



**Liverpool University Hospitals**  
NHS Foundation Trust

# General Counsel Candidate pack



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# Welcome



### Dear colleague

Thank you for your interest in the General Counsel role at Liverpool University Hospitals NHS Foundation Trust (LUHFT). This role represents an exciting opportunity for an exceptional individual to lead our Legal Services Department. As part of this, the individual will also act as the lead for the emerging Liverpool NHS Legal Services Collaborative with responsibility for the provision of legal services across a further two trusts commencing early in 2024. Your work will make a positive difference to the quality of care we provide across the city, and the advice and expertise we provide. Coming on board now offers an exciting opportunity to shape and develop the provision of in-house legal services for the NHS.

LUHFT are one of the largest trusts in the country, employing more than 13,700 colleagues who are committed to one mission – working together to deliver outstanding healthcare. Our hospitals provide essential care for our local communities, as well as a range of highly-specialist services to people in the North-West of England and beyond.

We are looking for an established Healthcare Solicitor who shares and role models our values - caring, fair and innovative. You will have the opportunity to work with committed and forward-thinking staff and collaborative partners to shape the future of NHS legal services for the people of the Liverpool City Region and our wider footprint.

What you will get from the organisation is passion, community spirit and teamwork. We speak up for what we believe in and take immense pride in our work.

This recruitment pack will give you an insight into our vision, our plans for the future, and what makes Liverpool University Hospitals a special place to work.

The full details of the role requirements are set out within this candidate pack. We welcome applicants from all backgrounds and communities, and particularly from individuals with the protected characteristics that are currently under-represented at this level in our Trust.

If you share our values and believe that you can bring an ambitious and high-quality contribution, to the development and leadership of our in-house legal services model, I look forward to a further discussion and receiving your application.

A handwritten signature in black ink, appearing to read 'Daniel Scheffer'.

**Daniel Scheffer**  
Director of Corporate Affairs/Company Secretary





# About our Trust

“We play a vital role in building healthier, happier, fairer lives for the people we serve – our patients, our families, and our friends.”

Liverpool University Hospitals was created on 1 October 2019, bringing together the two adult acute Trusts in Liverpool – Aintree University Hospital NHS Foundation Trust and Royal Liverpool and Broadgreen University Hospitals NHS Trust. The purpose of this clinically led merger was to enable us to transform the way we deliver healthcare for our patients across the city region.

LUHFT is one of the largest acute trusts in the country, with 1,600 beds, over 13,700 staff and a £1.1 billion turnover, serving a core population of around 630,000 people across Merseyside, as well as providing a range of highly specialist services to a catchment area of more than two million people in the North West of England and beyond.

Deprivation and poor health outcomes affect many of our communities. Differences in healthy life expectancy and quality of life vary significantly. The Trust has a key role to play, as an anchor institution in the city of Liverpool, in working closely with partners across the wider system to address health inequalities and to achieve the best possible life chances for local people.

# Our hospitals



**Royal Liverpool University Hospital** is located in the city centre and is a specialist centre for nephrology, renal transplantation, nuclear medicine, haematology, lithotripsy, dermatology, urology, and dental services. Its High Consequences Infectious Disease (HCID) unit, one of five in England, is NHS England's lead HCID unit and was crucial to the country's initial response to COVID-19.

An integral part of the Trust's exciting future is the new Royal Liverpool University Hospital, which opened in October 2022. The Royal is a significant driver for the re-imagining of healthcare provision in the city region.



**Aintree Hospital** is located in Fazakerley, in the north of the city. Its £35 million Urgent Care and Trauma Centre, which contains the hospital's Emergency Department, Major Trauma, Critical Care services and Frailty Assessment Unit, was formally opened by the Duke of Cambridge in 2017. A £22.5 million investment programme is underway to refurbish the hospital's Tower Block and Emergency Department.



**Broadgreen Hospital** is co-located in south Liverpool with Liverpool Heart and Chest Hospital NHS Foundation Trust. It is home to a number of elective surgical, diagnostic and treatment services, together with specialist rehabilitation.



**Liverpool University Dental Hospital**, which is rated Outstanding by the Care Quality Commission, is co-located with the Royal. It supports dental teaching and provides emergency care and a range of specialist dental services including restorative dentistry, paediatric dentistry, orthodontics, oral surgery and medicine and a consultant-led dental sedation unit.

# LUHFT at a glance 2022/23



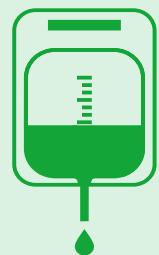
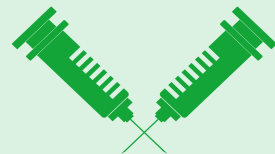
Liverpool University Hospitals  
NHS Foundation Trust

## Patients



**310,869**  
Emergency and Urgent  
Treatment

**71,500**  
Day case procedures



**12,685**  
Planned procedures

**86,805**  
Unplanned procedures



**841,946**  
Outpatient  
appointments

## Reducing waiting lists

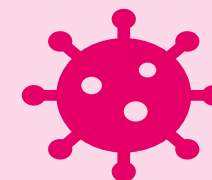


**0**

patients waiting more than  
78 weeks for treatment

**86.03%**

Patients first seen within 2  
weeks of urgent GP referral  
for suspected cancer



## Friends and Family



**93.26%**

of patients would recommend  
our outpatients department

**91.57%**

of inpatients would  
recommend our services



**65.43%**

of patients would  
recommend our  
Emergency Department

## Our People



One of the **largest**  
employers in the city region

**13,723**  
members of staff



More than **700**  
staff trained in Quality  
Improvement

**425**

staff part of the  
culture network



## Our Trust

Annual Turnover of  
**£1.17** billion



Serving a core population of  
**630,000**  
across Merseyside





# Our Future Together

Vision, values and strategy

In 2021, we were proud to introduce Our Future Together, the three-year corporate strategy for Liverpool University Hospitals. In the role of General Counsel, you will play a vital role in designing and delivering our strategic intentions, whilst creating a culture built upon our values. This includes supporting the design and delivery of a new corporate strategy which will take place in 2024.

As a Trust, we strive to live our values in everything we do and as the Trust's General Counsel, you will lead by example, demonstrating your commitment to Trust values through your own behaviour.

## Our Legal Service Collaborative

Collaboration is required between the acute and specialist Trusts in Liverpool and across Cheshire and Merseyside, especially in relation to corporate services. NHS England has made corporate services transformation including Legal Services, a priority national efficiency programme and has published Improvement Opportunities and Resources to help provide a focus on these issues.

Considering the priority given to legal services improvement and NHS England recommendations, arrangements are being put in place to provide a uniform approach to the delivery of legal service consolidating delivery across member organisations.

The Legal Service Collaborative will adopt consistent processes, share resources which will reduce both cost and duplication, whilst allowing expertise to be shared and leveraged for the benefit of all.

The collaborative approach is being developed whereby a 'Central Legal Hub' will be in place at Liverpool University Hospitals NHS Foundation Trust ("LUHFT") initially providing "in-house" legal services to Liverpool Women's Hospital NHS FT and Liverpool Heart & Chest Hospital NHS FT from April 2024. The Central Legal Hub will offer a comprehensive, value for money, specialist legal service.



## Our challenges and you

The role provides an individual with an opportunity to make a difference to staff and patients by embedding the improvement work which started at the end of 2021. We have many challenges and pressures. We have workforce gaps, unprecedented demand, long waits for some patients, and systems and processes that are overly centralised and lack maturity. The financial pressures are also acute and will require innovation together with greater collaboration with partner organisations. We also know from the results of our staff survey that there are a number of challenges which require focus and attention.

Following an inspection in 2021, the Care Quality Commission (CQC) rated the Trust 'Requires Improvement' and expressed particular concerns about our urgent and emergency care services and our leadership capability. In giving this rating, the CQC did, however, highlight the caring, dedicated nature of our staff.

Improving the Trust's culture and leadership arrangements is central to our improvement plan, making sure that everyone, no matter their background, is able to access opportunities and to achieve their potential. This means helping us to increase the diversity and retention of our workforce. It means making sure we treat each other, and all of our patients, with care and consideration, valuing diversity along the way.

Most recently, the CQC expressed confidence in our ambitious improvement plan and changes to our leadership team. In October 2023 they agreed to remove the Section 31 restrictions that have been in place at our Emergency Departments, which demonstrates their confidence that our services have improved, and we are taking the right steps to sustain this.

This is an exciting time to join the Corporate Affairs Team and Senior Leadership Team within LUHFT, as we continue to build on the solid foundation of our improvement plan to establish a safe, clinically-led Trust with devolved, hospital-based leadership and a culture of learning and continuous improvement.

You will work closely with the Director of Corporate Affairs/ Company Secretary and senior leaders across the Trust to deliver our culture and leadership change programme which aspires to embed

- A culture of safety, continuous improvement and learning
- A place of high engagement and psychological safety for all
- Behaviours demonstrating care, compassion and inclusivity at all levels
- A place where our staff say they are proud to work and feel 'Loved@LUHFT'
- A Trust where our staff would recommend us as a place to receive care.

## Our vision

Our vision is shared by our partners: 'healthier, happier, fairer lives'

Beyond our role as a leading provider of outstanding healthcare, our vision illustrates the opportunity and responsibility we have to make a meaningful contribution to the communities that we serve on the economic, social and environmental determinants of health, seeking to impact positively on reducing inequalities and improving wellbeing.

## Our mission

Our mission is clear; by working together we will deliver outstanding healthcare.

This togetherness can be applied in many different ways, including:

- working across a unified organisation to improve our services and deliver the expected merger benefits for our patients, staff and healthcare system
- collaborating with patients and partners to strengthen clinical research and innovation opportunities for our local communities and wider population
- maximising our social impact as a leading anchor institution serving the Liverpool City Region
- working with partners to lead improvements in healthcare outcomes to reduce inequalities across the wider health and care system.

## Our priorities

The Our Future Together strategy is founded on four priorities:



**GREAT CARE**



**GREAT PEOPLE**



**GREAT RESEARCH & INNOVATION**



**GREAT AMBITIONS**

## Our values

Our ambitions can only be realised if our values are at the heart of everything we do. They were created by our patients, staff and communities, and we live our values every day in the way we behave and treat each other:



**WE ARE CARING**

We are kind to each other and always show compassion to ourselves and others



**WE ARE FAIR**

We treat people equitably and value their differences



**WE ARE INNOVATIVE**

We work as a team to continuously improve the way we deliver and transform health care



# Working together to make a difference

Partnership working is fundamental to our Trust. Our partners from the NHS, local government, academia and beyond, want Liverpool University Hospitals to fulfil its potential and to provide leadership at a place and system-level reflective of our size and scale.

We have a strong track record of partnership working and mutual aid. We are focused on developing our system response to flow, patient discharge and winter plans, working with Mersey Care, adult social care colleagues, North West Ambulance Service, commissioners, and others.

We are passionate about continuing the strong relationships and successful alliances which we have built across organisational boundaries with strategic partners in Cheshire and Merseyside, local authorities and the business, voluntary, community and faith sectors.

The Legal Services Collaborative is a further example of partnership working with the successful candidate supporting its continued development across Cheshire & Merseyside

## Our new Royal and Knowledge Quarter Liverpool

The new Royal Liverpool University Hospital is the keystone for many of our ambitions. The state-of-the-art hospital is the biggest in the country to provide inpatients with 100% single en-suite bedrooms - improving patient experience, safety and enhanced recovery. The Clinical Services Support Building (CSSB) is adjacent to the new Royal and provides state-of-the-art laboratory and pharmacy facilities. We continue to progress master planning with our partners to seize the opportunities for further site and service development.

Our new hospital plays an important role in the future of the Knowledge Quarter (KQ) Liverpool, as it will be at the heart of the development's £1bn flagship expansion site, Paddington Village. KQ Liverpool is ambitious about generating significant inward investment in the Liverpool City Region in terms of finance, infrastructure, and talent, including through the Northern Powerhouse initiative.

## Shaping our research ambitions

One of our strategic priorities is to develop the Trust's contribution to clinical research and innovation, shaping regional approaches and influencing national healthcare priorities.

To fulfil this ambition, you will continue to grow our existing portfolio of high-quality research and innovation, constructing our research around the greatest health needs of our local population and establishing strong alliances with partners.

Our aim is to achieve and maintain a position in the upper quartile of research active NHS organisations, proactively involving our patients and partners in clinical trials and research opportunities, ultimately enabling a reduction in health inequalities and an improvement in clinical outcomes.

Significant investment has been made in state-of-the-art equipment and leading-edge technology within our new purpose-built Clinical Support Services Building (CSSB) on the new Royal Liverpool University Hospital site. The new CSSB has been flagged by pharmaceutical and diagnostic giant, Roche, as a key reference site demonstrating leading automation, workflow, and capacity.

The CSSB will be home to more than 500 staff, including Liverpool Clinical Laboratories (LCL), the largest pathology service provider in Cheshire and Merseyside. LCL provide specialist clinical laboratory services for healthcare organisations regionally and nationally, analysing over 15 million samples and serving over 1 million patients per year.

These facilities enable us to significantly expand our involvement in clinical trials, research, and innovation across the city and nationally.



## Longmoor House – working with Mersey Care

Together with Mersey Care NHS Foundation Trust (MCFT), we have opened Longmoor House, a new, integrated reablement service providing step down capacity from acute care for medically stable and optimised patients, or patients needing step up care from community settings, focused on reablement or convalescence. Longmoor House is located on the Aintree University Hospital site.

This partnership has led to the creation of additional system bed capacity and represents the positive commitment to invest in partnership working to address some of the long-term challenges in our system around discharge and patient flow.

## Cheshire and Merseyside Integrated Care System (ICS)

Established in 2016, the Cheshire and Merseyside Health and Care Partnership (C&M HCP) addresses local challenges relating to population health and inequalities, quality of care and the increasing financial pressures on these services.

The Health and Care Act 2022 recently completed the parliamentary process. This resulted on the 1 July 2022, with the nine local Clinical Commissioning Groups being legally replaced by the Cheshire and Merseyside Integrated Care System (ICS)

The ICS continues to evolve on its journey, focusing on strengthening collaborative relationships across the system.



# About Liverpool

Liverpool is a thriving city in the North West of England that is constantly growing and expanding its horizons. It has been named one of the best places to live in the region for its exciting cultural calendar, future plans and family-friendly places to live.



## Exciting things to do

Noted for its rich history, stunning architecture, diverse culture, and creativity, including the city's famous waterfront, you'll never be short of things to do or experience with friends, family and loved ones.

Liverpool is home to a range of museums and galleries, and a busy cultural calendar of events and festivals that are internationally and nationally recognised. The city boasts several renowned theatres, including the Everyman, Royal Court, Liverpool Empire and Playhouse, as well as a thriving independent food scene with cafes, bars and restaurants catering to all tastes.

Sports fans are well served with two Premier League football clubs, Liverpool FC, and Everton FC, as well as Aintree Racecourse, home of the Grand National, Liverpool Cricket Club and the Royal Liverpool Golf Club, which regularly hosts the Open.

## Travel

Getting around is made easy with a fantastic public transport network – all our hospitals are well served by rail and bus links, with car parking available for those who drive.

Liverpool John Lennon Airport and Manchester Airport are both within easy reach for international travel.







# Meet our Board

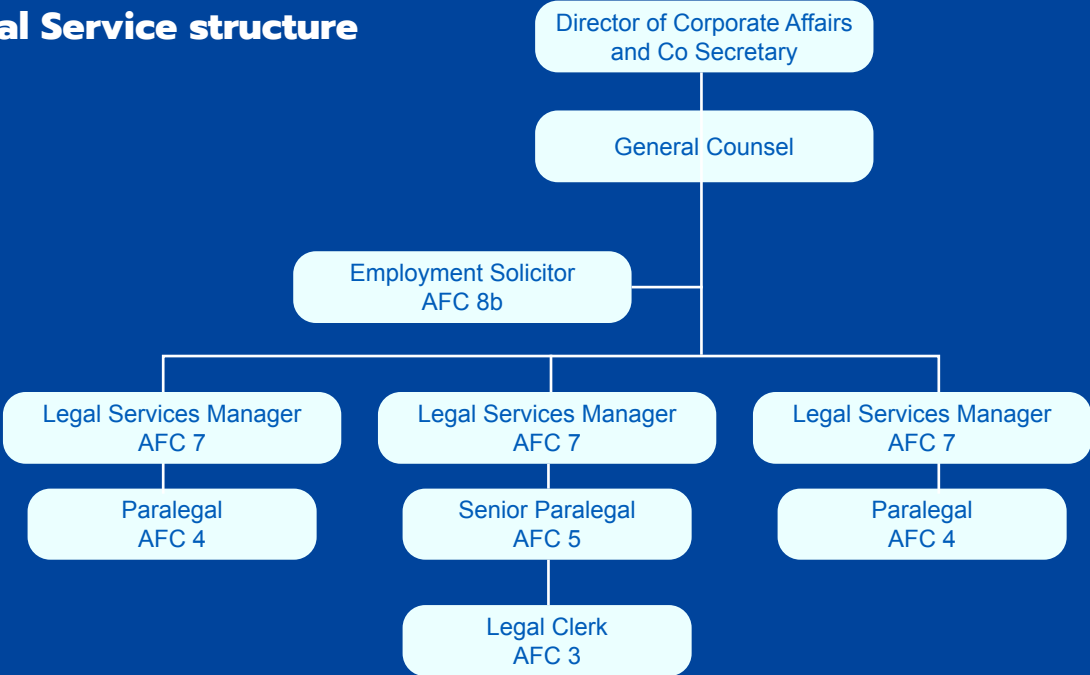
## Board members

- David Flory CBE,**  
Chair
- David Gilbert,**  
Non-Executive Director
- Eustace de Sousa,**  
Non-Executive Director
- Vacant,**  
Non-Executive Director
- Ibrahim Ismail,**  
Non-Executive Director
- Mike Eastwood,**  
Non-Executive Director  
(Vice Chair)
- Professor Tom Walley,**  
Non-Executive Director
- Sheila Samuels,**  
Non-Executive Director

## Executive team

- James Sumner,**  
Chief Executive Officer
- Rob Forster,**  
Deputy Chief Executive /  
Chief Finance Officer
- Jim Gardner,**  
Chief Medical Officer
- David Melia,**  
Chief Nursing Officer
- Beth Weston,**  
Chief Operating Officer
- Heather Barnett,**  
Chief People Officer
- Matt Connor,**  
Chief Digital Officer
- Tim Gold**  
Chief Transformation Officer
- Chris Mawdsley,**  
Director of Communications  
and Marketing
- Jan Ledward,**  
Executive Director of Strategy and  
Partnerships
- Siobhan Roberts,**  
Director of Quality Improvement
- Daniel Scheffer,**  
Director of Corporate Affairs /  
Company Secretary
- Dr Peter Turkington,**  
Executive Managing Director - Aintree
- Natalie Hudson,**  
Executive Managing Director - Royal

## Legal Service structure



# General Counsel

The General Counsel will provide legal services management and expert advice to the Trust's Board of Directors and Senior leadership teams; liaising directly with external solicitors when required. The post-holder will provide advice and information to all staff disciplines as well as to patients and the public.

The role will be key to the ongoing delivery and future development of a Legal Services Strategy. You will act as a key lynchpin in leading on and developing the work which is underway to establish a Legal Services Collaborative for healthcare providers across Liverpool. This exciting new development, backed by NHS England, seeks to be transformative and bold, ensuring the establishment of a high performing in-house legal services offer. As General Counsel, you will be responsible for providing legal services management to member trusts of the Legal Services Collaborative.

The General Counsel will be a lead specialist and expert source of knowledge in legal matters and have significant previous experience of managing legal services and advising senior leaders in an NHS Trust. When required, they will act as Relationship Manager between the Trust and external solicitors ensuring that the NHS is receiving value for money support

## Key Responsibilities

- To provide expert advice to Board Members, Executive Directors, Senior Leaders and other staff within LUHFT and Legal Services Collaborative member trusts in relation to relevant legal issues. This involves highly complex, highly sensitive, highly confidential, and sometimes contentious information.
- To take the lead in further developing the innovative NHS Legal Services Collaborative for Liverpool; this is supported by NHS England and the Cheshire and Merseyside Integrated Care System.
- To act as the relationship manager for all external legal advice (clinical, commercial, workforce) and liaison with external solicitors.
- To provide strategic direction, support and advice across in relation to legal services to all areas.
- To ensure that risk management processes are followed for any risks identified through the legal and coronial process.

## Claims Management

- To establish and continually review systems, policies and procedures for the effective and efficient management of legal claims.
- To ensure that clinical and non-clinical claims are managed in accordance with current legislation, NHS Resolution requirements and the claims policies for LUHFT and Legal Services Collaborative member trusts.
- To facilitate the identification of learning from claims at Trust and specialty level.
- To manage the processes for ex-gratia claims for LUHFT and Legal Services Collaborative member trusts.

## Inquest Management

- To act as the lead point of contact for HM Coroners for any inquests and assist the Senior Coroner in their investigation of matters related to LUHFT and Legal Services Collaborative member trusts.
- To represent the LUHFT and Legal Services Collaborative member trusts at inquests as required and to liaise with external solicitors if necessary.
- To ensure that staff are supported throughout the inquest process in conjunction with line managers.
- To provide inquest awareness training for clinicians across LUHFT and Legal Services Collaborative member trusts.
- To ensure that Prevention of Future Deaths notifications received by HM Coroner are responded to within required timescales and actions are taken to address areas for improvement.

## Leadership

- To provide clear leadership and promote and foster a team culture consistent with the Trust's values.
- To manage the performance and contribution of the Legal Services Team.
- To undertake horizon scanning to advise, encourage and share knowledge regarding the latest legal services developments.
- To work with the established Programme Team to deliver a new, innovative in-house NHS Legal Services Collaborative.

## Equality and Diversity

It is the responsibility of every member of staff to understand our equality and diversity commitments and statutory obligations under current equality legislation (the Equality Act 2010) and to:

- Act in ways that support equality and diversity and recognises the importance of people's rights in accordance with legislation, policies, procedures and good practice;
- Valuing people as individuals and treating everyone with dignity and respect, consideration and without prejudice, respecting diversity and recognising peoples expressed beliefs, preferences and choices in working with others and delivering appropriate services;
- Recognise and report behaviour that undermines equality under Trust policy.
- Be consciously aware of own behaviour and encourage the same levels of behaviour in colleagues.
- Acknowledge others' different perspectives and recognise the diverse needs and experiences of everyone they come into contact with.
- With the support of managers develop an equality and diversity objective through the personal development review process.



# Values and Behaviours

## We are Caring

We are kind to each other and always show compassion to ourselves and others.

We know we are doing this when:

- We are always **kind** and **compassionate** to ourselves, our patients, families, and colleagues.
- We **recognise** and **appreciate** each other, taking pride in working here and our contribution to success.
- We are **professional** and always seek to deliver the best standards of care.

## We are Fair

We treat people equitably and value their differences.

We know we are doing this when:

- We value **everyone** for their unique contribution, and we embrace diversity.
- We are confident in **speaking up** and we support all our colleagues to do the same.
- We are **open and honest**.

## We Are Innovative

We work as a team to continuously improve the way we deliver and transform health care.

We know we are doing this when:

- We **continuously improve** the services we deliver and pioneer new ways of doing things.
- We **learn from mistakes**, striving to ensure we get things right first time.
- We **create and share knowledge** with each other, patients, and our professional communities.

## Infection Prevention and Control

All staff will adhere to infection control policies and procedures at all times and carry out role specific duties as per roles and responsibilities.

## Confidentiality

Confidentiality/Data Protection regarding all personal information and Trust activity must be maintained at all times (both in and out of working hours). All staff should ensure that they are familiar with and adhere to all Trust privacy, confidentiality and security policies and procedures. Any breach of confidentiality will be taken seriously, and appropriate disciplinary action taken.

## Freedom of Information

In accordance with Freedom of Information and other associated legislation, the Trust may be required to make public recorded information available upon a request or do this as part of a publication scheme. Please note, that in your public role, your name or job role may be contained in a document that is published in accordance with such legislation.

## Management of Risk and Health and Safety

All employees have a duty to take reasonable care to avoid injury to themselves or to others and to co-operate with the Trust in meeting its statutory requirements.

All employees will proactively contribute to the management of risk by identifying hazards in the workplace which have the potential to cause harm, raising issues of concern and risk to the appropriate level.

## Safeguarding Children and Vulnerable Adults

All Trust employees are required to act in such a way that at all times safeguards the health and wellbeing of children and vulnerable adults. Familiarisation with and adherence to Trust Safeguarding policies is an essential requirement of all employees, as is participation in related mandatory/statutory training.

## IT Skills

All staff are expected to have or to gain a minimum of basic level IT skills to enable them to use the Trust IT systems to support Trust services and needs. All staff should be familiar with relevant IT systems and security policies and procedures.

## Records Management

All staff are personally responsible for record keeping. A record is anything that contains information in any medium e.g. paper, tapes, computer information, etc. which have been created or gathered as a result of any NHS activity. All individuals within the Trust are responsible for any records they create or use. Please ensure that records are retained in accordance with the Records Management Policy and are stored in a manner that allows them to be easily located in the event of a Freedom of Information (FOI) request.

## Information Quality

All staff must ensure complete and accurate data is collected to the highest standard at all times. Data collection should be supported by adequate documentation and processes should be regularly reviewed. Staff should ensure that processes conform to national standards and are fit for purpose. All staff should comply with the Information Quality Policy.

## Professional Responsibility

As per any required registration and LUHFT policy.

## Change of Job Description

The duties outlined above are not intended to be exhaustive and may change as the needs of the department alter in line with current agendas. This job description will be subject to periodic review and amendment in accordance with the needs of the Trust.



# Person Specification

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Candidate will have proven leadership skills and experience operating at board or other senior level, with significant experience in one or more of the following areas.

## Essential criteria

- Qualified lawyer in England and Wales or other common law jurisdiction
- Master qualification or equivalent
- Evidence of continued professional development
- Significant PQE in Healthcare Law
- Experience of working in a senior legal services role within an NHS organisation.or healthcare law sector
- Significant experience in representing and management of litigation and inquest arrangements.
- Experience in training medical, nursing and other staff.
- Significant experience of building, maintaining and utilising successful partnerships across a range of stakeholders to influence and drive change.
- Exercise judgement involving highly complex facts or situations, which require the analysis, interpretation and comparison of a range of options.
- Experience of policy development and implementation
- Evidence of the ability to manage conflict and sensitive situations, acting with tact and diplomacy
- Excellent interpersonal skills with the ability to facilitate effective relationships with a wide range of internal and external stakeholders
- Ability to write and implement policies

## Desirable criteria

- Sound knowledge of risk management and other elements of governance with particular reference to complaints management, incident management and regulatory compliance.
- Detailed understanding of current healthcare policy and appreciate the implications of this on the Trust and Legal Service Collaborative members.
- Experience of effective partnership working with a range of agencies and stakeholders

## Terms of Appointment

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Remuneration – Agenda for Change 8d





## **How to apply**

**Apply via NHS Jobs**

**For questions about the roles, please contact:**

**Daniel Scheffer, Director of Corporate Affairs/Company Secretary**  
daniel.scheffer@liverpoolft.nhs.uk  
07387 013 246

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**Working together to deliver outstanding healthcare**

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[www.liverpoolft.nhs.uk](http://www.liverpoolft.nhs.uk)