

Could you help lead the NHS in your area?

**Chair in Common of Hounslow and
Richmond Community Healthcare
NHS Trust and Kingston Hospital
NHS Foundation Trust**

Candidate information pack

Reference: L2350



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

This is a unique opportunity to lead across acute and community services to deliver outstanding care to the local population. The post-holder will be Chair of the Trust Boards at both Kingston Hospital NHS Foundation Trust (KHFT) and Hounslow and Richmond Community Healthcare NHS Trust (HRCH).

For some time now HRCH and KHFT have been working closely together. In February 2020 Sian Bates was appointed as Chair in Common, part of the brief being to achieve greater alignment between the two organisations. In April 2021, Jo Farrar was appointed as interim Chief Executive for HRCH in conjunction with his continued role of Chief Executive of KHFT and the Trusts recently appointed a Chief Nurse in Common. It is expected that the journey to collaborate further in the interest of patients will continue to develop.

Places and place-based partnerships are to become a key feature of the planning and delivery of integrated health and care services. Whilst national guidance has set out broad parameters within which Places are expected to develop, there will be no national blueprint for their design. The core aims are:

- Better health – improving population health and wellbeing and reducing health inequalities
- Better care – providing consistently high-quality services, better outcomes, and patient experience
- Sustainability – maximising the use of Place-based resources
- Workforce – creating an environment for motivated, happy staff

HRCH and KHFT are already moving in this direction of travel.

Both HRCH & KHFT are high performing trusts and best in class for quality and staff experiences as evidenced in staff and patient surveys, as well as performance targets and awards.

HRCH and KHFT experiences over the past year of the Covid-19 pandemic have demonstrated the importance and benefits of system and Place-based working and the resilience and outcomes that can be achieved through a co-ordinated sharing of objectives, a pooling of resources, and a sense of common purpose.

2. 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 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.

3. 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 Trusts serve, and the wider system in which the organisations sit, receive the best possible care in a sustainable way.

Responsibilities of the chair

The Chair is responsible for leading the Trust Boards in setting the overall strategy and vision for the Trusts; and is a key ambassador for the Trusts, building and enhancing relationships with a wide range of stakeholders locally, regionally and nationally. Healthcare is a highly regulated environment: the Chair must lead the Board to provide assurance to the wide range of stakeholders.

The KHFT and HRCH Boards take collective responsibility for setting the strategic direction for the Trusts. The Boards oversee their commitment to working together to deliver exceptional, compassionate care – each and every time – and to provide outstanding care and services.

The Chair must ensure that the highest standards of integrity, probity and corporate governance prevail.

Strategic

In their strategic leadership role, the Trust Chair is responsible for:

- ensuring the Boards of Directors play a full part in developing and determining the Trusts' visions, values, strategies and overall objectives to deliver organisational purpose and sustainability
- ensuring the Trusts' strategies align with the principles guiding the NHS and the NHS values
- ensuring the Boards identify the key risks the Trusts face in implementing their strategies; determines their approach and attitude to providing effective oversight of those risks and ensuring there are prudent controls to assist in managing risk
- holding the Chief Executive to account for delivering the strategies and performance, providing support, challenge and advice, while respecting executive responsibility

People

In the role shaping organisational culture and setting the right tone at the top, the Trust Chair is responsible for:

- providing visible leadership in developing a healthy, open and transparent patient-centred culture for the organisation, where all staff have equality of opportunity to progress, the freedom to speak up is encouraged, and ensuring that this culture is reflected and modelled in their own and the Boards' behaviour and decision-making
- ensuring that constructive relationships exist between the KHFT Trust Board and the KHFT Council of Governors; that they work together effectively; and that in reaching their decisions the Trust Board is aware of the views of the Council of Governors, where appropriate
- ensuring that constructive relationships exist between the KHFT and HRCH Trust Boards and other local stakeholders; and that they work together effectively
- ensuring that the Trust Boards and Council of Governors are effective in all aspects of their roles; and that the Boards' and Council's agendas are appropriately focused on their key responsibilities
- promoting the highest standards of ethics, integrity, probity and corporate governance and, leading by example, to achieve a culture of openness and transparency
- promoting the Trusts commitment to equality, diversity and inclusivity at all times

- ensuring that constructive relationships based on candour, trust and mutual respect exist between Executive and Non-Executive Directors

In the role developing the Boards' capacity and capability, the Trust Chair is responsible for:

- ensuring the Boards have the right balance and diversity of skills, knowledge and perspectives, and the confidence to challenge on all aspects of clinical and organisational planning
- ensuring that new Directors and Governors receive a full, formal and tailored induction on joining the Trusts
- ensuring that Directors and Governors continually update their skills, knowledge and familiarity with the Trusts, to fulfil their role both on the Board/Council and on Board/Council Committees.
- developing Boards that are genuinely connected to and assured about staff and patient experience, as demonstrated by appropriate feedback and other measures, including the Workforce Race Equality Standard (WRES); Workforce Disability Equality Standard (WDES); and Equality Delivery System (EDS).

Partnerships

In the role as an ambassador for the Trusts within their local communities (including patients, members, public and staff) and with partners and stakeholders at local, regional and national levels, the Chair is responsible for:

- representing the organisation externally, developing and facilitating strong partnerships, and promoting collaborative, whole-system working through engagement with:
 - patients and the public
 - all staff
 - key partners across public, private and voluntary sectors
 - regulators
 - other chairs in the system and the wider NHS provider chair community
- ensuring that the Trusts work with and strengthen relationships with other NHS bodies, local authorities and other relevant organisations with an interest in the local health economy. In particular it will be important to play a leadership role in the development of the South West London Health and Care Partnership Integrated Care System, as well as North West London ICS
- ensuring that the Trust Boards are appropriately consulted and involve members, patients, clients and the local community.

- ensuring that the KHFT Council of Governors regularly communicates to members of the Foundation Trust details on how it has discharged its responsibilities, and that a members meeting takes place at least annually.

Governance

In the role as governance lead for the Board, the Chair is responsible for:

- ensuring that the Foundation Trust understands and operates as required by its legal and regulatory framework, and in particular its Licence as a Foundation Trust
- making sure the Boards and KHFT Council of Governors operate effectively and understand their own accountability and compliance with its approved procedures
- setting integrated Board agendas relevant to the Trusts' current operating environment and taking full account of the important strategic issues and key risks
- ensuring that the Boards and KHFT Council of Governors receive accurate, high quality, timely and clear information, that the related assurance systems are fit for purpose and that there is a good flow of information between the board, its committees, the council and senior management

In the role as facilitator of the Boards and KHFT Council of Governors, the Chair is responsible for:

- providing the environment for agile debate that considers the big picture
- ensuring the Boards applies sufficient challenge, balancing the ability to seize opportunities while retaining robust and transparent decision-making
- facilitating the effective contribution of all members of the Boards, drawing on their individual skills, experience and knowledge and in the case of Non-Executive Directors, their independence
- leading a formal and rigorous annual evaluation of the Trust Boards. This will include assessing the skills, behaviour and experience of members of the Boards against the strategic and operational requirements of the Trusts
- conducting a formal performance appraisal of the Chief Executive at least annually; and ensure the Chief Executive conducts annual appraisals of the other Executive Directors
- agreeing with the Council of Governors a process for evaluating the performance of the Non-Executive Directors, which aims to show whether each individual continues to contribute effectively to the performance of the Board

and Trust, and to demonstrate continuing commitment to the role; conduct a formal performance appraisal of each Non-Executive Director at least annually. Following this process, confirm that, following formal performance evaluation, any Non-Executive Director proposed for re-appointment at the end of a term of office continues to be effective and to demonstrate commitment to the role

- acting on the results of performance evaluation by recognising the strengths and addressing the weaknesses of the Boards, determining individual and collective development programmes and, where appropriate, proposing new members be appointed to the Boards or seeking the resignation of Directors

Outcomes focus

In the role as a catalyst for change, the Chair is responsible for:

- fostering a culture of innovation and learning, by being outward-looking, promoting and embedding innovation, technology and transformation through the Board business
- ensuring performance on equality, diversity and inclusion for all patients and staff is accurately measured and progressed against national frameworks, including WRES, WDES and EDS
- above all, ensuring the Boards maintain an unrelenting interest in and focus on the continuous improvement and self-assessment of patient safety, experience and clinical outcomes.

4. The person specification

We are looking for candidates who want to use their energy, skills and experience to help drive the delivery of compassionate and sustainable healthcare services for the people served by the Trusts. You will bring:

- A clear commitment to the NHS and the trust's values and principles
- A profile as a highly accomplished leader with an outstanding track record of achievement gained in an organisation of scale and complexity that is renowned for delivering high quality outcomes. Healthcare exposure is desirable
- Experience leading transformational change, managing complex organisations, budgets and people
- Significant experience as a Non-Executive Board member or Chair in a complex operating environment; proven experience of chairing meetings with the expertise to chair the Boards

- Credibility and approachability across a range of different stakeholder groups and with the capability to engage with staff and patients, their carers and families
- Well-developed ambassadorial skills with the capability to achieve visibility both internally and externally to the Trusts
- Demonstration and passion for delivering outstanding healthcare and for creating a culture that puts patients and staff at the centre of everything the trusts do.
- Highly developed commercial and financial acumen. Experience of long-term planning horizons, resource management and risk models.
- 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
- Fully attentive towards issues of equality, diversity and inclusion and a commitment to realise its benefits
- An ability to identify and address issues, including underperformance, and to scrutinise and challenge information effectively for assurance
- 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
- An appreciation of constitutional and regulatory NHS standards and experience in dealing with UK regulators government departments, other public sector stakeholders and the media would be advantageous
- Committed to system working across organisational boundaries and the development of the role of the Trusts in the wider health and care system
- A desire to engage with the local population and to collaborate with senior stakeholders across the health and care system
- Experience managing conflict, finding compromise and building consensus across varied stakeholder groups with potentially conflicting priorities

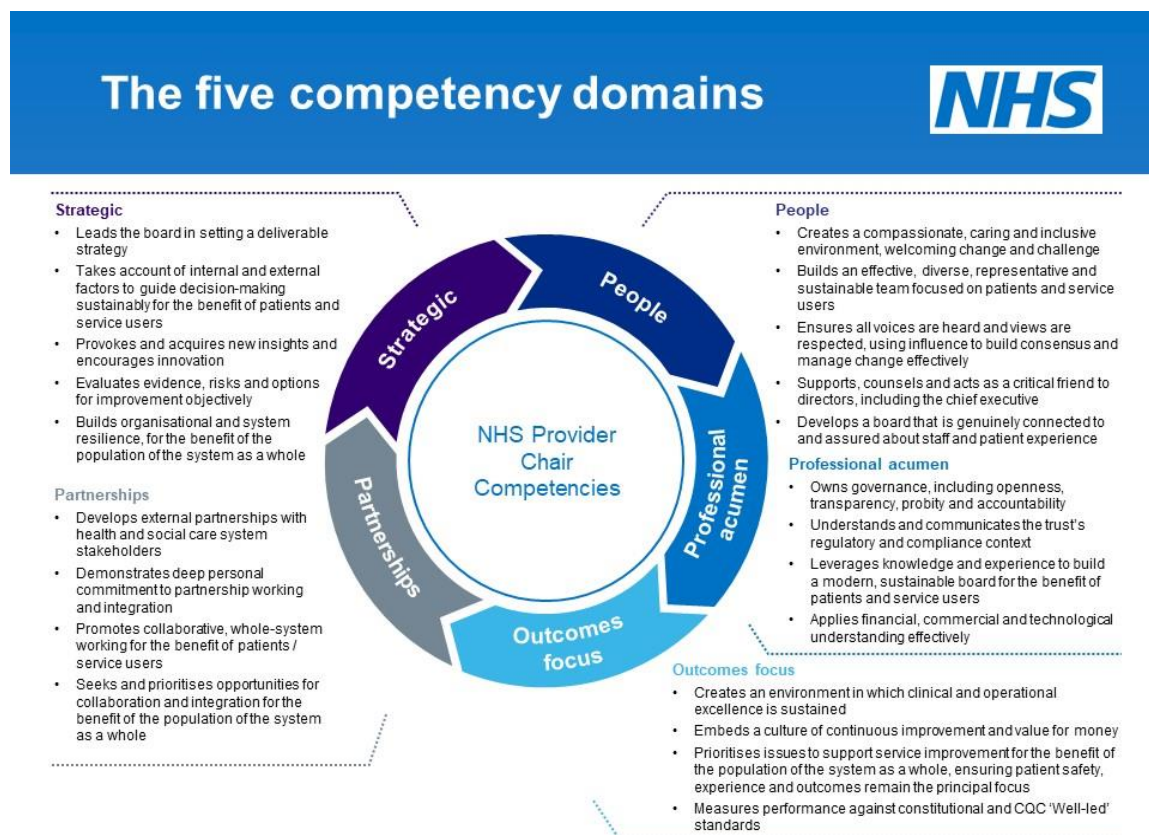
- Integrity, intellectual flexibility, influence and resilience as well as a commitment to the Trusts' values and the very highest levels of care.

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.

5. Chair competencies

The competency framework describes the core competencies required in the NHS provider chair's role, in the context of the NHS principles and values in the NHS Constitution. It is envisaged that the competency framework will be used to recruit and appraise chairs. The figure below shows this and detail the associated requirements under each competency.



6. About Kingston Hospital NHS Foundation Trust

Kingston Hospital NHS Foundation Trust (KHFT) is a single site, medium sized hospital, located within Kingston-Upon-Thames in South West London. The Trust provides services to approximately 350,000 people locally on behalf of its main Clinical Commissioning Groups - Kingston, Richmond, Wandsworth, Merton and Sutton Clinical Commissioning Groups in South West London and Surrey Downs CCG (East Elmbridge) in Surrey. As well as delivering services from the main hospital base, the Trust delivers ambulatory services at a range of community locations such as in Raynes Park, Surbiton, Queen Mary's Roehampton and Teddington, in partnership with GPs and community providers.

KHFT was licensed as an NHS Foundation Trust with effect from 1 May 2013. An inspection by the Care Quality Commission was undertaken in summer 2018, resulting in an overall 'Outstanding' assessment for quality, caring and for well led.

KHFT has approximately 350 beds and directly employs around 2,900 staff with another 300 staff employed by contractors working on behalf of the Trust.

The Trust has strong links with tertiary and specialist hospitals, particularly St George's University Hospitals NHS Foundation Trust. The Royal Marsden Hospital NHS Foundation Trust jointly provides cancer services with KHFT on the Kingston Hospital site in the Sir William Rous Unit. KHFT also has close links with Kingston University, St George's Medical School and with Chelsea & Westminster Hospital NHS Foundation Trust. They jointly run the Elective Orthopaedic Centre at Epsom Hospital in partnership with St George's, Croydon and Epsom & St Helier Hospitals. They are also a partner in South West London Pathology, a partnership set up with Croydon Health Services NHS Trust and St George's to provide a single, integrated pathology service across South West London and beyond.

KHFT provides a full range of diagnostic and treatment services and has a national reputation for innovative developments in healthcare, particularly in 'patient-focused' care across their services including emergency, day surgery and maternity services.

The Trust is also an active partner in the acute collaborative partnership that operates across the four Trusts of SW London. It is undertaking work on both back office and clinical support services to increase efficiency and reduce cost and is also commencing work on clinical standardisation and a review of elective services. As a member of the West London Cancer Vanguard, work is focused on developing high quality services across all providers and commissioners in West London (RM Partners).

The Trust is recognised as being relatively lean and efficient with low reference costs and the lowest Adjusted Treatment Cost according to the Lord Carter productivity review.

6.1. Key Facts

- KHFT is the first 'outstanding' acute Trust for Quality in London and the first 'outstanding' acute Trust for Well Led in their last CQC inspection.
- KHFT was the first Foundation Trust in South West London.
- In the last year, the Trust saw over 127,000 patients in A&E, undertook almost 444,500 outpatient appointments and cared for more than 67,000 admitted patients (including day case and maternity admissions). Their maternity unit delivered over 4,900 babies.
- KHFT runs an award-winning Cancer Service.

6.2. Vision and Values

Since 2011, KHFT has been working to a set of core values developed by staff and patients to enable the organisation to deliver the shared vision of 'working together to deliver exceptional, compassionate care – each and every time'. They aim to make these values – 'caring, safe, responsible, and value each other - what we do for every patient, every colleague,' every day.

'Caring

- Design and deliver care around each individual patient's needs and wants.

Safe

- Make the safety of patients and staff our prime concern (safety comes first).

Responsible

- All staff take responsibility for the hospital, its services and reputation.

Value Each Other

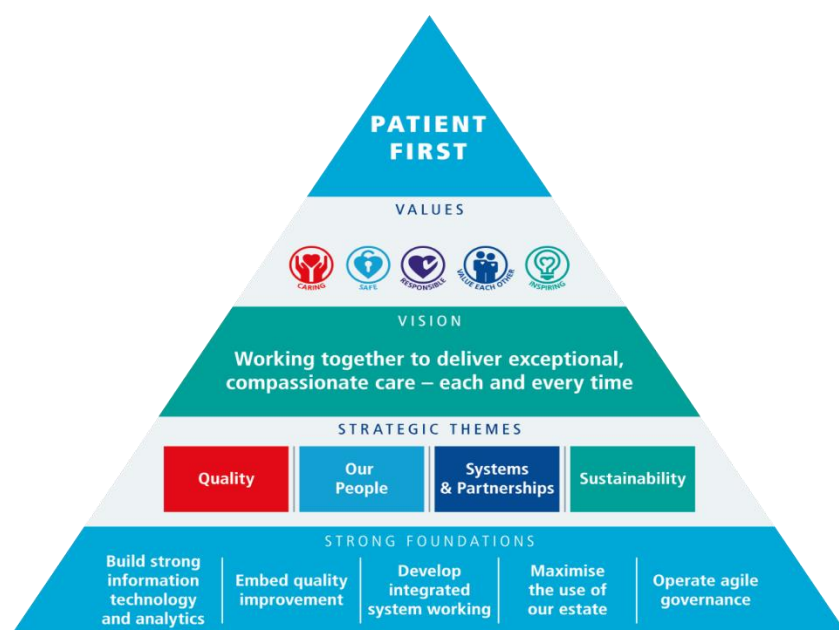
- We all value each other's contribution.

Inspiring

- We always strive to empower each other to develop and deliver improvements to benefit our patients'

6.3. Strategic Direction

The objectives for the Trust are presented below.



The Trust's True North Programme – Always Patients First

There is a further Quality Priority to 'Engage more patients in service improvements' (Patient Experience) which is a key principle of the Trust's Always Patients First Programme.

6.4. Key Achievements

- Outstanding for CQC Quality & Caring and for Well Led – first London acute Trust to be rated Outstanding.
- Strong safety metrics - SHMI at 0.83, significant progress in sign up to safety in maternity; low levels of infection and falls.
- Significant focus on dementia, recognising the high local incidence. Whole Trust training on approach; introduction of dementia champions; creation of dementia friendly environments in two wards and radiology and A&E. Highlighted as a positive case study of dementia care in the Alzheimer's Society report 'Fix Dementia Care' and featured in national BBC coverage.
- Strong and effective staff engagement. 11th in country in last staff survey for engagement, with high scores on recommending as a place for care and a place for work.

In receipt of a number of awards including:

- 2018 Health Business Awards – Outstanding Achievement in Healthcare.

- 2018 HSJ – Improving Outcomes Through Learning & Development Award: Maternity Team.
- 2018 Our Health Heroes – Staff Retention & Wellbeing Employer of the Year.

7. About Hounslow and Richmond Community Healthcare NHS Trust (HRCH)

HRCH provides community health services for around 523,000 people registered with GPs across the London boroughs of Hounslow and Richmond, but also serves a wider population across south west London for a range of more specialist community services. Their main commissioners are the North West London and South West London Clinical Commissioning Groups.

Every day their professionals provide high-quality healthcare in people’s homes and convenient local clinics. They help people to stay well in the community, manage their own health with the right support and avoid stays in hospital.

They employ around 1,200 people (excluding contractors), who work across a wide range of health centres, hospitals, GP surgeries, children’s centres, schools, local council facilities and in community settings – including in people’s homes.

Their most recent CQC rating (October 2018) rated the trust as Good overall, and Good across all domains and services.

7.1. Key Facts

- In a normal year, the Trust has more than a million patient/user contacts.
- They usually see about 156,000 patients at our Hounslow and Richmond Urgent Treatment Centres (UCC/UTCs).
- HRCH’s community matrons and district nurses attend about 236,000 patient appointments in a normal year.
- From April 2020 to mid-May 2021, HRCH had 31,000 virtual consultations with patients, totalling 13,000 hours, involving 437 staff.
- HRCH was one of few trusts to be rated ‘Good’ in all CQC domains consistent across all services in their last CQC inspection and they did exceptionally well in a CQC inspection of their infection prevention and control measures during the pandemic.

7.2. Our mission (what they are here for)

‘To provide outstanding care and services that we and our families would want to use.’

7.3. Our vision (what they aspire to be)

‘People will live healthier lives through high-quality, effective and co-ordinated care.’

7.4. Our values (what is important to them)

‘Our set of core staff values were developed with our staff, key stakeholders and the local community across Hounslow and Richmond’:



7.5. Strategic Direction

By 2023 HRCH want to be at the forefront of improving the health and wellbeing of their local population. People who experience care from HRCH will be able to describe that they have had an outstanding experience and they will be able to demonstrate that care is consistently safe and effective. They will do this in a way that uses resources efficiently and adds the greatest value.

Their strategic priorities have been developed in the context of current national and local NHS policy and what they know about the needs of the local population.

From their vision and ambition for the future HRCH has derived a set of four strategic priorities, which describe the broad areas of focus to direct their activities over the next 3-5 years:

<p>QUALITY</p> <ul style="list-style-type: none"> • Focus on prevention • Commit to improving health outcomes through partnerships • Pledge to consistently deliver outstanding care • Focus on safety and reducing harm • Provide patient-centred, holistic and compassionate care • Embed a culture of continuous learning and improvement • Clearly articulate our service offer • Deliver outstanding patient and staff experience 	<p>PEOPLE (COMMUNITIES AND STAFF)</p> <ul style="list-style-type: none"> • Promote health and wellbeing • Actively engage with people who use our services, the wider community, our staff and partners to improve the care we provide • Attract, develop and value our highly skilled and engaged staff who are proud to work at HRCH • Harness the skills and expertise within our local community • Leaders inspire new ideas and encourage innovation • Shared belief in, and commitment to, achieving our vision • Provide support to enable people to achieve their potential • Appreciate difference and celebrate diversity
<p>CO-ORDINATED, PATIENT-CENTRED CARE</p> <ul style="list-style-type: none"> • Co-design services that meet the needs of our population in health and illness • Play a key role in integrating physical, mental health and social care services • Build partnerships to transform services in the best interests of the population • Be an effective partner and easy to work with 	<p>SUSTAINABLE</p> <ul style="list-style-type: none"> • Create clinically sustainable and financially affordable systems and solutions • Use resources effectively to make the best use of taxpayer's money • Standardise and optimise, where possible, to reduce unwarranted variation • Secure opportunities to grow and expand

7.6. Key Achievements

HRCH is proud of recent awards and achievements, including:

- Nursing Times Workforce Award for best place to work for employee satisfaction 2018
- Health Service Journal Workforce Award for our health visiting service redesign 2018
- Best response rate to staff survey among community trusts nationally 2020
- Joint top for quality of care among community trusts nationally in staff survey 2020
- Joint 1st in London for staff survey results 2020
- Joint 4th nationally in Freedom to Speak Up Index 2020
- Diabetes Structured Education Team won greatest improvement in cardiovascular disease risk award 2020
- Shortlisted for three Health Service Journal Value Awards 2021
- Wheelchair Hub top 3 in Evaluating Health and Social Care Practice category at Advancing Healthcare Awards 2020
- Paediatric audiology service shortlisted for Team of the Year Award 2020
- Paediatric audiology service awarded Improving Quality in Physiological Diagnostic Services (IQIPS) standard in 2020-21 for the 5th year.

8. London Leadership Values

Core values

Our core values right now are:

- **Courage**, passion and decisiveness
- **Compassion** (which we define as being open, fair, generous, enabling and responsive)
- **Integrity** (behaving with consistency and doing what we say)

Aspirational values

Over the next 12 months we would also like to demonstrate that we are:

- Consistently hard on the problems but **generous** with people

This will mean we are supportive and selfless and show respect to one another in public and in private

- Effortlessly **inclusive**

Accidental values and behaviours

The most common or most destructive accidental behaviours/values that we see in the system right now and which we would like to eradicate include:

- Putting **institutions** and staff ahead of patients and citizens
- Using power to obstruct or for 'gaming', point scoring, personal attacks and bullying
- Using information and knowledge as a 'bargaining chip' or to shame colleagues instead of sharing information openly and creating opportunities to learn
- Failing to be open and honest not saying things 'in the room'
- Learned helplessness and 'playing safe'

Alongside honesty and integrity, we expect leaders in the London NHS to be:

- Working collaboratively, and
- Taking accountability for the mandate

Appendix 1: Terms of appointment

- The remuneration for this role is £55,000 per annum. Thereafter the remuneration will be applied in line with the framework for chairs and non-executive directors and decisions made by the KHFT Council of Governors.
- The initial appointment will be for a period of up to four years, from 1 April 2022, after which you may be considered for further terms of office, subject to the needs of the organisation and a good performance in the role.
- You will have considerable flexibility to decide how you manage the time needed to undertake this role. On average, it will require 3 to 4 days a week, spent between the two Trusts, including preparation time away from the Trusts, the occasional evening engagement and events designed to support your continuous development. The role will, however, comprise a mixture of set commitments (such as regular meetings of the Boards of Directors, committees and the Council of Governors) and more flexible arrangements for ad hoc events, reading and preparation.
- Applicants should live in or have a strong connection to the communities served by the Trusts.

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 / NHS Improvement 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 2: More information

For information about the trust, such as business plans, annual reports, and services, visit [Home Page - Kingston Hospital](#) and [Home :: Hounslow & Richmond Community Healthcare \(hrch.nhs.uk\)](#).

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 Non-executive Appointments Team](#)**

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Appendix 3: Making an application

For more information, you can get in touch with:

- For an informal and confidential discussion with Jo Farrar, Chief Executive in Common please contact Claire Santelli, Executive Assistant to: Jo Farrar (Chief Executive) and Sian Bates (Chairman) on 0208 934 2814 or by emailing claire.santelli@nhs.net
- **Odgers Berndtson** is helping us to identify potential candidates, if you would like a confidential discussion about the role contact Carmel Gibbons or Ruth Lewis on 020 7529 6314
- **NHS England / NHS Improvement** – for general enquiries contact Miriam Walker on 0300 123 2059 or 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 will be taken prior to interview and may be shared with the selection panel
- please complete and return the monitoring information form which accompanies this pack
- tell us about any dates when you will not be available
- confirm your preferred email and telephone contact details

This information should be emailed to NHSI.Chairsandneds@nhs.net quoting reference **L2350** in the subject line.

Appendix 4: Key dates

Closing date for receipt of applications: 27 September 2021 at 12 noon

Preliminary interviews: Following a long list meeting of the Selection Panel, successful candidates will be invited to attend preliminary interviews with Odgers Berndtson during **October 2021**. Feedback from these interviews will be given to the panel

Stakeholder event: the shortlisted candidates will be invited to the Trust to meet groups of its key stakeholders on **3 and 4 November 2021**

Interview date: 8 November 2021

Proposed start date: 1 April 2022

