

# Director of People

## Candidate Information Pack

**January 2026**



# Contents

Welcome from Hiring Manager	3
The Greater Manchester System	4
About MFT	5
Overview of our Services	6
Our Trust Strategy 2024-2029	7
Our Values & Mission	8
Strategic Development and Opportunities	9
MFT Leadership	10
Equality, Diversity, and Inclusion	11
MFT Operating Model	12
MFT Strategy 2024-2029 - Our Vision Workforce and OD Services	13
Role Description and Person Specification	14-25
How to Apply	26-28
Contact Details	29

# Welcome from Meera Nair, Chief People Officer



I am delighted to share this new opportunity with you, as we search for our Director of People at Manchester University NHS Foundation Trust (MFT).

MFT has a turnover of £2.8bn and is on a different scale than most other NHS Trusts, hence our search for a seasoned and highly credible

Director of People to provide inspirational leadership for our corporate people teams, establishing national and local best practice to develop consistency and exceptional standards across the entire people profession.

This newly created role means you have the opportunity to shape, influence and build how and where you want it to impact. Reporting directly to the Deputy Chief People Officer, you will be working in collaboration with our six Clinical Group Directors of Workforce and OD and will be instrumental in leading, shaping and guiding the Employee Health and Wellbeing service, Corporate HR Business Partnering and Medical Workforce team. Most importantly, you will be horizon scanning, setting the strategic direction and the standardisation of the people profession across the Trust.

It goes without saying you will have the autonomy to drive transformation strategically and skillfully, achieved by influencing decision making and increasing organisational and individual awareness through the introduction, development and maintenance of leading-edge interventions.

About you: you will be significantly experienced as a senior manager in a health, social care or related setting, be a role model of values-led, compassionate leadership, and be an enabler of empowering others in decision-making, inspiring our teams to know they make valuable contributions, all leading to a high-performing, inclusive, open, and transparent culture.

Join us, and become an integral part of MFT, united in its values, purpose, and commitment to improving people's lives across Manchester, Trafford, and beyond.

I encourage you to explore this exciting opportunity by requesting a copy of our **Candidate Information Pack** contacting **Sinéad Gamble** - Talent Attraction & Senior Acquisition Service Lead, by emailing: [sinead.gamble@mft.nhs.uk](mailto:sinead.gamble@mft.nhs.uk).

I look forward to hearing from you.

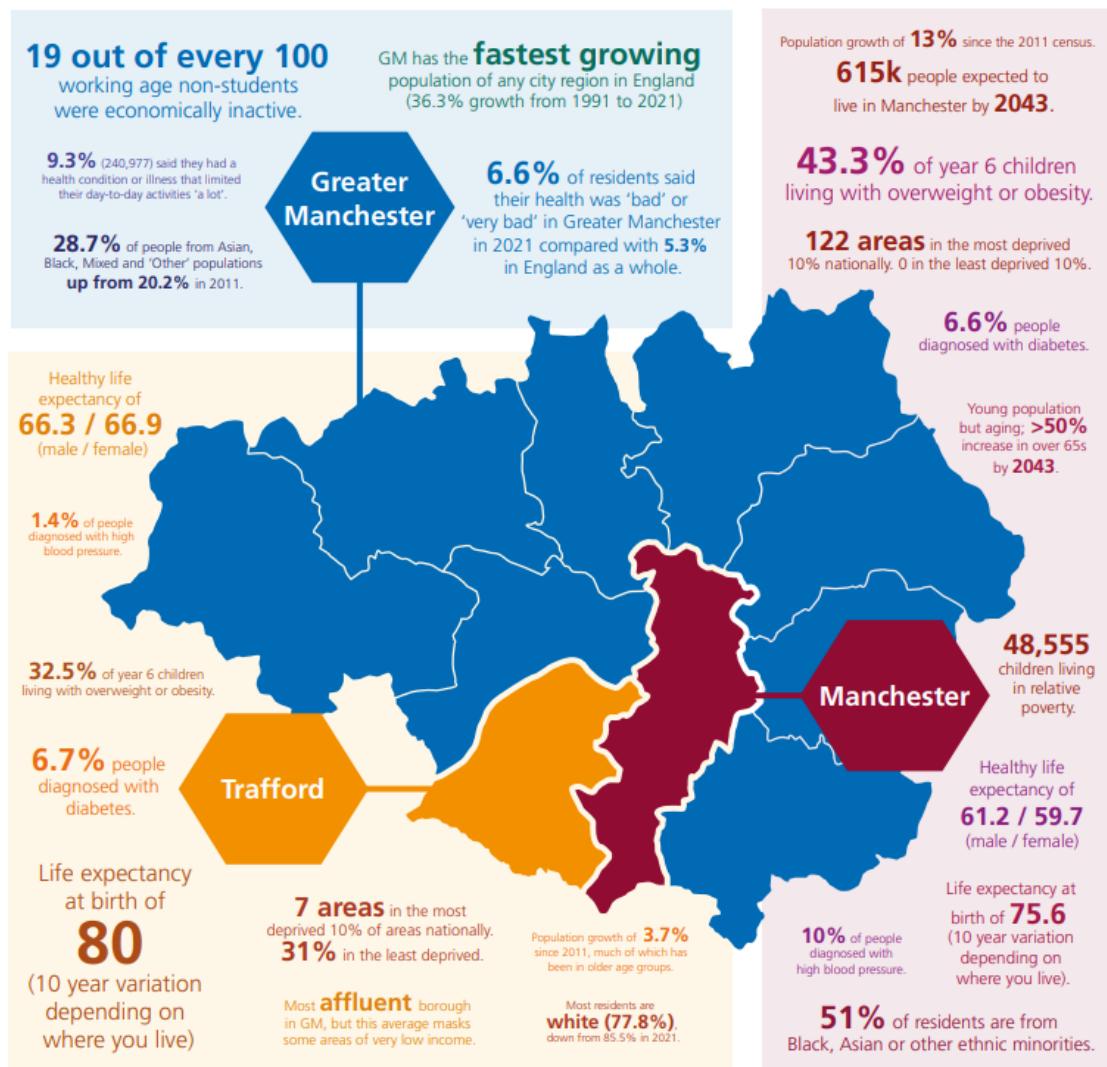
**Meera Nair**  
**Chief People Officer**



# The Greater Manchester System

The **Greater Manchester Integrated Care System** covers an area with:

- 10 localities
- 2 Mental Health Trusts
- 7 Hospital Trusts
- 1 Ambulance Trust
- 67 PCNs
- 10 Local Authorities
- 1 Combined Authority
- 1 GM Mayor
- c16k VCSE organisations
- Social care provider



The Greater Manchester system has an active Trust Provider Collaborative of which MFT is a key member. We work closely with provider partners on strategic planning, operational decisions and performance improvement (e.g. mutual aid).

Whilst we work with colleagues at a **place** level in Manchester and Trafford, notably through our Local Care Organisations, we also work with locality colleagues in other parts of GM, particularly those boroughs that North Manchester General Hospital serves.

We support **research and innovation** across GM hosting NIHR activities and Health Innovation Manchester.

Many of these structures pre-date the establishment of Integrated Care Systems and are based on well-developed relationships.

# About MFT



**Manchester Royal Infirmary**

Secondary and tertiary services



**Manchester Royal Eye Hospital**

Specialist eye hospital



**Saint Mary's Hospital**

Specialist Women's hospital and genomics



**Royal Manchester Children's Hospital**

Specialist children's hospital



**University Dental Hospital of Manchester**

Specialist dental hospital



**Clinical & Scientific Services (CSS)**

Specialist Services



**Wythenshawe Hospital**

Secondary and tertiary services



**Withington Community Hospital**

Diagnostics, day-case and community



**Trafford General Hospital**

Secondary care services



**Altrincham Hospital**

Diagnostics and outpatient care services



**North Manchester General Hospital**

Secondary and tertiary services



Trafford Local Care Organisation



Manchester Local Care Organisation

**Community Health & Adult Social Care Services**

Manchester University NHS Foundation Trust (MFT), has moved to an enhanced clinical leadership model, consisting of **10 hospitals across 6 Clinical Groups** delivering the full range of hospital services from seven sites across Manchester and Trafford.

Imaging, Pharmacy, Anaesthetics and Critical Care, Laboratory Medicine and AHP services are provided by Clinical and Scientific Services across all 10 hospitals.

We are the **largest provider of specialist services**, and our Oxford Road Campus in Manchester is the largest health academic campus in Europe, **with a workforce of over 30,000** and a turnover of more than **£3.0 billion**.

We provide local hospital care to almost 1 million people, primarily in Manchester and Trafford and specialised services to patients across England.

We host **two Local Care Organisations** (LCOs) which **run NHS community health and adult social care services** in Manchester and Trafford, in collaboration with our Local Authority partners.

We are **the leading trust for research and teaching in the Northwest** hosting the Manchester NIHR Biomedical Research Centre and Clinical Research Facility.

There is **significant diversity** across Manchester and Trafford

- 190 languages spoken in Manchester
- The average age of people in Manchester is 33 and in Trafford is 39
- 1 in 5 of the population has a disability or long-term condition

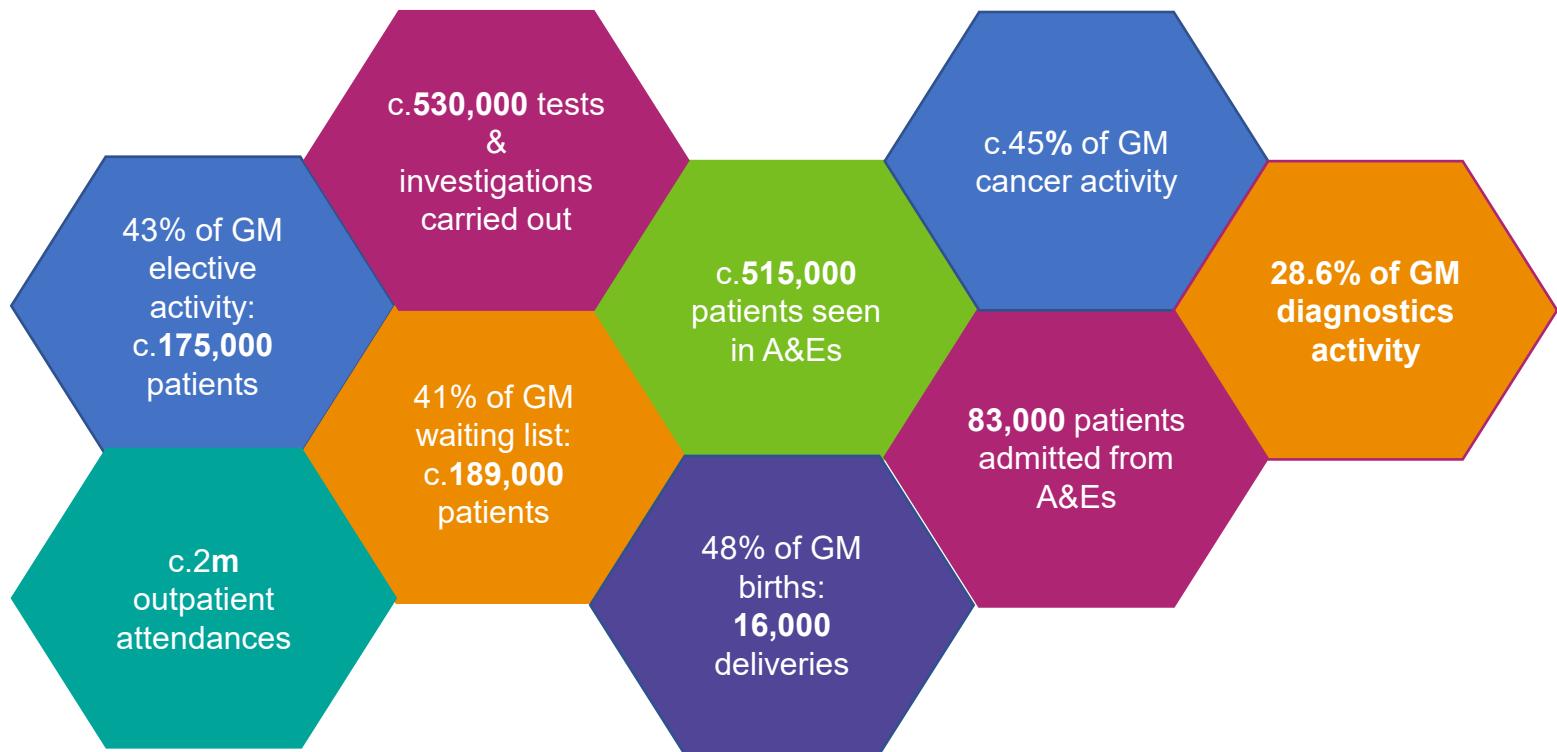
**Deprivation** is significant

- Manchester is the sixth-most deprived local authority in England
- More than two thirds of neighbourhoods in Manchester and Trafford are more deprived than the England average
- Over 40% of children under 16 in Manchester are living in poverty



# Overview of Our Services

MFT is the largest provider of specialist services in England, covering population of 2.8m, sole provider for several tertiary services across GM whilst delivering District General Hospital services for our local population.



MFT also provides extensive community services to the population of Trafford and Manchester.

## A typical day in Manchester Local Care Organisation:

- 3,300 people seen or in contact with our community health services
- 700 new referrals into our community health services
- 15 people referred through our crisis services - helping keep them out of hospital
- 165 people in our reablement services helping them stay independently at home
- 150 people are supported through our integrated care teams
- 1,100 people have care commissioned in residential and nursing homes through contracts we hold

## A typical day in Trafford Local Care Organisation:

- 2,400 people supported by our Adult Social Care teams
- 304 daily visits to people by our District Nurses
- 230 contacts every day from our Health Visitors with families
- 54 contacts and visits by the Child Nursing and Paediatric medical services to children
- 16 children and 59 adults experiencing acute or chronic pain supported by our Musculoskeletal and Child Therapy services
- 31 people at immediate risk of admission are provided with a rapid health and social care



# Our Trust Strategy 2024 – 2029: Where Excellence Meets Compassion

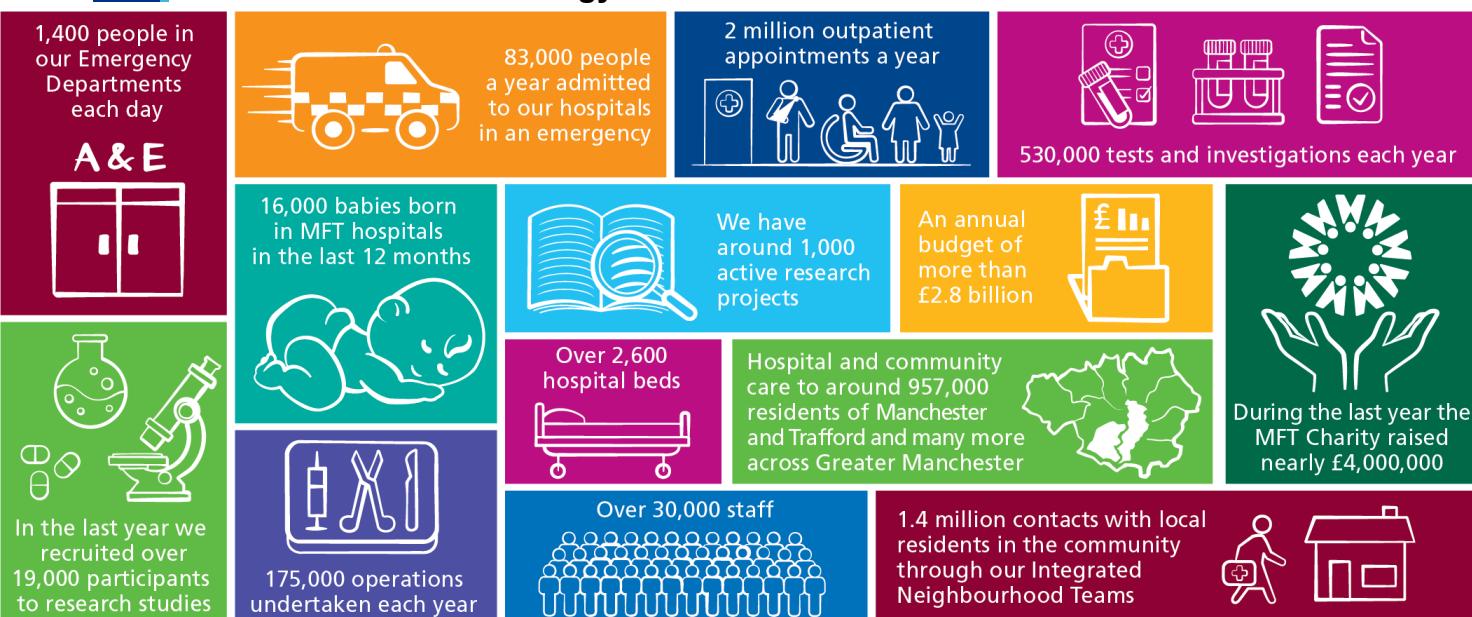
## ***Working together to improve the health and quality of life of our diverse communities***

In March 2024, we introduced our strategy for the next five years. This is the first time that MFT has a single strategy that covers everything that we do as an organisation. We have developed it with support from our staff, patient and community groups, and our partners in the health and care system. We believe that having one strategy for the whole of MFT will help us to be clear about what we want to achieve as an organisation, and the things that we will focus on to deliver this. We have called our strategy *Where Excellence Meets Compassion* because it describes in a few words what we aim to be as an organisation. We aim for excellence in everything that we do, from the care our teams provide in people's own homes and in our hospitals, the education and training we provide, through to the research and innovation work we do to help shape the healthcare of tomorrow. And we are a caring organisation – we care for people from before they are born to the end of their life.

### **The Difference We Aim to Make:**

- More people being supported to live healthy lives in the community with fewer people needing to use healthcare services in an unplanned way.
- More people recommending MFT as a place to be treated.
- More people recommending MFT as a place to work
- Make the biggest possible difference with the resources we have by delivering our financial plans
- More people participating in and benefitting from world-class research and innovation.

### **Click [here](#) to read the full Trust Strategy.**



# Our Values & Mission

At the same time as developing our organisational strategy, we have refreshed our MFT values – the principles that guide the way we work each day. Given the scale of the challenge – and of our ambition – it is important that we create the right conditions for our staff to do what we ask of them. Refreshing our values is just one part of an important piece of work we are doing to change and improve the culture of our organisation.

Our organisational values were originally developed as part of MFT's creation back in 2017, with input from our staff and local people. We have recently engaged further with people from across our organisation to refresh these values so that they reflect the things that are important to us today. People told us that they believe in the values we have but wanted to make them more meaningful, both in how we describe them and how we all demonstrate them in our actions.

Set out below are the refreshed values that we have developed through this engagement:

- **We are compassionate**
- **We are curious**
- **We are collaborative**
- **We are open and honest**
- **We are inclusive**

We have recently added a fifth value – we are curious. It reflects how we are always searching for ways to learn and improve, as well as focus on research, innovation, education and training.

We have used these values to inform the aims, objectives and values that make up our strategy.

## To achieve our mission of: 'Working together to improve the health and quality of life of our diverse communities'...

People who we serve, our colleagues, communities and partners are counting on us, so...



## We are collectively getting it right, when we can all say...

- |   |  |   |  |  |
|---|--|---|--|--|
| <ul style="list-style-type: none"><li>• I listen to and respect the views and opinions of others, valuing their perspectives</li><li>• I promote empathy, understanding and kindness to others</li><li>• I support others to deal with and respond successfully to challenges</li></ul> | <ul style="list-style-type: none"><li>• I seek opportunities to continuously improve and innovate our care, services, research and teaching</li><li>• I make a habit of asking questions and seek to notice things that may have been missed</li><li>• I keep learning and support others to do the same</li></ul> | <ul style="list-style-type: none"><li>• I put the needs of our service users above all else to succeed together</li><li>• I share information with all that need it and work together with others to find shared solutions to problems.</li><li>• I celebrate the success of others</li></ul> | <ul style="list-style-type: none"><li>• I set a good example and behave how I would want others to behave towards me</li><li>• I give meaningful feedback and call it out if I see standards or patient safety not being maintained. I invite feedback from others</li><li>• I acknowledge when I get it wrong and use it as an opportunity for learning</li></ul> | <ul style="list-style-type: none"><li>• I actively ensure those around me feel valued and respected</li><li>• I consider other people's different needs and circumstances</li><li>• I treat people fairly, based on the unique things each person brings</li></ul> |
|---|--|---|--|--|

# Strategic Developments and Opportunities

We have a range of exciting strategic developments underway which will help improve the care we deliver to patients, present opportunities for our colleagues and will enable us to improve productivity. These include:

- Re-developing North Manchester General Hospital through the New Hospital Programme, providing a state-of-the-art hospital campus for local people and helping to regenerate the area.
- Continuing to find ways to achieve the benefits arising from our scale and breadth for our patients in Manchester, Trafford and beyond.
- Improving alignment of services across MFT to enable an efficient and sustainable organisation.



- Although a funding source is yet to be identified, we are progressing the Wythenshawe Masterplan to create a high-class sustainable health village maximising commercial opportunities, supporting local economic developments, tackling health inequalities and promoting wellbeing.
- Further opportunities to develop Research & Innovation activities for the benefit of patients through the development of a data-secure environment which embraces an extensive research and innovation infrastructure including hosted structures and an extensive Nursing, Midwifery, and Allied Health Professional research portfolio.
- Creating opportunities to build strong, well-developed partnerships with industry, and making best use of our relationships to advance technology and innovation.

# MFT Leadership

## Trust Chair

Kathy Cowell has been Chair of the board since 2016. She joined the Trust in 2013 as a Non-Executive Director and was appointed the Senior Independent Director (SID) in 2014.

A banker by profession, Kathy worked for Cheshire Building Society for 24 years until taking early retirement in 2006.

Kathy has held several Chair and Non-Executive roles in the health sector, in both provider and commissioner organisations, including Chair of the East Cheshire NHS Acute Trust; NHS Cluster/PCT Chair; and Vice Chair of Warrington Hospital NHS Acute Trust.



## Trust Chief Executive

Mark Cubbon has worked in the NHS for many years having joined the NHS as a nurse in Greater Manchester in 1992.

Mark became Trust Chief Executive of Manchester University NHS Foundation Trust in April 2023. Prior to that, he was Chief Delivery Officer for NHS England.

Mark has held a range of senior leadership roles in his career, including Chief Executive at Portsmouth Hospitals University NHS Trust, regional Chief Operating Officer for NHS Improvement in the Midlands and East of England, and several director roles in London NHS Trusts, including Moorfields Eye Hospital, Whipps Cross and Barts Health.

You can find out more about our senior leadership team [here](#)



# Equality, Diversity, and Inclusion

There is so much to be proud of at MFT but most of all, our committed and dedicated workforce. All our people, whatever job they do, contribute in some way to the positive reputation of MFT.

It is recognised that the NHS is built on the values of; everyone counts, dignity and respect, compassion, improving lives, working together for patients, and commitment to quality. These values underpin how healthcare is provided and extend to our NHS workforce.

To build for the future, we need to inspire new staff to join and encourage existing staff to stay, whilst ensuring our teams work in an environment where they feel they belong, can safely raise concerns, ask questions and admit mistakes is essential for staff morale – which, in turn, leads to improved patient care and outcomes. This can only be done by treating people equitably and without discrimination.

MFT People Plan provides a roadmap for all staff and supports a collective vision that we can make MFT a great place to work. This includes priorities for supporting the 30,000 people who work at MFT, with specific actions for improving their sense of 'belonging'. The approach is shaped by the NHS England Listening Well Framework with a focus on improving the fundamental issues associated with good staff experience. This work is being led by the Trust Chief Executive with full involvement of senior leaders from across the Trust to complement delivery of the Trust ED&I strategy.



# MFT Operating Model

## Clinical Groups

Our structure of 10 hospitals, Managed Clinical Services, and LCOs are categorised into the following six Clinical Groups:



There is a standard leadership framework for each Clinical Group, underpinned by a new Accountability & Decision-making Framework. This includes Clinical Group Chief Executives reporting to the Trust Chief Executive and being members of the Trust Leadership Team alongside Executive Directors.

Clinical Group Chief Executives will be responsible for designated services but also hold a corporate leadership role in specific areas agreed with the Trust Chief Executive.

Clinical Group Chief Executives lead a Senior Leadership Team (SLT). SLT roles are based on a standard framework and SLT members have a professional line of accountability to the relevant Executive Director (e.g. Clinical Group Director of Nursing to Chief Nurse). Working with the SLT are aligned subject experts for strategy, improvement, R&I, education and digital.

### The standard model for Clinical Groups Senior Leadership Teams includes:

- Clinical Group Chief Executive
- Clinical Group Medical Director
- Clinical Group Director of Nursing
- Clinical Group Director of Performance and Operations
- Clinical Group Director of Finance
- Clinical Group Director of Workforce & OD

### Glossary:

**MRI** – Manchester Royal Infirmary

**WTWA** – Wythenshawe, Trafford, Withington, Altrincham Hospitals

**NMGH** – North Manchester General Hospital

**RMCH** – Royal Manchester Children's Hospital

**SMH** – Saint Mary's Hospital

**MREH** – Manchester Royal Eye Hospital

**LCOs** – Local Care Organisations

**UDHM** – University Dental Hospital Manchester

**CSS** – Clinical & Scientific Services

# MFT Strategy 2024-2029 - Our Vision, Workforce and OD Services

## OUR MISSION Working together to improve the health and quality of life of our diverse communities

### OUR VALUES

Our mission is underpinned by our five core values

We Are  
Compassionate

We Are  
Curious

We Are  
Collaborative

We Are  
Open & Honest

We Are  
Inclusive

Work with partners to help people live longer, healthier lives



Provide high quality, safe care with excellent outcomes and experience



Be the place where people enjoy working, learning and building a career



Ensure value for our patients and communities by making best use of our resources



Deliver world-class research & innovation that improves people's lives



More people being supported to live healthy lives in the community with fewer people needing to use healthcare services in an unplanned way.

We will work with partners to target the biggest causes of illness and inequalities, supporting people to live well from birth through to the end of their lives, reducing their need for healthcare services.

We will improve the experience of children and adults with long-term conditions, joining-up primary care, community and hospital services so people are cared for in the most appropriate place.

We will provide safe, integrated, local services, diagnosing and treating people quickly, giving people an excellent experience and outcomes wherever they are seen.

We will strengthen our specialised services and support the adoption of genomics and precision medicine.

We will continue to deliver the benefits that come with our breadth and scale, using our unique range of services to improve outcomes, address inequalities and deliver value for money.

More people recommending MFT as a place to work.

We will make sure that all our colleagues feel valued and supported by listening well and responding to their feedback. We will improve staff experience by embracing diversity and fairness, helping everyone to reach their potential.

We will offer new ways for people to start their career in healthcare. Everyone at MFT will have opportunities to develop new skills and build their careers here.

Make the biggest possible difference with the resources we have by delivering our financial plans.

We will achieve financial sustainability, increasing our productivity through continuous improvement and the effective management of public money.

We will deliver value through our estate and digital infrastructure, developing existing and new strategic partnerships.

More people participating in and benefitting from world-class research and innovation.

We will strengthen our delivery of world-class research and innovation by developing our infrastructure and supporting staff, patients and our communities to take part.

We will apply research and innovation, including digital technology and artificial intelligence, to improve people's health and the services we provide.

## Our Vision | Workforce & OD Services

**One MFT Vision:** To improve the health and quality of life of our diverse population by building an organisation that excels in quality, safety, patient experience, research, innovation, and teaching. We attract, develop and retain great people and are recognised internationally as a leading healthcare provider.

### Workforce & OD Services Mission Statement:

Deliver workforce and OD services so that MFT is a place people enjoy working, learning and building a career, and that more people recommend us as a place to work.

Purpose 1 – People Profession	Purpose 2– Transactional Services	Purpose 3 – OD & Inclusion	Purpose 4 – Education & Learning	Statutory / Mandatory Duties
<p><b>We will provide a comprehensive customer service to ensure the Clinical Groups and Corporate teams are supported in all aspects of people management consistent with employment law and best practice so that our workforce feel safe, supported and valued. Including:</b></p> <ul style="list-style-type: none"> <li>Horizon scanning to provide information, advice and evidence to enhance the MFT People Profession</li> <li>Comprehensive people profession policies, resources, frameworks and SOPs from national best practice.</li> <li>MFT Policy development and monitoring utilising best practice.</li> <li>A robust suite of employee health and wellbeing services &amp; resources.</li> <li>Partnership led employee relations.</li> <li>Supporting the management and monitoring of ER in Clinical Groups.</li> <li>Medical workforce advisory service.</li> <li>Comprehensive business partnering service for Corporate teams.</li> </ul>	<p><b>We will provide robust and consistent transactional workforce services to ensure the Clinical Groups and Corporate teams receive standard workforce processes, information and reporting they need to operate effectively. Including:</b></p> <ul style="list-style-type: none"> <li>Inclusive safer recruitment services, providing advice, support and resources if agreed and a consistent approach to all recruitment activity.</li> <li>Workforce planning service in collaboration with strategy and finance supporting clinical groups.</li> <li>Suite of regular consistent, insightful workforce reports for Clinical Groups/Corporate teams aligned with financial reporting.</li> <li>Robust, comprehensive payroll services and pensions advice.</li> <li>Responsive, streamlined workforce systems enhanced by digitalization.</li> <li>Develop digital opportunities in workforce, leading across GM.</li> </ul>	<p><b>We will provide strategic OD inclusion, leadership and culture change to ensure our people feel a sense of belonging and that they are listened to. Including:</b></p> <ul style="list-style-type: none"> <li>A strategic development programme including board development, senior leaders and Clinical Group SLTs.</li> <li>Collective and compassionate leadership, coaching and team development.</li> <li>MFT Leadership Academy.</li> <li>Culture change programme responding to feedback and ideas from change agents.</li> <li>Consistent model of engagement within the Clinical Groups to improve staff experience.</li> <li>NHS Staff Survey &amp; Pulse Checks.</li> <li>Consistent model of Equality, Diversity and Inclusion.</li> <li>Meet statutory compliance for Equality Diversity and Human Rights</li> <li>Facilitate plans for Staff Networks.</li> </ul>	<p><b>We will coordinate a comprehensive education and learning strategy and plan for trainees, students and employees through delivery and collaboration with Medical NMAHP, HCS professional leads, with ambition as both a learning organisation, and an inclusive organisation to support build and develop careers. Including:</b></p> <ul style="list-style-type: none"> <li>Widening participation programme.</li> <li>Develop Apprenticeship offer.</li> <li>Standardized Work Placements.</li> <li>Deliver a comprehensive on-boarding, Induction &amp; orientation programme.</li> <li>Deliver accessible mandatory training.</li> <li>Co-design an MFT education &amp; training strategy for trainees and employees.</li> <li>Resource, monitor and evaluate all education and learning programmes.</li> <li>Develop career pathways &amp; resources.</li> <li>Contribute to the development of the MFT Learning Academy with HE/FE.</li> <li>Link to MFT/NHS Leadership Academy.</li> <li>Reward and recognition schemes.</li> </ul>	<p><b>Employment Law</b> <b>Employee Relations</b> <b>Equality Diversity and Inclusion standards.</b> <b>Safer Recruitment.</b> <b>Pre-Employment/FP/PP checks</b></p> <ul style="list-style-type: none"> <li>Identification checks</li> <li>Professional registration</li> <li>Qualifications</li> <li>DBS</li> <li>Occupational Health</li> <li>Employment History</li> <li>Right to Work/Visa</li> <li>Public Profile/media</li> <li>Statutory &amp; Mandatory Training.</li> <li>NHS Staff Survey.</li> </ul>

# Role Description and Person Specification

<b>Job Title:</b>	Director of People
<b>Reports to:</b>	Deputy Chief People Officer
<b>Professionally Accountable to:</b>	Chief People Officer
<b>Responsible for:</b>	Overall accountability as the Director of Workforce & OD for Trust HQ centralised Corporate Services, leads and sets direction for Employee Health and Wellbeing service, Corporate HR Business Partnering, and Medical Workforce team. Provides professional oversight and sets direction for partnership working. A key responsibility is to horizon scan and set the strategic direction and standardisation of the people profession working closely with the Directors of Workforce and OD within the Clinical Groups.
<b>Band:</b>	9

## Main Organisational Relationships:

<b>Internal Relationships</b>	Clinical Group Senior Leadership Teams, with a particular focus on the Directors of Workforce & OD, Corporate Directors, and peers within the Workforce & OD service i.e., Director of Transactional Services, Director of Learning & Development, Director of OD & Inclusion, Trade Union Colleagues and representatives.
<b>External Relationships</b>	Relevant Greater Manchester and national networks to ensure that the strategic direction, employment law/other legislation to ensure that the objectives for the People Profession is met, and the service is safe.

## 1. Job Summary

This is a senior role accountable and responsible to the Deputy Chief People Officer, the post-holder will oversee key teams within the corporate workforce & OD directorate with a focus on the people profession. Working with other Directors the post holder will take on a strategic role to horizon scan and establish best practice in order to develop consistency and standards across the people profession.

This role is a key decision maker and will have overall responsibility for effective operational delivery of the corporate people profession. The role requires effective leadership to drive transformation to deliver a comprehensive Employee Health and Wellbeing agenda from strategy development to implementation, leading a wide variety of people centred programmes. This will be achieved by influencing decision making and increasing organisational and individual awareness through the introduction, development and maintenance of leading-edge interventions.

# Role Description and Person Specification

## 1. Job Summary continued.

The post holder will be confident engaging in positively challenging conversations across the organisation to inform and enable change.

The post holder will operate as the Director of People for the Corporate team, providing professional Workforce & OD advice to Corporate Leadership and driving delivery of the MFT People Plan.

The post holder will significantly contribute to effective partnership working with Trade Union colleagues and representatives within and outside of MFT

The post holder will be a member of the Workforce and OD Senior Leadership Team working closely with the Deputy Chief People Officer, Director of Transactional Services, Director of Learning & Development and the Director of OD & Inclusion, working collaboratively with colleagues across the Directorate and more generally across the Trust.

This is a direct report to the Deputy Chief People Officer with the expectation to deputise as necessary, meaning the post holder will be a dynamic and proactive individual who has the confidence to work with senior stakeholders and communicate at Board level. The individual will take on a strategic workforce role for the trust, operating at the forefront of setting MFT's professional standards, horizon scanning and ensuring the Workforce & OD directorate is well set-up to support MFT in the future.

## 2. Principle Duties and Responsibilities

### 2.1 Strategy

- Make a significant contribution to the overall success of the Trust by supporting the Chief People Officer in setting and implementing strategic objectives and achieving deliverables for the MFT People Plan and other key Trust Strategies.
- To deputise for the Deputy Chief People Officer across the full range of both Workforce and corporate responsibilities, including attendance as required at corporate and external meetings.
- Direct the development of a strategic vision for employee experience and how it will shape organisational direction, strategy and focus using the MFT People Plan as an enabler for change.
- Lead the development of relevant effective strategic partnerships and networks with the statutory and voluntary sectors and other key stakeholders.
- Actively engage in national policy developments, Greater Manchester and North West Region strategy and change, and good practice across the NHS to ensure the Trust is innovative in its approach to people management.
- To lead by example to ensure that the Trust demonstrates commitment through its culture and actions, for all aspects of diversity in the population it serves and the staff who provide the services.
- Work closely with partners across the Greater Manchester and North West Region to inform system wide decision-making on employee experience aligned to the MFT People Plan deliverables.

# Role Description and Person Specification

## 2.1 Strategy continued

- To develop and pursue a strategy to ensure good and effective employee relations in which a genuine partnership approach with staff and their Trade Unions and professional organisations contributes to the provision of high quality services.
- Employee Health and Wellbeing: Develop and introduce a sustainable model for the Wellbeing Guardian and the role it will play within the organisation.
- Work collaboratively to ensure connectivity across key services and stakeholders including OD, Communications, Employee Relations, Transformation, Staff Networks etc.
- Deliver Employee Health and Wellbeing programmes of work to support the Trust.
- Ensure information gained from workforce reports across the Trust is used to identify current and future issues and support the organisation to develop a range of initiatives to tackle them.

## 2.2 Leadership and Management

- As part of the Workforce and OD Senior Team, provide effective leadership and support within the Workforce Directorate to ensure that individual contributions are maximised, and development needs are met whilst ensuring a truly integrated workforce service.
- Lead the development and maintenance of MFT-wide core workforce policies. This includes engaging with workforce directors of clinical groups and key customers to ensure policies are appropriate, effective and up to date, and can be clearly communicated to workforce teams and MFT line managers where required.
- Provide effective leadership to the corporate workforce business partnering function, supporting the 8c Head of Corporate Workforce & OD to engage with Corporate Leadership Teams and drive best practice. Ensure they receive the right expert support in strategic workforce planning, employee relations cases, and local culture and change programmes.
- Provide effective leadership to the employee health and wellbeing team including oversight and appropriate delegation of recruitment and selection, discipline and grievance handling, attendance management, planning and prioritising the work of the department. Oversee and maintain responsibility for effective service delivery and continuous improvement for the function.
- Provide effective leadership of the chair of Staff Side and general office, including ensuring that employee relations are maximised.
- Promote and reinforce effective working within the teams and between the teams and other internal partners by demonstrating effective leadership behaviours in line with Trust values.
- Ensure staff understand and meet agreed objectives and performance standards through the appraisal process.
- Ensure that projects are delivered within the available resources and to the agreed timescales, providing regular reports and raising significant problems / issues in a timely manner so that early, remedial action can be taken.

# Role Description and Person Specification

## 2.2 Leadership and Management continued.

- To be accountable for pay and non-pay budgets for areas of responsibility across all functions within the Corporate Workforce Directorate and such others as may be delegated by the Chief People Officer, ensuring the best use of resources within budget limits. To identify and deliver annual efficiency savings for each of the budgets managed.
- Lead relevant preparation for external regulatory meetings e.g. CQC, NHS I/E, Health and Safety Executive
- Lead and manage high performing teams through regular team meetings, personal development, and by creating an environment of continuous quality improvement and development.

## 2.3 Strategic Workforce Projects

- Lead and develops the People Profession directorate's objectives, cultures, and values as a Directorate.
- Lead on People Programmes as requested by the Chief / Deputy Chief People Officer, such as leading and owning central MFT workforce policies and strategies, leading initiatives to improve MFT employee experience.

## 2.4 Corporate Business Partnering

- Oversee the corporate business partner function to ensure they provide an effective service to corporate function leadership, operating as the Corporate Director of Workforce & OD.
- Act as a trusted advisor to leaders on people-related matters, including culture, leadership development, and employee engagement. Provide guidance on workforce planning, organisational design, and succession planning to meet the needs of corporate functions.
- Ensure the Corporate BP team is providing effective advice, support and guidance on complex employee relations issues, organisational change and transformation. Provide advice to help resolve complex employee relations issues, ensuring alignment with legal compliance and trust values.
- Mentor and coach HR business partners and junior team members, fostering a culture of continuous learning.
- Build the HR team's capability to deliver effective partnering across functions.

## 2.5 Employee Health and Wellbeing

- Through a collaborative approach, lead work to develop and implement trust-wide plans to improve employee health, psychological safety, and wellbeing in the workplace.
- Raise the profile of health and wellbeing services and initiatives and the return on investment they provide to the workforce through managing promotional campaigns and events, feeding into culture and leadership skills.

# Role Description and Person Specification

## 2.5 Employee Health and Wellbeing continued.

- Exploit all opportunities to improve the health and wellbeing of staff, including development of mental health and equality and diversity networks and in-house training.
- Utilise internal data, for example, from surveys, workforce systems and third-party data to assess the overall health, lifestyle and financial wellness of our employees inform the Trust's approach.
- Listen to the views of staff through the implementation of communication and consultation methods that encourage employee voice and genuine two-way dialogue.
- Lead on the development of training and resources for managers and leaders to support understanding of the value of and health and wellbeing to employee experience.
- To support staff to resolve conflicts of views and agree a way forward.

## 2.6 External Influencer

- Work across organisational boundaries to ensure the Trust is adopting best practice and displaying collaborative working methods.
- Drawing from experience and expertise in other academia and industries, ensuring that the Trust benefits from relevant initiatives.
- To represent the Trust at national and regional forums, networks and meetings.

## 2.7 Senior Leadership Engagement

- Support communication to the leadership community, Corporate and Executive Team and stakeholder groups to report on transformative initiatives and their progress.
- Support the creation of leadership development training programmes that deliver impactful and strategic solutions focused on implementing new and inclusive ways of leading & managing.

## 2.8 Professional Development

- To take every reasonable opportunity to maintain and improve self-development including professional knowledge and competence.
- To participate in personal objective setting and review, including the creation of a personal development plan.

## 2.9 Partnership Working, Social Inclusion and Stakeholder Management

- Be responsible for building and maintaining effective working relationships with a wide range of stakeholder's integral to the success of the service.
- When required, represent the Workforce and OD service at key forums across MFT.
- Take on responsibility for partnership working with Staff Side, transforming and developing Staff Side to improve and sustain partnership working.

# General Responsibilities

## Infection Control

- It is a requirement for all staff to comply with all infection control policies and procedures as set out in the Trust's Infection Control manual.

## Health and Safety

- The Trust has a statutory responsibility to provide and maintain a healthy and safe environment for its staff to work in.
- You equally have a responsibility to ensure that you do nothing to jeopardize the health and safety to either yourself or of anybody else. The Trust's Health and Safety Policies outline your responsibilities regarding Health & Safety at Work.
- The post holder must not willingly endanger themselves or others whilst at work. Safe working practices and safety precautions must be adhered to. Protective clothing and equipment must be used where appropriate.
- All accidents or incidents must be reported to your line manager and documented as per Trust Policy, including the reporting of potential hazards.
- The postholder has a responsibility to ensure that they complete corporate and clinical mandatory training as required for the role.

## Safeguarding

- Ensure that the policy and legislation relating to child protection and safeguarding of children, young people and vulnerable adults are adhered to.
- It is the responsibility of all staff to report any concerns to the identified person within your area of responsibility.
- Ensure that the Workforce and OD service has an effective safeguarding governance structure in place that meets organisational and local safeguarding board requirements.

## Equality, Diversity, & Inclusion

- To assist the Trust, fulfill its legal responsibilities with regard to the Equality Act 2010 aimed at improving equality, diversity, and inclusion, and to enhance the sense of belonging for NHS staff to improve their experience.
- To make continuous improvements to help ensure services and workplaces are free from discrimination and creating a culture of belonging and trust. Work to understand, encourage, and celebrate diversity in all its forms.
- To improve the outcomes for protected groups across the health system and always ensure the maintenance of confidentiality.
- To contribute to the leadership of system and culture change to create inclusive workplaces.
- To always perform your duties in a way that supports equality, diversity, and inclusion.

# General Responsibilities

## Security

- The post holder has a responsibility to ensure the preservation of NHS property and resources.

## Confidentiality

- The post holder is required to maintain confidentiality at all times in all aspects of their work.

## Communication and Engagement

- The Trust operates a system of regular Trust and local communications, which is based on the principles that people will be more committed to their work if they fully understand the reason behind what is happening in their organisation and how it is performing.

## No Smoking Policy

- The Trust operates a no smoking policy, which applies to all staff, patients and visitors and extends to the hospital grounds as well as internal areas.

## THE TRUST IS AN EQUAL OPPORTUNITIES EMPLOYER

**This job description indicates the main functions of the post holder and may be subject to regular review and amendment in the light of service development. It is not intended to be an exhaustive list. Any review will be undertaken in conjunction with the post holder and in line with Trust policy.**

## Vision and Values

- Refreshing our Values is an important part of our work to improve the culture across our trust.

## To achieve our mission of: 'Working together to improve the health and quality of life of our diverse communities'...

People who we serve, our colleagues, communities and partners are counting on us, so...



## We are collectively getting it right, when we can all say...

- |   |  |   |  |  |
|---|--|---|--|--|
| <ul style="list-style-type: none"><li>▪ I listen to and respect the views and opinions of others, valuing their perspectives</li><li>▪ I promote empathy, understanding and kindness to others</li><li>▪ I support others to deal with and respond successfully to challenges</li></ul> | <ul style="list-style-type: none"><li>▪ I seek opportunities to continuously improve and innovate our care, services, research and teaching</li><li>▪ I make a habit of asking questions and seek to notice things that may have been missed</li><li>▪ I keep learning and support others to do the same</li></ul> | <ul style="list-style-type: none"><li>▪ I put the needs of our service users above all else to succeed together</li><li>▪ I share information with all that need it and work together with others to find shared solutions to problems.</li><li>▪ I celebrate the success of others</li></ul> | <ul style="list-style-type: none"><li>▪ I set a good example and behave how I would want others to behave towards me</li><li>▪ I give meaningful feedback and call it out if I see standards or patient safety not being maintained. I invite feedback from others</li><li>▪ I acknowledge when I get it wrong and use it as an opportunity for learning</li></ul> | <ul style="list-style-type: none"><li>▪ I actively ensure those around me feel valued and respected</li><li>▪ I consider other people's different needs and circumstances</li><li>▪ I treat people fairly, based on the unique things each person brings</li></ul> |
|---|--|---|--|--|

# Role Description and Person Specification

	Attribute	Essential	Desirable
<b>Education &amp; Qualifications</b>	<ul style="list-style-type: none"> <li>▪ High level of general education to degree level or equivalent.</li> <li>▪ Educated to Master's level or holder of relevant professional qualification in Organisational Development, Change, Social Psychology or similar field.</li> <li>▪ Track record of continuous personal and professional development.</li> <li>▪ Chartered Fellow/Member of the Institute of Personnel and Development (CIPD) or demonstrable equivalent experience.</li> </ul>	<span style="color: green;">✓</span> <span style="color: green;">✓</span> <span style="color: green;">✓</span> <span style="color: green;">✓</span>	
<b>Skills &amp; Knowledge</b>	<ul style="list-style-type: none"> <li>▪ Ability to operate Director level or immediate next tier within a large complex organisation.</li> <li>▪ Experience of working to and supporting a Board Director.</li> <li>▪ Proven applied knowledge on employee experience / staff engagement, equality, health and wellbeing and related issues at both a strategic and operational level within a large complex organisation.</li> <li>▪ Evidence of well-developed project management skills.</li> <li>▪ Highly developed problem solving, analytical and interpretative skills with a proven ability to analyse and interpret data to identify trends and variances.</li> <li>▪ Ability to analyse both strategic and operational problems and develop innovative and practical solutions and to progress these through to implementation.</li> <li>▪ Excellent influencing skills.</li> <li>▪ Ability to respond and deliver in a complex and rapidly changing environment where there is a high level of ambiguity and fixed time constraints.</li> <li>▪ Ability to work under pressure and to assess and manage competing priorities.</li> <li>▪ Ability to delegate work and to supervise work in progress to required timescales.</li> <li>▪ Highly effective interpersonal skills to facilitate collaborative working with a wide range of stakeholders to develop mature relationships with key partners and to develop effective networks.</li> </ul>	<span style="color: green;">✓</span>	

# Role Description and Person Specification

	Attribute	Essential	Desirable
Skills & Knowledge continued	<ul style="list-style-type: none"> <li>Excellent leadership skills – ability to negotiate and influence others across boundaries in a complex environment.</li> <li>Excellent communication skills, both written and oral, with a proven ability to communicate effectively at all levels.</li> <li>Transformation or improvement qualification.</li> <li>Comprehensive knowledge and understanding of the legal framework surrounding employment.</li> </ul>	✓ ✓ ✓ ✓	✓
Experience	<ul style="list-style-type: none"> <li>Extensive experience of leading and delivering service improvement and change projects across a complex organisation.</li> <li>Extensive experience working at senior management level in a large, complex organisation.</li> <li>Significant experience of providing advice on workforce matters working in a large, complex, multi-professional organisation.</li> <li>Demonstrable experience of managing staff and employee relations.</li> <li>Considerable experience of developing and applying HR strategies, employment law and policies.</li> <li>Proven experience of collaborative working with a range of stakeholders and relationship management.</li> <li>A thorough understanding and practical experience of delivering staff engagement initiatives, team development, leadership and management and other training.</li> <li>Experience at a senior management or professional level, with staff management and financial / budgetary responsibilities, within a healthcare or similar complex organisation.</li> <li>Experience of procurement and management of external consultancy contracts.</li> <li>Experience of strategic thinking at a senior level.</li> <li>Experience of undertaking organisation / team diagnostic needs assessments and analysis.</li> <li>Experience of presenting to and facilitating small and large diverse groups at all levels.</li> </ul>	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓	

# Role Description and Person Specification

	Attribute	Essential	Desirable
Personal Attributes	<ul style="list-style-type: none"> <li>▪ Effective interpersonal skills and personal credibility, with the ability to quickly gain the confidence of and build relationships with others, including managers, clinicians and staff.</li> <li>▪ Innovation &amp; Creativity – ability to make decisions that encourage new ways of working and develop a culture of innovation.</li> <li>▪ Achievement focused – ability to set targets and get things done to achieve continuous improvement.</li> <li>▪ Politically astute.</li> <li>▪ Flexible and willing to commit to achieving results and meeting deadlines.</li> <li>▪ Sets high standards and motivated to achieve these.</li> <li>▪ Initiative – sees opportunities and acts on them – proactive rather than reactive approach.</li> <li>▪ Aware of own limitations.</li> <li>▪ Able to work autonomously and as part of a team.</li> <li>▪ Able to adapt style to the needs of a diverse environment.</li> </ul>	<span style="font-size: 2em;">✓</span>	

# Role Description and Person Specification

## The NHS Board/Aspiring Board Members Leadership Framework

NHS England has worked with a wide range of leaders from across the NHS to help describe what we do when we operate at our best. They have used this feedback to design a set of six competency domains, creating a *Leadership Competency Framework* to support Board Members to perform at their best. This framework is for Chairs, Chief Executives and all Board members in NHS systems and providers, as well as serving as a guide for aspiring leaders of the future.

It is designed to:

- support the appointment of diverse, skilled, and proficient leaders
- support the delivery of high-quality, equitable care and the best outcomes for patients, service users, communities, and our workforce
- help organisations to develop and appraise all board members
- support individual board members to self-assess against the six competency domains and identify development needs.

For more information on how this framework should be applied:

<https://www.england.nhs.uk/long-read/nhs-leadership-competency-framework-for-board-members/>

The six competency domains and definitions are:

### Driving high-quality and sustainable outcomes

The skills, knowledge and behaviours needed to deliver and bring about high quality and safe care and lasting change and improvement – from ensuring all staff are trained and well led, to fostering improvement and innovation which leads to better health and care outcomes.

### Setting strategy and delivering long-term transformation

The skills that need to be employed in strategy development and planning, and ensuring a system wide view, along with using intelligence from quality, performance, finance, and workforce measures to feed into strategy development.

### Promoting equality and inclusion, and reducing health and workforce inequalities

The importance of continually reviewing plans and strategies to ensure their delivery leads to improved services and outcomes for all communities, narrows health and workforce inequalities, and promotes inclusion.



# Role Description and Person Specification

## Providing robust governance and assurance

The system of leadership accountability and the behaviours, values and standards that underpin our work as leaders. This domain also covers the principles of evaluation, the significance of evidence and assurance in decision making and ensuring patient safety, and the vital importance of collaboration on the board to drive delivery and improvement.

## Creating a compassionate, just, and positive culture

The skills and behaviours needed to develop great team and organisation cultures. This includes ensuring all staff and service users are listened to and heard, being respectful and challenging inappropriate behaviours.

## Building a trusted relationship with partners and communities

The need to collaborate, consult and co-produce with colleagues in neighbouring teams, providers and systems, people using services, our communities, and our workforce. Strengthening relationships and developing collaborative behaviours are key to the integrated care environment.



## How to Apply



# How to Apply

**Closing date for applications is Midnight on Tuesday 3<sup>rd</sup> February 2026.**

## How to apply

To apply, please submit the short application form via the vacancy link found on either the MFT Careers website, via 'Trac', our Applicant Tracking System or NHS Jobs.

## Together with your application, you will also need to upload:

- Your Curriculum Vitae (CV) which should outline your education, professional qualifications, and full employment history. It is also helpful to have daytime and evening telephone contact numbers and e-mail addresses, which will be used with discretion.
- The CV or application should include names and contact details of a minimum of two board member referees from two separate organisations, which cover the last six years.
- All candidates are also requested to complete an Equal Opportunities Monitoring Form which will be available upon submission of your online application. This will assist Manchester University NHS Foundation Trust in monitoring their selection decisions to assess whether equality of opportunity is being achieved. The information you give us will be treated as confidential and is for monitoring purposes only; it will not form part of the application process.
- If you are unable to apply online, please email: [sinead.gamble@mft.nhs.uk](mailto:sinead.gamble@mft.nhs.uk) - Talent Attraction & Senior Acquisition Service Lead.

## Selection Process

The Selection Event for shortlisted candidates will take place as follows:

**Date: Thursday 19<sup>th</sup> February**

**Location: Cobbett House, Trust Headquarters, Oxford Rd, Manchester M13 9WL**

On this day, candidates will be invited to participate in:

- An in-person Stakeholder Engagement Exercise
- An in-person final Panel Interview

All selection exercises are developed specifically to assess the candidate's skills, knowledge, and experience in line with the Job Description and Person Specification, MFT's Values and in accordance with the six domains that form part of the NHS Leadership Competency Framework for Board Members/Aspiring Board members.

More information about the NHS Leadership Competency Framework for Board Members/Aspiring Board members can be found here:

[www.england.nhs.uk/long-read/nhs-leadership-competency-framework-for-board-members/](http://www.england.nhs.uk/long-read/nhs-leadership-competency-framework-for-board-members/)

Shortlisted candidates should plan to be available for a minimum of **three hours** on the day of the Selection Event.

More detailed information about the selection process for this role will be shared with shortlisted candidates closer to the time.

## Key dates to diary:

- Closing Date: **Midnight on Tuesday 13<sup>th</sup> February 2026**
- Shortlisting outcomes: **Friday 6<sup>th</sup> February 2026**
- Selection Event: **Thursday 19<sup>th</sup> February 2026**

\*It is unlikely we can accept any late applications nor change the date of the Selection Event; therefore, we ask that applicants take note of these key dates and diary these in the event you are shortlisted.

# How to Apply

## Conditions of an offer of employment

The successful applicant will be subject to satisfactory clearance of the six NHS Pre-Employment Check Standards.

## DBS costs (for relevant roles)

For roles that are subject to a DBS, our Trust policy requires that the cost of submitting & processing the successful applicant/DBS application be recovered via salary deduction following commencement in role.

The amount will be deducted from your salary in the first 3 months of employment. It's important to be aware that if you wish to withdraw from a conditional offer of employment from us once a DBS has been commenced you will be still liable for payment.

## Personal Data

In line with GDPR, we ask that you do NOT send us any information that can identify children or any of your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, data concerning health or sex life and sexual orientation, genetic and / or biometric data) in your CV and application documentation.

Following this notice, any inclusion of your Sensitive Personal Data in your CV/application documentation will be understood by us as your express consent to process this information going forward. Please also remember to not mention anyone's information or details (e.g., referees) who have not previously agreed to their inclusion.



# Contact Details

## Contact Us

In the first instance, please contact:  
Talent Attraction & Senior Acquisition Service Lead;

Sinéad Gamble  
[sinead.gamble@mft.nhs.uk](mailto:sinead.gamble@mft.nhs.uk)  
07900 584906



