



Non-Executive Directors

NED (Finance) and Associate NED (Transformation)

Candidate information pack

February 2026

Welcome

Thank you for your interest in applying to become a Non-Executive Director at North London NHS Foundation Trust.



North London is a proudly diverse place, full of different communities and traditions. Our role is to work with all these communities to improve mental health provision in the area.

We are an ambitious and growing mental health provider, our 6,000 staff support almost 200,000 people each year at home, in the community and in hospital settings. We also commission and provide specialised services for our police and prison services.

Our focus is simple, we wish to deliver high-quality, person-centred care that helps people overcome their mental health challenges.

We do all we can within our resources to prevent people getting into a crisis, but when they do, we help them and their carers out of crisis and with our partners we help them to live as independently and happily as possible.

This is an important moment for the Trust. Subject to final approvals, NLFT expects to acquire Tavistock and Portman NHS Foundation Trust on 1 April 2026.

We will be adding the Children's mental health services in Camden to services elsewhere and the Tavistock will add an internationally respected research, education and training offer to our stable.

But alongside these opportunities, we, like every other provider in the NHS, must respond to financial pressures and deliver significant organisational transformation as well.

We are seeking a Non-Executive Director and an Associate Non-Executive Director with board-level experience in large, complex organisations, strong partnership skills, and a proven ability to support change. We are particularly keen to appoint individuals whose values align with ours and who will model inclusive, compassionate leadership.

We are committed to reflecting our community with a diverse Board and welcome applications from all backgrounds, particularly those with strong local or London connections.

If you would like to have an initial conversation, please contact our recruitment partner, Jenny Adrian on 07939 250362 or by email at jadrian@hunter-healthcare.com or Lauren Virot by email at lvirot@hunterhealthcare.com

We look forward to receiving your application.

Lena Samuels, Chair

North London
NHS Foundation Trust

About Us

We are the North London NHS Foundation Trust (NLFT) providing high-quality mental health care to local people across the London Boroughs of Barnet, Camden, Enfield, Haringey and Islington.

As the NLFT, our ambition is to be a leading NHS mental health provider and to offer consistently excellent care across North London. Most of our services are based in the community, but we also provide inpatient mental health services in hospitals. We provide a wide range of local services for people across North London and more specialist mental health services for a broader population.

Subject to final approvals NLFT expects to acquire the Tavistock and Portman NHS Foundation Trust on 1 April, an opportunity that will cement the Trust's position as the provider of all age mental health services across North London, and give the Trust a unique educational offering that builds on the well-respected Tavistock brand.

Our services support people throughout their entire lives, from birth to old age, helping those with all types of mental health conditions to live as independently and as well as they can.

We are a strong and influential voice for mental health to ensure that everyone gets the most appropriate care, when they need it – wherever they live and whatever their circumstances.

We provide 24/7 support for local people in a mental health crisis and if inpatient care is needed, we admit to one of our beds locally, so our service users are as close as possible to their family and friends.

We now have one Electronic Patient Record system across all our services, helping us improve the quality of care for local people.

We employ almost 6,000 staff and are working hard to make sure they feel valued and are supported to develop their careers and to stay with us as long as possible. We currently provide care and support to a population of 1.7m people in North Central London (NCL) and also provide a range of more specialist mental health services to a wider population across London, surrounding counties and some national services.

They include: General Adult Services (Inpatient Services, Crisis Services, Community Services, Talking Therapies), Rehabilitation Services, Children and Young People Mental Health Services, Older Adult Services, and Learning Disabilities and Autism Services.

Our specialist services include Forensic and Prisons Services, Substance Misuse Services, the Perinatal and Maternal Mental Health Service, Specialist Eating Disorders Services, and Veterans' Mental Health Services. NLFT is also the lead provider for the North London Forensic Consortium and NCL Community CAMHS Provider Collaborative.

We provide services to an extremely diverse population across NCL's five boroughs of Barnet, Camden, Enfield, Haringey, and Islington. Each borough contains a range of population groups and communities, with different characteristics and health challenges and different preferences on how they engage with services. The population we serve face significant health inequalities, and higher rates of mental health conditions due to complex demographics including young and ageing populations, high BAME representation, and deprivation.

Our Five-Year Strategy

Our Purpose

Working with our communities to improve mental health

Our Vision

Better Mental Health, Better Lives, Better Communities

What is the impact?

People are treated in the right place and at the right time for their needs, and are involved in decisions relating to their care

Aim 1:
We will provide consistently high quality care, closer to home

Aim 2:
With our partners in North London and each borough we will ensure equity of outcome for all

What is the impact?

The gap in outcomes between people from different backgrounds will be reduced

Our Strategic Aims

What is the impact?

Staff like the culture at work, they feel they have a consistent team around them, and they have opportunities to develop their career

Aim 3:
We will offer great places to work, providing staff with a supportive environment to deliver outstanding care

Aim 4:
We will be more effective as an organisation by pioneering research, quality improvement and technology

What is the impact?

The care we offer will use the latest best practice to improve outcomes for all



Our Annual Plan 2025/26

We will improve the safety and performance of our services

We will implement the Clinical Model for planned and unplanned care

We will implement the North London Foundation Trust Operating Model

We will create and nurture the North London Way for our staff

Aim 1:
We will provide consistently high quality care, closer to home

Aim 3:
We will offer great places to work, providing staff with a supportive environment to deliver outstanding care

Aim 2:
With our partners in North London and each borough we will ensure equity of outcome for all

Aim 4:
We will be more effective as an organisation by pioneering research, quality improvement and technology

Our Strategic Aims

We will improve equity and reduce disparities in our care

We will improve the efficiency and effectiveness of our Trust by reducing running costs, eliminating waste and non-value adding tasks, giving our clinicians more time to care



Our Vision and Values

OUR VISION

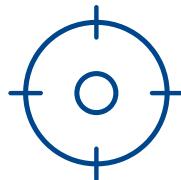
Our Partnership Vision is:

Better Mental Health. Better Lives. Better Communities

OUR VALUES

Our new Values have been developed with significant staff input, with over 600 of them attending engagement workshops and feedback sessions and completing surveys. Launched in September 2023, they help us develop the organisation we all want to work for, setting clear expectations about the behaviours we want to see from ourselves and each other, and those we do not want to see.

Our Values are:



We are kind

We are
respectful

We work
together

We keep
things
simple

We
empower

We are
proudly
diverse

We show empathy and compassion for one another so we feel supported and safe

We treat one another fairly, with courtesy and honesty, so we feel valued and appreciated

We work as one team across the Partnership and beyond so we feel supported, connected and better able to do our part

We make it easy to do things once, so we are able to focus on doing our job well

We seek ways to continuously improve so we feel motivated and trusted to do our best work well

We celebrate our diversity and ensure inclusivity with opportunities open to all, so we can bring our authentic self to work

Equality, Diversity & Inclusion

To achieve our Partnership Aims and to make a difference for our service users, staff and communities, we need to place deliberate consideration of equality, diversity and inclusion at the heart of our culture. It is important to us that the Partnership moves beyond just complying with our duties to being even more proactive and ensuring equality, diversity and inclusion is evident in all that we do.

We make the following commitments for our service users, staff and communities:

- Our services, both patient-facing and corporate, will be supported and developed to consider the diverse needs of our service users, their families and carers and our staff in everything they do

- Our leaders will be visible, committed to the equality, diversity and inclusion agenda, and actively engaging and listening to service users, staff and our communities, fostering collaboration in the co-production and decision-making about our services
- We will take steps to enhance our understanding of our equality, diversity and inclusion practice
- We will take positive steps to improve representation of diverse groups in our workforce and will ensure barriers to progression for staff in these groups are identified and removed
- We will continually monitor progress and incorporate national benchmarking to improve our understanding of service users, staff and communities



Role Summary

The Non-Executive Directors (NEDs) at North London NHS Foundation Trust (NLFT) provide independent oversight, governance and strategic leadership to support the Trusts mission to deliver high-quality mental health and specialist services.

The general duty of the Board of Directors, and of each director individually, is to promote the success of the Trust so as to maximise the benefits for our members and for the public. The Board is responsible for ensuring the Trust's compliance with its provider licence, its constitution, statutory and regulatory requirements and contractual obligations. They also play a key role in promoting a positive, inclusive organisational culture aligned with the Trust's strategic direction.

They act as role models for the Trust's values, offering both constructive challenge and support to the Executive Team in achieving agreed objectives and monitoring organisational performance.

NEDs are responsible for assuring themselves of the reliability of financial, clinical and operational information, and for ensuring that effective systems of internal control, risk management and quality governance are in place.

All NEDs are required to fully embrace and uphold the **Nolan Principles of Public Life** and the values of the NHS Constitution. They act in accordance with the NHS Foundation Trust Code of Governance and other relevant frameworks.

The NEDs of a Foundation Trust are appointed by the Council of Governors and maintaining ongoing and effective relationships with the Council is a core component of a Non-Executive Director's role.

NEDs are members of committees of the Board of Directors to which they are appointed and take the role of committee Chair when so appointed.

NEDs meet periodically with the Chair in the absence of Executive Directors to discuss issues of interest or concern, in addition to the annual meetings to deal with appraisal of, remuneration and objective setting for the Executive Directors.



MAIN DUTIES & RESPONSIBILITIES

Strategy

- Establishing clear objectives to deliver the agreed plans and strategy to meet the regulatory requirements and regularly review performance against those objectives
- Ensuring the effective implementation of Trust Board decisions by the Chief Executive and the Executive Team
- Holding the Chief Executive and other executives to account for the effective management and delivery of the organisation's strategic aims and objectives
- Ensuring the long-term sustainability of the Trust
- Analysing and contributing positively to the strategic development of long-term healthcare plans for the community
- Leading in the discussions on the strategic development of the Trust
- Providing strategic vision to the Trust and fostering relationships with Governors and other key stakeholders
- Contributing to constructive debate regarding the strategic development of the Trust and any other material and significant issues facing the organisation and maintaining close relations between constituencies and stakeholder groups to promote the effective operation of the Trust's activities
- Ensuring the Trust Board sets challenging objectives for improving performance and ensuring that strategies and actions approved by the Board of Directors are implemented effectively by the Chief Executive and the Executive Team

- Ensuring that the Trust complies with its Terms of Authorisation, the Constitution and any other applicable legislation and regulations
- Maintaining mandatory services and retaining protected property as defined in the Terms of Authorisation
- Maintaining the Trust's financial viability, using resources effectively, controlling and reporting on financial affairs in accordance with the requirements set out by NHS England, while working closely with our partners at NHS West and North London ICB
- Ensuring the best use of financial and other resources in order to maximise effective treatment of patients
- Ensuring that financial controls and systems of risk management are robust and that the Trust Board is kept fully informed through timely and relevant information
- Participating in the appointment of the Chief Executive, executive directors and as appropriate, clinicians and other senior staff
- Working with health and/or social care services system partners to ensure the effective delivery of services commissioned through contracted arrangements
- With the assistance of the Director of Corporate Governance, promoting the highest standards of corporate governance in compliance with regulatory requirements and best practice, where appropriate
- Upholding the values of the Trust by example and to ensure that the organisation promotes equity and inclusion for all its patients, staff and other stakeholders

- Promoting equality of opportunity and human rights in the treatment of all staff and patients
- Ensuring the Trust meets its commitment to patients and targets for treatment
- Ensuring that the Trust Board complies with its responsibilities to give due regard to the NHS Constitution in its decisions and actions

Trust Board activities

- Participating fully in the work of the Trust Board, ensuring the corporate responsibilities of the Board of Directors are fully discharged
- Attending and possibly chairing committees of the Trust Board
- Working corporately with other Non-Executive and the Executive Directors
- Liaising and co-operating with the Council of Governors and having due regard of their opinions
- Participating in any Trust Board induction, training and evaluation identified for the Director as an individual and as part to the Trust Board or Committee

Miscellaneous

- Uphold the highest standards of integrity and probity, adhering to the Nolan Principles ('The Seven Principles of Public Life' including: selflessness, integrity, objectivity, accountability, openness, honesty and leadership)
- Ensuring the Trust promotes equality and diversity for all its patients, staff and other stakeholders

Safeguarding the good name and reputation of the Trust

- North London Foundation Trust believes that our Trust Board should represent the workforce and communities we serve, and is committed to appointing diverse, talented and high-performing individuals, welcoming applications from candidates from underrepresented communities.
- Appointments are made in keeping with NLFT's commitment to value diversity and promote equality. Equality, Diversity and Inclusion is a key enabler to realise our Trust priorities as set out in our **North London NHS Foundation Trust Strategy** and more recently in our new People and Organisational Development Strategy.
- As an anchor institution across our five Boroughs, we need to lead by example in creating a culture of belonging where all our colleagues feel safe, ensuring that our systems and processes are just and fair and making sure that our diverse communities are well-represented in our leadership.
- We recognise that everyone is different, and we value the unique contribution that individual experiences, knowledge and skills make in delivering quality healthcare and becoming a model employer. Providing equity for patients, their carer's and our staff is a central element of our pursuit of excellence in care provision.
- The position specification is not exhaustive. There will be other accountabilities not specified here that would be expected from a Non-Executive Director.

Eligibility

- In line with the Trust's Constitution, applicants for the role of Non-Executive Director must demonstrate that they are resident within the Greater London area.
- To be able to take up appointment the successful candidate must become either a service user or public member of the new North London NHS Foundation Trust.
- In addition, all applicants must meet the Trust's fit and proper person requirements and must not be subject to any statutory disqualifications as set out in the Trust's Constitution.

Terms of Appointment

- The salary for Non-Executive Directors at the Trust is £13,000 per annum plus additional (£2,000) fee for Committee Chair and expenses. Time commitment will be in the region of three days per month but other than attendance at meetings (including Trust Board meetings) much of this commitment will be flexible.
- The appointments will be for an initial term of three years. All appointments and term renewal is subject to the approval of the Appointments and Remuneration Committee and Council of Governors.

Location

NLFT operates services across Barnet, Camden, Enfield, Haringey and Islington. You will be expected to periodically visit the services we provide across these sites. Most meetings will take place at our Trust Headquarters (currently St Pancras Hospital).



Personal Specification

PERSONAL QUALITIES

- Strong team player with a collaborative and engaging working style
- Positive relationship builder, able to form alliances and work diplomatically across complex interfaces and with external partners
- The desire and ability to put staff and patients at the heart of all Trust matters and to strive continuously to improve patient care

SKILLS

- Excellent communication skills with ability to work with a range of key stakeholders, including Governors and members
- The ability to challenge board directors, clinicians and partners to deliver difficult messages whilst retaining the respect and confidence of all parties
- Strong analytical skills, and the ability to review and interpret complex data, spot trends and risks and evaluate a range of options ability to question, debate and challenge
- Sound, independent judgement, common sense and diplomacy
- Politically astute, with the ability to grasp relevant issues and understand relationships between interested parties
- A strong, personal commitment to the values of the NHS and an understanding of the positive impact of research
- A genuine interest in mental health and the wider health sector, and improving outcomes n the service user experience
- Effective networking skills

KNOWLEDGE AND EXPERIENCE

- Significant senior level experience gained in a large organisation, preferably regulated and customer facing and with board operating knowledge
- An interest and understanding of NHS statutory requirements, governance and principles
- Clear understanding and acceptance of the legal duties, liabilities and responsibilities of NEDs

ADDITIONAL KNOWLEDGE AND EXPERIENCE

- Previous experience as a Non-executive Director in an organisation of comparable scale and complexity to the Trust
- A strong understanding of NHS or public sector finances and/or large corporate transformation experience from either the public or private sector
- Demonstrable skills and considerable expertise of working in or with financially challenged organisations; and of navigating complex operating environments which may include a complex provider landscape, political contexts, and an evolving legislative and regulatory environment
- A strong, personal commitment to the values of the NHS and an understanding of the positive impact of research
- A genuine interest in mental health and the wider health sector, and improving outcomes n the service user experience
- Most important will be your values and behaviours, alongside a demonstrable ability to add different and complementary skill sets to our Trust Board.

How to Apply

All applications must be received by 5 March 2026

For a confidential discussion, please contact our recruitment partner, Jenny Adrian on 07939 250362 or by email at jadrian@hunter-healthcare.com or Lauren Virot by email at lvirot@hunterhealthcare.com

All applications must quote the reference NLFT and include:

- A full curriculum vitae
- A covering letter (no more than two pages) indicating how you meet the selection criteria and articulating why you are interested in the role
- Contact details for four referees (who will not be contacted without your permission)
- A contact email address and telephone no.
- A completed **Diversity Monitoring Form** and **Fit and Proper Person Monitoring Form**.

Please send all documentation by email to Jenny Adrian or Lauren Virot at applications@hunter-healthcare.com

KEY DATES:

Application Deadline	5 March 2026
Longlisting	9 March 2026
Shortlisting	TBC
CEO fireside chat	w/c 30 March 2026
Stakeholder Panel	10 April 2026 (virtual TBC)
Interviews	13 April 2026





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