



**Lancashire &
South Cumbria**
NHS Foundation Trust



Clinical Non Executive Director

Candidate information pack
September 2025



Introduction

Thank you for your interest in serving as a non-executive director of Lancashire and South Cumbria NHS Foundation Trust. Together our board, service users, colleagues and partners experience a culture of compassion and inclusivity, making LSCft a place where we can all thrive and feel proud.

This role is an excellent opportunity to lead and support our organisation through an immensely exciting and challenging time.

Our shared vision is to provide the best mental health, learning disability, autism and community-based services for the populations we serve. Using the evidence-based Quadruple Aim improvement approach (detailed later), we have collaborated with colleagues, service users and carers, and organisational partners to set a clear pathway to achieve this vision. As a Trust, we have made huge strides forward in the last five years, culminating in our improved rating of Good from the CQC. We now need to meet the twin challenges of further improving clinical quality while managing increasing demand.

We want our colleagues to know that they are valued and feel proud to be part of the Trust. While we are pleased with our staff survey improvements, we know that there is more we can do to make our Trust a compassionate and inclusive place to work, a place where all feel valued and proud irrespective of identity and background and where all feel safe to speak up, open to learning when things go wrong and are able to thrive. We want everyone who works in the Trust to feel joy and pride in the work that they do.

Like many NHS trusts, demand for our services is much higher now than before the pandemic, and we will prioritise reducing waiting times for services, whether that is mental health, physical health or learning disability and autism services. We will shift our focus to prevention, especially for children and young people, earlier identification and intervention. We will also focus on bringing more of our services closer to local communities, especially inpatient care, and we will be ensuring that our care is of the highest clinical standards. We want patients to know that they are receiving the best possible care.

We have a once-in-a-generation opportunity to develop services that will ensure the people of Lancashire, South Cumbria and beyond continue to benefit from care of the highest quality for decades to come.

We have put this information pack together to help you learn more about the services we provide, our plans for the future and important information about this appointment.

We are looking for a clinical non-executive director who will be committed to working with us to take our organisation forward. We want to stand as a benchmark of what a modern mental and physical health services provider should be.

We are an ambitious Trust seeking to set new standards for service delivery and care. If you think you're an ideal candidate to help drive our mission, please contact Jenny Adrian or James McLeod at our recruitment partners, Hunter Healthcare by email: jadrian@hunter-healthcare.com or phone: 07939 250362 or jmcleod@hunter-healthcare.com or phone: 07842 424530.

About us

Lancashire Care was established in April 2002 as a mental health and learning disability provider. In June, 2011 the Trust incorporated a range of community health and well-being services from neighbouring provider organisations and in October 2019, assumed mental health and learning disabilities services in South Cumbria to become Lancashire & South Cumbria NHS Foundation Trust (LSCft).

Lancashire and South Cumbria NHS Foundation Trust now provides comprehensive mental health, learning disabilities, autism and community services across Lancashire and South Cumbria.

We provide health and well-being services to more than 1.8 million people across urban and rural communities from a range of diverse backgrounds.

We aim to match the communities needs with locally sensitive and efficient services.

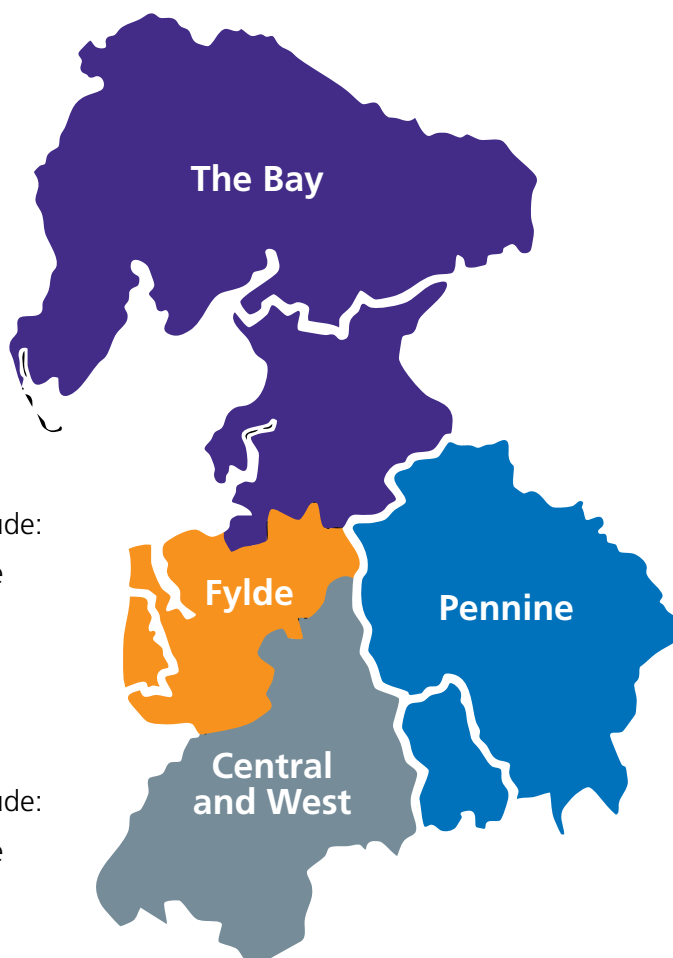
We offer specialist inpatient and community services that support mental health, learning disabilities, autism and physical health in the community from over 150 sites.

We employ around 7,000 staff with an annual turnover of £500 million.

Our specialist provision includes inpatient child and adolescent mental health services, perinatal mental health and forensic services including low and medium secure care.

We also provide a range of physical health and well-being services in the community alongside a range of partners in the Lancashire and Sefton area.

The area we serve



Fylde

Local authorities include:

- North Lancashire
- Blackpool

Central and West

Local authorities include:

- North Lancashire

The Bay

Local authorities include:

- North Lancashire
- South Cumbria

Pennine

Local authorities include:

- East Lancashire
- Blackburn with Darwen

Our vision and values

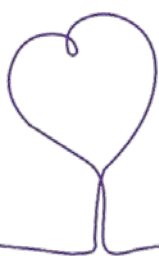
We have set ourselves an ambitious vision for our long-term future, to provide the best mental health, learning disability, autism and community-based services for the populations we serve. We are equally clear on the way that we want to go about achieving this vision.

Our values and quality priorities are crucial to us and underpin everything we do, helping to guide our culture, inspiring us to always strive to be our best for service users, communities and colleagues.

Our Vision is:

“to provide the best mental health, learning disability, autism and community based services for the populations we serve”

Our Values are:



We are Kind



We are Respectful



We are Always Learning

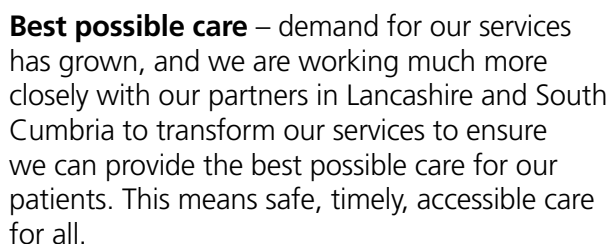


We are a Team



Our framework for thinking and the compass to guide us

As an evidence-based approach, we know that it is an effective driver of improvement and quality. Not only that, it absolutely reflects the values and ambitions that we have to focus on our service users, our communities and our colleagues. Throughout the development of our new strategy, we have constantly tested ourself against the Quadruple Aim.



Improving health – we are working to improve health within our communities and with that address health inequalities, so that those who need our services most can access them, supporting them in whatever stage of their mental and physical health journey.

Value for money – whilst delivering high quality care, and becoming the best place to work, we need to stay within our budget and provide the most efficient and effective care that we can, demonstrating value for money at all times.

Lancashire & South Cumbria NHS Foundation Trust

The trust at a glance



154 community based mental health teams



Five specialist regional inpatient services



1,300 colleagues registered to work for our Bank



Third most improved mental health trust in staff survey 2019-24



150 sites, across five networks



An annual income of £0.5 billion



624 beds across 13 inpatient sites



HSJ Awards patient safety team of the year 2022



525 teams



7,200 (6,518 WTE) colleagues



Physical health services including 10 district nursing teams, 22 children and adult therapy teams and specialist dentists



We are the lead provider collaborative for commissioning secure services, inpatient children and young people's services and acquired brain injury services



We provide all-age mental health, learning disability and autism services across Lancashire and South Cumbria



Inspected and rated good by the Care Quality Commission



Over 15,000 research participants recruited for portfolio studies in the last ten years



Five locality service user and carer councils with one Trust-wide council



NHS partners include:

- four acute trusts
- 202 GP practices
- 41 primary care networks



27 governors representing communities, staff and partners



Seven staff networks – a safe space for staff to share experiences and learn together



We serve a population of 1.8 million alongside four local authorities

Governance

The Trust is led by a Board of Directors comprising of a chief executive officer, executive directors, non-executive directors and a non-executive chair. Our Board members bring a wide range of skills and experience from multiple professions and industries. The Board is responsible for a range of matters including the operational performance

of the Trust, defining and implementing strategy and ensuring that its obligations to regulators and stakeholders are met. Executive directors are paid employees of the Trust with clear areas of work responsibility. Non-executive directors and the non-executive chair do not have day-to-day managerial responsibilities within the Trust.

BOARD OF DIRECTORS



David Fillingham
Chair



Chris Oliver
Chief Executive

Non-Executive Directors



Ruth Lowry
Chair of
Audit Committee



Steve Wilson
Deputy Trust Chair and
Chair of Finance and
Performance Committee



Paul Farrimond
Senior Independent
Director and Quality
Committee Chair



Phil Huggon
Chair of People
and Culture
Committee



Anika Ephraim
Chair of the Charitable
Funds Committee



Lucinda McArthur
Non-Executive
Director



Stephen Watkins
Associate
Non-Executive
Director

Executive Directors



Dominic McKenna
Chief Finance Officer



Dr Gareth Thomas
Chief Medical Officer /
Deputy Chief Executive



Oliver Soriano
Chief Nurse Officer



Rob Cragg
Chief People Officer



Abigail Harrison
Chief Digital,
Infrastructure and
Improvement Officer



Phil Horner
Chief Strategy and
Performance Officer



Donna Robinson
Chief Operating
Officer

For more information
about the **Council of Governors**
visit our **website** →

Role description

Job Title:	Non-Executive Director
Accountable to:	Council of Governors
Reports to:	Chair of the Trust
Location:	Trust HQ – Sceptre Point
Tenure:	Three years
Remuneration:	£15,750pa

As a member of a unitary Board, there is a shared and collective responsibility amongst all Board directors for the overall strategic direction and performance of the Trust. All Board members are required to challenge, scrutinise and add value to proposals brought to Board and must satisfy themselves as to the appropriateness and integrity of the information that is submitted.

Board members are also responsible for satisfying themselves that effective controls and systems are in place to ensure good governance of the Trust and the Board is accountable for its performance, through the non-executive directors, to the Council of Governors, ensuring that the Board acts in the best interests of its patients and the wider community.

About the role

The purpose of NHS boards is to govern effectively, and in so doing build patient, public and stakeholder confidence that their health and healthcare 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

Roles and responsibilities

Non-executives use their skills and personal experience to:

Formulate plans and strategy

- Contribute to the development of the Trust Strategy, bringing independent judgement, external perspectives and advice, taking into account the view of the Council of Governors.
- Constructively challenge, influence and help the executive board develop proposals on such strategies to enable the organisation to fulfil its leadership responsibilities to patients, for healthcare of the local community.
- Contribute to setting the Trust's values and standards, and ensure that its obligations to its stakeholders and the wider community are understood and fairly balanced at all times.

Ensure accountability

- Focusing on results and outcomes, hold the executive directors to account for the effective management and delivery against the Trust's strategic objectives.
- Hold the executive to account for the delivery of its strategy.
- Provide purposeful, constructive scrutiny and challenge to ensure the long-term sustainability of the Trust.
- Chair or take part as a member of Board committee/s that support accountability.
- Contribute to the appointment of executive directors and the determination of appropriate levels of remuneration for executive directors.

Shape culture and capability

- Support and uphold the Trust values.
- Ensure that patients and service users are central to Trust decision making.
- Actively support and promote a healthy culture for the organisation which is reflected in their own behaviour.
- Ensure that the organisation values diversity in its workforce and demonstrates equality of opportunity in its treatment of colleagues and patients and in all aspects of its business.
- Provide visible leadership in developing a healthy culture for raising concerns.
- Support the Trust Chair in ensuring the executive directors of the Board are 'fit and proper' for the role and champion an open, honest and transparent culture within the organisation.

Key responsibilities

- Prepare for, attend and contribute to monthly Board of Directors' meetings, monthly meetings of Committees of the Board, quarterly Council of Governors' meetings and Board development activities.
- Participate in those activities where it has been agreed that non-executive directors involvement would bring an external and independent perspective, for example appointments of senior colleagues.
- Ensure effective stewardship through planning, strategy, control and value for money.
- Work in conjunction with the Council of Governors to promote public sector values and the interests of Foundation Trust members through good corporate governance.
- Attend the annual members meeting and, where appropriate, provide leadership to Board committees as agreed with the Chair.
- Have on-going dialogue with the Council of Governors on the progress made in delivering the Trust's strategic objectives, the high level financial and operational performance of the Trust. To this end, participate in formal Governor meetings and informal meetings, as required.
- Participate in ward/departmental visits and occasional stakeholder meetings.
- Obtain assurance that financial and clinical quality controls and systems of risk management and governance are sound and that they are used.
- Understand relevant statutory and regulatory policies; and comply at all times with the Trust's published health and safety policies.
- Uphold the values of the Trust, be an appropriate role model and ensure that the Board promotes equality, diversity and inclusivity for all patients, colleagues and other stakeholders.
- Be an ambassador for the Trust in engagement with stakeholders including the local community, dealing with the media in accordance with Trust policy.
- Be up to date with local/regional issues in order to represent the Trust's views with national, regional or local bodies or individuals and ensure that the views of a wide range of stakeholders are considered.
- Participate in an annual review and appraisal of own performance with the Chair and contribute to both the annual appraisal of the Chair and executive directors in addition to periodic reviews of the performance of the Board.
- Support the Chair, Chief Executive and executive directors in the governance and stewardship of the Trust.

Time commitment

The minimum time commitment to fulfil the duties and responsibilities of the role is 3-4 days per month plus any additional time commitment that is likely to be needed at times of increased Board activity.

Fit and proper persons requirement

Candidates will need to demonstrate that they meet the requirements for the 'fit and proper person' test which came into effect at the end of November 2014. A person is not considered a fit or proper person, that is, they do not satisfy all the requirements set out in paragraph (3) of Regulation 5 of The Health and Social Care Act 2008 (Regulated Activities) Regulations 2014.

Declaration of interests

All directors are required to declare to the Board their interests and the interests of their family which are relevant and material. In addition, all other significant commitments must be declared prior to appointment, e.g. other executive or non-executive directorships. The non-executive directors' other significant commitments should be disclosed to the Council of Governors before appointment.

Appointment, tenure and termination of office

Non-executive directors are appointed for an initial period of three years, subject to satisfactory annual appraisal by the Chair and the Council of Governors. Furthermore, subject to the approval of the Council, they can be appointed for a second three-year term of office.

This post is a public appointment and is not subject to the provisions of employment law. Non-executive directors are appointees not employees. To ensure that public service values are maintained at the heart of the NHS, all directors of NHS Boards are required, on appointment, to agree to and abide by the Code of Conduct for the Trust.



Person specification

Essential Criteria:

Qualifications / knowledge / previous experience

- Board level experience, ideally as a non-executive director in a large, complex organisation of comparable complexity to the Trust
- Clinical qualification
- Experience of working in a mental health environment
- Experience of the Mental Health Act
- Able to formulate strategies and plans of action to achieve objectives
- High level of understanding and interest in healthcare issues
- Excellent knowledge of financial management and performance systems
- Sound knowledge of corporate governance and risk management
- Experience of leading or managing significant change possibly through the implementation of technology, estates or workforce strategies
- Eligible to be a member of the NHS Foundation Trust (i.e. live within one of its public membership constituencies)

Skills

- Ability to demonstrate leadership skills, team working and engender respect from others
- Strong interpersonal skills, loyalty and strength of character
- Exceptional communication skills, capable public speaker and able to manage the media
- Ability to influence key stakeholders at a local and national level
- Politically astute, able to grasp relevant issues and understand the relationships between interested parties
- Intellectual flexibility, integrity and high ethical standards
- A proven negotiator with an understanding of the wider implications of decisions. The ability to constructively question, challenge and influence
- Ability to understand and accept the legal duties and liabilities of the non-executive directors

Values and behaviours

- A commitment to NHS values and principles
- A recognition of the importance of showing respect, dignity and compassion to patients and colleagues
- A listening, learning and leading approach
- A commitment to work together to create the best outcomes
- Must demonstrate the Trust's values around both raising concerns at work, and how to treat others who raise concerns

How to apply

The closing date for applications is 23:59 on **8 October 2025**. 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.
- A **Curriculum Vitae** (CV) with education and professional qualifications and full employment history for the last six years. Please include daytime and evening telephone contact numbers and e-mail addresses. The CV should include names and contact details of three referees. References will not be taken without your permission.
- A completed **Diversity Monitoring Form**
- A completed **Fit and Proper Person Self Declaration Form**.

Please note that the information you provide will be treated as confidential, and is for monitoring purposes only. It will not form part of the application process.

All applications should be sent to:
applications@hunter-healthcare.com.

All applications will be acknowledged.

For an informal conversation about the post, please please contact Jenny Adrian or James McLeod at our recruitment partners, Hunter Healthcare by email: **jadrian@hunter-healthcare.com** or phone: 07939 250362 or **jmcleod@hunter-healthcare.com** or phone: 07842 424530.

Key dates

Closing date	8 October 2025
Stakeholder event	w/c 20 October 2025
Final panel interview	28 October 2025





We are
LSCft



Lancashire & South Cumbria NHS Foundation Trust



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E: enquiries@hunter-healthcare.com



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