

Chief People Officer Candidate Information Pack November 2025.



Introduction

Dear Candidate

Thank you for your interest in joining Wrightington, Wigan and Leigh Teaching Hospitals NHS Foundation Trust as our next **Chief People Officer**.

This is a pivotal moment for WWL. We are proud to be delivering a £4.8 million transformation programme, jointly funded with our local authority and ICB partners, to reshape urgent and emergency care across the Wigan borough — the only programme of its kind in Greater Manchester. Alongside this, our three-year financial recovery plan is well underway, with the first year delivering record recurrent savings and real progress in addressing our underlying deficit.

Our Trust is known for its strong values, low turnover, and genuine sense of belonging. People come here and stay because of our culture of continuous improvement and collaboration. We work hand-in-hand with partners across health, education and the local economy — including Edge Hill University, Wigan College and the Wigan Education Skills Partnership — to build opportunity, tackle inequality and create flourishing neighbourhoods. With 70% of our workforce living in or near the borough, our role as an anchor institution is central to everything we do.

We have recently reshaped our operating model around two divisions — *Start Well* and *Live Well* — reflecting our focus on the full life course and on moving care closer to home. Supported by a new Chair and a refreshed Executive Team, this is an exciting time for a new Chief People Officer to make a real and lasting impact.

We are seeking a values-led, system-minded leader who will be a strategic equal at our Board table. You will help drive our acute-to-community shift and the wider redesign of the workforce across the locality, while maintaining the essential “grip and control” that underpins operational excellence. You will inspire confidence, strengthen leadership capability, and work in partnership with staff, trade unions and system colleagues to build the workforce of the future.

If you are passionate about people, collaboration and innovation — and share our ambition to create a healthier, fairer Wigan Borough — we would be delighted to hear from you.

Warm regards,

Mary Fleming

Chief Executive



Welcome to Wrightington, Wigan and Leigh Teaching Hospitals NHS Foundation Trust (WWL)



Wrightington, Wigan and Leigh Teaching Hospitals NHS Foundation Trust is a major acute and community foundation trust in the North West of England, within the Greater Manchester footprint. On 1 April 2020 we changed our name to include reference to our commitment to education and training, as the first step towards our overarching aim of achieving university teaching hospital status, in partnership with Edge Hill University. Our Research Committee monitors our progress towards achievement of this aim, which is also one of our ongoing corporate objectives, against the University Hospital Association's recognition criteria and we have made significant progress towards this thus far.

We are registered with the Care Quality Commission without conditions and they rated us as “Good” at our last inspection in November 2019. Every WWL service and location inspected since then has been rated as either ‘Good’ or ‘Outstanding’.

We serve a local population of 329,300 and we provide specialist services to a much wider regional, national and international catchment area. We provide our acute clinical services from our five main sites: Royal Albert Edward Infirmary, Wrightington Hospital, Leigh Infirmary, Thomas Linacre Centre and Boston House. Our community services are provided from a range of locations across the borough.

Royal Albert Edward Infirmary is our main district general hospital site and is located in central Wigan. Here you will find our accident and emergency department as well as the majority of our in-patient services. There has been a hospital on this site since 1873 and it was named after the then Prince of Wales who officially opened it in 1875. This site is now over 150 years old.

Wrightington Hospital is a specialist centre of orthopaedic excellence and enjoys a world-acclaimed reputation. Situated just over the border in West Lancashire, it was from here that Professor Sir John Charnley developed the hip replacement in November 1962 and in late 2024, a commemorative heritage plaque was unveiled at the hospital in his honour. Our surgeons of today have continued to enjoy a reputation for excellence, working from the site which is now over 90 years old.

Leigh Infirmary is an outpatient, diagnostic and treatment centre in the south of the borough. It is now the home of the Jean Hayes Reablement Unit, which provides intermediate care to help patients recover before their return home and more recently, the Community Diagnostics Centre.

Thomas Linacre Centre is a dedicated outpatient centre in central Wigan and Boston House is a specialist ophthalmology unit, again in central Wigan.

Our Strategy 2030 sets out our vision to be a provider of excellent health and care services for our patients and the local community. To achieve that aim, we will support and empower our people to deliver high quality, patient-centred care. Each year we further enhance our approach to continuous improvement by embedding evidence-based methodologies and fostering a culture of improvement to guide us on our journey.

Our Population

- Wigan has the highest percentage of population over 65 years in Greater Manchester, but life expectancy for both men and women is lower than the average for England. With people living longer, the number of people over 65 is forecast to increase by 30,000 over the next 20 years.
- 23% of our residents are diagnosed with a long-term condition impacting on their quality of life. They are supported by 34,000 carers (c.10% of our population). The population of Wigan Borough has higher recorded prevalence than the national average for diabetes; coronary heart disease; COPD and hypertension.
- Over two-thirds of our population is overweight, with 13% of the population clinically diagnosed as obese, leading to other health complications.
- 31% of children in Wigan are not school-ready for reception.
- 29% of our residents live in the 20% most deprived areas in the country - nearly 100,000 people in the Wigan Borough. A significant proportion of activity in our GP practices is socio-economic – linked not just to health but to debt, domestic abuse, loneliness, access to work, and cold homes.
- Wigan Borough also has greater rates of mental health diagnoses than the national average, which are often closely related to physical health conditions. For example, 38,933 patients (around 15% of the adult population) had a diagnosis of depression in 2019/20.
- 65% of residents are of working age. Of those, 40% are at high risk of unplanned hospital admission, often with complex dependency on public services.

Our Strategy 2030

Strategy 2030 is Wrightington, Wigan and Leigh Teaching Hospitals NHS Foundation Trust’s strategic plan for the coming decade. Developed through extensive engagement with staff, patients, and system partners, it outlines the Trust’s long-term direction of travel and sets out how it intends to respond to current and future health needs in the Wigan Borough and wider region.

The strategy is structured around the Trust’s established four priorities—**Patients, People, Performance and Partnerships**—and is organised under three overarching themes: **Improve, Integrate, and Innovate**. These themes provide the framework for action across all areas of the organisation, from clinical care to workforce, estates, and digital transformation.



Improve relates to the continual advancement of service quality and patient outcomes. This includes a commitment to safety, learning, compassionate care, and evidence-based practice. **Integrate** reflects the Trust’s ambition to work more effectively across organisational boundaries, particularly within the Healthier Wigan Partnership and the Greater Manchester Integrated Care System. It highlights the importance of neighbourhood-based working, system alignment, and multi-agency collaboration. **Innovate** refers to embracing new models of care, digital tools, and research to reshape how services are delivered, with a focus on prevention, personalisation, and sustainability.

The strategy responds to a wide range of contextual challenges. These include a growing and ageing population, significant levels of deprivation and long-term illness in the local area, workforce pressures, and financial constraints. Strategy 2030 also acknowledges the impact of the COVID-19 pandemic and the continuing need for recovery across both patient services and staff wellbeing.

Operational priorities include the integration of acute and community services, a shift toward care closer to home, reduction of health inequalities, and investment in digital solutions to support remote monitoring and outpatient transformation. The Trust is also focused on embedding a culture of continuous improvement and developing its role as an anchor institution, supporting local employment, skills and community wellbeing.

WWL's estate and infrastructure are also addressed in the strategy, with recognition of the need for modernisation to support new models of care. There is an emphasis on using data and digital platforms to enable service change and improve patient access. The Trust also commits to contributing to national and local sustainability goals, including reducing its environmental impact.

Workforce is a key focus area. Strategy 2030 highlights the need to support, train and retain a diverse workforce, create a positive working environment, and maintain high levels of staff engagement. This includes aligning with the national People Plan and implementing a local People and Culture Strategy.

The strategy is intended to be a dynamic document, updated as circumstances evolve. It provides the foundation for WWL's annual planning cycle and corporate objectives, linking strategic aims with delivery and oversight. Governance, assurance, and performance monitoring arrangements are aligned with the priorities set out in Strategy 2030, ensuring consistency and accountability across the organisation's work.

As part of this journey, we are pleased to see our joint transformation programme with Wigan Council and NHS GM ICB now in train. The **'Better Lives Programme'** has four workstreams, two of which have already started (admissions avoidance and system visibility) and two of which will commence in phase 2 of the programme:

- **Admission avoidance** – improving access to and capacity of community services, with decision making at the front door to increase independence
- **System visibility and active system leadership** – creating one single data driven dashboard for system visibility across WWL/NHS GM ICB/Wigan Council to drive forward active system leadership
- **Acute flow and length of stay** – improving hospital flow through treatment and diagnostic progression, and optimising ward processes and ways of working
- **One Wigan Community Model** – defining and creating a community model to support care in the right settings, increasing independence

Our Values



Our Chief Executive and Executive Directors

Mary Fleming, Chief Executive

Mary was previously appointed as Deputy Chief Executive, having been our Chief Operating Officer prior to this. Mary worked in the private sector before moving into healthcare and has worked in acute provider organisations across Greater Manchester and Yorkshire. Her experience in working across both the private and public sector brings a strong focus on ensuring services are organised around the needs of the patient with the goal of improving cost and quality. Mary joined the flagship Nye Bevan Aspiring Director Leaders' Programme and successfully completed the Executive Health Care Leadership Programme with the NHS Leadership Academy. She has studied social history and sociology and has a post graduate certificate in Managing Health and Social Care.



Our Executive Directors

Richard Mundon, Deputy Chief Executive

Richard is an experienced public servant who has spent the majority of his career in the health sector. He spent 25 years with the Department of Health across a range of policy, management and corporate disciplines. He has experience of leading large change processes and developing performance management and planning regimes, including his role as Project Manager on the 2000 NHS Plan. Richard was previously our Director of Strategy and Planning and continues to hold this portfolio.



Prof Sanjay Arya, Medical Director

Sanjay is a consultant cardiologist by background, with interests in coronary artery disease, heart failure, arrhythmia, syncope and cardiac assessment for non-cardiac surgery and professional footballers. Sanjay was appointed Honorary Professor in Health and Wellbeing at the University of Bolton and is also the Undergraduate Clinical Lead for Edge Hill University's Medical School. This year he received an OBE for his contributions to black and minority ethnic doctors and healthcare in Greater Manchester.



Sarah Brennan, Chief Operating Officer

Sarah was previously the Chief Operating Officer at Bridgewater Community Healthcare NHS Foundation Trust. Prior to this, she held roles in Strategic Delivery, Operations and Medicines Management with Bridgewater. A Pharmacist by background, Sarah has worked in several settings including community, hospital, industry and the military, spending periods of her career working in both Germany and Guernsey. She is passionate about improving patient care and growing and developing teams to facilitate this. She has a particular interest in children's services and the links with public health and addressing health inequalities.



Tabitha Gardner, Chief Finance Officer

Tabitha brings a vast amount of knowledge and experience to the role having worked in NHS finance at various different Trusts in the North West. From 2019, Tabitha held the role of Director of Finance at the Rochdale Care Organisation, part of the Northern Care Alliance, where she delivered significant investment into the organisation as part of the Rochdale elective surgical offer. Prior to this, Tabitha spent eight years working as the Deputy Director of Finance for the NWest region of NHS England and during this time she led the financial management for Specialised Services which delivers numerous rare and complex services.



Kevin Parker-Evans, Chief Nursing Officer

Kevin joined the Trust as Interim Chief Nurse in January 2024 from Tameside and Glossop Integrated Care NHS Foundation Trust where he was Deputy Chief Nurse from 2020. Kevin is a registered adult nurse and has had several clinical, operational, and senior leadership roles within his 20-year nursing career, and completed an MBA in 2023, he is also Chartered Manager (CMgr). Kevin has a passion to develop nursing, midwifery and AHP teams to be able to lead on the delivery of excellent patient and service user care, developing and utilising technology to support the care we deliver to release clinical teams 'time to care' to the bedside. He is also an Honorary Senior Clinical Lecturer for Edge Hill University.



Anne-Marie Miller, Director of Comms and Stakeholder Engagement

Anne-Marie has 15 years' experience in senior communications and engagement roles at NHS provider organisations across the North West. During this time, she led the complex communications and engagement for the merger of University Hospital of South Manchester NHS FT and Central Manchester University Hospitals NHS FT to create Manchester University NHS FT, the largest foundation trust in the country. Prior to joining the NHS, Anne-Marie held stakeholder engagement roles at UNITE Group plc and was Vice-President of Liverpool Students' Union. Anne-Marie holds an Executive Award in Health Care Leadership following completion of the Nye Bevan programme and is a Member of the Chartered Institute of Public Relations.



Living and working in the Borough

For the 300,000+ residents of Wigan Borough, the phrase 'there's no place like home' is much more than just words. It represents the pride they have for their communities and the unique spirit that personifies our neighbourhoods.

Nestled in a central location within the North West region, with excellent transport links to neighbouring major cities, there's a whole lot on offer to visitors that you may not have associated with Wigan Borough before.

Along with two main town centres; Wigan and Leigh, there are also 12 district centres and dozens more townships and villages. Across the board there's a mix of independent shops, markets and eateries providing plenty for shoppers to get their teeth into.

With 70 per cent of the borough designated as green space, our beautiful Greenheart offers stunning landscapes and the opportunity to explore. It includes beautiful parks, woodlands, wetlands and canals – most notably Haigh Woodland Park in Wigan, the Pennington Flash Local Nature Reserve and the Wigan Flashes Nature Reserve.



If you're not familiar with the musical movement that is gripping the nation, spearheaded by bands like The Lathums, The Stanleys and Lottery Winners – you need to be. And that's before we even start talking about Northern Soul, George Formby and the Wigan Jazz Festival.

For visitors, The Museum of Wigan Life, The Turnpike Centre and Leigh Town Hall Archives provide an insight into the borough's fascinating cultural history.

Sporting heritage is also a huge part of what makes this borough so special. From Olympic athletes to rugby (both union and league) legends and FA Cup winners, sport is part of Wigan Borough's DNA. At various locations, there's opportunities to take part in water-sports, high ropes climbing and other adventurous activities that offer something different to the mainstream sporting scene.

The Opportunity

This is a compelling and career-defining opportunity to join Wrightington, Wigan & Leigh Teaching Hospitals NHS Foundation Trust (WWL) as our next **Chief People Officer (CPO)** — a values-led, strategic executive role at the heart of an organisation entering one of the most ambitious phases of transformation in its history. As a key member of the Board and Executive Team, you will shape and deliver a People & Culture agenda that is fundamental to the Trust's future success, its clinical strategy, and the experience of the 7,000 colleagues who make WWL such a distinctive and high-performing organisation.

This appointment arrives at a pivotal moment. WWL has recently embarked on a major £4.8m transformation programme in partnership with the local authority and ICB — a unique development in Greater Manchester that is reshaping urgent and emergency care and accelerating our acute-to-community shift. The Trust has redesigned its operating model around two new divisions, Start Well and Live Well, aligned with system thinking and future service need. Coupled with a strong financial recovery trajectory, a stable and unified executive team, and a newly appointed Chair passionate about integrated care, the platform is set for a CPO who wants to drive real, measurable impact at organisational, place and system level.

A Strategic and Visible Board-Level Leader

As CPO, you will be both a strategic equal and a corporate leader — responsible for designing, implementing and evaluating the Trust's People & Culture Strategy, ensuring alignment with the NHS People Plan, People Promise and long-term NHS workforce objectives. You will set the direction for recruitment and retention, organisational development, leadership, talent, inclusion, education, digital workforce systems, and colleague experience, including leading our work to become fully anti-racist. This is a role that demands both forward-looking innovation and the “grip and control” needed to run an excellent people function, ensuring consistently high-quality services across employee relations, workforce planning, leadership development and wellbeing.

You will lead and inspire a senior People & OD team, embedding a culture of service improvement, modernisation and high performance. You will enhance people management capability organisation-wide, ensuring managers at every level have the tools, confidence and behaviours to deliver compassionate, values-driven people leadership. The Board will look to you to provide professional advice on complex workforce matters, to act as a barometer of culture, and to drive colleague engagement through transparent communication, inclusive leadership and proactive partnership with Trade Unions.

A System-Minded Workforce Architect

WWL plays a central role in the Healthier Wigan Partnership and the Greater Manchester ICS, and the CPO will be pivotal in shaping place-based workforce redesign. You will help lead the shift from acute-centred models towards integrated, community-aligned pathways and new workforce configurations that support the “home first” intermediate care model and the needs of a rapidly ageing population. This includes challenging traditional workforce assumptions, modernising roles, and working with clinical and operational leaders on new multidisciplinary models that secure sustainability, quality and safety across the care continuum.

You will also champion WWL’s role as an anchor institution, strengthening our Wigan Educational Skills Partnership with colleges, universities, and local partners to build a vibrant pipeline into health and care careers. With 70% of colleagues living locally, this work is both mission-aligned and economically transformative — a rare opportunity to shape the workforce of the future for an entire borough.

A Culture and Inclusion Leader

WWL’s culture is one of its greatest strengths: low turnover, high engagement, and a strong ethos of continuous improvement. Your role is to build on this, leading organisational development and cultural transformation that strengthens psychological safety, team cohesion, leadership capability and colleague voice. You will oversee leadership development, talent pipelines and succession planning, ensuring WWL grows and retains exceptional leaders who bring compassion, integrity and inclusion to everything they do.

Equality, Diversity & Inclusion sits at the heart of the role. You will serve as the Executive Lead for EDI and anti-racism, driving year-on-year improvements against WRES, WDES, gender pay and other key indicators. You will ensure robust EDI governance, impactful interventions and sustained progress towards eliminating discrimination and improving the lived experience of colleagues who identify with protected characteristics.

About You

You will be an experienced, credible, and highly visible People & OD leader with a track record of delivering transformation in a complex organisation, ideally within the NHS or wider public sector. You will combine strategic insight with operational discipline, bring deep expertise in inclusion and culture, and possess the confidence, passion and values to influence at Board level and across the system. The Trust is seeking someone who can inspire, motivate and galvanise others — someone who genuinely places people at the heart of decision-making, aligns effortlessly with WWL’s values, and brings personal authenticity, compassion and courage to their leadership.

This role demands a leader who is energised by challenge, who sees opportunity in complexity, and who thrives on shaping long-term, sustainable change in partnership with others. Above all, you will share our ambition for WWL’s future — an ambition rooted in high-quality care, powerful community partnership, and a culture where every colleague feels supported, valued and able to thrive.

Appointment Timetable

Closing date for applications	Midnight Monday 15 th December 2025.
First Stage Assessment	Week Commencing Monday 15 th December 2025
Final interviews	Week Commencing Monday 12 th January 2026.



- To apply for this role, please submit an up to date copy of your CV, along with a Supporting Statement of no more than 2 pages, that addresses the criteria set out in the person specification.
- Please provide your telephone and email contact details and let us know of any dates when you are not available or where you may have difficulty with the indicative timetable.
- **For an initial conversation please contact our recruitment advisor Jonathan Phillips on 07817 988490. You should submit your CV to jp@seymourjohn.com using the Subject Line “WWL CPO Application”.**
- Once you have submitted your application, you will receive an acknowledgement to confirm that we have received your application, and a diversity monitoring form for you to complete and return. Please note that this form **will not** be seen by any members of the interviewing panel. The information will only be held by our recruitment team for monitoring purposes.

For more information please contact Jonathan Phillips on 07817 988490 or email jp@seymourjohn.com

APPENDIX

Job Description and Person Specification

Job Title: Chief People Officer
Hours: Full-time (flexible working requests considered subject to the needs of the service)
Reporting to: Chief Executive
Location: Trust HQ, Royal Albert Edward Infirmary. Will be required to travel to all Trust sites.

Role summary

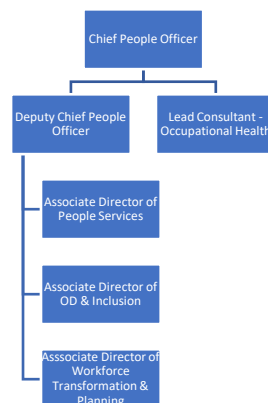
The CPO is a key member of the Executive Team and Trust Board. They have individual and corporate responsibility for delivery of the Trust vision, strategy, and corporate objectives. They are fully accountable for the design, implementation, and evaluation of the Trust’s People & Culture Strategy, ensuring close alignment to the NHS People Plan, 10 year NHS Plan and People Promise.

The CPO has responsibility for the full suite of strategic workforce issues, including:

- Recruitment and retention
- Employee Relations
- Business Partner Teams
- People Digital systems & services
- Workforce planning
- Occupational Health
- Education, learning & development
- Leadership development
- Organisational development and culture
- Equality, Diversity and Inclusion, including leadership of our journey to become anti-racist

The CPO will be a key member of the Greater Manchester HR Directors network, progressing key shared professional activities that support the Trust Provider Collaborative and Integrated Care System priorities. The CPO will also work closely with Healthier Wigan Partnership members in progressing collaborative place-based programmes of work.

Structure



Key Duties and Responsibilities

Strategic & Corporate

- To significantly contribute to the delivery of the Trust's strategy, vision and behaviour framework.
- To work proactively and collaboratively with local health and care system partners in the development and delivery of the strategic people objectives and priorities of Healthy Wigan Partnership, Integrated Care System and the GM Trust Provider Collaborative.
- To significantly contribute to the setting and delivery of the Trust's strategic priorities and objectives.
- To support the ongoing development of an organisational culture that effectively engages with colleagues, patients and the wider health and local community to improve clinical, quality and safety outcomes, including both patient and colleague experience, whilst ensuring financial efficiency and effectiveness.
- To promote the Trust's values through leadership by example.
- To actively promote equality, diversity and inclusion, taking the executive lead role in developing inclusive services for our colleagues that eliminates discrimination, increases diversity and improves the experience for colleagues who identify with a protected characteristic.

People Strategy and Service Development

- To provide transformational leadership to the People Services function, where service improvement is an underlying principle.
- Lead the development and implementation of the People & Culture strategy in line with the NHS People Plan, 10 year plan and NHS People Promise.
- To develop and lead a strong, effective team of senior people and culture managers, practitioners and specialist staff by inspiring with vision and providing motivational leadership and a clear direction.
- To oversee the development and delivery of the Trust's Workforce Plan, ensuring that there is a motivated workforce, in the right numbers and with the right skills, in order to deliver the clinical strategy and plans, with ongoing modernisation of workforce models in light of changing clinical services, labour market changes and evolving regulatory conditions.
- To oversee the design and implementation of a Workforce Efficiency Programme which supports financial and clinical service sustainability and delivery of Trust wide cost improvement programmes.
- To work closely with Divisional Triumvirates and corporate heads of service to develop new models of working to meet future service needs, including skill mix reviews, role modernisation, adoption of telemedicine, digital improvements, and process redesign.
- To ensure that people management capability is enhanced and distributed throughout the organisation, with all managers and leaders able to effectively lead people management processes and issues in accordance with the Trust's ethos, just and learning culture framework and behavioural standards.
- To develop a suite of People Performance metrics to support monitoring of people practice, delivery of the People Plan and to act as a cultural barometer.
- To ensure effective frameworks are in place for partnership working and employee relations, optimising colleague voice and engagement and building positive working relationships with Trade Unions.
- To ensure that effective recognition and partnership working arrangements with Trade Unions are in place to ensure that the interests of staff are understood and appropriately reflected in improving employment policy and practice.
- To provide expert professional advice on complex employee relations issues and circumstances, ensuring that leadership teams are able to positively address employee relations issues in a timely and fair manner.

- To initiate and facilitate effective partnerships with other Greater Manchester Trusts and Wigan locality partners, to influence the people agenda, to contribute the development of joint working and integrated delivery of local NHS and community strategies.
- To contribute to the ongoing development and delivery of NHS People and OD Strategy at national, regional and place-based levels.

Organisational Development, Culture and Learning

- To provide expertise, advice and guidance on organisational development, ensuring the design and implementation of an evidence-based and outcome-focussed OD service and programme that builds organisational capability and a culture able to adapt to and lead change, drive improvement and transformation.
- To lead the design and delivery of a leadership development strategy that supports cultural transformation and a high-performance, quality-focused culture, ensuring that mechanisms are in place to support the identification and support of talent management and succession planning.
- To ensure that the Trust develops a positive employer brand with well-designed roles, attractive research and learning opportunities which actively support professional development and personal growth.
- To develop effective leadership development programmes that build on the behaviour framework and equips leaders to understand organisational and system context, their own leadership style and enables them to support the delivery of the Trust strategy and objectives.
- To work closely with the Medical Director and Chief Nurse to ensure that the Trust's education and training portfolio effectively equips clinicians to work in multi-professional teams, manage colleagues in accordance with good employment practice and to develop new service models.
- To contribute to the development of a just and learning organisation through appropriate OD interventions that encourage personal and organisation growth, reflection, innovation and team building.
- To develop a collaborative approach to cultural transformation that strengthens colleague commitment and alignment to the Trust vision and behaviours, and which fosters high levels of colleague engagement, empowerment of individuals and teams, and a just, fair, inclusive and positive organisational culture.
- To develop a culture of deep colleague involvement and engagement in line with the ethos of the Trust and supported through effective, open and transparent communications.
- To enhance psychological safety for individuals and teams through effective culture improvement programmes that focus on speaking up, civility and adopting just and learning culture principles.
- To ensure that effective and resilience Freedom To Speak Up arrangements are in place.
- To ensure regular and valid processes for the measurement of colleague experience including through the implementation of the annual NHS Staff Survey and regular pulse checks and subsequent action plans to deliver year on year improvements in colleague experience.

Employee Health and Wellbeing

- To continuously improve organisational commitment to colleague health and well-being through the implementation of divisional and individual well-being plans that are underpinned by creating leadership competence around how to create a well-being culture and manage well-being and sickness absence in a person-centred way.
- To oversee the design, development and implementation of the Trust-wide framework for holistic employee health and well-being, working with Occupational Health and other partners to develop effective strategies.
- To ensure evidence-based methodology is used to design, deliver and evaluate the impact of health and well-being activities.
- To ensure that well-being services meet organisational and colleague needs, based on regular needs assessments that are underpinned by equality impact assessments.

Equality, Diversity & Inclusion

- Serve as the executive-level lead for Equality, Diversity and Inclusion (EDI), including advancing the organisation's ambition to become fully anti-racist. Provide strategic leadership, monitor progress, and deliver regular assurance reports to the Trust Board.
- To effectively lead the ongoing development and implementation of the Trust's Equality, Diversity & Inclusion strategy and objectives (workforce).
- To ensure that all aspects of the Equality and Diversity legislation and its cultural dimensions are built into the Trust's strategies and plans, including the effective and appropriate use of Equality Impact Assessments.
- To ensure the development and delivery of an annual cycle of colleague equality, diversity and inclusion events.
- To lead the ongoing development of a strategic framework which ensures that the Trust complies with equal opportunities legislation and good practice and makes year-on-year advances towards its commitment to increase diversity, eliminate discrimination and improve the experience for colleague who identify with a protected characteristic.
- To ensure effective strategies are adopted to address inequality issues, including through position action in response to the Workforce Race Equality Standard (WRES), Workforce Disability Equality Standard (WDES) and gender pay gap.
- To ensure that progress is tracked and reported through the Equality Delivery System (EDS).
- To provide expert advice and guidance to Trust senior leadership on matters relating to equality, diversity & inclusion.

General Requirements

The CPO will be required to participate on the Executive on-call rota

A standard DBS clearance is required, along with the requirement to join the DBS update service.

Person Specification

	ESSENTIAL	DESIRABLE	METHOD OF ASSESSMENT
QUALIFICATIONS	<ul style="list-style-type: none"> MA in HR Management / associated subject (or equivalent experience) MCIPD Recognised Leadership Development Evidence of continuing professional and leadership development 	<ul style="list-style-type: none"> FCIPD 	<ul style="list-style-type: none"> Application Form/CV Certificates
EXPERIENCE	<ul style="list-style-type: none"> Senior People & OD leadership experience in a highly complex organisation Evidence of successful development, implementation and delivery of People & OD strategy Evidence of effective partnership working with multi-agency stakeholders & trade unions Record of successful delivery against HR / OD improvement targets Leadership of equality and diversity function (or significant elements of them) 	<ul style="list-style-type: none"> Previous HR Director / CPO experience in an Acute and/or Community Trust 	<ul style="list-style-type: none"> Application Form/CV Interview References

<p>KNOWLEDGE</p>	<ul style="list-style-type: none"> Detailed knowledge and understanding of NHS People Plan, NHS People Promise, Transforming People Services and local workforce imperatives Expert understanding of principles of inclusion and diversity (with strong commitment to delivery) Detailed knowledge of regulatory frameworks (i.e. CQC, GMC, NMC, HCPC, MHPS, etc) 	<ul style="list-style-type: none"> Understanding of the GM ICS and the associated workforce priorities 	<ul style="list-style-type: none"> Application Form/CV Interview
<p>SKILLS & ABILITIES</p>	<ul style="list-style-type: none"> Highly visible and inclusive leadership style – able to quickly build credibility and followship Passionate about people, partnership and inclusion, including demonstrable commitment to anti-racism, with ability to inspire others Demonstrates that people are at the heart of everything they do Ability to lead strategic and tactical transformational programmes, deploying proven quality and service improvement methodology Ability to build effective relationship and allyships with stakeholders and regulators Able to demonstrate strong personal values of integrity and compassion Proven ability to convert vision into reality, with outcomes embedded long-term 	<ul style="list-style-type: none"> Demonstrate ability to build, lead, develop and motivate effective team(s) Quality & Service Improvement abilities Commitment to public service values Proven influencing and negotiation skills, particularly across organisational boundaries and at regional/national levels Ability to identify key priorities and achieve effective, timely solutions. 	<ul style="list-style-type: none"> Application Form/CV Interview References Psychometric assessment