

# Could you help lead the NHS in your area?

**United Lincolnshire Teaching  
Hospitals NHS Trust**

**Lincolnshire Community Health  
Services NHS Trust**

**Associate Non-executive Directors**

**Candidate information pack**

**Reference: M3399/M3400**

**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

There are vacancies for two Associate Non-executive Directors (ANEDs) to serve on the Board of the Lincolnshire Community and Hospitals Group (LCHG). The Group Board operates as a joint Board between United Lincolnshire Teaching Hospitals NHS Trust (ULTH) and Lincolnshire Community Health Services NHS Trust (LCHS).

The Associate NED role is used successfully in the NHS to support Board succession strategy and achieving a balance of Board level skills. Whilst the Associate NEDs cannot participate in any formal vote at Board, they are very much involved with the formal Board discussion. The successful candidate for the Associate role will be appointed to the Group and may also be considered for appointment as a NED of the Board in future (within two years from initial appointment), should a vacancy arise and they have the appropriate skills.

This is an exceptional opportunity to share your talents and expertise to make a positive difference to the lives of people served by the Trust.

We welcome and encourage applications from people of all backgrounds. We aim for diversity within the Group, across their workforce and in their leadership team. It is important to the Group that their workforce represents the community of Lincolnshire that they serve and would particularly encourage applications from Black, Asian and Minority Ethnic (BAME) people that are under-represented in their current Board membership.

## 2. The person specification

### Essential criteria

You will need to have a genuine commitment to patients and the promotion of excellent health care services.

The applicants must have experience of successfully implementing strategy and delivering organisational change in complex and highly regulated environments.

You will need to be able to demonstrate you can use your experience to:

- work alongside other non-executives and executive colleagues as an equal member of the Board
- bring independence, external perspectives, skills and challenge to strategy development
- hold the executive to account by providing purposeful, constructive scrutiny and challenge
- shape and actively support a healthy culture for the Group



## 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:

<b>Working together for patients*</b>	<b>Compassion</b>
Building a trusted relationship with partners and communities	Creating a compassionate, just and positive culture
<b>Respect and dignity</b>	<b>Improving lives</b>
Promoting equality and inclusion and reducing health and workforce inequalities	Setting strategy and delivering long term transformation Driving high quality sustainable outcomes
<b>Commitment to quality of care</b>	<b>Everyone counts</b>
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.

#### **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.

#### **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.

#### **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.

## 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.

## 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.

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.

- Applicants should live in or have strong connections with the area served by the Trusts.
- On average this role will require the equivalent to 2 to 3 days a month, however the time commitment may vary and a flexible approach should be taken.
- The remuneration payable for this role is £13,000 (standard rate for all NEDs) per annum.

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 and the Trust make 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](#).

## 3. About Lincolnshire Community and Hospitals Group

In 2024, following extensive consideration about how to best develop and improve the way NHS providers in Lincolnshire could work better together to improve care for patients, it was decided that the two NHS providers of physical health care (ULTH and LCHS) would form a Group model. The decision to do this was made because patients, their families and carers consistently expressed a view that, despite receiving great care from individual NHS services, their care is not always as joined up as it can be, nor was it always designed to best meet their needs. In addition, local clinicians held a view that the way NHS services were arranged across the county could be improved to enable them to provide more integrated care to better



meet patient needs. The Group model is intended to address these concerns and to improve the quality and safety of care together with a better working environment for those who deliver the services.

Between the two organisations, the Group provides community, acute and specialist services to people in Lincolnshire and neighbouring counties. Our 2024/25 Group annual income was £895m and employed approximately 13000 WTE staff. Its acute services are commissioned by the Lincolnshire Integrated Care Board, who also Commission some community services, together with Lincolnshire County Council, and NHS England. The Group works closely with other health partners and third sector organisations through the Lincolnshire Integrated Care Partnership.

The Group Board are ambitious for success and wants the people of Lincolnshire to enjoy the highest quality health and wellbeing for themselves, their families and their communities, and are dedicated to collaborating with them and other partners to achieve this aim.

### **United Lincolnshire Teaching Hospitals NHS Trust**

United Lincolnshire Teaching Hospitals NHS Trust (ULTH) serves one of the largest geographical areas in England with a population of around 769,474 (Office of National Statistics). ULTH is one of the biggest acute hospital trusts in England.

The services are provided by four core clinical divisions: Medicine, Surgery, Family Health and Clinical Support Services with support from Corporate Divisions.

The Trust provides a comprehensive range of hospital based medical, surgical, paediatric, obstetric and gynaecological services and primarily operate from four hospital sites in Lincoln, Boston, Grantham and Louth.

In an average year, the Trust treat more than 140,000 accident and emergency patients, over 600,000 outpatients and over 130,000 inpatients, and deliver around 4,000 babies.

### **Lincolnshire Community Health Services NHS Trust**

LCHS cares for patients across the whole of Lincolnshire, serving one of the largest geographic areas in England with a population of around 768,400 (Office of National Statistics).

Trust services that cover a wide range of health services are delivered from sites across the county, the main sites being:

- Trust Head Quarters – Beech House, Lincoln





- Lincoln County Hospital
- Louth County Hospital
- Pilgrim Hospital, Boston
- Grantham and District Hospital
- Grantham Community Base
- John Coupland Hospital, Gainsborough
- Johnson Community Hospital, Spalding
- Bourne Health Clinic
- Riversdale Health Clinic, Sleaford
- Lindon House, Lincoln

In 2023/24, the Community Trust had over 800,000 contacts with patients in the community.

### The Group Success Story

In the first year of working together as a Group, we have seen some amazing successes. These include:

- Virtual Wards in Complex neurology, cardiology, respiratory and frailty with a palliative and end-of-life virtual ward planned for implementation
- Implementation of the Grantham Acute Services Review
- Established a Community Cardiology service
- Developed a comprehensive Frailty Pathway
- Improved discharge and flow including rapidly establishing new Discharge to Assess and Urgent Community Response services
- Established a Group Board with all positions filled with substantive appointments

Building on these successes, the Group Board is ambitious for continued integration of services to the benefit of the residents of Lincolnshire. As a result, the Board has drafted a new strategy and operating model for 2025 – 2030, that will further its ambition and deliver the benefits it is intent on achieving. This is supported by new organisational values that underpin the significant cultural change programme that is required to transform traditional service models and ways of working.

### Vision, Strategic Aims and Objectives

We have come together as a Group to work differently with our system partners, remove duplication and barriers to working seamlessly to deliver best health outcomes for patients and our citizens, our vision is **“caring and building a healthier future for**



all.” To help deliver our strategic intentions we have set ourselves the following strategic aims and objectives.

### Vision: Caring and building a healthier future for all



Our strategic aims capture the three things we must do to deliver our vision; they are our long-term goals and create the bridge between our vision and the annual goals needed to achieve it.

The strategic objectives are the things we must do to deliver each of the strategic aims. They act as a roadmap, aligning efforts across teams to ensure that every action contributes to our overarching aims. Assurance ratings are assigned to each strategic objective in the Board Assurance Framework. Progress updates against each aim are monitored at relevant Trust board committees.



## Appendix 1: 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

### Seven principles of public life

- Selflessness
- Integrity
- Objectivity
- Accountability
- Openness
- Honesty
- Leadership

### Appendix 2: More information

For information about the Trust, such as business plans, annual reports, and services, visit their websites below:

- [United Lincolnshire Hospitals NHS Trust](#)
- [Lincolnshire Community Health Services NHS Trust](#)

Follow the links for more information about:

- **Support to prepare candidates to apply for a non-executive vacancy including:**
  - Role and responsibilities
  - 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 Senior Appointments and Assessment Team](#)**

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## Appendix 3: Making an application

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 may be taken prior to interview and may be shared with the selection panel. In accordance with [NHSE's FPPT framework](#) if appointed your references and other background checks will be shared with the Trust.
- please complete and return the monitoring information form which accompanies this pack and is available for download
- tell us about any dates when you will not be available

## Appendix 4: Key dates

- **closing date for receipt of applications: 25 June 2025 at 11am.** Please forward your completed application to [england.chairsandneds@nhs.net](mailto:england.chairsandneds@nhs.net) quoting reference **M3399/M3400**
- **interview date: 10 July 2025**
- **proposed start dates: September 2025**

## Getting in touch

- We strongly recommend an informal and confidential discussion with Elaine Baylis, the Chair of the Group. Please contact Rachel Lane on 01522 512512
- **NHS England** – for general process enquiries contact Miriam Walker by emailing [miriam.walker@nhs.net](mailto:miriam.walker@nhs.net)



**NHS England**

E: [england.chairsandneds@nhs.net](mailto:england.chairsandneds@nhs.net)

W: [england.nhs.uk](http://england.nhs.uk)



**United Lincolnshire  
Teaching Hospitals**

NHS Trust



**Lincolnshire Community  
Health Services**

NHS Trust

