

# Group Non-Executive Director.

## Candidate Information Pack

May 2024



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# Letter from Group Chairman.

Manchester University Foundation Trust (MFT) is one of England's largest NHS Trust with a turnover of £2.6bn and is on a different scale than most other NHS Trusts. We are creating the most exceptional integrated health and social care system that will deliver the best possible results for the 1million+ patients who rely on our services every year.



Thank you for your interest in this Group Non-Executive Director position at the Manchester University NHS Foundation Trust. I hope that you enjoy finding out more about our ambitions, our values, and this exciting opportunity to join our high performing Board.

This appointment comes at an interesting time as MFT plans for the future to deliver our new and ambitious organisational strategy. As part of this MFT is seizing the chance to make a real difference to the health and wellbeing of our residents across the region and beyond through the effective integration of health and social care services with a focus on the prevention of ill health and tackling health inequalities.

You will be joining us at a time of enormous challenge but also of huge opportunity. With a backdrop of ever-increasing demand on our services, and financial constraints, the years since the pandemic have presented unprecedented challenges for all of us. Despite this, in 2023/24 we were successful in reducing the size of our waiting list by over 18,000, improving the performance of our Emergency Departments, and achieving a breakeven financial position. The launch of our innovative Hive electronic patient record in September 2022 enables us to work more efficiently and improve the experience of our patients. It also offers significant opportunities for further innovation over the coming years.

This appointment will be made by our Council of Governors, and we are seeking exceptional individuals who will bring challenge, support, innovation, and passion to the team. For this role, we need individuals who are committed to our vision and values and who will ensure that quality of care to patients remains at the very heart of everything we do. We are also keen to ensure that our Board of Directors includes people with a wide range of backgrounds and experiences and reflects the communities we work within. We would therefore welcome applicants from a diverse cross section of society.

I hope that what you read in this pack will inspire you to apply for the role and I encourage you to find out more by contacting our Non-Executive Search Partner; Hunter Healthcare; via:

- James McLeod on 07842 424530/[Jmcleod@Hunter-Healthcare.com](mailto:Jmcleod@Hunter-Healthcare.com) or
- Jenny Adrian on 07939 250362/[jadrian@Hunter-Healthcare.com](mailto:jadrian@Hunter-Healthcare.com)

I look forward to receiving your application.

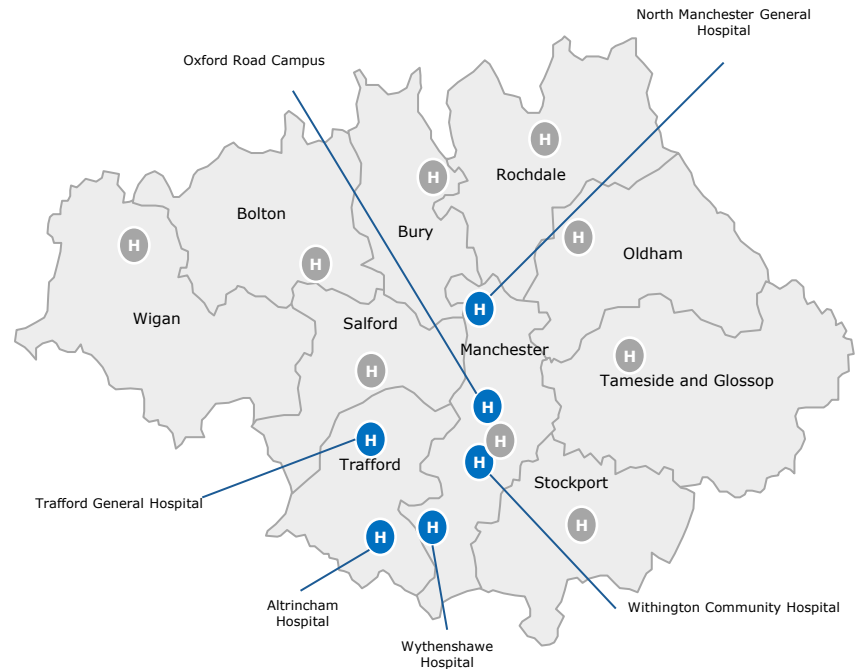
A handwritten signature in blue ink that reads "Kathy Cowell". The signature is fluid and cursive, written in a professional style.

**Kathy Cowell OBE DL**  
**Group Chairman**

# 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 provides



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.

**Manchester**  
Integrated Care Partnership



**Trafford**  
Integrated Care Partnership



**NHS**  
Greater Manchester  
Provider Federation Board  
A partnership of NHS Trusts

 Health  
Innovation  
Manchester

**NIHR** | Manchester Clinical  
Research Facility

# 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) consists of **10 hospitals** 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 one of the largest acute trusts in the UK With **over 28,000 staff** and a turnover of more than **£2.6 billion**.

We provide local hospital care to almost 1 million people, primarily in Manchester and Trafford. And we are also the **single biggest provider of specialised services in England**, with patients coming from across the country to receive care at our hospitals.

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 North West** hosting the Manchester NIHR Biomedical Research Centre and Clinical Research Facility.

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

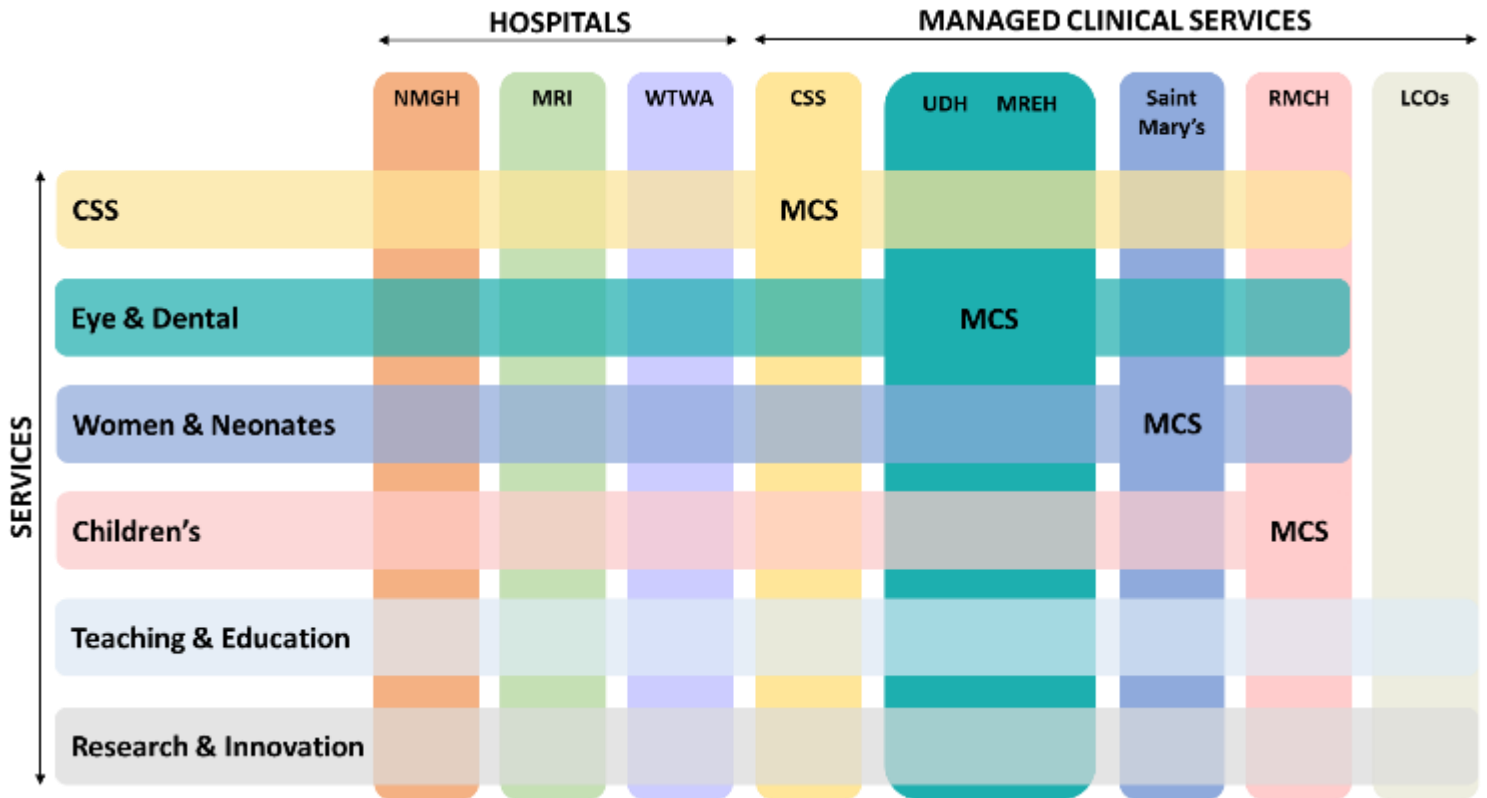
- 190 languages spoken in Manchester
- The average age of people in Manchester is 33 and in Trafford is 39
- 1 in 5 of the population has a disability or long-term condition

**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

# About MFT.

## How we operate



### Glossary

NMGH – North Manchester General Hospital

MRI – Manchester Royal Infirmary

WTWA – Wythenshawe, Trafford, Withington, Altrincham Hospitals

CSS – Clinical & Scientific Services

UDH – University Dental Hospital Manchester

MREH – Manchester Royal Eye Hospital

RMCH – Royal Manchester Children's Hospital

LCOs – (Manchester and Trafford) Local Care Organisations

### Hospitals

Primarily responsible for services delivered on site.

### Managed Clinical Services

Responsible for delivery of a defined range of services wherever they are provided across MFT plus setting strategy and standards for those services.

### LCOs

Responsible for the delivery of community services and integration with other community-based services.

## MFT Organisational Strategy, 'Where Excellence Meets Compassion' March 2024

We are currently reviewing our 'Operating Model' across MFT which is likely to lead to change in our organisational form during 2024 – 2025.

This review is in response to our new Organisational Strategy launched in March 2024.

The Strategy can be found [here](#) which contains the full document and the summary.

# 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> |
|---|--|---|--|--|

# 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.

40% of GM elective activity:  
c.150,000 patients

38% of GM waiting list:  
c.200,000 patients

c.500,000 patients seen in A&Es

c.170,000 patients admitted from A&Es

c.50% of GM cancer activity

45% of GM births:  
12,000 deliveries

c.1.7m outpatient attendances

c.500,000 investigations carried out

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

## A typical day in Manchester Local Care Organisation:

- 3300 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
- 1100 people have care commissioned in residential and nursing homes through contracts we hold

## A typical day in Trafford Local Care Organisation:

- 2400 people supported by our Adult Social Care teams
- 304 daily visits to people by our District Nurses
- 230 contacts 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

# 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.
- Ongoing optimisation of Hive, our Electronic Patient Record, through its transformation programme includes significant research and innovation opportunities to maximise benefits for patient care and efficiencies.
- 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 making best use of relationships to advance technology and innovation.

# Strategic Development and Opportunities.

MFT implemented a new clinically led integrated Electronic Patient Record in September 2022 - HIVE (powered by EPIC), an innovative solution which has replaced hundreds of separate systems to provide a single patient record, transforming the quality of care and the experience for all our patients and our colleagues as we deliver a single hospital service across our Trust, providing better continuity of care wherever patients are treated.



Follow us on Twitter at [@MFT\\_Hive](https://twitter.com/MFT_Hive) for all the latest updates!

Hive supports our Clinical Services Strategy and at its heart, the Electronic Patient Record solution brings all our patient information together in one place, helping us work together across professions to improve services for patients and people who use our services. Hive means much more than a digital system; it brings wide-spread change, and improvement, in every part and process in the organisation. The system has widespread clinical involvement and leadership delivered through 18 Pathway Councils, Digital Nursing Forum, 4 delivery Authorities and related governance which designs, develops, prioritises and deliver clinical work programmes to enhance workflow and staff engagement.

Our overall vision for Hive is to transform the quality of care and the experience for our patients and our colleagues by having the right information in the right place at the right time, first time, every time.

**MFT** **d** **Different** We believe in the art of the possible and we try multiple approaches. We are experimental, agile and not afraid to test ideas, fail and learn from them.

**i** **Interconnected** We recognise that no one person can hold all the information anymore. We connect widely with others and collaborate.

**g** **Genuine** We approach our work with authentic openness. We are transparent in our communications and ways of working with others.

**i** **Insight Driven** We don't just build large amounts of data; We use the information to build meaningful insights to understand things better.

**t** **Team Focused** We recognise the importance of people in the process; That digital work relies on the strengths of the people using it and help build their skills.

**a** **Automatic** We take ourselves out of a process wherever possible to reduce errors. We are always thinking about ways of simplifying and streamlining.

**l** **Long Term** We are always considering the future impact, what might be around the corner. We focus on how digital improvements could change things for the better.

**l** **Leaders**

Being on a journey to be a data driven organisation.

MFT is committed to enabling our diverse workforce build digital skills, confidence and digital leadership capability.

# Research and Innovation (R&I) at MFT.

The scale and maturity of R&I at MFT needs a special mention as it exceeds the mere listing of its component parts, many and high-quality as they are. Our varying R&I functions at MFT are delivered by over 600 staff, handling annual budgets totalling ~£65m, and involving partnerships and services across Greater Manchester. Within MFT the range of our specialities and services, which include Highly Specialised Services, provides unequalled reach to design and deliver research across the life course. Beyond MFT our R&I activities benefit from the collegiate approach which typifies modern interactions across GM for health and social care.

## Leadership and Management

Research and Innovation at MFT includes more than 640 staff across the 'core' functions of R&I, as well as the hosted bodies accommodated within R&I, such as Health Innovation Manchester (-110 staff) and the NIHR Clinical Research Network for Greater Manchester (-50). It is led strategically by the Group Director of R&I (typically a professorial/consultant-level clinical academic) and operationally by the Managing Director for R&I, both of whom report into the Joint Group Medical Director with responsibility for R&I.

## Research Governance

The Group Research Governance Committee is chaired by the Joint Group Medical Director with responsibility for R&I and reports to the Trust Board of Directors. It operates two sub-committees chaired by the Associate Director of R&I (Governance): Sponsorship and Governance Oversight Committee; and Early Phase Safety Committee. Governance activities such as sponsorship, quality assurance, monitoring, contracts, and project approvals are centralised in the Research Office, led by the Director of Research Governance and Quality. Regulatory inspections of research at MFT are overseen by the Research Office, e.g., Medicines and Healthcare products Regulatory Agency (MHRA) or Human Tissue Authority (HTA).

## Clinical Research Nurses, Research Midwives and Clinical Research Practitioners

Clinical research delivery staff include Clinical Research Nurses, Research Midwives and Clinical Research Practitioners (CRPs), and is the largest staff group within R&I (-120). Led by the Assistant Chief Nurse (R&I) and their senior management team, they deliver clinical research care for patients across the Trust, including in dedicated research space outside MFT Hospital buildings, such as the adult CRF on the Oxford Road Campus.

## Research Delivery

Operational management of R&I is embedded throughout the Trust under the Director of Research Delivery, with teams of non-clinical research delivery staff - including Clinical Trials Managers, Coordinators and Assistants - under a group of R&I Managers (R&IMs), with distinct responsibilities for the medical specialties represented across our hospitals and community services. They lead on project set up, conduct, performance, delivery and closure, including financial arrangements such as costing and invoicing.

## Innovation

The Director of Innovation oversees a small but growing and highly specialised team of innovation managers, with varying roles around Intellectual Property (IP) and commercialisation, strategic commercial partnerships, the local innovation district, and key initiatives such as the Diagnostics and Technology Accelerator. MFT is unusual in having in-house specialists responsible for advising on the capture and protection of inventions, IP and delivering impact through commercialisation (often in close collaboration with tech transfer colleagues from UoM). As such, the team provides these IP/innovation services to other NHS trusts in Greater Manchester and wider. which do not have a similar resource.

The co-location of MFT innovation function within an industry-embedded clinical campus, adjacent to the academic might of UoM and alongside key NIHR infrastructure has created a pivotal innovation campus and end-to-end pipeline spanning basic research, through development and clinical evaluation, seamlessly to clinical adoption through the Health Foundation Innovation Hub, one of only four nationally.

# MFT Leadership.

## Chair

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



## Group Chief Executive Officer

Mark has worked in the NHS for his entire career. He joined the NHS as a nurse in Greater Manchester in 1992.

Mark became Group 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.



# The MFT Board of Directors.



**Mark Cubbon**  
Group Chief Executive Officer



**Kathy Cowell OBE DL**  
Group Chairman



**Julia Bridgewater MBE**  
Group Deputy Chief Executive



**Trevor Rees**  
Group Deputy Chairman/  
Non-Executive Director



**Jenny Ehrhardt**  
Group Chief Finance Officer



**Angela Adimora**  
Group Non-Executive Director



**Miss Toli Onon**  
Group Joint Chief Medical Officer



**Vacant**  
Group Non-Executive Director



**Professor Jane Eddleston**  
Group Joint Chief Medical Officer



**Professor Luke Georghiou**  
Group Non-Executive Director



**Kimberley Salmon-Jamieson**  
Group Chief Nursing Officer



**Nic Gower**  
Group Non-Executive Director



**Peter Blythin**  
Group Director of Workforce &  
Corporate Business



**Mark Gifford**  
Group Non-Executive Director



**Darren Banks**  
Group Director of Strategy



**Christine McLoughlin OBE**  
Group Senior Independent  
Director/Non-Executive Director



**David Walliker**  
Group Chief Digital and Information  
Officer



**Damian Riley**  
Group Non-Executive Director



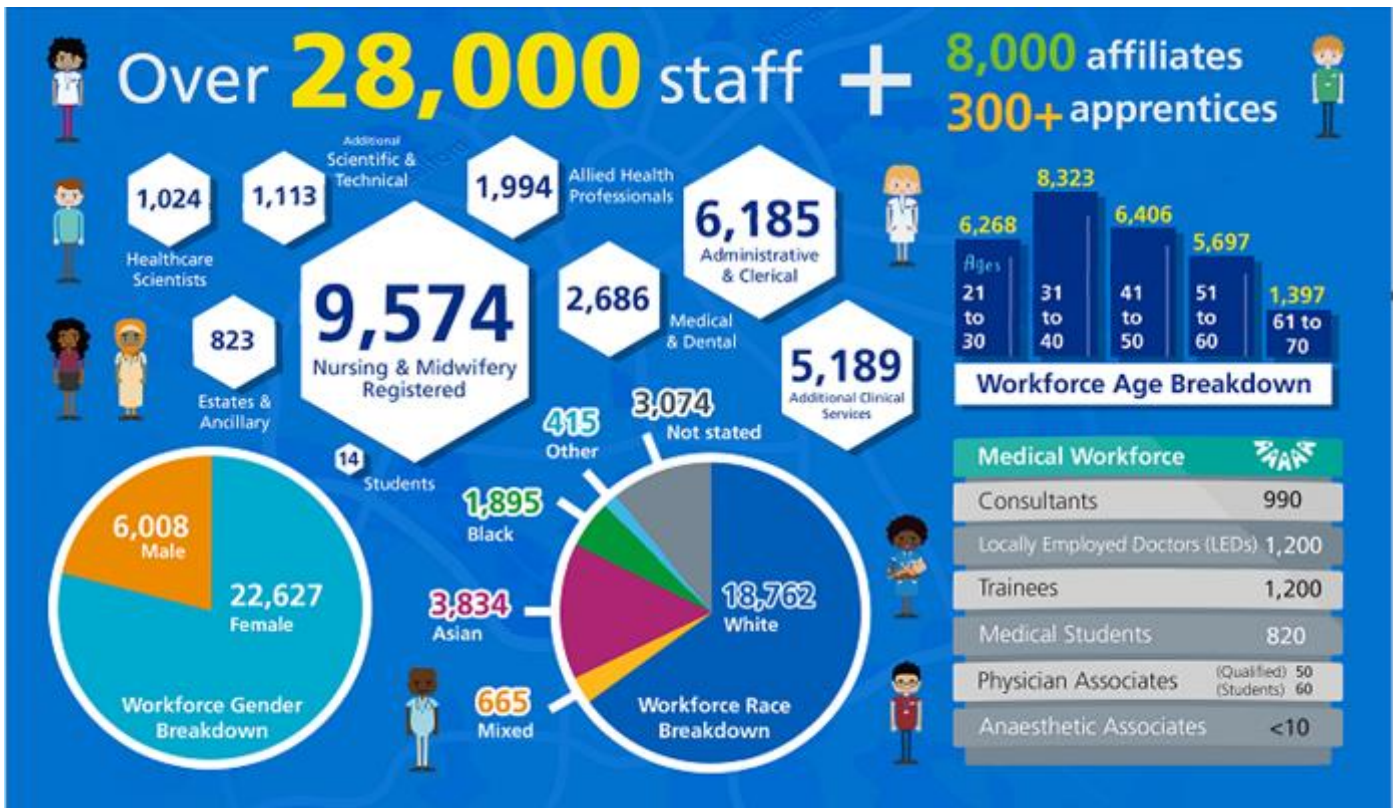
**Vanessa Gardener**  
Group Chief Delivery Officer



**Samantha Liscio**  
Group Non-Executive Director

# The MFT People Plan.

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.



The MFT People Plan provides a roadmap for all staff and supports a collective vision that we can make MFT a great place to work.

The five themes are framed around the NHS People Plan pillars to deliver more people, working differently, in a compassionate and inclusive culture.



# Equality, Diversity and Inclusion.

NHS England has recently introduced its first equality, diversity and inclusion (EDI) improvement plan. The NHS workforce is more diverse today than at any point in its 75-year history, and that brings benefits for patients and taxpayers alike.

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, but they insist that this must also extend to our NHS workforce.

To build for the future, the need to inspire new staff to join and encourage existing staff to stay is key 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 sets out the priorities for supporting the 28,000 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 Group Chief Executive with full involvement of senior leaders from across the Trust to complement delivery of the Trust ED& I strategy.

MFT’s established Equality, Diversity and Inclusion Team launched *Diversity Matters – MFT’s Equality, Diversity and Inclusion Strategy 2019 – 2023*.

The strategy outlines the Trust’s commitment to ensuring that inclusion is embedded into how the Trust operates and behaves, in line with the Trust’s statutory duty to prepare and publish four yearly equality objectives.

In essence, it highlights our ambition to be the best place for patient quality and experience and the best place to work. It provides a framework for action focusing on three, interrelated aims which are:

- Improved patient access, safety and experience
- A representative and supported workforce
- Inclusive leadership



# Equality, Diversity and Inclusion.

We have three interrelated aims which are:

## Improved patient access, safety and experience.

- The Trust will create a culture of care based on positive attitudes towards welcoming the diversity of patients, their families, carers and service users and meeting diverse needs. The Trust will be an organisation that continually improves by embedding inclusion principles and standards into everyday practice and placing them at the heart of policy and planning.

## A representative and supported workforce.

- The Trust will be an employer of choice that recruits and develops staff fairly, taking appropriate action whenever necessary, so that talented people choose to join, remain and develop within the Trust. Strong equality, diversity and inclusion at all levels will underpin consistently good patient care across all services.

## Inclusive leadership.

- The Trust will be recognised as a vanguard for equality, diversity and inclusion creating organisational and system wide changes to improve equality outcomes for patients their families and carers, service users and staff.

We believe that the only way to consistently provide the highest possible level of care is through being truly inclusive, creating the right conditions for staff to flourish and for patients to receive the services that they need, in the way that they need them and in the right environment based on their individual needs.



## Removing the Barriers Programme.

The Trust's Workforce Race Equality Standard (WRES) found that representation of staff from Black, Asian and Minority Ethnic (BAME) backgrounds significantly decreases at Agenda for Change Bands 8a and above.

Our 'Removing the Barriers' Programme aims to increase the ethnic diversity of the Trust's senior leadership through positive action.

Three schemes in the 'Removing the Barriers' Programme (RtB) were launched in September 2020: Diverse Recruitment Panels Scheme (DRPS), Reciprocal Mentoring Scheme (RMS), and E3 Ring-Fenced Secondments Scheme (E3).



# Staff experience and engagement.

Focusing on the lived experience of staff and their rich and diverse backgrounds we want to understand what it means to work at MFT and hear first-hand what would make a positive difference to the working lives of all staff.

We want to hear the voices of staff so that their diverse experiences inform and shape decision making. Most of all we want to have a culture that embodies our values and behaviours. This includes a refreshed approach to how we ensure staff wellbeing, workforce supply, deployment, training and education.

The publication of the NHS Long Term Workforce and NHS EDI Improvement Plans, will direct and influence our existing People Plan, continuing to ensure EDI is embedded throughout to help foster a truly inclusive culture where staff can be themselves and thrive. In this sense we want to make MFT an even greater place to work than it already is. This is why employee voice and involvement is so critical to making the changes we are aspiring to. To help we have introduced six principal initiatives to improve staff experience. Each one is sponsored by Group Executives and Hospital/MCA/LCO Chief Executives. The aim is to achieve amazing results over the next 1-2 years.

## Staff Engagement

The voices of our BAME Staff Network, LGBT+ colleagues, disabled staff, colleagues from across the Hospitals, Managed Clinical Services, Local Care Organisations and Corporate Services are captured via engagement events and actively contributed to the approaches taken, the deliverables and the ambitions of our People Plan.

## Staff Networks

As an organisation we are committed to creating inclusive cultures where staff feel a sense of belonging for who they are and are valued. We have a number of Staff Networks to support with building a sense of belonging.

We're committed to the aims within our Diversity Matters Strategy and work in partnership with our colleagues to ensure that the Trust has a representative and supportive workforce. There are several Staff Networks that have been developed by our staff, including our BAME (Black, Asian, and Minority Ethnic) Staff Network, our Diverse Abilities Staff Network, and our LGBTQ+ (Lesbian, Gay, Bisexual, Transgender & Queer) Staff Network. We've also formed Religion/Faith Networks too, such as the Muslim Staff Network and the Hindu Staff Network. We will be developing a Jewish Staff Network and Black Staff Network in the future.

The aims of the networks are:

- To support staff from different equality groups
- To enable the Trust to gain a better understanding of issues faced by staff in the workplace
- To share experiences and provide mutual support



# Role Profile.

## Group Non-Executive Director

### Job overview

Whatever you are looking for in your first or next Non-Executive Director opportunity, you will find it all here for you at Manchester University NHS Foundation Trust.

MFT brings together 10 hospitals and community services across Manchester and Trafford with a collective team of over 28,000 employees. As the largest NHS Foundation Trust in England providing district general services through to the most complex care available & as we launch HIVE - our innovative electronic patient record we are committed to providing the best care possible to our patients first time, every time. That is where you come in.

As a Group Non-Executive Director at MFT you will work collectively with other Group Non-Executive Directors, the Group Chairman, Group Chief Executive and the Group Executive Directors and, in partnership with the Governors, you will work to ensure compliance with the terms of our license, the Trust's constitution and contractual obligations. You will be responsible for ensuring the quality and safety of healthcare services, application of the principles of corporate governance and standards of clinical governance and for the effective, efficient and economic exercise of the Trust functions.

We are seeking candidates who have operated at a senior/board level, with proven commercial experience in a large and complex organisation and an excellent track record of delivery. We are keen to attract candidates who have knowledge and experience of working on significant capital projects or within the research and innovation field, although these are not essential requirements. For all our Non-Executive Director appointments, we aim to add to the diversity of experience and knowledge of our Board of Directors.

We would also positively support applicants where this opportunity would be your first Non-Executive Director post, providing you with a thorough induction and ongoing support.



# Role Profile.

## Group Non-Executive Director

### Main duties of the role

- First & foremost, a passion for patients with a drive for enhancing our health services across our city & beyond, you will need an appreciation of the diversity of our stakeholder landscape.
- You will have the capability & enthusiasm to support our ambitious vision within the context of significant change, transformation & opportunity, both within the organisation, the region & the wider NHS.
- An inspirational leader who lives our values & behaviours with a commitment to support our compassionate & inclusive culture, you will have the desire, skills, experience & attitude to positively challenge & support.
- Be able to demonstrate a cohesive & collaborative style with the ability to build credible, trusting & honest relationships, you will possess innovation, passion & integrity in abundance.
- An understanding of robust corporate governance will be important & strong experience of developing high level strategy with an effective understanding of health, education, business or commercial environments would also be advantageous.
- Importantly, you will be an impressive collaborator; equipped to support further development of our vital external partnerships.
- Have the available time to fulfil the demands of the role.

At MFT, we create and foster a culture of inclusion and belonging, provide equal opportunities for career development that are fair, open and transparent, protecting your health and wellbeing and shaping the future of our organisation together.

If our Trust and this role is of interest to you and would like to learn more to see if this is the next and best move in your career, we encourage you to contact us for a conversation in confidence. In the first instance, please contact our Non-Executive Search Partner; Hunter Healthcare;

**James McLeod**  
**07842 424530**

**Jenny Adrian**  
**07939 250362**

# Role Description and Person Specification.

**Job Title:** Group Non-Executive Director (NED)

**Accountable to:** The MFT Council of Governors

**Reports to:** The Group Chairman

## Role Summary

Group Non-Executive Directors work, collectively, with other Group Non-Executive Directors, the Group Chairman, Group Chief Executive and the Group Executive Directors and in partnership with the Governors, to ensure compliance with the terms of our license, the Trust's constitution and contractual obligations. They are responsible for ensuring the quality and safety of healthcare services, the application of the principles of corporate and standards of clinical governance and for the effective, efficient and economic exercise of the Trust functions.

## Principles

The Board is collectively responsible for the exercise of powers and the performance of Manchester University NHS Foundation Trust by directing and supervising its affairs in accordance with the Trust's Constitution (February 2021 - Updated) and NHS England's Foundation Trust Code of Governance.

Group Non-Executive Directors must demonstrate high standards of corporate, business and personal conduct and abide by the Nolan Principles (*'The Seven Principles of Public Life'*):

- **Selflessness**

Holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.

- **Integrity**

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.

- **Objectivity**

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

- **Accountability**

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

- **Openness**

Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

- **Honesty**

Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

- **Leadership**

Holders of public office should promote and support these principles by leadership and example.

# Role Description and Person Specification.

## Key Functions

1. To consult with and note the views of the Council of Governors in developing the strategic plans of the Trust, to ensure that the health needs of the population served by the Trust are fully considered.
2. Commit to working to, and encouraging within the Trust, the highest standards of probity, integrity and governance and contribute to ensuring that the Trust's internal governance arrangements conform to best practice and statutory requirements.
3. Provide independent judgement and advice on issues of strategy, vision, performance, resources and standards of conduct and constructively challenge, influence and help the Group Executive Team develop proposals on such strategies.
4. In accordance with agreed Board procedures, monitor the performance and conduct of the management team in meeting agreed goals, key priorities and statutory responsibilities, including the preparation of annual reports and annual accounts and other statutory duties.
5. Obtain assurance that financial information is accurate, and that financial controls and risk management systems are robust and updated when necessary.
6. Contribute to the determination of appropriate levels of remuneration for Group Executive Directors.
7. Be a member of Trust's Board Committees established by the Board of Directors to exercise delegated responsibility.
8. Bring independent judgement and experience based on clinical, academic, commercial, financial, legal or governance expertise from outside the Trust and apply this to the benefit of the Trust, its stakeholders and its wider community.
9. Assist fellow Directors in setting the Trust's strategic aims, ensuring that the necessary financial and human resources are in place for the Trust to meet its key priorities, and that performance is effectively monitored and reviewed.
10. Work in collaboration with stakeholders across the Greater Manchester Integrated Care Board (ICB), developing a partnership approach to tackling health inequalities and improve outcomes in population, health, and healthcare.
11. Assist fellow Group Directors in providing entrepreneurial leadership to the Trust within a framework of prudent and effective controls, which enable risk to be assessed and managed.
12. Assist fellow Group Directors in setting the Trust's values and standards and ensure that its obligations to its stakeholders and the wider community are understood and fairly balanced at all times.
13. Engage positively and collaboratively in Board discussion of agenda items and act as an ambassador for the Trust in engagement with stakeholders including the local community.
14. To act as a Trustee of the Trust Charity.

# Role Description and Person Specification.

## **EQUALITY, DIVERSITY, AND INCLUSION**

- Fulfil legal responsibilities as a member of the Group Board of Directors and ensure that the Trust adheres to the Equality Act 2010 to improve equality, diversity, and inclusion, and to enhance the sense of belonging for NHS staff to improve their experience.
- Making continuous improvements to help ensure services and workplaces are free from discrimination and creating a culture of belonging and trust. We must 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.
- Leadership, system, and culture change to create inclusive workplaces.
- The post holder should carry out their duties in a way that supports equality and diversity at all times.

## **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. The postholder is also responsible for ensuring all their staff attend mandatory training, including infection control and to provide support to the Director of Infection Prevention & Control.

## **HEALTH AND SAFETY**

The Trust has a statutory responsibility to provide and maintain a healthy and safe environment for its staff to work in. The post-holder will equally have a responsibility to ensure that they do nothing to jeopardise the health and safety to either themselves or of anybody else. The Trust's Health and Safety Policies outlines responsibilities regarding Health & Safety at Work.

The post holder must not willingly endanger him/herself 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/incidents must be reported to your Senior Manager and documented as per Trust Policy, including the reporting of potential hazards.

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## **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 department/division or area of responsibility.

## **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

## **TEAM BRIEFING**

The Trust operates a system of Team Briefing, 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.

# Role Description and Person Specification.

## 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 MISSION

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...

- I listen to and respect the views and opinions of others, valuing their perspectives
- I promote empathy, understanding and kindness to others
- I support others to deal with and respond successfully to challenges
- I seek opportunities to continuously improve and innovate our care, services, research and teaching
- I make a habit of asking questions and seek to notice things that may have been missed
- I keep learning and support others to do the same
- I put the needs of our service users above all else to succeed together
- I share information with all that need it and work together with others to find shared solutions to problems.
- I celebrate the success of others
- I set a good example and behave how I would want others to behave towards me
- I give meaningful feedback and call it out if I see standards or patient safety not being maintained. I invite feedback from others
- I acknowledge when I get it wrong and use it as an opportunity for learning
- I actively ensure those around me feel valued and respected
- I consider other people's different needs and circumstances
- I treat people fairly, based on the unique things each person brings

# Role Description and Person Specification.

## Part One: Background and Experience (please address in your supporting statement)

- Educated to a Masters degree or equivalent Post- Graduate qualification or equivalent level of experience.
- Evidence of success in chosen career with a track record of strategic leadership at Board level within a complex and fast-moving environment.
- Experience of effective leadership working with a wide and complex range of internal and external stakeholders.
- Senior level governance experience demonstrating strong strategic planning, financial, risk, and performance management.
- Experience of leading quality improvement, performance management, and cultural change within a complex organisational setting.
- Demonstrable commercial and/or political astuteness which will translate into an ability to think and act strategically for the benefit of the Trust.
- Experience of holding high levels of accountability.

## Part Two: Skills, Knowledge and Personal Attributes (to be addressed at interview)

- Exceptional leadership skills, engendering respect from others at all levels.
- An enthusiastic, enquiring mind, with the confidence to challenge constructively when appropriate and to hold to account.
- Commitment to working as a team member.
- An effective listener, able to weigh up arguments and summarise for others.
- Highly developed interpersonal, influencing, and communication skills.
- Analytical and creative, with the ability to be independent in judgement.
- Politically astute, effective negotiator, able to grasp relevant issues and understand the relationships between interested parties.
- Sound knowledge and understanding of corporate governance.
- Clear understanding and acceptance of the legal duties, liabilities, and responsibilities of Group Non-Executive Directors.
- Understanding of equality and diversity issues.
- Understanding of Foundation Trusts and Governor responsibilities.
- Empathy with and commitment to public service values of accountability, openness, probity, and equality of opportunity.
- Committed to improving healthcare, and supportive of collaboration across the healthcare system in Greater Manchester, in line with the principles and values of MFT.
- Ability to effectively represent the Trust to its constituents, patients, partner organisations, and regulators.
- Knowledge of Manchester, Trafford, and Greater Manchester, and an understanding of local demographics.

# 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.

### 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.

# The Role of our Governors.

Governors have an important role active role as they are the link between the members of our NHS Foundation Trust and the Board of Directors, with their statutory duties including:

- Holding Non-Executive Directors individually and collectively to account for the performance of the Board of Directors and;
- Representing the interests of members of the Foundation Trust as a whole, and the interests of the public.

We have 32 Governors on our Council of Governors; the majority being elected to carry out their role on behalf of our members; 17 are elected by the public (Public Governors); 7 by our staff (Staff Governors); alongside 8 being nominated from partner organisations including a Youth Governor (Nominated Governors). Governors meet formally at last 4 times a year to receive assurance from the Board that plans to deliver the annual plan and constitutional targets are on track. Governors are accountable to our members and represent their views and seek appropriate assurances when key decisions are being made and plans are being developed.

More information about the Governor role can be found at our 'Information about Governors' webpage - <https://mft.nhs.uk/the-trust/governors-and-members/information-about-governors/>



# Group NED Time Commitment and Remuneration.

Remuneration is **£16,569** per annum. Remuneration is taxable and subject to national insurance contributions. It is not pensionable. In addition, Non-Executive Directors are also eligible to claim allowances for travel and subsistence costs necessarily incurred on Trust business.

Group Non-Executive Directors are remunerated to work between three and four days a month generally, although it is acknowledged that the requirements of the role will see this time commitment regularly exceeded. Group Non-Executive Directors are also required to work in a flexible manner to meet the needs of the organisation.

Group Non-Executive Directors are expected to attend a minimum of 11 Board meetings a year of which five are Board Seminars. These take place on the 2nd Monday of every month. Group Non-Executives are also required to attend the Annual Members' Meeting of the Trust and extraordinary Board meetings and Council of Governors meetings. Throughout the year there are training, and development events as required. While many of these meetings require the Group Non-executive to attend in person, there will be opportunity to attend via video-conference on some occasions, where appropriate.

All Group Non-Executive Directors will be members of the Remuneration Committee and the Audit Committee. In addition, Group Non-Executive Directors take on the duty of 'Managers' in line with the Mental Health Act and chair panels and hearings as required.

Group Non-Executive Directors are also expected to contribute to, and potentially Chair, other committees, groups and panels that have been established to support the Trust's governance and risk management arrangements, for example, the Finance and Digital Scrutiny Committee, Quality and Performance Scrutiny Committee and HR Scrutiny Committee.

Group Non-Executive Directors are required to participate in and support the appointment processes for Group Executive Directors as well as participating in the Trust's grievance and appeals processes. They are also required to take on specific 'Champion' roles at Board level in line with national requirements as well as maintaining a continuing interest in specific aspects of the work of the Trust, including making visits (Senior Leadership Walkabouts) to the Groups Hospitals / Managed Clinical Services and Community Teams.

Finally, Group Non-Executive Directors need to ensure sufficient reading time for Board and committee papers and to keep informed of the work of the Trust, developments within the Trust and the wider NHS. They are also required to ensure that their personal development needs, identified through their annual appraisal process, are met - this may include attendance at training events and conferences both in and outside Greater Manchester



# Key Information.

To find out more about MFT and what it is like to work here, please explore the links below.

**MFT Website** - <https://mft.nhs.uk/>

**Research at MFT** - <https://research.cmft.nhs.uk/>

**MFT Careers Site** - <https://mft.nhs.uk/careers/>

## Attractive careers at MFT

To learn more about the wide range of career opportunities available at MFT, watch our **newly launched** attraction films here - <https://mft.nhs.uk/careers/our-hospitals/>

**HIVE - Electronic Patient Record** - <https://mft.nhs.uk/hive-epr/>

## MFT People Place



**People Place**

Your Workforce Services Portal

The place to go for all your workforce services information needs

To view MFT People Place, log on to to [peopleplace.mft.nhs.uk](https://peopleplace.mft.nhs.uk) or scan the QR code from any location or device, 24 hours a day, 7 days a week. To watch our short information film on People Place, click [here](#).



# Enjoying Manchester.



# About Manchester.



## Enjoying Manchester

Whether you are into music, the arts, shopping, food or sport, Manchester has the range of facilities and opportunities to suit your tastes.

The city is rich in music venues, large and small. It has two symphony orchestras, an internationally acclaimed opera house and the Manchester AO Arena, one of the largest and busiest indoor arenas in the world with some 21,000 seats. This and smaller venues such as Manchester Apollo and the Manchester Academy showcase a vibrant music scene.

The arts are also thriving in Manchester, with a number of galleries and theatres showcasing the best of traditional and contemporary culture. And, from high street chains to designer boutiques and vintage stores to the world-renowned shopping and leisure destination, The Trafford Centre, shopping is great here.

Manchester is proud to be home to a Michelin starred restaurant, along with over 1900 other eateries across the City region. Catering to all tastes you can find Vegetarian, Halal, Kosher, Vegan, and many more, providing a choice unrivalled throughout the North of England.

Sports fans will find plenty to keep themselves occupied. As well as big football clubs like Manchester United and Manchester City, our city also has an Olympic size swimming pool at the Manchester Aquatic Centre, and a velodrome, while Lancashire County Cricket club is close by. If you prefer taking part, there is the chance to experience just about every activity you can imagine, from rock climbing in the nearby Pennines and Peak District to the UK's longest - and the world's widest - real-snow indoor ski slope at the Chill Factor.

# How to apply.



# How to Apply.

## Key Dates & Important Information

### Closing date for applications is Midnight on 30<sup>th</sup> May.

Longlisted candidates will be invited to attend preliminary interviews with Hunter Healthcare prior to shortlisting.

### How to apply:

To apply, please submit a comprehensive CV along with a covering letter which sets out your interest in the role and encapsulates the aspects of your experience relevant to the required criteria. Please include the names and contact details of a minimum of two referees. Referees will not be approached until the final stages and not without prior permission from candidates.

The preferred method of application is online at: The preferred method of application is by email to [applications@hunter-healthcare.com](mailto:applications@hunter-healthcare.com). All applications will receive an automated response as acknowledgement of receipt in the first instance.

If you are unable to apply by email contact James McLeod on 07842424530 or Jenny Adrian on 07939 250362.

### Applications Should Include:

- A covering letter explaining why the appointment interests you, how you meet the appointment criteria and what you specifically would bring to the post. Curriculum Vitae (CV) with 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 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. If you submit your application via email, you will receive the Equal Opportunities Monitoring Form via email link during the process. 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.

### Conditions of an offer of employment

The successful applicant will be subject to satisfactory clearance of both the six NHS Pre-Employment Check Standards alongside the Fit and Proper Persons Requirements Test Checks (FPPTC).

Information about the Fit and Proper Persons Test Checks can be found here: <https://www.england.nhs.uk/long-read/nhs-england-fit-and-proper-person-test-framework-for-board-members/>

All organisations regulated by the Care Quality Commission need to ensure that successful candidates meet the Fit and Proper Persons Requirement (Regulation 5, The Health and Social Care Act 2008 (Regulated Activities) Regulations Act and the requirements set out by NHSE and CQC from time to time.

This means that the care provider must not appoint a director unless:

- The individual is of good character;
- The individual has the qualifications, competence, skills and experience which are necessary for the relevant office or position or the work for which they are employed;
- individual is able by reason of their health, after reasonable adjustments are made, to properly perform tasks which are intrinsic to the office or position for which they are appointed or to the work for which they are employed;
- The individual has not been responsible for, been privy to, contributed to or facilitated any serious misconduct or mismanagement (whether lawful or not) in the course of carrying on a regulated activity or providing a service elsewhere which, if provided in England, would be a regulated activity; and
- None of the grounds of unfitness specified in Part 1 of Schedule 4 apply to the individual (e.g., bankruptcy, sequestration and insolvency, appearing on barred lists and being prohibited from holding directorships under other laws).

# How to Apply.

## Key Dates & Important Information

### Conditions of an offer of employment (cont.)

- Good character is measured by the criteria set out in Part 2 of Schedule 4 of the Regulations:
- Whether the person has been convicted in the UK of any offence or been convicted elsewhere of any offence which if committed in any part of the UK would constitute an offence; and
- Whether a person has been erased, removed, or struck off a register maintained by a regulator of a health or social work professional body.

### Selection Process

The final selection process for shortlisted candidates will be taking place on **Wednesday 10<sup>th</sup> July** at

- **MFT Trust HQ**, Cobbett House, Oxford Road, Manchester, M13, 9WL.

The process will include the following:

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

\*Shortlisted candidates should plan to be available for a minimum of three hours on the day of the final selection process. Arrival times will be provided to shortlisted candidates in due course.

### 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.

### Diversity Matters

- Manchester University NHS Foundation Trust is committed to being an employer of choice that recruits and develops staff fairly, so that talented people choose to join, remain and develop within the Trust.
- Our aim is to be a diverse workforce that is representative at all job levels, and we therefore positively welcome applications from the diversity of population we serve.
- Equal opportunities is a key guiding principle to all our work including that our recruitment practices provide equal access to all. Any information collated from the Equal Opportunities Monitoring Forms will not be used as part of the selection process and will be treated as strictly confidential.

## Contact Details.

For a conversation in confidence, please contact:

Our Non-Executive Search Partner; Hunter Healthcare;

James McLeod

[Jmcleod@Hunter-Healthcare.com](mailto:Jmcleod@Hunter-Healthcare.com)

07842 424530

Jenny Adrian

[Jadrian@Hunter-Healthcare.com](mailto:Jadrian@Hunter-Healthcare.com)

07939 250362

If you have any comments and/or suggestions about improving access to our application processes, please do not hesitate to contact us at:

[Jmcleod@hunter-healthcare.com](mailto:Jmcleod@hunter-healthcare.com)





# Manchester University

NHS Foundation Trust

