

# Candidate Pack Trustees

# WELCOME

---

Dear Candidate,

Thank you for your interest in joining our Board.

Too many people are struggling to access the health and care they need. Our NHS and social care systems are severely challenged. And the need for a trusted, independent voice to help tackle the thorniest questions facing our health and care system has never been greater.

For over a century, The King's Fund has been that voice. We work to improve people's health and care through our research, analysis and insight; our leadership and organisational development work; our convening and events; and our partnerships. We exist to improve health and care for people, not to serve institutions.

We have just launched our new five-year strategy, [Bold thinking for better health](#). It sets a clear and focused direction: using our independence to address the issues where we can deliver the biggest impact. We will focus on fewer priorities, but bring our combined capabilities to bear to ensure we are making the greatest difference. Our four strategic priorities – people first; creation of good health for all; reimagining social care; and innovating now and for the future – represent areas where real, lasting change is both urgently needed and within reach.

The Board of Trustees has an essential role in this work. Trustees provide the strategic oversight and governance that allow the organisation to operate with integrity and ambition. We are now looking to strengthen the Board with new Trustees who bring specific expertise in finance, audit and risk, property law, and communications and health and care leadership. These are areas where your knowledge will have direct, practical value to the organisation and to our mission and ambition to improve health and care for everyone.

Joining our Board offers an opportunity to work as part of a highly strategic, talented and group of trustees and executives, to contribute your expertise to an organisation that genuinely moves the dial on health and care, and to be part of bold, purposeful work at an important moment.

The King's Fund is committed to equal opportunities in all its activities, and appointments will be determined solely on merit. Applications are welcomed from all sections of the community, including those from minority ethnic groups and those with disabilities.

If this feels like the right opportunity for you, I very much hope you will apply.

**Rt Hon Professor the Lord Kakkar**  
**Chair of the Board of Trustees**



# WHO WE ARE

---

The King's Fund is an independent charitable organisation working to improve health and care in England. We were founded in 1897 by the Prince of Wales, later King Edward VII, to raise money for London's voluntary hospitals. The work of the Fund has evolved over time in response to the changing needs of the population, but our mission – to improve health and care – has endured. The money invested in the Fund more than a century ago provides a substantial proportion of our income, enabling us to maintain our independence. We are not aligned with any political, professional or other interests.

Our work today involves understanding developments, challenges and opportunities across health and care. We use this understanding to influence policy and practice and to help people navigate the complexity of the systems in which they operate. We understand that our vision can only be achieved through collective action involving many organisations and sectors, so we seek to collaborate with and learn from a broad range of partners – including local and national NHS organisations, local government, people using health and care services, the voluntary and community sector and others – working together to achieve our goals.

We are able to succeed as an organisation because we value our people. Our staff bring a rich variety of talents, experience and expertise. Every part of The King's Fund makes a vital contribution towards our vision of securing the best possible health and care for all, and we can achieve more by bringing our skills and expertise together.

## PURPOSE

---

Our purpose is to boldly reimagine a health and care system that is compassionate, equitable and fit for the future, with people at its heart.

## PRIORITY AREAS

---

We have identified four particular areas of priority focus for the coming strategy period.

These are the result of consultation and discussion across the organisation and beyond.

They all represent pressing issues where a big shift is required to deliver positive change for people. They also reflect our ability to take a longer-term view as an independent organisation that allows us to work beyond financial and political cycles, to build on our previous work in these areas and influence the debate over coming years.

### PEOPLE FIRST.

We will put people at the heart of what we do. Only by listening to those who use services and those who work in them can we design a health and care system that meets people's needs and improve the health of the nation.

### CREATION OF GOOD HEALTH FOR ALL.

We will work for the creation of good health across the life course, including the broader socio-economic, physical and policy environments that shape population health and inequalities in health.

### REIMAGINE SOCIAL CARE.

We will value the vital role of social care in giving people the dignity and freedom to live a fulfilling life for longer. We will shine a light on solutions needed for meaningful reform.

### INNOVATE NOW AND FOR THE FUTURE.

We will take a longer-term view, identifying and modelling future trends to better comprehend the impact of demographic and technological changes. We will consider the huge potential of innovation across the life sciences, and of digital, AI and future technologies for health and care. We will support people to navigate these changes and learn from the best.

We will sustain focus on these issues, building a body of work, to achieve maximum impact.

# STRUCTURE AND FUNDING

---

The Fund currently has 149 members of staff based in our offices in Cavendish Square. The organisation has 5 main divisions: CEO's office (including HR), Communications and Engagement, Finance and Operations, Leadership and Organisational Development and Policy, Events and Partnerships. The charity also has a trading subsidiary called KEHF Ltd.

All staff and trustees are expected to demonstrate an understanding of, and to apply, our values:

- People first
- Challenge the status quo
- Always objective
- Be courageous
- Create impact together.

The Fund's endowment as at December 2025 was worth £234.6m. In 2025 it generated income of £13.3m from a variety of sources, of which £5.5m was from charitable activities.

To find out more please visit [www.kingsfund.org.uk](http://www.kingsfund.org.uk)



# THE ROLE

---

The role of The King's Fund Board of Trustees is to manage and regulate the affairs of the Fund. The Board ensures compliance with the objects, purposes and values of the organisation in accordance with the Royal Charter, and that the organisation complies with all relevant laws, regulations and requirements of its regulators.

Trustees' responsibilities include:

- Ensuring that the organisation complies with its governing document, charity law, company law and any other relevant legislation or regulations.
- Ensuring that the organisation pursues its objects as defined in its governing document.
- Ensuring the organisation applies its resources exclusively in pursuance of its objects.
- Contributing actively to the Board of Trustees' role in giving firm strategic direction to the organisation, setting overall policy, defining goals and setting targets and evaluating performance against agreed targets.
- Safeguarding the reputation and values of the organisation.
- Ensuring the effective and efficient administration of the organisation.
- Ensuring the financial stability of the organisation.
- Protecting and managing the assets of the organisation and ensuring the proper investment of its funds.

## AREAS OF EXPERTISE WE ARE SEEKING

We are recruiting up to three new Trustees to strengthen the Board's expertise in the following areas:

### • Audit and Risk.

Strong expertise in finance, ideally with a CCAB qualification, combined with experience in audit and risk management in a regulated or complex organisational environment. The successful candidate will be expected to chair the Audit and Risk Committee.

### • Property Law

Specialist knowledge of property and real estate law, to support the Board as we manage and develop our estate at Cavendish Square and beyond.

### • Communications

Significant experience in strategic communications, public affairs or media. We are looking for someone who can advise on reputational matters and in complex or high-profile situations.

### • Health and Care Leadership

Deep knowledge of health and care - gained, for example, through senior leadership of health or care organisations, ministerial experience, or the chairing of major health and care bodies.

## PERSON SPECIFICATION

---

Successful candidates will need to demonstrate evidence of the following attributes and experience:

- Commitment to the objects and values of The King's Fund.
- A track record of success in contributing at the highest level to the running of an organisation in the public, private or voluntary sector, and of dealing with complex issues.
- Understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship.
- Willingness and ability to commit the time to the Board as described below.
- Knowledge and understanding of health and social care policy and the way public and private organisations engage in the provision of services and in policy decision making.
- Absolute personal and professional integrity.
- The practice of collective and compassionate leadership.
- An inclusive approach, with a belief in the importance of embracing diversity in its broadest sense.
- Excellent communication skills.
- Proven success in working with a diverse team of influential people.

Previous experience as a non-executive director or trustee is not essential.

# TERMS OF APPOINTMENT

---

## TIME COMMITMENT

Trustees are elected for a term of three years, with the possibility of renewal for a further term of three years (and in exceptional circumstances a final term of three years). The Board of Trustees meets four times a year in London, with an additional half-day strategic planning meeting.

In addition, Trustees may be required to attend either three or four Committee meetings per year, which are usually one to two hours in length for each committee.

Trustees are also expected to:

- As far as practically possible, attend all Board meetings in person in London. Most committee meetings are set up to be hybrid.
- Read all papers in advance of Board and committee meetings (approximately two hours required for Board meetings and usually less for committee papers).
- Participate in occasional business conducted by email.
- Undertake any required or relevant training.

Trustees may also be expected to engage with the Chief Executive and Senior Management Team outside the regular Board meetings to provide guidance and undertake a range of activities consistent with their trustee responsibilities.

## REMUNERATION

This is voluntary position. Reasonable travel expenses incurred in fulfilling your duties will be reimbursed.

## CONFLICT OF INTEREST

Trustees should avoid any conflict between their personal interests and those of the charity and must declare any known interests where there may be conflicts. If you wish to discuss any potential conflict of interest before applying, please do not hesitate to contact us.

## FURTHER INFORMATION

- [Read about our current trustees here.](#)
- [Our Royal Charter can be found here.](#)

# HOW TO APPLY

---

We hope you will consider expressing an interest in this role.

To make an application, please go to <https://starfishsearch.com/jobs/kings-fund-trustees/> and click on the apply now button, with the following prepared:

- Your CV (no more than three sides).
- A covering letter that sets out your motivation for the role and describes the specific experience you can bring to the appointment.
- The details of two referees you have worked with at Board level.

We would also be grateful if you would complete the Equality and Diversity monitoring form on the online application process. This form is for monitoring purposes only and is not treated as part of your application.

## RECRUITMENT TIMETABLE

Stage	Date
<b>Closing date for applications</b>	Monday 10th August 2026
<b>Preliminary interviews (online)</b>	Late August/Early September 2026
<b>Final panel interviews</b>	Mid September 2026