



Chief Finance Officer

Candidate information pack

March 2025

Welcome from the CEO

Thank you for your interest in working at Lewisham and Greenwich NHS Trust (LGT). This is your first step towards joining us at LGT.

From this pack, I hope you will get a feel for our Trust and a sense of the importance that this role will play in our future success. As CEO, I want to take this opportunity to share my expectations for the candidate who will join our Board as a full voting member.

LGT is a Trust that sits at the heart of the communities we serve and everything we do reflects our role as an anchor institution. Our boroughs are diverse, and this is reflected in our colleague base. We are a team that values respect, compassion, and inclusion. We pride ourselves on being an open and supportive place to work and receive care for everyone.

Our priority is to be a community-focused provider of consistently high-quality care. We are working with our partners to play a more active role in contributing to the vitality of our communities and in reducing inequalities.

We have much to celebrate. We have met our financial plan seven years in succession, our productivity level has been positive, our vacancy rate is under control, our workforce retention is in the top five in London and, very encouragingly, we have consistently improved in every domain of the staff survey.

However, we know that the next few years are going to be financially challenging and more than ever, we understand the importance of financial rigour.

Our vision is to be exceptional and we are seeking an outstanding new Chief Financial Officer, (CFO), to join our Trust Board and Executive Team to help us realise this. Experienced in financial strategy, governance, planning and performance, you will play an essential role in shaping the financial framework from which Team LGT can deliver exceptional patient care.

You will understand the delicate balance between financial efficiency and clinical excellence and know how to shape conversations that drive both. Collegial, influential and a great communicator, you will be pivotal in setting the Trust up for successful financial performance and able to drive financial understanding and knowledge across the Trust.

An experienced and confident leader, you will be motivated by using data as a basis for decision making, no matter how challenging, and have a passion for developing and leading a high performing and strategic team aligned with our vision and values. You will know that working together with colleagues is the best way to achieve results and understand that a successful finance function is one that is embedded and part of the team.

Subject to experience, there will also be a potential opportunity to run our Estates and Facilities functions, which includes our long-term site redevelopment and commercialisation strategy. This extension of remit will be candidate-specific and is not essential to appointment. So, if you are a visionary CFO who buys into working together to achieve better patient outcomes, LGT is right place for you – we can't wait to hear from you.

For an informal conversation, please contact Hunter Healthcare: Matt Simpson (msimpson@hunter-healthcare.com) or Brendan Davies (bdavies@hunter-healthcare.com).

Ben Travis
Chief Executive Officer
Lewisham and Greenwich
NHS Trust



About us

LGT is a community-focused provider of local and acute care, delivering high-quality services to over one million people living across the London boroughs of Lewisham, Greenwich and Bexley.

We provide whole-life care and are here to support our communities to live healthier lives as well as taking care of them when they need us the most.

Employing almost 8,000 colleagues, affectionately known as Team LGT, we provide services at Queen Elizabeth Hospital in Woolwich, University Hospital Lewisham, and at over a dozen community settings in Lewisham. We also provide some services at Queen Mary's Hospital in Sidcup.

In 2023 we launched our new vision and values to mark the LGT10 – the tenth anniversary of our Trust forming in 2013. Our Trust vision is to be exceptional – in the quality of our patient care; our support for colleagues; and in the difference we make through our partnerships and in our communities.

Our hospitals and community sites provide a wide range of inpatient and outpatient services, as well as emergency and planned care. The Trust is rated as “good” or “outstanding” in over three-quarters of the services inspected by the Care Quality Commission.










LGT is a centre for the education and training of medical students enrolled with King's College London's GKT School of Medical Education. We are a training centre for nurses, midwives and allied health professionals. We are pioneering new roles that will support the changing needs of our patients and are one of the largest employers of physician associates in the country.

We are committed to working with our partners to deliver the best outcomes for our communities. This means playing an active role in the South East London Integrated Care System (ICS), and in formal partnerships including the South East London Acute Provider Collaborative, provider partnerships with our local mental health trusts and borough-based boards of the ICS in Lewisham, Greenwich and Bexley.

Team LGT video



The Trust in numbers 2023/24

 <p>8,000 colleagues across two acute hospitals and a dozen community sites</p>	 <p>617,000 community contacts with patients</p>
 <p>650,000+ outpatient appointments</p>	 <p>1,015 beds (including escalation)</p>
 <p>52,400 ambulances received</p>	 <p>10,000+ surgical patients</p>
 <p>302,000 A&E attendances</p>	 <p>61 wards (including maternity & escalation areas)</p>
 <p>7,000 births</p>	



Our vision and values

Our vision is **to be exceptional**. In the quality of our patient care; our support for colleagues; and in the difference we make through our partnerships and in our communities.



To achieve that, we value...

Respect, Compassion and Inclusion

We treat all our patients, colleagues, partners and communities with respect, kindness and compassion. We are inclusive and celebrate diversity in our workplaces, partnerships and communities.



Being accountable over staying comfortable

We act with integrity and take responsibility.

We do what we say we will to be exceptional, and we support and challenge our colleagues to do the same, even if uncomfortable.



Listening over always knowing best

We positively seek out, listen to and act on feedback from patients, colleagues and partners to continuously improve the quality of our care, and the ways we work together.

We encourage innovation, learn from our successes and mistakes, and share knowledge across our organisation.



Succeeding together over achieving alone






We recognise we are stronger together, working as a team and with our partners, to improve the quality of our communities' lives and reduce inequalities.

We recognise and celebrate our colleagues' and partners' diverse abilities and efforts to achieve our shared vision.

 To be **exceptional**

Our strategic priorities

Our six priorities are the things we care about most and are central to achieving our vision. Supporting our priorities we are proposing several ambitions which provide a bit more information on the focus for each priority.

	 Quality	 Patients	 People	 Partnerships	 Health Inequalities	 Money
We are...	Focused on quality	Patient first	Team LGT	Trusted partners	Here for everyone	Spending wisely
In the long term, we will...	achieve and maintain an Outstanding CQC rating across our services	be in the top quartile across all key performance metrics and trusted to care	be in the top quartile across staff survey results and workforce metrics	be making a tangible difference for local people in all our communities	achieve measurable PHM outcomes across our services for all who need us	be in the upper quartile across all productivity metrics and in regulatory Tier 1
So our patients feel that...	their care is prompt and compassionate, of a high-quality and safe	together with their network, they are part of our clinical decision making	Team LGT is exceptional, motivated, compassionate and diverse	their care is focussed on them and seamless across the health and care system	they are prioritised and are given the support they need to make the most of our care	LGT is careful with public money. Efficient, productive and patient first
And our colleagues feel that...	we all continually improve safety and quality through listening and learning	the needs of patients and communities are at the heart of all we do	we are the go-to the Trust in London for realising their full potential	we are an exemplar in London for working with partners and communities	LGT prioritises and supports identifying and tackling health inequalities	innovation and improvement go hand-in-hand with efficiency and productivity
In 2024/25, our focus will be on...	<ul style="list-style-type: none"> • PSIRF • CNST and CQC maternity recommendations • Patient Portal • Electronic Bed Management System • Outcome driven QI projects • Learning from harm incidents • Clinical Effectiveness programme 	<ul style="list-style-type: none"> • More beds • UEC performance • Elective activity • Cancer performance • Theatre productivity • Outpatients productivity • Compassion in Care • High quality Community services • Patient engagement 	<ul style="list-style-type: none"> • Clinical Excellence in Partnership • Leadership Review • Sickness absence • Staff retention and turnover • Nursing and midwifery recruitment • Education and development • Employee Relations 	<ul style="list-style-type: none"> • Two new CDCs • Lewisham Surgical Centre • Working with primary care • Borough Partnerships • Home First in Lewisham • ESEL pathology network transformation • APC-driven SEL Clinical Strategy • Anchor institution delivery 	<ul style="list-style-type: none"> • Waiting list inequalities model • New Hyper Acute Sickle Cell Unit • Reasonable Adjustment Digital Flag • Caring for Patients with Dementia • Inequality project in every division 	<ul style="list-style-type: none"> • Financial delivery • Efficiency drivers • QEH SIP Project • Sustainability targets • Kick start Urology Investigation Unit • Phase 1 new UTC at UHL

About the Integrated Care System

The South East London Integrated Care System (ICS) brings together the health and care partners that serve the vibrant and highly diverse populations resident in the London boroughs of Bexley, Bromley, Greenwich, Lambeth, Lewisham and Southwark – our Places.

The partnership brings together six local authorities, over 200 general practices (operating within 35 Primary Care Networks), Guy's and St Thomas' Hospital NHS FT, King's College Hospital NHS FT, Lewisham and Greenwich NHS Trust, South London and the Maudsley Mental Health FT and Oxleas FT.

Importantly, the ICS seeks to be connected to the communities it serves (circa 1.92m residents) and works with the widest possible range of community, voluntary and third sector groups and organisations in each borough.

The reach of NHS provider portfolios extends beyond the borders of the ICS, across London, the south of England and nationally for some services. The vision for the ICS is a highly performing, sustainable system that looks after its staff, responds to its communities, and takes action to reduce inequalities.

Healthier Greenwich Partnership formally reports into the Greenwich Health and Wellbeing Board and brings together partners from the NHS, local council, social care, and the community and voluntary sector.

Lewisham Health and Care Partnership aims to achieve a sustainable and accessible health and care system, to support people to maintain and improve their physical and mental well-being, to live independently and have access to high-quality care, when they need it.

The ICS is a 'system of systems' and the Integrated Care Board (ICB) that supports it will work with partners that come together as Collaboratives for acute physical and mental health care; and as Local Care Partnerships (LCPs) that provide multi-agency leadership to the development and delivery of borough focused care.

The ICB will relate to and work with residents and the bodies that serve them at neighbourhood, borough and south east London-wide levels. You can find out more about our ICS at www.selondonics.org.

OUR PLACES



Equality, diversity, and inclusion

The Trust is committed to promoting equality, valuing diversity and protecting human rights. This commitment includes working to eliminate discrimination against employees, patients, services users and carers on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

In addition, the Equality Act 2010 places a legal duty on public sector organisations to exercise their functions to:

- **eliminate unlawful discrimination,** harassment, victimisation and any other conduct prohibited by the Equality Act 2010
- **advance equality of opportunity** between people
- **foster good relations** between people

We recognise that everyone has different needs in relation to public services, and that in both the workplace and as service users, certain individuals/groups of individuals can experience unfair and unequal outcomes.

To assist us in understanding and taking action where necessary, the Trust has implemented the Department of Health's Equality Delivery System (EDS) for the NHS, the NHS Workforce Disability Equality Standard and the NHS Workforce Race Equality Standard (WRES).

In our latest Trust Equality Action Plan, we identified five divisions and employ, including Bank staff, more than 10,500 members of staff.

We are proudly diverse in our staff make-up from all angles: Ethnicity (54% Black, Asian or Ethnic Minority), Disability (3.5%), Gender (79% Female), Sexuality (3% LGBT+). Looking forward, we have identified the five EDI aspirations set out below, however this plan will continue to be reviewed and additional actions added:

- Improving representation at senior levels of staff with disabilities and from Black, Asian, and Ethnic and minorities and LGBTQ+ and women, through improved recruitment and leadership development
- Widening access (anchor institution) and employability
- Improving the experience of staff with disability
- Improving the EDI literacy and confidence of trust staff through training and development
- Making Equalities Mainstream



Job Description

Job Title:	Chief Finance Officer
Department:	Chief Executive Officer
Accountable to:	Chief Executive Officer
Hours:	37.5 per week
Responsible for:	Finance and Estates teams
Location:	Cross-site

Strategic & Corporate Responsibilities

LGT's CFO, an Executive Board Director position, shares collective responsibility and accountability with other directors for the development and delivery of the Trust strategy and will be responsible for developing the financial strategy for the Trust to support the Board in achieving these aims.

The CFO will:

- ensure finances are used well and focused on delivering objectives, maintaining financial viability and focusing on delivering increasing value for patients via a financially sustainable local health economy.
- contribute to the delivery of Trust-wide statutory & non-statutory responsibilities, for the delivery of short- & long-term objectives, for organisational development & for establishing strategies, policies & plans, to ensure future delivery of high-quality healthcare.
- contribute to the continued corporate development of LGT, co-ordinating key areas as directed and agreed with the CEO.
- contribute to the achievement of all LGT's objectives, including the quality, financial, workforce & performance targets within LGT's overall corporate governance framework.
- bring to attention of the CEO and the Board of Directors any professional issues which might affect LGT's performance or reputational concern.
- be the executive lead for Estates, ensuring that the Trust's estate portfolio is managed safely, cost effectively and within statutory requirements.
- represent the interests of the Trust across a variety of external settings, including the South East London Acute Provider Collaborative, Mental Health Partnership Boards and the South East London Integrated Care System to secure financial sustainability and create value through partnership working and influencing.
- proactively promote and embed a culture underpinned by respect, compassion and inclusion.

Key Responsibilities:

Financial Leadership & Strategy

- Lead the Trust on the development and control of the Trust's financial strategy and forward planning to support the delivery of high-quality care and the delivery of the Trust strategy that enables the Trust to respond successfully to ICS and national requirements for value for money and continued implementation of national policies relating to finance.
- Provide expert financial advice and support to the Board, the Trust's governance structures, and the Trust's management groups on the financial implications of options and decisions.
- Provide strong, visible, and professional financial leadership across the Trust, fostering a culture which values continuing improvement in all business planning processes.
- Develop and implement effective financial policies and procedures that minimise financial risk and maximise use of resources by empowering effective budgetary planning and management.
- Provide support and assistance to those with budgetary responsibilities to achieve the most effective use of resources and to maintain and enhance the Trust's sustainability.
- Responsibility for all finance functions including all financial services, management accounting, cash management, internal audit.
- Ownership of policies and procedures in support of the financial control framework and risk management including stringent liquidity controls and internal audit service.

- Prepare statutory year-end accounts, estimates, and reports as necessary for the Trust to carry out its statutory duties.
- Manage relationships with internal and external audit functions, play a leading role in liaison with any regulatory bodies and actively participate in supporting the Audit committee, helping to ensure it operates effectively and fulfils its governance, scrutiny, and assurance functions.
- Support the effective agreement of contract income and lead on income risk analysis, to establish and manage contracts with commissioners and support the contract process.
- Ensure comprehensive financial performance reports are available to the Board (and others as appropriate) and are in accordance with the relevant framework.
- Have oversight of significant financial transactions and capital expenditure in which the Trust may be involved from time to time.

System Leadership

- Alongside the Board, supporting system-wide change across the London Boroughs of Greenwich, Bexley and Lewisham, and helping the Trust play its part to tackle the healthcare inequality that exists across the populations served by the Trust.
- Sponsoring work to develop the system relationships on behalf of the Trust, working with stakeholders to ensure that the interface between partner bodies (including health, social care, voluntary sector and other partner agencies) and the Trust is well managed and clear.
- Strengthening partnership arrangements by developing a culture that is inclusive, supportive and high performing, to ensure that services provided result in better outcomes for public, patients, service users and carers across South East London.

Other

- Promoting and supporting the continuing professional and personal development of staff by ensuring that effective people performance management systems are in place which provide development opportunities, enhance performance and motivation and facilitate optimum skills utilisation and flexibility.
- Demonstrating a commitment to upholding the Nolan Principles of Public Life, Standards for members of NHS Boards and Governing Bodies in England.
- Supporting the Trust's overall governance arrangements as a member of Trust Board committees as agreed with the CEO and Chair.
- Participating on the director on-call rota as required.
- Chairing meetings / panels under Trust policies as required.
- Carrying out investigations into incidents and management issues as required.

Stretch Responsibilities

- Candidate specific, to be agreed on appointment.

Estates and Facilities Leadership

- Executive leadership of the Trust's Estates function and estates strategy, including line management responsibility for the Trust's Director of Estates and Facilities.
- Working with the Director of Estates and Facilities, ensure the delivery of all estate objectives, including the co-ordination of capital and maintenance programmes across the Trust, ensuring these are fully aligned with the Trust's vision and strategy.
- Ensure the Trust's estate is managed efficiently and effectively, delivering value for money and meeting environmental sustainability targets.
- Working with the Redevelopment team to establish and agree the site blueprint and strategy, maximising any potential income and commercial opportunities.



Person Specification

Qualifications	<ul style="list-style-type: none"> • A professional accounting qualification (e.g., ACA, ACCA, CIMA, CIPFA). • Postgraduate degree or equivalent experience in finance, business, or healthcare management. • Evidence of continuing professional development.
Experience	<ul style="list-style-type: none"> • Significant experience in a senior finance leadership role in the NHS. • Significant experience across a wide range of finance function responsibilities, e.g. financial and management accounting; capital and investment appraisal; commissioning; financial performance management; budgeting/budgetary control; financial planning; costing/financial analysis; financial systems; audit; and payroll. • Experience of navigating financial challenge, ensuring limited resources are deployed effectively, and establishing a culture that encourages innovation and the achievement of best value to patients and taxpayers. • Experience of counter fraud, security management and procurement. • Experience of managing estates and capital projects, including strategic planning and investment (desirable).
Knowledge, skills and personal characteristics	<ul style="list-style-type: none"> • Effective leader – playing a full, active and constructive part as a member of the executive management team and commanding respect across the organisation and the wider health and social care economy. • Business partner – sound understanding of clinical practice: truly ‘knowing the business’ and encouraging a similar understanding throughout their teams. • Resilient and clear-headed – focusing on the statutory responsibility to safeguard public money while handling being in the spotlight. Ability to deliver an honest and true assessment of the financial position, even when this is not what anyone wants to hear – being ready and able to propose and implement tough actions that may be unpopular within some parts of the Trust. • Adaptable – ability to anticipate and handle changes in circumstances and in the demands placed on them and assume other responsibilities as needed. • Far-sighted – ability to think long term and plan within and across organisational boundaries. • Innovative – ability to identify new and better ways of doing things for the benefit of the patient and being willing to take controlled and quantifiable risks without compromising quality. • Outward looking – receptive to new ways of working and able to develop good relationships at scale and with speed. • Team player – ability to see others’ perspectives and work with them for the good of the Trust or wider health economy while ensuring that colleagues understand the full financial implications of their plans and decisions. • Good role model – ability to inspire loyalty and commitment among finance staff and others and to establish an environment in which staff can develop and achieve their full potential. • Highly motivated and passionate – even when delivering consistently difficult messages.

How to apply

The closing date for applications is **30 March 2025**. Applications should be made by submitting:

- A full and up to date CV, which includes your contact details and email address. Your CV will only be viewed by the recruitment consultants and the HR team to allow them to undertake the necessary reference checks and due diligence and will not be seen by the shortlisting panel or form part of the shortlisting decision making.
- A personal statement of no more than two sides of A4, which should explain why you are interested in applying for the role and how you believe you meet the requirements set out in the person specification. Please note this is the candidate document that will form the basis for the panel's decision whether or not to take you through to the long and short listing stages of the process (for the final shortlisting decision the panel will also have a report from the recruitment consultants).

- Contact details for up to four referees (who will not be contacted without your permission). Your current line manager should be a referee.
- A completed **Equal Opportunities Monitoring Form** and **Fit and Proper Person Monitoring Form**.

All applications should be sent to: **apply@hunter-healthcare.com**. All applications will be acknowledged.

For an informal conversation about the post, please contact **Brendan Davies** at our recruitment partners, Hunter Healthcare by email: **bdavies@hunter-healthcare.com** or phone: 07585 356985

KEY DATES:

Application Deadline	30 March 2025
Shortlisting	1 April 2025
Interviews	24 April 2025



The image shows a woman with short dark hair, wearing a blue NHS uniform with a lanyard and ID badge. She is smiling and holding up a large, stylized sign that reads 'Team lgt'. The word 'Team' is in blue block letters, and 'lgt' is in pink cursive script. The background is white with a large pink graphic element resembling a stylized infinity symbol or a continuous loop.

To be **exceptional**

NHS

Lewisham and Greenwich
NHS Trust



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