

Chair

Role Description

1. LEADERSHIP OF THE BOARD OF DIRECTORS

- Provide leadership of the Board, ensuring programmes are in place to promote continuous development and undertake regular evaluation of the Board's effectiveness.
- Build an effective Board by developing and embedding new non-executive directors.
- Shape the culture of the organisation, its values and behaviours, ensuring they are demonstrated by the Board in all its actions.
- Develop the strategic direction of the organisation and set challenging objectives to underpin continuous improvement in performance.
- Ensure an effective contribution from all Board members and formally appraise Non-Executive and Chief Executive performance at least twice each year.
- Ensure the Board effectively monitors the performance of the organisation and has a clear understanding of the risks and challenges (both internal and external) facing the organisation.
- Ensure the Board is fully engaged with staff throughout the organisation, understands and is responsive to expressed concerns and actively encourages staff involvement in the Trust's operational and strategic plans.

2. LEADERSHIP OF THE COUNCIL OF GOVERNORS

- Lead the Council of Governors and ensure it is enabled effectively to undertake its roles, especially
 - holding the Non-Executives to account for the performance of the Board;
 - contributing to the forward plans of the organisation.
- Work with Governors to ensure an effective and productive engagement with the Trust's membership and actively participate in membership events.
- Work with Governors to facilitate their involvement in Trust working groups and other activities, as appropriate.

3. GOVERNANCE

- Ensure the Trust complies with its Licence, constitution and all relevant legislation and regulations.
- Ensure the highest standards of probity, integrity and governance and that the Trust's internal governance arrangements conform to best practice and statutory requirements in particular for financial sustainability, and for clinical and financial systems of control.

4. RELATIONSHIPS WITH EXTERNAL STAKEHOLDERS

- Ensure the Trust has an effective and responsive relationship with NHS England and NHS Improvement.
- Develop productive relationships with partners across Kent and Medway ICS, the Clinical Commissioning Groups and other key organisations in the health and care economy.
- Maintain strong relationships with East Kent's Members of Parliament and meet with them at least twice each year.
- Ensure effective relationships and communications with Kent County Council and other local authorities.
- Ensure an effective strategy of communications with the general public is developed and implemented.

5. RELATIONSHIP WITH THE CHIEF EXECUTIVE

- Develop a constructive, open and challenging relationship with the Chief Executive through regular communications and meetings.
- Hold the Chief Executive (and through him / her the Executive Directors) to account for the effective management and delivery of the Trust's strategic vision, objectives, performance and governance processes.

6. OTHER RESPONSIBILITIES

- Participate in the Board's Nominations, Remuneration and Finance Committees.
- Act as an ambassador of the Trust through active participation in external meetings and other events.
- Ensure a high level of visibility throughout the organisation and personally engage with staff across the organisation.
- Provide active support to the Trust's Leagues of Friends and volunteers.

Qualifications, Knowledge & Experience, and Skills

Attributes	Essential Criteria	Desirable Criteria	Test
Qualifications	<ul style="list-style-type: none"> The successful candidate will need to be a member of the Trust. (Membership can be gained via the completion of a very brief and straightforward form which is available on the Trust's website.) 	<ul style="list-style-type: none"> Education to at least degree level (or equivalent). A recognised business qualification (e.g. CCAB, MBA). 	Application
Knowledge & Experience	<ul style="list-style-type: none"> An outstanding track record of achievement, driving culture change at Board level as an Executive Director Non-Executive Director experience in a comparably large and complex organisation (could include private, public or third sectors) Substantial knowledge and experience gained at Board level of developing strategies for achieving strategic objectives A sound knowledge of good corporate governance 	<ul style="list-style-type: none"> A substantial number of years board level in a highly regulated sector Previous experience of working as a Chair of a Board of Directors in a comparably large and complex organisation (could include private, public or third sectors) Experience of working in healthcare of allied health sector. 	Application and/or interview

<p>Skills and attributes</p>	<ul style="list-style-type: none"> • Effective influencing and communication skills with a high level of ability to gain support and influence, both internally and externally. • Politically astute, adept at building partnerships and relationships with stakeholders • A champion of diversity, equality and inclusion 	<ul style="list-style-type: none"> • 	<p>Application and/or interview</p>
	<ul style="list-style-type: none"> • Strategic thinker with the ability to think and plan ahead, to develop a clear vision and enthuse others and innovative problemsolving capabilities. • Self-motivated with the drive to deliver continuous improvement. • Strong leadership skills with the ability to build an effective Board and hold the Chief Executive and non-executive directors to account. • Uphold the highest standards of conduct set out in the “The Seven Principles of Public Life” 		
<p>Patient and Community</p>	<ul style="list-style-type: none"> • A high level of commitment to patients, carers and the community. • A deep interest in healthcare issues and a commitment to the interest of patients. 	<ul style="list-style-type: none"> • An understanding of diversity of the community, and local health issues. • Ability to promote inclusion and involvement of the community 	<p>Application and / or interview</p>

Eligibility

The successful candidate must be available to work for the Trust at least 3 days a week.

You must also satisfy all of the criteria of the Fit and Proper Persons Requirement.

To be eligible for appointment as Chair you will need to be a member of the Trust. You can complete the membership form on-line at <https://www.ekhufft.nhs.uk/patients-andvisitors/members/membership-form/>

The successful candidate will ideally be resident within one of the following areas:

- Ashford Borough Council
- Canterbury City Council
- Dover District Council
- Folkestone & Hythe District Council
- Swale Borough Council
- Thanet District Council

However, applications from individuals who live outside East Kent are also welcome to apply, provided they maintain strong visibility in the Trust and fulfil the expected time commitment for the role. Such applicants will need to be a member of the Trust and can join as members of the 'Rest of England and Wales' constituency.

Disqualification Criteria

To be eligible for appointment as Chair you must not be disqualified by virtue of the criteria set out below:

- a person who has been adjudged bankrupt or whose estate has been sequestrated and (in either case) has not been discharged.
- a person who has made a composition or arrangement with, or granted a trust deed for, his creditors and has not been discharged in respect of it.
- a person who within the preceding five years has been convicted in the British Islands of any offence if a sentence of imprisonment (whether suspended or not) for a period of not less than three months (without the option of a fine) was imposed.

The Seven Principles of Public Life

Selflessness

- Holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.

Integrity

- Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.

Objectivity

- In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

Accountability

- Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

Openness

- Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

Honesty

- Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

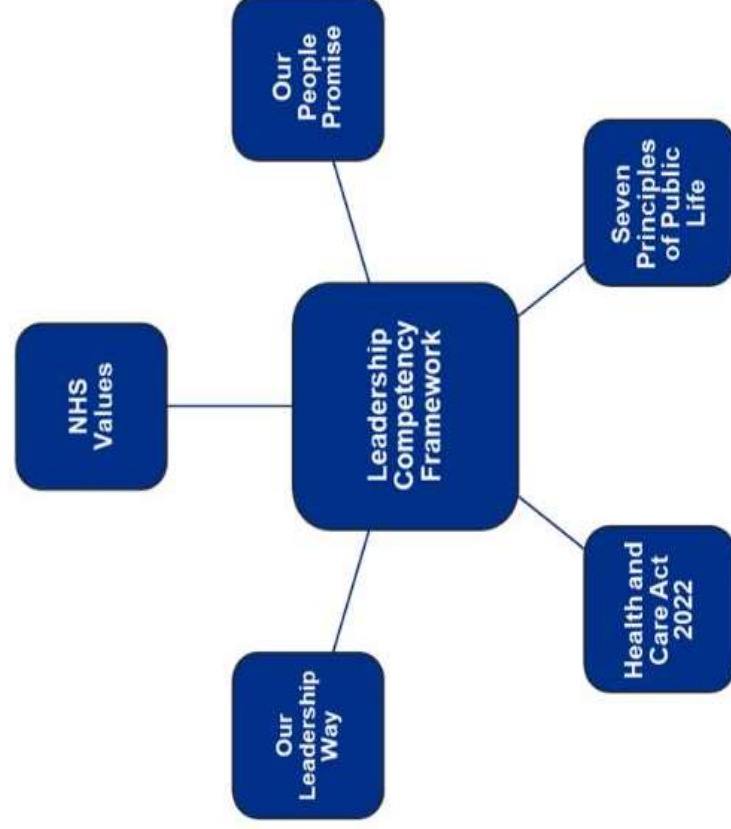
Leadership

- Holders of public office should promote and support these principles by leadership and example.

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:



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 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. 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.

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

Fit and Proper Persons Requirement

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 the care provider must not appoint a director unless:

- The individual is of good character.
- The individual has the qualifications, competence, skills and experience which are necessary for the relevant office or position or the work for which they are employed.
- The individual is able by reason of their health, after reasonable adjustments are made, to properly perform tasks which are intrinsic to the office or position for which they are appointed or to the work for which they are employed.
- The individual has not been responsible for, been privy to, contributed to or facilitated any serious misconduct or mismanagement (whether lawful or not) in the course of

- carrying on a regulated activity or providing a service elsewhere which, if provided in England, would be a regulated activity; and
- None of the grounds of unfitness specified in Part 1 of Schedule 4 apply to the individual (e.g. bankruptcy, sequestration and insolvency, appearing on barred lists and being prohibited from holding directorships under other laws).

Good character is measured by the criteria set out in Part 2 of Schedule 4 of the Regulations:

- Whether the person has been convicted in the UK of any offence or been convicted elsewhere of any offence which if committed in any part of the UK would constitute an offence; and
- Whether a person has been erased, removed, or struck off a register maintained by a regulator of a health or social work professional body.