectively for assurance.

Creating a compassionate, just and positive culture

The skills and behaviours needed to develop great team and organisation cultures. This includes ensuring all staff and service users are listened to and heard, being respectful and challenging inappropriate behaviours. Candidates will have:

- A clear commitment to the NHS and the trust's values and principles
- Experience of building effective teams, encouraging change and innovation and shaping an open, inclusive and compassionate culture through setting the right tone at the top and championing diversity at, and across, all levels
- Strongly focused on the experience of all staff and patients

- Experience managing conflict, finding compromise and building consensus across varied stakeholder groups with potentially conflicting priorities.

Building a trusted relationship with partners and communities

The need to collaborate, consult and co-produce with colleagues in neighbouring teams, providers and systems, people using services, our communities, and our workforce. Strengthening relationships and developing collaborative behaviours are key to the integrated care environment. Candidates will have:

- A desire to engage with the local population and to collaborate with senior stakeholders across the health and care system
- Strong interpersonal, communication and leadership skills.

Applications will be assessed on merit, as part of a fair and open process, from the widest possible pool of candidates. The information provided by applicants will be relied on to assess whether sufficient personal responsibility and achievement have been demonstrated in previous/other roles, to satisfy the experience being sought.

The best boards are those that reflect the workforce and communities they serve. We particularly welcome applications from women, people from local black, Asian and minority ethnic communities, and people with disabilities, who we know are all under-represented in these important roles.



3. Role of the NHS Board and Chair

NHS boards play a key role in shaping the strategy, vision and purpose of an organisation. They hold the organisation to account for the delivery of strategy and ensure value for money. They are also responsible for assuring that risks to the organisation and the public are managed and mitigated effectively. Led by an independent Chair and composed of a mixture of both executive and independent non-executive members, the board has a collective responsibility for the performance of the organisation. The Chair also ensures the Board is focused on improving outcomes in population health and healthcare, and fosters a culture of learning and continuous improvement, with a particular focus on quality, safety, access, patient experience.

The purpose of NHS boards is to govern effectively, and in so doing build patient, public and stakeholder confidence that their health and healthcare is in safe hands. This fundamental accountability to the public and stakeholders is delivered by building confidence:

- in the quality and safety of health services
- that resources are invested in a way that delivers optimal health outcomes
- in the accessibility and responsiveness of health services
- that patients and the public can help to shape health services to meet their needs
- that public money is spent in a way that is fair, efficient, effective and economic.

4. Role description

To carry out their role effectively, the Chair must cultivate a strong, collaborative relationship with the chief executive. Many responsibilities in this role description will be discharged in partnership with the chief executive. It is important the Chair and the chief executive are clear about their individual and shared roles, and their respective responsibilities towards the unitary board.

Together, the Chair and the chief executive set the tone for the whole organisation. They are ultimately responsible for ensuring that the population the trust serves and the wider system in which the organisation sits receive the best possible care in a sustainable way.

Responsibilities of the Chair

The Chair has a unique role in leading the NHS trust board. The role combines the duty to lead effective governance, consistent with the Nolan principles and NHS values, with securing a long-term vision and strategy for the organisation.

Fundamentally, the Chair is responsible for the effective leadership of the board. They are pivotal in creating the conditions necessary for overall board and individual director effectiveness. Central to the Chair's role are **the six NHS leadership competency domains**.



5. About Kent Community Health NHS Foundation Trust

KCHFT is one of the largest NHS community health providers in England, serving a population of 3.6 million across Kent, East Sussex and parts of London. We're proud to be rated 'outstanding' by the Care Quality Commission.

We employ more than 5,300 staff in wide-ranging NHS settings in people's own homes, nursing homes, clinics, community hospitals to mobile units and schools. Guided by our four We Care values – **compassionate, aspirational, responsive and excellent** – these shape each of our 2.6million patient contacts every year.

We're in the third year of our We Care Strategy, pioneering new initiatives to shift more care out of hospitals and into the hands of our teams, delivering more complex care than ever before in the community. We're passionate about neighbourhood health and proud to be part of a national pioneer programme.

We're reducing waiting times and our innovative and expanding Home First Team is helping people return home from hospital faster. We're on a journey to transform our community hospitals to improve outcomes.

As the lead provider for community health contracts across Kent and Medway, partnership work is at our core. We're on a journey to merge with Medway Community Healthcare, bringing the best of both organisations together to tackle inequalities.

We have an innovative Nobody Left Behind programme that drives inclusivity, so every colleague feels valued at work.

We have a strong financial track record, delivering a £3.4m surplus last year. We are spearheading digital with award-winning automation. At the same time, we are investing in our estate, creating modern health hubs, such as the new facility in Thanet.

As Chair, you will lead a high performing Board supporting us to truly deliver on ambition to bring physical and mental health together and help us achieve our vision of a community that supports each other to live well.



6. About Kent and Medway Mental Health NHS Trust

Kent and Medway Mental Health NHS Trust provides specialist mental health and learning disability services for 1.8 million people across Kent and Medway. Each year, we support over 59,000 individuals in the community and 2,000 in hospital settings, delivering compassionate, person-centred care.

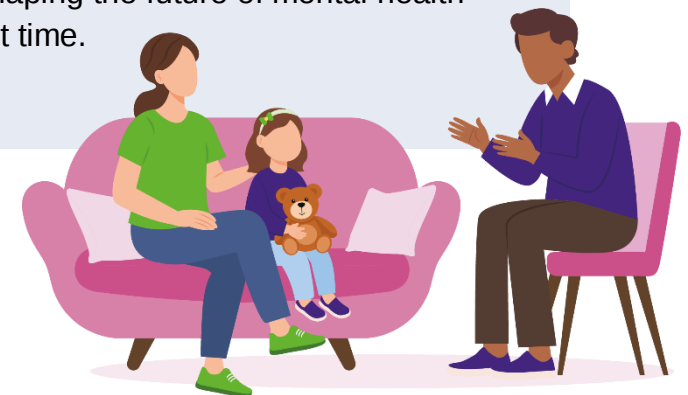
With 3,900 colleagues representing 76 nationalities, our workforce reflects the diversity of the communities we serve. Guided by our values – **Caring, Inclusive, Curious, and Confident** – we help people not just live with mental illness, but live well.

We are at a pivotal moment. Our new identity signals a renewed commitment to making mental health care easier to find, use, and trust. As Chair, you will join a trust embracing innovation, inclusivity and sustainability, working with patients, families, staff, and partners to shape the future of care.

Our services span urgent and inpatient care, community mental health, crisis response, specialist care, learning disability services, detox and recovery, and research that informs national practice. From spring 2026, we will bring together children and young people's mental health services and all-age eating disorder services – creating one organisation for mental health care in Kent and Medway.

We are proud of our progress: reducing dementia waiting times, pioneering integrated care models and leading research. Technology and data drive our transformation, while our award-winning Equality, Diversity & Inclusivity plan ensures every colleague thrives. Sustainability is embedded in our strategy and financially, we are strong, with a £3.5m surplus and over £14m invested in facilities, technology and patient safety last year.

As Chair, you will lead a high-performing Board and guide the trust through its next chapter – shaping the future of mental health and learning disability care so every person receives the right care, in the right place, at the right time.



7. Key challenges

The two trusts each face distinct but interrelated challenges.

For Kent and Medway Mental Health NHS Trust, the Trust is currently navigating the second year of its 2023–2026 organisational strategy, which is centred on delivering outstanding, person-centred mental health care, fostering a supportive workplace culture, and reducing health inequalities through partnership working.

However, several persistent challenges remain. These include improving patient flow, particularly in acute and community mental health settings, and addressing the backlog in dementia assessments. The Trust is also focused on tackling violence and aggression in clinical environments, enhancing recruitment and retention of staff, and embedding the Community Mental Health Framework, which aims to provide more holistic, multi-agency support. Cultural transformation within the organisation is another key priority, as the Trust seeks to create inclusive, responsive services that better reflect the needs of its diverse communities

Kent Community Health NHS Foundation Trust is in year three of its We Care strategy and mobilising a new community health services contract across Kent and Medway. As the lead provider,

working in partnership with HCRG Group and Medway Community Healthcare, the new contract signals a new approach to healthcare where providers are working across organisational boundaries and join forces to share best practice and tackle the common challenges that are impacting patient care.

The development of neighbourhood health models – particularly in east Kent, a designated national pioneer site – represents a significant opportunity to transform community care. These models aim to deliver more proactive, preventative and person-centred services by embedding care within local communities. This approach has the potential to improve access, reduce health inequalities, and strengthen relationships between providers and the populations they serve.

Realising this opportunity, however, requires overcoming several challenges, in particular the need for seamless integration between physical and mental health services, ensuring that care is truly holistic. It also demands cultural alignment across multiple organisations, alongside a shared commitment to innovation, collaboration, trust and continuous learning.

Both trusts operate within a broader context of financial constraint, rising demand and the need for system-wide transformation, as outlined in the Kent and Medway Integrated Care Strategy.

Appendix 1: Values and concepts from NHS Leadership Competency Framework

Our people promise:

- We are compassionate and inclusive
- We are recognised and rewarded
- We each have a voice that counts
- We are safe and healthy
- We are always learning
- We work flexibly
- We are a team

NHS values

- Working together for patients
- Respect and dignity
- Commitment to quality of care
- Compassion
- Improving lives
- Everyone counts

Our leadership way

We are compassionate

- We are inclusive, promote equality and diversity, and challenge discrimination
- We are kind and treat people with compassion, courtesy and respect.

We are curious

- We aim for the highest standards and seek to continually improve, harnessing our ingenuity
- We can be trusted to do what we promise

We are collaborative

- We collaborate, forming effective partnerships to achieve our common goals
- We celebrate success and support our people to be the best they can be

Health and Care Act 2022

- Collaborate with partners to address our shared priorities and have the core aim and duty to improve the health and wellbeing of the people of England.
- Improve the quality, including safety, of services provided.
- Ensure the sustainable, efficient use of resources for the wider system and communities

Seven principles of public life

- Selflessness
- Integrity
- Objectivity
- Accountability
- Openness
- Honesty
- Leadership

Appendix 2: Terms of Appointment

- The current remuneration for this role is £55,000 per annum plus £10k complexity with a 12-month review.
- You will have considerable flexibility to decide how you manage the time needed to undertake this role. On average, it will require a minimum of 3 days a week, including preparation time away from the Trust, the occasional evening engagement and events designed to support your continuous development.
- Applicants should live in or have strong connections with the area served by the Trust.

Given the significant public profile and responsibility members of NHS Boards hold, it is vital that those appointed inspire confidence of the public, patients and NHS staff at all times. NHS England makes a number of specific background checks to ensure that those we appoint are “fit and proper” people to hold these important roles. More information can be found on our [website](#).

Appendix 3: More information

For information about the Trust, such as business plans, annual reports, and services, visit their websites:

- [NHS | Kent Community Health](#)
- [Kent and Medway Mental Health NHS Trust](#)

Follow the links for more information about:

- **Support to prepare candidates to apply for a non-executive vacancy including:**
 - Building your application
 - Sources of information and useful reading
 - Eligibility and disqualification criteria
 - Terms and conditions of Chair and non-executive director appointments
 - How we will handle your application and information
- **[View all current Chair and non-executive vacancies](#)**
- **[Sign up to receive email alerts on the latest vacancies](#)**
- **[Contact details for the Senior Appointments and Assessment Team](#)**

NHS England respects your privacy and is committed to protecting your personal data. We will only use personal data where we have your consent or where we need to comply with a legal or statutory obligation. It is important that you read [this information](#) together with our [privacy notice](#) so that you are fully aware of how and why we are using your data.

Appendix 4: Making an application

For more information, you can get in touch with:

- **Kent Community Health Foundation Trust** - for an informal and confidential discussion with Mairead McCormick, Chief Executive please contact Ms Minu Ayaz, Business Manager on 01622 952337 or by emailing minu.ayaz@nhs.net.
- **Kent and Medway Mental Health NHS Trust** - for an informal and confidential discussion with Sheila Stenson, Chief Executive please contact Sharon Tree, Executive Assistant on 07775 031735 or by emailing Sharon.Tree1@nhs.net
- **NHS England** – for general process enquiries contact Miriam Walker by emailing miriam.walker@nhs.net

If you wish to be considered for this role please provide:

- a CV that includes your address and contact details, highlighting and explaining any gaps in your employment history
- a supporting statement that highlights your motivation for applying and your understanding of the NHS and the role. You should outline your personal responsibility and achievement within previous roles and how your experience matches the person specification
- the names, positions, organisations and contact details for three referees. Your referees should be individuals in a line management capacity, and cover your most recent employer, any regulated health or social care activity or where roles involved children or vulnerable adults. Your references may be taken prior to interview and may be shared with the selection panel. In accordance with [NHSE's FPPT framework](#) if appointed your references and other background checks will be shared with the Trust.
- please complete and return the monitoring information form which accompanies this pack
- tell us about any dates when you will not be available

This information should be emailed to england.Chairsandneds@nhs.net quoting reference **S3346** in the subject line.

Appendix 5: Key dates

Closing date for receipt of applications: 5 December 2025 at 12noon

Stakeholder event: Shortlisted candidates will be invited to meet groups of its key stakeholders on **18 December 2025 in Kent**

Interview date: 18 December 2025 in Kent

Proposed start date: Spring 2026

NHS England

E: england.Chairsandneds@nhs.net

W: england.nhs.uk