

# Could you help lead the NHS in your area?

**Kent and Medway Mental Health NHS  
Trust**

**Non-executive Director**

**Candidate information pack**

**Reference: S3478**

**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. Introduction

Thank you for your interest in applying for the role of non-executive director with Kent & Medway Mental Health NHS Trust. This is a great opportunity for someone who has a commitment to public service and the NHS, and who is motivated to improve services for individuals with mental health problems – often some of the most vulnerable of our local citizens.

The Trust is a welcoming place to work, and we are proud of our staff who are loyal and committed. In recent years, we have celebrated a number of achievements. We have, for example, seen encouraging developments in improving the wait time for dementia diagnoses, and we have worked hard to reduce the level of violence and aggression on our wards. We are in the midst of a bold transformation agenda, and once this is embedded, there will be substantial benefits for our service users in terms of improved access to the right service that meets their needs. This new model has entailed working in a successful partnership with the voluntary sector; we are building confidence in our cross-sector working and have further innovations planned.

The Trust concluded 2024-25 in a sound financial position, generating a surplus. This achievement, amidst the ever-growing demand for our services, is a testament to our collective commitment to responsible financial management.

There are challenges, many of which are exacerbated by our geography: the county is large with a dispersed population, and an extensive coastline where many of our more socioeconomically deprived communities live; our staff are spread across more than sixty sites, and the quality of the care that we deliver is not consistently excellent. Patient flow also requires new and more sustainable approaches, given the demand on our beds. As a priority we are embarking on a development programme to build the confidence and capability of our leadership to manage these challenges.

We will be embarking on a new strategy in April 2026. If you feel that you would like to be part of this journey, and that you share our values, we would welcome your application.



# 2024-2025 at a glance



33.5%

of dementia patients diagnosed within 6 weeks (up from just under 8%)



90%

of staff using new app-based intranet within first 6 months

90%

of mental health patients in acute hospitals triaged within 1 hour by liaison psychiatry (up from 30%)



Mental Health Together & Mental Health Together Plus rolled out across Kent & Medway. Nearly

24,000 people supported

RCPsych perinatal accreditation

(only 50% of mother and baby units in England accredited); leading South East perinatal provider collaborative



18

permanent consultants appointed so patients get quicker access to support



Innovation Den winners with projects to improve patient and staff well-being

Electric vehicle charging at 3 main sites;

75% carbon reduction in Hydrotreated Vegetable Oil generator trial; &

430 trees planted

10,000

research participants reached; research community nearly doubled to 374



2

new safe havens opened;

10

available across county;

200+

people supported by first Recovery House

Increased engagement with NHS staff survey,

55%

of staff responded (above national average for mental health trusts using same company as us) particularly from black and minority ethnic staff where engagement score rose



## 2. The opportunity

There is a vacancy for a Non-executive Director (NED) at Kent and Medway Mental Health NHS Trust to Chair the Audit and Risk Committee, for a three-year tenure. This is an exceptional opportunity to share your talents and expertise to make a positive difference to the lives of people served by the Trust.

## 3. The person specification

**It is important to our Board that its non-executive members reflect the communities that we serve; that they bring strong diversity of experience and thought; and that they live in or have strong connections to the people of Kent.**

### Essential criteria

You will need to have a genuine commitment to patients and the promotion of excellent health care services. You will have senior level experience in the following area:

- Financial management experience gained in a commercial environment with a recognised finance qualification and experience of managing significant budgets
- Strong understanding of financial strategy, budgeting, audit processes and financial risk management
- Familiarity with corporate governance frameworks, ideally in complex organisations
- Experience in governance roles, advising audit, risk or finance committees
- Familiarity with public sector frameworks and accountability
- Ability to assess and oversee risk frameworks and internal controls.

### 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:



<b>Working together for patients*</b>	<b>Compassion</b>
Building a trusted relationship with partners and communities	Creating a compassionate, just and positive culture
<b>Respect and dignity</b>	<b>Improving lives</b>
Promoting equality and inclusion and reducing health and workforce inequalities	Setting strategy and delivering long term transformation Driving high quality sustainable outcomes
<b>Commitment to quality of care</b>	<b>Everyone counts</b>
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 competency domains are aligned to [Our NHS People Promise](#), [Our Leadership Way](#) and the [Seven Principles of Public Life](#) (Nolan Principles).

### 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.

#### 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.

#### 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.



### 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.

### 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.

### 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.

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.

- On average this role will require the equivalent to 2 to 5 days a month, however the time commitment may vary and a flexible approach should be taken.
- The remuneration payable for this role is £13,000 (standard rate for all NEDs) per annum.

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 and the Trust make 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](#).

## 4. About Kent and Medway Mental Health NHS Trust

We provide a wide range of adult mental health and learning disability services to our local population of 1.8 million people in Kent and Medway, as well as specialist services for adults in Sussex and Surrey. Each year we care for over 2,000 people in our hospitals and more than 59,000 people in the community. We are proud to have a workforce of over 3,900 people from 76 nationalities, and to serve an increasingly diverse range of communities across rural and urban areas.

We are part of the Kent and Medway Integrated Care System, a partnership of organisations that come together to plan and deliver joined up health and care services to improve the lives of people across Kent and Medway.

### **Our Strategic Priorities**

Please read Kent and Medway Mental Health NHS Trust's Strategy ([nhs\\_kentmedway\\_strategyversion\\_09.pdf](#)) which sets out the ambition of the Trust.

This year, the six priorities underpinning our three strategic pillars are:

- Patient flow, so we can see people quicker, closer to home and in the least restrictive settings
- Mental Health Together, so we can transform how we care for people with complex mental health needs, alongside our partners, in the community
- Dementia, so we can diagnose and care for more people who are waiting to be seen in a quicker time
- Reducing all forms of violence and aggression, including racially motivated, against our people so that they can come to work and feel safe and supported
- Transforming our culture and identity so that we have the right behaviours within Kent and Medway Mental Health NHS Trust and do more to help our patients, partners and community know who we are and what we do, ultimately making us a better place to work, be cared for and partner with.
- Getting the basics right, so we make everyone's working day easier and enable them to deliver the best possible care.



## Our values

### Caring

This is where it all begins and where we make a real difference, for everyone. We're here to care, truly care. That means seeing each other, listening and knowing we're all valued.

We look after each other because happy people give the best care. Every win, big or small, matters – it's someone's progress. And even when things get tough, we'll always be kind, always listen and always respect.

### Inclusive

We can only deliver high-quality care by being inclusive in every way. Being inclusive means actively promoting diversity, respecting the knowledge, experience and skills other bring to the table, and recognising and celebrating individual strengths.

We know that if we seek out and hear everyone's voices, we will make the best decisions – not just for our people, but for our patients, their loved ones and wider partners too.

### Curious

Being curious is looking beyond the surface, asking 'why' and 'what if' to truly understand the needs of our patients, of each other and the challenges we face.

It makes us lifelong learners, open to new ideas and innovations to improve what we do. It empowers us to challenge how things are done to provide the best care possible.

### Confident

Confidence is knowing you can speak up when something matters and knowing you will be heard, not judged. If we see something, we say something and we will be heard.

We believe in our skills, our knowledge and the amazing difference we are making as our work improves lives. We take pride in what we do, as individuals and as a team – doing well together for each other and our patients.

## Appendix 1: More Information

For information about the Trust, such as business plans, annual reports, and services, visit their [website](#). Follow the links for more information about:

- **Support to prepare candidates to apply for a non-executive vacancy including:**
  - About the NED role
  - 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 2: Making an application

For more information, you can get in touch with:

- Applicants will have an opportunity to speak briefly with Jackie Craissati, Chair of the Trust, and shortlisted applicants may also wish to speak to Sheila Stenson, Chief Executive Officer. Please contact Sharon Tree by emailing [Sharon.tree1@nhs.net](mailto:Sharon.tree1@nhs.net)
- **NHS England** – for general process enquiries contact Helen Barlow by emailing [helen.barlow2@nhs.net](mailto:helen.barlow2@nhs.net)

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

- a CV of no more than two pages that includes your address and contact details, highlighting and explaining any gaps in your employment history
- a short, two-page, 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 meets the essential criteria for the role



- 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 as well as previous employer(s) from the past six consecutive years. They should also cover 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 and is available for download
- tell us about any dates when you will not be available

### Appendix 3: Key dates

- **closing date for receipt of applications: 8<sup>th</sup> January 2026 at 11am.** Please forward your completed application to [england.chairsandneds@nhs.net](mailto:england.chairsandneds@nhs.net) quoting reference **S3478**
- **Interview date: w/c 9<sup>th</sup> February 2026**
- **Proposed start date: 1<sup>st</sup> April 2026**

### NHS England

E: [england.chairsandneds@nhs.net](mailto:england.chairsandneds@nhs.net)

W: [england.nhs.uk](http://england.nhs.uk)