NHS
Kent and Medway

# Kent and Medway Integrated Care Board

## Role profile: Audit and Risk Committee member

### Candidate briefing pack

July 2026

Hunter Healthcare

# Welcome from our interim chair

**Thank you for your interest in the role of Independent Audit and Risk Committee Member at NHS Kent and Medway Integrated Care Board.**

Effective governance, risk management and assurance are essential to the success of any public organisation. As Interim Chair, I recognise the critical role that independent committee members play in helping the Board maintain confidence that risks are being managed appropriately, resources are being used responsibly and the organisation is delivering against its statutory responsibilities.

NHS Kent and Medway ICB operates within an increasingly complex environment. We are responsible for commissioning healthcare services for around two million people and overseeing significant public investment on behalf of our population. Strong scrutiny, independent oversight and robust challenge are therefore fundamental components of our governance framework.

We are seeking individuals who can bring professional expertise, independence of judgement and a commitment to high standards of governance. Through membership of the Audit and Risk Committee, you will contribute to the Board's understanding of risk, assurance and internal control, helping to ensure that decisions are informed, accountable and supported by effective governance arrangements.

This role provides an opportunity to make a meaningful contribution to a major public organisation at a time of significant change for the NHS. Your expertise will help strengthen our governance arrangements, support transparency and accountability, and ultimately contribute to better outcomes for the people and communities we serve.

Alongside technical expertise, we are committed to fostering a culture where openness, integrity, inclusion and constructive challenge are encouraged. We welcome applications from individuals who share these values and who are motivated by the opportunity to support the delivery of high-quality public services.

Thank you for considering this appointment. I hope this pack provides a useful overview of the role and the contribution you could make to NHS Kent and Medway.

Yours sincerely,

**Angela McNab**
Interim chair
Kent and Medway ICB

# About us

**Kent and Medway Integrated Care Board (ICB) is responsible for planning and commissioning healthcare services for around two million people, with an annual budget of approximately £5.4 billion in 2026/27.**

**6**
provider trusts, plus one CIC

**45**
primary care networks

**175**
general practices

**300+**
pharmacies

**90,000**
staff working in health and care

**9**
multi-neighbourhood areas

**12**
districts, one upper tier council, one unitary

# Our vision and values

## Our vision

Kent and Medway ICB commissions the right services at the right time for the people who need them, helping to improve health outcomes and reduce health inequalities while living within our budget.

## Our values

**We have five key values that underpin our work:**

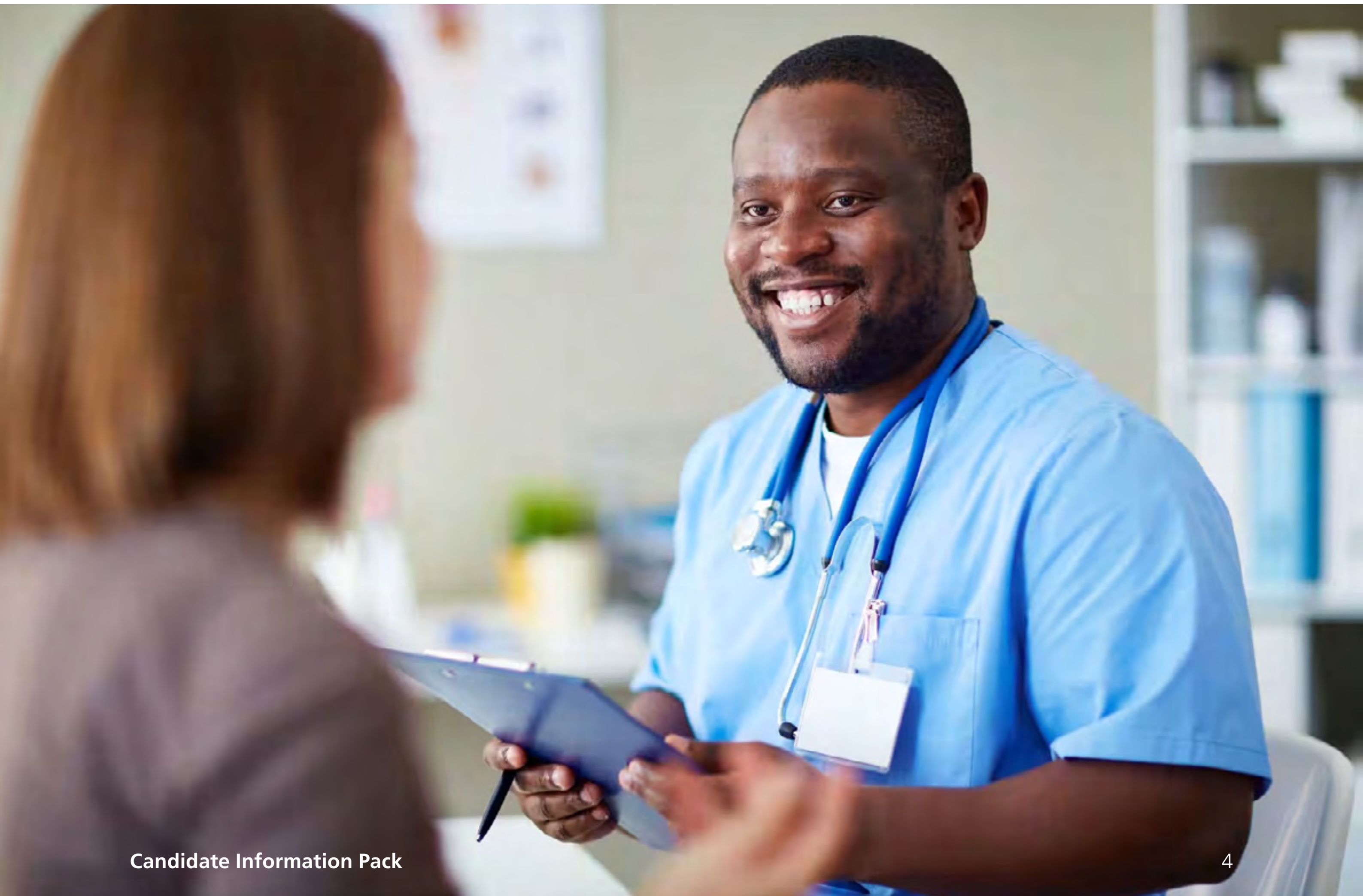
**CARING FOR ALL**
We look after each other and our communities.

**INCLUDING EVERYONE**
We celebrate who we are and our diversity.

**BUILDING TRUST**
We are empowered to do our roles and respect each other.

**DOING WHAT'S RIGHT**
We are open, honest and welcome challenge.

**BEING COURAGEOUS**
We are bold and always want to improve.



# Our work as an ICB

**ICBs in England have four core objectives. These are to:**

- Improve health outcomes and reduce inequalities in health.
- Ensure consistently high-quality care.
- Drive improved productivity.
- Improve social and economic impact.

In support of these four objectives, the government set out three strategic shifts for the NHS:

- **Treatment to prevention:** Through proactive community and public health initiatives, working closely with local authorities, communities and individuals.
- **Hospital to community:** Moving care closer to home by building more joined-up, person-centred care in local neighbourhoods, reducing reliance on acute care.
- **Analogue to digital:** Harnessing technology and data to transform care delivery and improve quality of care.

The draft Model ICB Blueprint – and the 10-year plan – sets out the crucial role ICBs will play in delivering the three shifts and the wider 10-year plan.

## OUR ROLE AS A STRATEGIC COMMISSIONER

We are building a fundamentally different kind of organisation. Our role is to design and shape the healthcare of our system so that it consistently delivers better outcomes, reduces inequalities, improves quality and operates within its means while being clearly and consistently clinically led. This means we:

- Define the model of care the system will deliver.
- Align resource to that model, using planning, contracting and investment decisions.
- Set clear expectations on quality, access, outcomes and productivity.
- Use data and insight to understand variation, target intervention and track impact.
- Hold partners to account for delivery, intervening where performance falls short.

We work through partnership, but we are unambiguous in our role; we set the direction, we create the conditions for delivery, and we assure that the system delivers for our population.

## OUR SYSTEM MODEL: FOUR LAYERS OF CARE

Everything we do is anchored in a single system model, known as our four layers of care. These are not conceptual. They are the framework through which we design services, commission pathways and measure performance.

- **Primary care** – the foundation of the system, providing consistent, accessible, relationship-based care, with a strong focus on prevention, continuity and long-term condition management.
- **Neighbourhood care** – multidisciplinary teams working at scale around defined populations, bringing together primary care, community services, mental health, social care and the voluntary sector to proactively manage need and reduce inequalities.
- **Intermediate care** – services delivered at scale in the community to improve flow, maximise recovery and independence, prevent admission and support timely discharge.
- **Acute care** – a coordinated system of hospital care, operating with shared accountability for safety, quality, access, productivity and outcomes.

Our role as commissioner is to ensure these layers operate as a coherent system rather than a set of disconnected services.

## OUR CONTEXT AND CHALLENGES

Kent and Medway faces a set of long-standing and structural challenges:

- Significant population growth and ageing, with the 85+ population projected to grow rapidly.
- Increasing prevalence of multiple long-term conditions, strongly linked to deprivation and wider determinants of health.
- Persistent health inequalities, with substantial variation in life expectancy.

- Rising demand across all parts of the system
- Fragile performance across key services

These challenges require a different response: not incremental change, but a system that is designed and led differently, with a clear model of care and a strong, disciplined approach to commissioning.

## HOW WE WORK

To deliver this, we are deliberately shaping a different kind of organisation. We expect:

- Clarity and accountability – individuals take ownership and operate with pace and discipline.
- Rigorous use of data and insight – decisions are evidence-based and outcomes-focused.
- Constructive challenge – high standards, open debate and continuous improvement.
- Multidisciplinary working – clinical, operational, analytical and commissioning expertise working as one.
- Strong relationships – working in partnership with providers, local government and communities.

We will invest in digital capability, automation and modern ways of working to reduce administrative burden and enable our teams to focus on leadership, influence and delivery.

- **Presence matters:** We expect all teams to be office-based at least twice a week, with executives on site more often, to build trust, cohesion, and collective ownership echoing the team-based innovation practices of leading design, technology, and consulting organisations. We would expect there to be changes in where we work over time, but we will explore that in the first year of the new organisation.
- **Self-sufficiency is expected:** We will support colleagues to operate with autonomy, clarity, and accountability mirroring successful professional services cultures where personal ownership is the norm. This also encompasses minimising the time and administrative burden created by leaders and communicating that to teams. Senior leaders are expected to effectively employ modern IT techniques to model the digital revolution within the NHS.
- **Time is precious:** We will invest significantly in automation and artificial intelligence to reduce administrative burden freeing our people to lead, influence, and deliver.
- **Challenge is welcome:** We will embed a culture where feedback is candid and constructive, where challenge is expected and taken in the spirit of improvement, and where psychological safety and high standards go hand in hand.
- **Behaviours are key:** We will ensure that our most senior leadership consistently exemplifies inclusive behaviours, setting the standard for integrity in language, tone, and conduct always. This includes addressing challenging behaviours as they arise to ensure that the credibility of the leadership is always maintained.
- **Multi-disciplinary working:** We will embed a culture of collaboration across professional boundaries, ensuring that teams operate as integrated units rather than isolated functions. This approach will enable us to draw on diverse subject matter expertise, improve decision-making, and deliver more innovative and patient-focused outcomes. In practice, this means prioritising shared accountability, open communication, and collective problem-solving. As executive leaders will play a key role in modelling this behaviour, fostering trust and psychological safety so that challenge and constructive feedback are welcomed. Over time, MDT working will become a cornerstone of how we operate, supporting agility and resilience as we transition to the new organisational model.

Our leaders are expected to model this consistently, creating a culture that is both high-support and high-accountability.

# Role profile

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|---|---|
| **Role title:** | ICB Independent Audit and Risk Committee member |
| **Reports to:** | Audit and Risk Committee chair |
| **Accountable to:** | ICB board (via the Audit and Risk Committee chair) |
| **Term:** | Maximum of two terms for up to three years per term |
| **Time commitment:** | Approximately one day per month subject to role requirements |
| **Location:** | Flexible across Kent and Medway |

## Role priorities and accountabilities

The independent Audit and Risk Committee member supports the Audit and Risk Committee in providing independent, objective assurance to the board on the adequacy and effectiveness of the ICB's governance, risk management and internal control frameworks.

Working as part of the committee, the role contributes to the scrutiny of financial and corporate governance arrangements, risk management processes, and compliance with applicable statutory and regulatory requirements.

The role provides constructive challenge and independent perspective to support robust decision-making and high-quality assurance to the board.

### PRIORITIES

The independent Audit and Risk Committee member will:

- Provide independent and objective scrutiny of the ICB's governance, risk management and internal control frameworks.
- Contribute to the committee's oversight of financial reporting, financial governance and system financial risks.
- Support effective review and challenge of the adequacy of controls and mitigations in managing principal risks.
- Contribute to the committee's oversight of internal and external audit arrangements and findings, including monitoring the implementation of agreed actions and recommendations.
- Review the alignment between the Board Assurance Framework, risk registers and committee assurance processes
- Ensure the committee receives accurate, timely and relevant information to enable effective scrutiny and assurance
- Support the identification and escalation of significant governance, financial and operational risks to the board
- Contribute to ensuring compliance with statutory and regulatory requirements

### ACCOUNTABILITY

The independent Audit and Risk Committee member:

- is accountable to the committee chair for their contribution to the effectiveness of the committee
- has collective responsibility, alongside other committee members, for providing assurance to the board on governance, risk and control arrangements
- contributes to clear and evidence-based assurance reporting to the board
- maintains independence, objectivity and integrity in all aspects of the role.

## CONTRIBUTION TO COMMITTEE EFFECTIVENESS

The independent member will:

- bring independent judgement and constructive challenge to committee discussions
- contribute to a balanced, open and effective committee dynamic
- support a culture of accountability, transparency and continuous improvement
- engage constructively with executive leads, internal and external auditors and other stakeholders, as required.

## SKILLS, EXPERIENCE AND EXPERTISE

The independent Audit and Risk Committee member will bring:

- significant experience in governance, audit, risk management, finance or a related field
- strong understanding of internal control frameworks and assurance processes
- experience of operating at senior level within complex organisations
- ability to analyse complex information and provide robust, constructive challenge
- high levels of personal integrity and independence of judgement
- strong communication and influencing skills.

Desirable:

- experience within the NHS, public sector or regulated environment
- experience of audit committee membership or equivalent governance forums.

## PERSONAL ATTRIBUTES

The postholder will demonstrate:

- sound judgement and the ability to remain objective and impartial
- a collaborative and collegiate approach
- commitment to public service values and high standards of governance
- ability to operate effectively in a complex and evolving system environment.

## TIME COMMITMENT

The role is expected to involve a time commitment of approximately one day per month.

This includes attendance at Audit and Risk Committee meetings, preparation and review of papers and occasional development sessions or additional meetings as required. Time commitment may increase during periods of heightened assurance activity or organisational change and there is an expectation of reasonable flexibility.

# Person specification

| COMPETENCY DOMAIN | KNOWLEDGE, EXPERIENCE, AND SKILLS REQUIRED |
|---|---|
| **Technical expertise (audit and risk)** | • Expertise in one or more of: audit, finance, risk management, internal control or regulatory compliance.<br>• Ability to interpret complex financial and risk information and provide independent scrutiny.<br>• Understanding of audit processes, including internal and external audit and assurance frameworks. |
| **Independent judgement and challenge** | • Ability to bring objective, independent and impartial judgement.<br>• Confidence to challenge senior stakeholders constructively and effectively.<br>• High levels of personal integrity and professional credibility. |
| **Working effectively in a complex environment** | • Experience operating at a senior level within complex organisations or regulated environments.<br>• Ability to assimilate complex information and contribute to informed decision-making. |
| **Communication and influence** | • Strong interpersonal and communication skills.<br>• Ability to contribute clearly and succinctly in formal committee settings. Ability to build effective working relationships with Committee members, executive leads and auditors. |
| **Providing robust governance and assurance** | • Demonstrable experience of governance, audit, risk management or financial oversight frameworks.<br>• Experience of operating within, or advising, audit or equivalent assurance committees.<br>• Strong understanding of internal control environments and assurance processes.<br>• Ability to challenge constructively on the adequacy of controls, risk management and financial governance arrangements. |
| **Commitment to public service and values** | • Commitment to the principles of public life and high standards of governance.<br>• Demonstrates professionalism, integrity and accountability in all aspects of the role. |

# How to apply

The closing date for applications is **16 August 2026**.

Applications should include:

- A **covering letter** explaining why the appointment interests you, how you meet the appointment criteria and what you specifically would bring to the post **(no more than two pages)**.
- A **CV** with education and professional qualifications and full employment history. Please include daytime and evening telephone contact numbers and email addresses. The CV should include names and contact details of three referees. References will not be taken without your permission **(no more than three pages)**.
- You will need the following ID number for this role: **K&M-ARM-NEM-0726**

All applications will be acknowledged.

For an informal conversation about the post, please contact Lauren Virot or Jenny Adrian at our recruitment partners, Hunter Healthcare by

email: **jadrian@hunter-healthcare.com** or phone: **07939 250362**

CLICK HERE TO APPLY ONLINE

## KEY DATES

| | |
|---|---|
| **Application closing date** | 16 August 2026 |
| **Shortlisting** | 3 September 2026 |
| **Interviews** | September 2026 (tbc) |

## The application process

**Shortlisting:** The selection panel will use the information provided by the applicants and feedback from any preliminary assessment to agree applicants invited to interview. Assessment will be based on merit against the competencies experience, skills and values outlined in the person specification.

**Interviews:** The formal interview will be 45 mins to an hour of open questions from the selection panel to showcase past experience and explore applicant's values, motivations, creativity and ability.

**Appointment:** Selection panels will be asked to identify appointable candidates based on merit against the competencies experience, skills and values outlined in the person specification. The preferred candidate will be presented to the ICB's Remuneration and People Committee for final approval of appointment.