



**NHS**

**Medway**  
NHS Foundation Trust

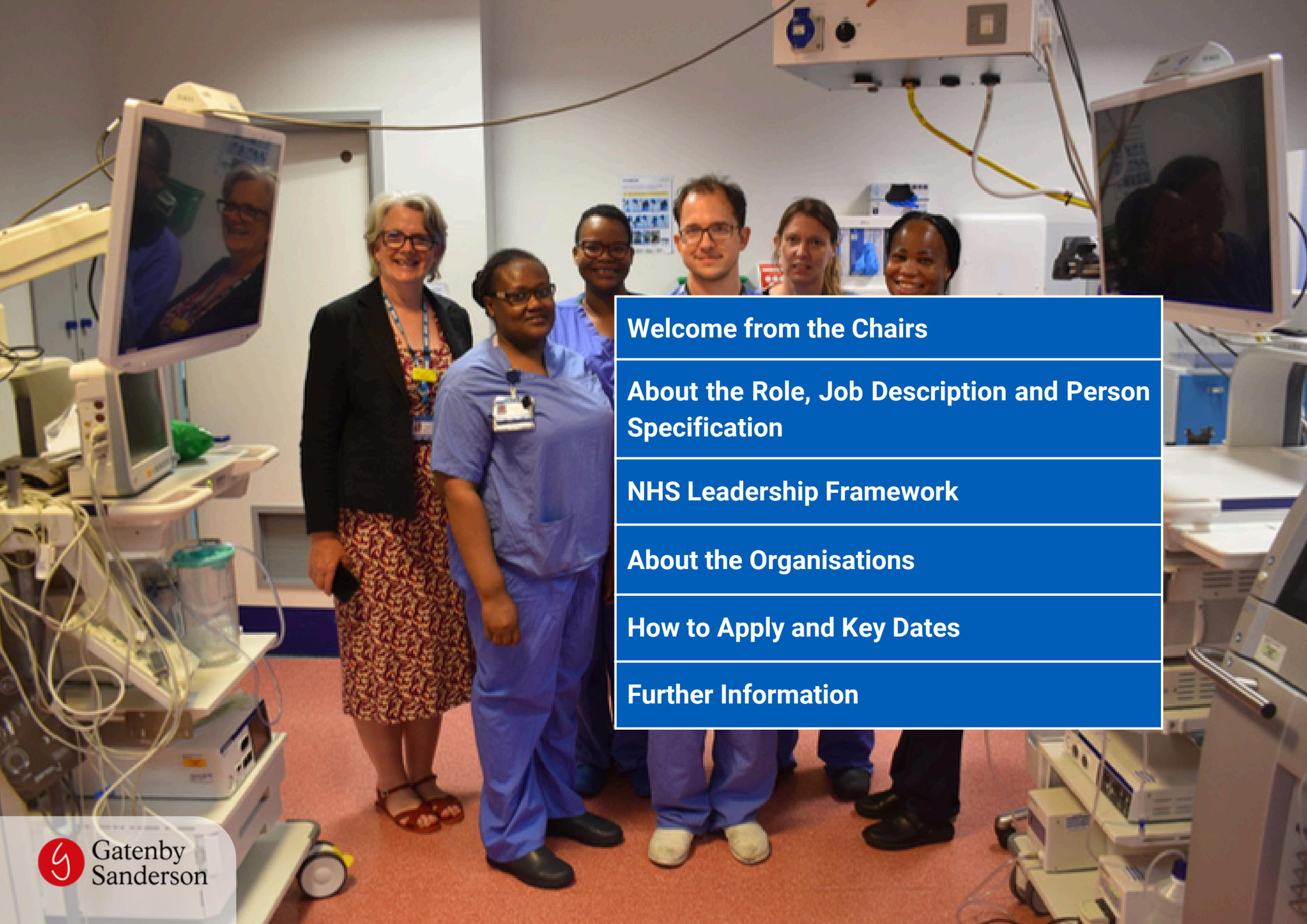


**NHS**

**Dartford and Gravesham**  
NHS Trust



# Non-Executive Directors Audit Chair



**Welcome from the Chairs**

**About the Role, Job Description and Person Specification**

**NHS Leadership Framework**

**About the Organisations**

**How to Apply and Key Dates**

**Further Information**

# Welcome from our Chairs

Hello, and thank you so much for taking the time to explore the opportunity to join Dartford and Gravesham NHS Trust as Audit Chair or Medway NHS Foundation Trust as Chair of the Audit and Risk Committee. This is an exciting opportunity for senior leaders with a background of impressive leadership experience, who are motivated to drive the transformation of high-quality services for our populations in Kent.

Each Trust has a strong board, and committed staff. Recent achievements include improved Emergency Department performance at Dartford and Gravesham NHS Trust, whilst Medway NHS Foundation Trust continues to develop and implement its Integrated Improvement plan, driving transformation to improve outcomes for patients.

In both Trusts we are incredibly proud of the care we provide and the commitment our people show every day. Our communities rely on us at some of the most important moments in their lives, and we never take that responsibility lightly. What drives us is delivering compassionate, safe, high-quality care, and continually improving the services our communities depend on. Both Trusts are in the midst of bold transformation programmes that, once embedded, will bring substantial benefits in terms of consistently high-quality sustainable services.

There are considerable challenges, partly as a result of the Kent & Medway system being so financially challenged. Patient flow in both Trusts requires new and more sustainable approaches, given the demand on beds, whilst Medway is driving cultural change across the organisation along with significant cost improvement work.

As we look ahead, we are seeking two new Non-Executive Directors; one for each organisation, who share our passion for improving lives and who can bring thoughtful challenge, curiosity, and meaningful insight to our Boards - this could be one person undertaking 2 roles or different people. You don't need to think like everyone else; in fact, we hope you don't. What matters is your commitment to excellent clinical care, your belief in collaborative leadership, and your desire to make a real difference.

We warmly welcome applicants from all backgrounds and communities, particularly those currently under-represented in senior leadership. Diversity of experience enriches our thinking, strengthens our decisions, and helps us better reflect the people we serve. If this resonates with you, and you feel you could play a part in the next chapter of Dartford & Gravesham or Medway, we would be delighted to hear from you.



**Dr Jackie Craissati MBE, Chair,  
Dartford and Gravesham NHS Trust**



**John Goulston, Chair, Medway  
NHS Foundation Trust**

# Non-Executive Director About the Role

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There are two vacancies for an Non-Executive Director (NED) - one at Medway NHS Foundation Trust to Chair the Audit and Risk Committee and one at Dartford & Gravesham NHS Trust to Chair the Audit Committee, for a three-year tenure. These are exceptional opportunities to share your talents and expertise to make a positive difference to the lives of people served by the Trusts.

We are looking for people with significant financial leadership experience at, or near to Board. You may have a background in the private and commercial sector, the public sector, or the not for profit sector, but you will have a passion for the delivery of health care that is high quality, safe, patient focused with attention to how we spend public money.

The DGT NED will start in December 2026



# Non-Executive Director Person Specification

It is important to our Boards that its non-executive members reflect the communities that we serve; and that they bring strong diversity of experience and thought.

## Essential criteria

You will need to have an accountancy qualification, with many years of senior leadership experience in large and complex organisations. You will have a commitment to the promotion of excellent health care services, and be able to also evidence

- A good understanding of corporate governance, ideally with recent direct experience, and a clear understanding of the role of a Non-Executive Director
- The ability to accept accountability and probe and challenge constructively;
- The ability to effectively engage with a range of stakeholders and build effective partnerships
- Familiarity with governance frameworks in large and complex organisations, including experience engaging with audit committees.
- Eligibility to be a member of the Foundation Trust (Medway only: [membership](#))

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

- On average this role will require the equivalent of 2 to 4 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 in the public, patients and NHS staff at all times. NHS England and the Trusts 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](#).

# 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 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.

# NHS Leadership Competency Framework for Board Members

<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).

# About our Organisations



**Dartford and Gravesham**  
NHS Trust



**Medway**  
NHS Foundation Trust

# Dartford and Gravesham NHS Trust



We are one of the largest hospital trusts in North Kent, with services at five sites serving a local population of over 500,000 people.

Our vision is to be an outstanding hospital Trust providing the best possible care for our patients that is safe, well-coordinated, in the right place and designed around the patient's needs. Everything we do is guided by our vision and core Trust values.

We have a strong focus on innovation and improvement to deliver the best care as possible to our patients. As our local populations are increasing, our services are undergoing a period of expansion and service development. We are continuously looking for ways to develop models of best practice as well as new ways of working to enhance and improve the services we offer to our local populations.

We are a founding member of Guys and St Thomas' Healthcare Alliance which creates a unique relationship that will enable us to access expertise, and the knowledge of a major London teaching hospital closer to home. Providing better care and better outcomes for the people of Dartford and Gravesham and the community we serve is integral to everything we do.



# Our behaviours



Care with  
**COMPASSION**



**RESPECT**  
& Dignity



Striving to  
**EXCEL**



Professional  
**STANDARDS**



Working  
**TOGETHER**

<p><b>What I do</b></p> <ul style="list-style-type: none"> <li>I make the care of patients my first concern</li> <li>I treat patients as individuals and respect their dignity</li> <li>I am never too busy to care</li> <li>I ensure I communicate clearly in ways patients understand</li> <li>I take prompt action if safety, dignity or comfort is being compromised</li> </ul>	<p><b>What I do</b></p> <ul style="list-style-type: none"> <li>I contribute to a positive working environment, and am polite at all times.</li> <li>I challenge bullying, harassment, and other offensive behaviour</li> <li>I recognise people are individuals and work to eliminate discrimination</li> <li>I thank colleagues and celebrate success</li> </ul>	<p><b>What I do</b></p> <ul style="list-style-type: none"> <li>I provide the highest quality service I can</li> <li>I find ways to improve my performance and learn</li> <li>I respond constructively to suggestions for improvement</li> <li>I seek feedback and act on it</li> <li>I ensure a safe working environment</li> </ul>	<p><b>What I do</b></p> <ul style="list-style-type: none"> <li>I take personal accountability and strive for high standards</li> <li>I ensure I understand the standards required of me</li> <li>I plan ahead</li> <li>I am open, honest and ethical</li> <li>I role model professional behaviour</li> <li>I have the courage to do the right thing and speak up</li> </ul>	<p><b>What I do</b></p> <ul style="list-style-type: none"> <li>I recognise and work closely with members of the 'wider' teams I am part of</li> <li>I am warm and welcoming to new members to the team</li> <li>I actively and positively engage in 1-2-1 and team meetings</li> <li>I am clear about what is expected of me and how I contribute to the teams effectiveness</li> </ul>
<p><b>What I do as a leader</b></p> <ul style="list-style-type: none"> <li>I ensure high quality care is the top priority</li> <li>I ensure that high standards of care are provided by my teams</li> <li>I seek and act on feedback from those who use my services</li> </ul>	<p><b>What I do as a leader</b></p> <ul style="list-style-type: none"> <li>I create a positive working environment</li> <li>I respect everyone's contribution</li> <li>I take effective action to eliminate discrimination</li> </ul>	<p><b>What I do as a leader</b></p> <ul style="list-style-type: none"> <li>I lead improvement and innovation</li> <li>I create a culture of high expectation and ambition</li> <li>I give staff the confidence to perform to their best of their ability</li> </ul>	<p><b>What I do as a leader</b></p> <ul style="list-style-type: none"> <li>I gain assurance that services are provided professionally</li> <li>I ensure my staff are appraised developed and have clear objectives</li> <li>I tackle sub-optimal performance constructively</li> </ul>	<p><b>What I do as a leader</b></p> <ul style="list-style-type: none"> <li>I engage with my team so they have shared objectives, communicate clearly and discuss our effectiveness</li> <li>I ensure my team works constructively with others</li> <li>I share learning when something has gone wrong</li> </ul>
<p><b>What I don't do</b></p> <ul style="list-style-type: none"> <li>I am dismissive of patients concerns</li> <li>I pursue interests other than the patient's</li> <li>I put myself first</li> <li>I do not apologise when things go wrong</li> </ul>	<p><b>What I don't do</b></p> <ul style="list-style-type: none"> <li>I patronise or undermine others</li> <li>I am impolite, unprofessional, offensive or bullying</li> <li>I avoid tackling inappropriate behaviour</li> <li>I provide no or unconstructive feedback</li> </ul>	<p><b>What I don't do</b></p> <ul style="list-style-type: none"> <li>I ignore or accept poor performance</li> <li>I contribute to or permit substandard working environments</li> <li>I block improvements</li> </ul>	<p><b>What I don't do</b></p> <ul style="list-style-type: none"> <li>I avoid taking action</li> <li>I do not check if I don't understand what to do</li> <li>I do not admit errors or learn from them</li> <li>I react defensively to constructive feedback</li> </ul>	<p><b>What I don't do</b></p> <ul style="list-style-type: none"> <li>I work to my own agenda</li> <li>I am insensitive to the impact of my actions on others</li> <li>I blame others and avoid ownership when things go wrong</li> </ul>

# Dartford and Gravesham NHS Trust - Our Strategy



Dartford and Gravesham  
NHS Trust



You can download our full strategy at the link here: [https://www.Dartford and Gravesham NHS Trust.nhs.uk/download\\_file/view/22041/3336](https://www.Dartford and Gravesham NHS Trust.nhs.uk/download_file/view/22041/3336)

# Medway NHS Foundation Trust

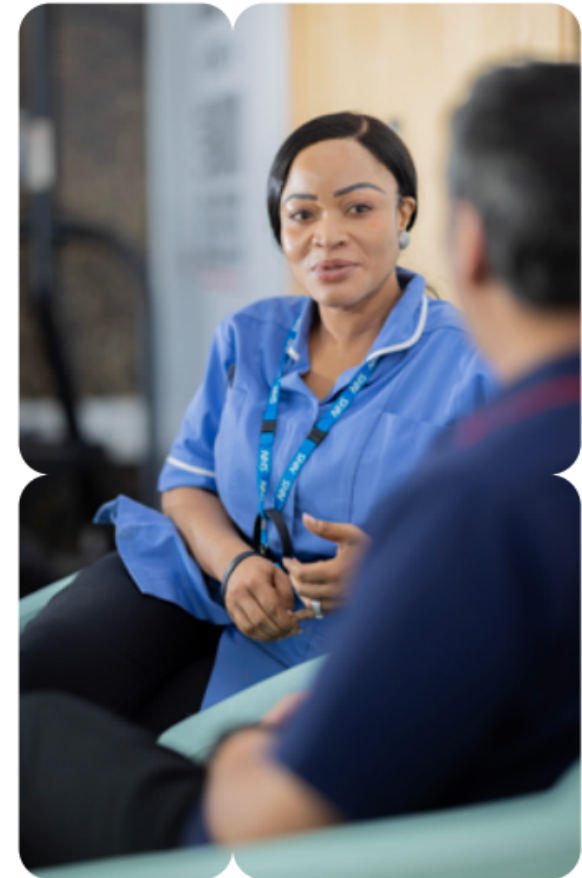


Medway NHS Foundation Trust is a single-site hospital Trust based in Gillingham, Kent serving more than 427,000 people across Medway and Swale.

We provide clinical services to more than half a million patients a year, including approximately 180,000 attendances to our Emergency Department, more than 87,000 admissions, more than 345,000 outpatients' appointments and more than 4,600 babies born last year.

As an NHS Foundation Trust, we have 26 seats on the Council of Governors who will make this appointment, and more than 6,000 public members. We employ more than 5,000 staff, making us one of Medway's largest employers. In addition, over 300 volunteers provide invaluable support across the League of Friends, Hospital Radio and the Voluntary Services Department.

Our Trust is made up of five divisions – Cancer and Core Clinical Services, Central Operations, Medicine and Emergency Care, Surgery and Anaesthetics and Women, Children and Young People.



# Medway NHS Foundation Trust - Our Values



Our culture and values are the heartbeat of who we are as an organisation.

Our vision and values are a really important statement of the healthcare provider we want to be and of the way we work together. They have been shaped by feedback following engagement with more than 600 members of staff, through surveys, workshops and focus groups. Our staff live these values every day.

The Trust's overall objective is to continually improve our service and provide the best of care through the best of people and in doing so we will add life to years not just years to life.

## **BOLD**

We are inspiring and ambitious



## **Every Person Counts**

We are respectful and supportive

## **Sharing and Open**

We are open and speak up

## **Together**

We are inclusive and responsible



# How to Apply

Apply for the role via the **GatenbySanderson** website here:

- Please submit an up to date copy of your CV, along with a Supporting Statement that addresses the criteria set out in the person specification, using examples to demonstrate how you meet the essential requirements.
- Please confirm which Trust you are applying for or whether you wish to be considered for both. You only need to complete one application.
- A completed fit and proper person form - the template can be downloaded from the same place as the job description.
- Detail any employment or education gaps.
- You should provide the names, positions, organisations, and contact details for your referees, which must be your line managers and include your current and most recent employer. The referees should cover at least two roles as the minimum. Please note, should you be appointed, you will be required to provide references covering your last 6 years of employment. Where there have been gaps in employment, this 6 year period will be extended accordingly. Referees will only be contacted for those proceeding to the final stage - we will always gain your permission before we contact referees.
- Let us know any difficulty with the indicative timetable.

## Key Dates

<b>Closing date</b>	<b>8 June</b>
<b>Preliminary Interviews</b> <i>(via Teams with GatenbySanderson)</i>	<b>w/c 15 June</b>
<b>Stakeholder Session</b> <i>(30 min slot via Teams)</i>	<b>w/c 22 June</b>
<b>Final Interview</b> <i>(Face to face)</i>	<b>w/c 29 June</b>

**For a confidential discussion, please contact:**

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## These are public appointments made by NHS England:

For information about the Trusts, such as business plans, annual reports, and services, visit the Medway NHS Foundation Trust [website](#) and the Dartford and Gravesham NHS Trust [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

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