



Chair

Candidate information pack

October 2026

Welcome

Thank you for your interest in becoming Chair of Kingston and Richmond NHS Foundation Trust.

This is a unique opportunity to help turn the NHS strategic shifts – from hospital to community, from sickness to prevention and from analogue to digital – into better care for local people. Our Trust already brings together community and acute services, giving us a strong foundation for change. Working with our teams in Richmond and with Your Healthcare in Kingston, we are already developing new clinical pathways, including in frailty, to help people receive the care they need without a hospital admission. Our strong relationships across Your Healthcare, our GP partners and neighbouring trusts, position us to drive the change that's needed, and lead the transformation of local health provision.

Transformation is essential: finances are constrained, demand is rising and people's needs are changing. We must reduce our deficit while continuing to provide outstanding care. To meet these challenges, we need to work differently across the system, rethink how care is provided and create the conditions for innovation to succeed.

We approach these challenges from a position of real strength. Rated Outstanding by the CQC, our Trust is recognised as a great place to work, and is proud of its award-winning cancer services, leading maternity services, and community teams that help people stay well and out of hospital. Our committed workforce of approximately 4,755 colleagues delivers exceptional care, supported by more than 400 volunteers who provide vital patient-facing support across community and acute settings. Our extraordinary Charity further strengthens this work by funding innovations including robotic surgery and 3D medical printing.

If you are passionate about making a positive difference in your community, we would love to hear from you. As Chair, you will work with the CEO and our partners to create the conditions in which the Executive Team and colleagues can continue to deliver outstanding care while advancing the Trust's ambitious transformation.

We look forward to receiving your application.

Peter Portlock, Lead Governor and
Debbie Alder, Senior Independent Director



Closing date:
16 November 2026

Short video introductions:

Jo Farrar, Chief Executive



Debbie Alder, SID and NED



Peter Portlock, Lead Governor



About us

We are an integrated Trust, providing care in people's homes and across our community. We help people to stay well in the community, manage their own health with the right support and avoid unnecessary visits and admissions to hospital.

We have a budget of around £500m and provide community care in the London borough of Richmond. We also work in partnership with Your Healthcare who provide community care in Kingston.

When people do need hospital care, our experienced professionals deliver an outstanding quality of acute care, using advanced technology and evidence-based procedures to ensure the best outcomes.

We provide a full range of acute services at Kingston Hospital, and short-stay rehabilitation at Teddington Memorial Hospital.



Our services

We provide community care across the London Borough of Richmond. In Kingston we work in partnership with Your Healthcare Community Interest Company, which provides community care services to the local population.

Kingston Hospital

Kingston Hospital has over 400 beds and provides a full range of diagnostic services and treatments.

We are particularly known for our excellent cancer care and maternity services. The hospital has a full 24/7 emergency department (A&E), intensive care unit and specialist treatment facilities.

Teddington Memorial Hospital

Teddington Memorial Hospital is a community site comprising rehabilitation wards, an urgent treatment centre, outpatient clinics, therapies, and diagnostics – including X-ray and ultrasound.

[Kingston borough demographics](#)



As well as working with partners in the local place-based system centred on Kingston, Richmond and East Elmbridge, we are also a partner in the South West London Acute Provider Collaborative (APC).

We have strong links with tertiary and specialist hospitals, particularly St George's University Hospitals NHS Foundation Trust and The Royal Marsden Hospital NHS Foundation Trust, who jointly provide cancer services on the Kingston Hospital site in the Sir William Rous Unit.

The Trust has close links with Kingston University and St George's Medical School and is a partner in the management of the Elective Orthopaedic Centre at Epsom Hospital in partnership with St George's University Hospital NHS Foundation Trust, Croydon Health Services NHS Trust and Epsom and St Helier University Hospitals NHS Trust.

[Richmond borough demographics](#)



Last year in numbers

4,950
babies born



400
inpatient
beds



961,846
community
patient contacts



119,989
Emergency
Department
arrivals



Immunisations
provided at
1,130
schools



1,781
admissions to our
Virtual Ward

4,900
members of staff



450
volunteers

Our values



Compassionate

We treat everyone with kindness, understanding and empathy.

Inclusive

We are respectful, fair and open, embracing everyone's unique contribution.

Collaborative

We work together across our teams and with our partners and are helpful, positive and supportive.

Inspiring

We strive for the best for patients, staff and partners, and we are always learning and improving.



Our strategy

The ambitions outlined in our strategy align to the “three shifts” in the NHS 10 year plan:

1. Hospital to community
2. Analogue to digital
3. Treatment to prevention

We aim to:

- Improve health, experience and quality of life
- Be a great place to work for everyone
- Join up care with people and partners
- Use our resources responsibly and live within our means



Important documents

[Strategy 2024-2029](#)

[Annual Report and Quality Account](#)

Our strategic objectives

- Improve the health and wellbeing of our population
- Strengthen care and support in our places
- Reduce inequalities
- Strive for excellence in care delivery and deliver our Quality Priorities
- Develop our elective service offering; working with SW London partners
- Improve our digital capabilities
- Improve our economic sustainability
- Develop a unique reward, support and development offer to our people
- Ensure our workforce reflects the communities we serve at all levels
- Engage and empower our people to develop a culture of continuous improvement

Our clinical priorities

- Care from before a child is born and throughout childhood
- Services working together to help young people to become adults
- Urgent care is effective and easy to access when needed, and this includes mental health services
- Excellent cancer services for adults, children and young people
- Outstanding intensive care
- Proactive neighbourhood services for frail, elderly people
- High quality care at the end of life (at any age)
- One team, with one point of access – joining up care.
- Using digital systems to join up services
- Better experiences of hospital and community care for all

Key achievements

We have:

- Been rated as outstanding by the Care Quality Commission
- Scored above the average in the Annual Staff survey in eight out of nine core People Promise themes, and we hit the national average for the ninth theme (“we work flexibly”)
- Been in receipt of the national Maternity Incentive Scheme for a number of years
- Opened a new Pain Clinic in Teddington
- Been selected to lead a national frailty improvement collaborative, which included a digital frailty pathway pilot
- Achieved Royal College of Anaesthetists (RCOA) accreditation
- Surpassed 200,000 Patient Portal registrations, giving patients secure and convenient access to information about their care
- Been the first in London to receive the Capital Nurse Silver Quality Mark for our Professional Nurse Advocate and Professional Midwifery Advocate services
- Secured approval in principle for a major refurbishment and expansion of the Emergency Department, aimed at lowering waiting times and smoothing patient flow
- Launched ambient voice technology to streamline clinical documentation
- Reached a homebirth rate of double the national UK average
- Supported national work to prevent deconditioning in older people
- Seen a number of colleagues achieving national accreditations, awards and recognition for work across a range of services



Equality, diversity and inclusion

We want everyone who come to the Trust to feel welcomed, respected and valued.

We are committed to recognising and delivering culturally sensitive, inclusive, accessible and fair services.

We recognise the importance of having a workforce that is diverse and reflective of our communities.

We are committed to providing employment practices which are fair, accessible and inclusive

We want to provide an environment that is welcoming to people of all backgrounds, cultures, nationalities and religions. We believe that working in a diverse team helps to broadens everyone's horizons, making for a more innovative and stimulating place to work.



Kingston Hospital Charity

Kingston Hospital Charity is the Trust's official charity partner, supporting projects across Kingston and Richmond NHS Foundation Trust.

The charity works with the Trust and supporters to enhance the quality of care and experience for patients and their loved ones, by funding projects, facilities and innovations above and beyond what the NHS alone can provide. In 2025/26 the charity generated £2,012,000.

The charity supports a wide range of projects and programmes, including:

- Medical equipment
- Patient friendly amenities and environments.
- Medical research and innovation
- Support for staff health and wellbeing
- Art and therapy programmes
- The Trust's volunteering programme

More information about Kingston Hospital Charity:

www.khc.org.uk



Volunteering

Volunteers play a vital role across Kingston and Richmond NHS Foundation Trust, enhancing patient care and supporting staff to focus on clinical priorities.

As an integral part of the Trust team, our volunteers complement the work of paid colleagues and help improve the experience of patients, carers, visitors and staff.

The Trust offers more than 30 volunteer roles across hospital and community services, from supporting patients in clinical areas such as the Royal Eye Unit to providing administrative and practical assistance.

Through these roles, volunteers make a meaningful contribution to patient services, often providing the small acts of support that have a significant impact on people's experience of care.



Volunteering

Kingston and Richmond
NHS Foundation Trust



The role

Essential Criteria

You will bring:

- **Recent non-executive director experience** at board level, whether in the NHS, the wider public sector, the private sector or the voluntary sector
- **A proven track record of successful leadership** in large, complex organisations, balancing competing demands
- **Evidence that you have driven, or significantly influenced, sustainable improvement** in transformation, culture and performance
- **Excellent strategic capability**, with the ability to set a clear direction and keep a Board focused on it
- **A talent for building strong, impactful relationships** across a broad range of stakeholders and organisations whose priorities do not always align. You will be as comfortable speaking to other local leaders and partners as you are sitting in the staff canteen with the late shift or listening to patients
- **A demonstrable track record** of improving the experience of citizens or customers and the performance of an organisation within a constrained financial environment
- **A clear dedication to public service** values and a demonstrable commitment to the Nolan Principles and making sure every patient and every member of staff has a positive experience of our Trust

Person Specification

Experience

- A track record of chairing board meetings effectively, enabling open debate and clear, timely decisions
- Experience of rigorously challenging information to gain assurance, and of addressing underperformance
- A record of shaping open, inclusive and compassionate cultures and advancing equality, diversity and inclusion

Knowledge

- Sound financial understanding, shown by balancing quality, performance and finance in challenging situations
- Knowledge of public sector governance and regulatory standards, or the ability to grasp them quickly

Personal qualities

- Empathy, self-awareness and composure under pressure, shown in handling difficult trade-offs
- Proven ability to manage conflict and build consensus among people from all walks of life
- A genuine interest in health and care

Desirable

- Public sector experience

[Eligibility and disqualification criteria](#) (read online)



Further information on General Duties and Competencies can be found in the annex.

How to apply

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 (**ideally no more than two pages**)
- A **Curriculum Vitae (CV, ideally no more than three pages)** 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
- You will need the following reference code: **K&R-CHAIR-1026**

All applications will be acknowledged.

We particularly welcome applications from across the diversity spectrum as well as those with strong connections to our local communities.

Key dates

Closing date for applications:

16 November 2026

Long listing	23 Nov 2026
Short listing	14 Dec 2026
Stakeholder events	20 Jan 2027
Interviews	28 Jan 2027

The final stage will include two stakeholder events, a psychometric test and a discussion with the CEO, this will take an estimated two days.

Apply online

Contact details

For an informal conversation, contact our recruitment partner, Hunter Healthcare:

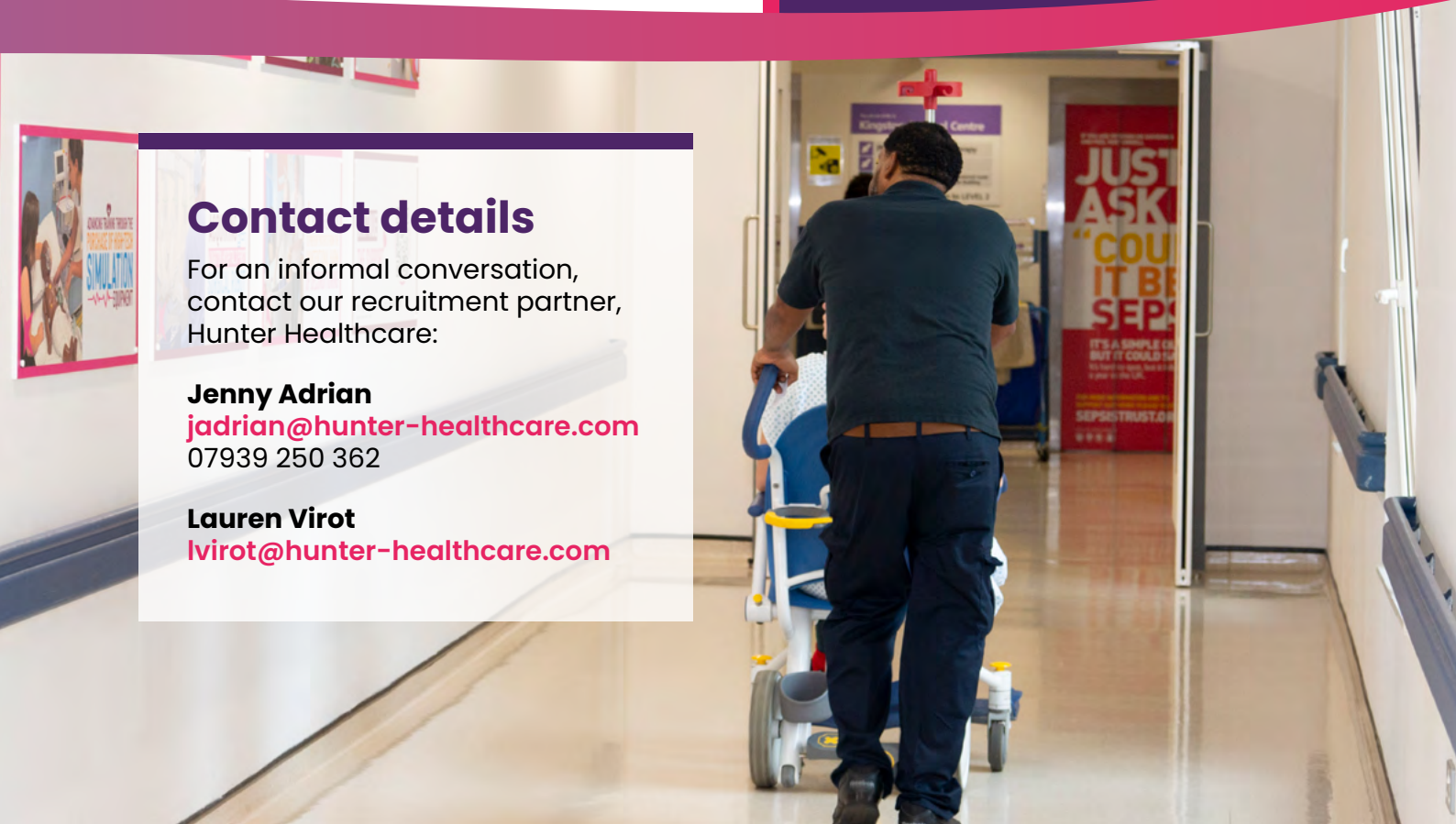
Jenny Adrian

jadrian@hunter-healthcare.com

07939 250 362

Lauren Viro

lviro@hunter-healthcare.com



Annex 1: General duties

Leadership

- Lead the Board of Directors and Council of Governors in setting the Trust's strategy, vision, values and standards, and keep both focused on their key responsibilities
- Build a constructive, frank and open relationship with the Chief Executive and directors, offering support, challenge and advice while respecting executive responsibility
- Champion openness, transparency, and equality, diversity and inclusion across the Trust, including in Board and senior appointments
- Safeguard the Trust's good name and reputation

Stakeholder relations

- Represent the Trust with patients, members, staff and partners at local, regional and national level
- Play a leadership role in the South West London Integrated Care System, working closely with NHS bodies, local authorities, education partners and other organisations in the local health economy
- Make sure the Board hears governors' views and involves members, patients and the community, and that governors report to members, including at an annual members' meeting

Governance

- Make sure the Trust maintains high standards of corporate and clinical governance, an appropriate constitution and full compliance with its legal and regulatory framework, including its foundation trust licence

- Act as accountable officer for the Fit and Proper Persons Test, making sure all directors meet the required standards
- Chair Board and Council meetings in a way that supports effective decisions and open debate, and hold executive directors to account for the Trust's performance against its objectives
- Make sure directors and governors receive timely, accurate and clear information, that it flows well between the Board, the Council and their committees, and that both have the resources they need
- Take an active part in appointing the Chief Executive and other executive and non-executive directors, and chair or attend committees as agreed
- Nationally, the role of governors and the Council of Governors is being reviewed and may change

Performance

- Make sure directors and governors receive a full induction and keep their skills and knowledge up to date
- Lead an annual evaluation of the Board and Council of Governors, assessing skills, behaviour and experience against the Trust's needs
- Appraise the Chief Executive at least annually, make sure the Chief Executive appraises the executive directors, and appraise non-executive directors through a process agreed with the Council of Governors
- Act on evaluation findings by building on strengths, addressing weaknesses, supporting development and, where needed, proposing new appointments or seeking resignations

Terms

The initial appointment will be for a period of **up to three years**, after which you may be considered for further terms of office, subject to the needs of the organisations and a good performance in the role.

The role will comprise a mixture of set commitments (such as regular meetings of the Board of Directors, committees and the Council of Governors) and more flexible arrangements for ad hoc events, reading and preparation. You will have considerable flexibility to decide how you manage the time needed to undertake this role.

Applicants should live in or have a strong connection to the communities served by the Trust.

The current remuneration for this post is **£55k per annum** for approximately three days per week.

Remuneration is taxable and subject to National Insurance contributions. It is not pensionable. The Chair is also eligible to claim allowances for travel and subsistence costs necessarily incurred on Trust business.



Annex 2: 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.

We envisage 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.

To carry out their role effectively, the Chair must cultivate a strong, collaborative relationship with the CEO. Many responsibilities in this role description will be discharged in partnership with the CEO.

It is important the Chair and the CEO are clear about their individual and shared roles, and their respective responsibilities towards the Board.

Strategic

- Leads the Board in setting a deliverable strategy
- Takes account of internal and external factors to guide decision-making sustainably for the benefit of patients and service users
- Provokes and acquires new insights and encourages innovation
- Evaluates evidence, risks and options for improvement objectively
- Builds organisational and system resilience, for the benefit of the population of the system as a whole

People

- Creates a compassionate, caring and inclusive environment, welcoming change and challenge
- Builds an effective, diverse, representative and sustainable team focused on patients and service users
- Ensures all voices are heard and views are respected, using influence to build consensus and manage change effectively
- Support, counsels and acts as a critical friend to directors, including the CEO
- Develops a Board that is genuinely connected to and assured about staff and patient experience

Partnerships

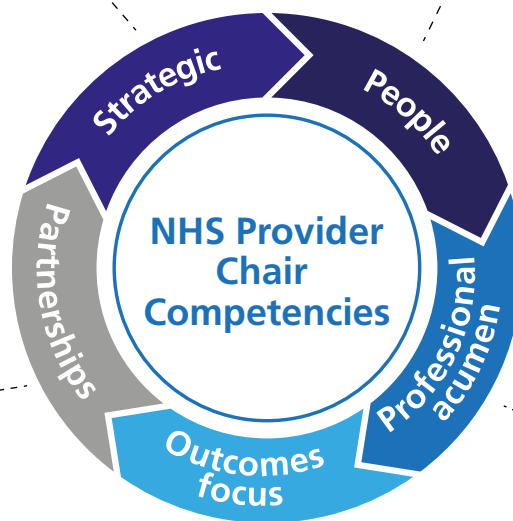
- Develops external partnerships with health and social care system stakeholders
- Demonstrates deep personal commitment to partnership working and integration
- Promotes collaborative, whole-system working for the benefit of patients/service users
- Seeks and prioritises opportunities for collaboration and integration for the benefit of the population of the system as a whole

Outcomes focus

- Creates an environment in which clinical and operational excellence is sustained
- Embeds a culture of continuous improvement and value for money
- Prioritises issues to support service improvement for the benefit of the population of the system as a whole, ensuring patient safety, experience and outcomes remain the principal focus
- Measures performance against constitutional and CQC 'well-led' standards

Professional acumen

- Owns governance, including openness, transparency, probity and accountability
- Understands and communicates the Trust's regulatory and compliance context
- Leverages knowledge and experience to build a modern, sustainable board for the benefit of patients and service users
- Applies financial, commercial and technological understanding effectively





Kingston and Richmond

NHS Foundation Trust



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