Leeds Teaching Hospitals NHS Trust
Chief Operating Officer
November 2012
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Welcome from Maggie Boyle, Chief Executive

I am delighted you have expressed an interest in working at Leeds Teaching Hospital in the important post of Chief Operating Officer.

Leeds Teaching Hospitals NHS Trust is one of the largest most innovative university hospitals in England. We believe combining high quality clinical services with academic research will push the boundaries of healthcare and we intend to be at the forefront of that movement over the next five years and beyond.

Working closely with our local and national commissioning partners and our patients we aim to provide quality healthcare that is safe, effective and personal for every patient we treat, every time. As a natural hub for acute healthcare in Yorkshire and with excellent connections to all parts of the north of England we are ideally placed to fulfil a role as system leader - not just because we are the biggest - but because we are the best.

We now offer you the opportunity to apply to join our Executive Team at the perfect time to influence our strategic and operational direction. We are introducing a clinically lead managerially supported system for running our hospitals. This will place clinical leaders at the centre of decision making. We will enable our staff to engage more directly in influencing decisions about the delivery of care; whilst ensuring that we make the most of our size and geographic advantage.

We want you to make a significant contribution toward delivering our corporate vision during a time of unprecedented external and internal change. We want you to bring new ideas and strategic judgement to the Trust as well as professional excellence and personal credibility.

For this role you will need a personal reputation for inspiring leadership and evidence of effective influencing and management expertise. Above all else we are looking for a colleague who is enthused by the opportunity to join Leeds Teaching Hospitals, which has been recognised by many as having great potential to excel nationally and internationally.

We have made significant progress on our journey to date and are now looking for colleagues who can help take us to the next level of improvement.
I hope you find the attached brief helpful to you and it encourages you to find out more about this role. This is an exciting opportunity for an exceptional leader. If you share our passion for quality and academic excellence and you have the experience such a job demands, we are keen to hear from you.

Yours Sincerely

Maggie Boyle

Chief Executive
Excellence in Leadership

Competitive packages

Leeds Teaching Hospitals (LTHT) is one of the country’s leading NHS Trusts offering a full range of specialist and general hospital services with good clinical outcomes for patients. Our international reputation for excellence in specialist care, education and research combined with our talented workforce and distinctive geography provide a unique platform on which we are building to become the best hospital in the country.

As a natural hub for Yorkshire and with excellent connections to all parts of the North of England, we have worked hard to bring a logical alignment to patient services within well equipped, modern facilities such as our world-class cancer centre and the new Leeds Children’s Hospital. We are the first major multi-site hospital in the UK to have adopted this under-one-roof approach to patient care.

Placing quality at the heart of everything we do, we seek to build on our reputation of achieving excellent clinical outcomes for our patients and match that with high rated results in patient safety and experience. We are moving to a clinically led, managerially supported model to ensure that we harness the innovation, skill and experience of the whole team and devolve decision making closer to our patients.

These roles come at the most significant and challenging period of transition in the Trust’s history. They offer an outstanding opportunity to play a key role in shaping and influencing the future success of a major healthcare provider nationally and internationally. In appointing to these critical Board positions we will seek excellence from world-class healthcare leaders who can support our people to deliver Safe, Effective and Personal healthcare for every patient, every time.

As Executive Directors of the Trust Board the Executive Medical Director and Executive Director of Nursing and Quality Assurance will inspire confidence through their knowledge and expertise ensuring that the Board of Directors keep Quality of Care at the core of decision making.

EXECUTIVE MEDICAL DIRECTOR

Our Medical Director is retiring after a long and successful career with the Trust. We are seeking an inspirational leader who can engage with our 800+ consultants and the entire clinical workforce, embrace our values and vision, embed clinical leadership at all levels and develop our future clinical leaders. Building strong relationships with our partners and stakeholders including colleagues in Clinical Commissioning Groups and at the University, you will bring together the ideas and talents of our clinicians to continuously improve the quality of our services for patients whilst meeting significant productivity challenges.

EXECUTIVE DIRECTOR OF NURSING AND QUALITY ASSURANCE

As the most senior nurse in an organisation of this scale and complexity we seek a strong and inspirational leader for the nursing profession who will ensure that Quality is at the heart of everything we do. You will engage our nursing staff in the organisation’s vision for the future, be a strong role model and build the pride and confidence of this critical part of our workforce; shaping the skills and contributions of our clinical staff to secure consistent delivery of high quality patient care with compassion now and in the future.

CHIEF OPERATING OFFICER

A new position within the Trust, our Chief Operating Officer will work closely with the Chief Executive. Executive Medical Director and Executive Director of Nursing and Quality Assurance to provide strategic leadership in driving a culture of continuous improvement in the quality of care and performance. We have a major Trust wide improvement programme in place and our challenge is to drive innovation and whole system change against the background of a difficult financial and operational reality. You will play a leading role in supporting the organisation through this period of transformational change bringing clarity of thinking to complex systems and processes, securing the day to day delivery of effective services, and the successful management of risk; whilst contributing strategic insight and rigorous governance during this challenging period.

To find out more about these exceptional opportunities please contact our Consultants at Veredus: Emma Pickup on 0870 165 4254 or Lynn McGill on 0870 190 4379 and visit our dedicated recruitment website: www.QualityCareWithCompassion.co.uk for more information.

Closing date: Friday 14th December 2012.
About Us

Leeds Teaching Hospitals (LTHT) is one of the biggest NHS Trusts in the country offering a full range of specialist and general hospital services with good clinical outcomes for patients. We have an international reputation for excellence in specialist care, research and academic training.

We want to build on the incredible talent and distinctive geography we enjoy to become unquestionably the best hospital in the country.

Best Hospital

Our intention is to be an internationally renowned centre of excellence for patient care, education and research. One where we are recognised for delivering safe, effective and personal healthcare for every patient, every time.

We want to be:

- the hospital of choice for both patients and staff
- a consistently high performing influential healthcare provider
- achieving the best possible clinical outcomes
- acknowledged for academic excellence and expanding the boundaries of healthcare

Why choose Leeds

Geographically Leeds is at the centre of the large West Yorkshire conurbation and has excellent road and rail connections to all parts of the North of England. We are the natural health hub for the West and North Yorkshire conurbation. Millions of people live within an hour's drive so it is the natural location for specialist hospital treatment that will deliver the best outcomes for patients, whatever their presenting condition. Whether they have suffered a major trauma or cancer.

We have worked hard over the past few years to bring together services between our two main sites St James’s University Hospital and Leeds General Infirmary. This has enabled us to improve care for patients, build better facilities and gain greater efficiency. One notable example of this is the creation of Leeds Children’s Hospital with paediatric services now all provided for a single hospital site.
We have significantly improved the way we care for acutely ill medical and surgical patients as well as those cared for in our older people's service.

We are the first major multi-site hospital in the UK to have adopted this model of care. Patients do not have to go to a different site, hospital or even city to get the treatment they need and as a result we believe they receive better quality care.

**Our track record**

Hospitals in Leeds have been delivering the best in healthcare services for over 200 years and are amongst the most famous in Europe.

A reputation for innovative medicine first attracted a medical school in Victorian times and we still train thousands of doctors who now practice all over the world.

Research undertaken here has ranged from pioneering surgical techniques to the invention of world-changing equipment which has changed the way doctors and nurses work in every hospital in the world. Our worldwide reputation continues to attract interest in our activities from around the globe and we have recently participated in a Ministerial trade mission to the Middle East, at the request of government.

As Leeds has grown as a city at the centre of a vibrant region, so have we. Our hospitals are arranged to make sure we deliver safe, effective and personal healthcare to every patient, every time. More than one million patients every year benefit from our services.

The healthcare we provide is getting better and better. As we are a major teaching hospital we have real expertise to call upon for the benefit of patients. Our great doctors and nurses also have access to some of the most advanced technology available anywhere in the world; ensuring survival rates for our patients are among the best in the country.

It is of little wonder that we are the centre of attention. From the world's first hospital fly-on-the-wall series, Jimmy's, to today's BAFTA-award winning maternity documentary, One Born Every Minute, millions of people follow the work of our hospitals on TV in this country and around the world.

Both Leeds and its hospitals are full of opportunity. The second biggest financial centre in the UK after London, Leeds is the only northern regional centre to be growing in population.
With instant access to some of the UK’s most beautiful countryside and a thriving metropolitan centre on your doorstep – Leeds is a great place to live.

**The next five years**

Over the past five years Leeds has improved quality and performance. We have a good financial track record and a change programme that delivers real results; we are now ready to move on to the next stage of our improvement journey.

We want to ensure that quality is at the heart of everything we do. The whole organisation will be aligned to delivering the highest standards of safety, the best clinical outcomes and the best patient experience.

To achieve this we have made changes. We are introducing a clinically led, managerially supported system for running our hospitals. We know that a culture shift is needed and we recognise that our doctors and nurses need to be empowered to enable them to influence service delivery close to patients and at all levels in the Trust.

To improve decision making and grasp real opportunity, we intend to set up new Clinical operational units that have much clearer decision rights, whilst keeping the economy of scale in our support functions. In this way we will devolve power closer to the patient; who will in turn receive a better service, in a more efficient way.

The Trust will insist on the highest standards of quality, access, performance and financial rigour. There will be an insistence on each unit being able to demonstrate its commitment to our common purpose and culture. We will increase our focus on Academic Excellence as well as our commitment to safe, effective and personal healthcare for every patient, every time.

These new arrangements will help us achieve our aim to become the best hospital in the country. We need a core team of Executive Directors to help drive and encourage change, to lead their profession within the Trust and assure progress toward our purpose. There is a significant opportunity for the right people to work with us to make a real difference to this strategically important organisation.
Board Profiles

Non Executive Directors

Mike Collier CBE, Chairman
Mike’s career in the public service spans more than 40 years, covering a wide range of posts in the NHS, education, economic development and local government. He retired from his post as Chief Executive of the North East Regional Development Agency in 2003.

Mark Abrahams, Vice Chairman
Mark is a leading member of the region’s business community, being Chairman of two high-technology companies - Hull-based Fenner plc and Inditherm plc in Rotherham.

Mark Chamberlain, Non-executive Director
Mark is currently Director of HR programmes at BT Retail, where he has worked since 1986 holding a variety of roles. Until recently he was a Non-executive director of the Learning & Skills Council Regional Board.

Howard Cressey, Non-executive Director
Howard is an experienced public finance accountant. He spent over 20 years working in the water industry, most recently, after privatisation, as Group Financial Controller of Kelda Group PLC. Howard was previously a member of the Tribunals Service Management Board and sits on the Audit and Risk Committee of the Equalities and Human Rights Commission.
Lynn Hagger, Non-executive Director
Currently a lecturer in Medical Law and Ethics at the University of Sheffield, Lynn has worked for over 20 years in the NHS. She was Chair of the Sheffield Children’s NHS Foundation Trust Board (1998-2008) and is a former Non-executive Director at the Northern General Hospital in Sheffield.

Clare Morrow, Non-executive Director
Originally trained as a journalist, Clare worked for both the main regional broadcasters and rose to be Controller of programmes at ITV Yorkshire. She has been chair of Welcome to Yorkshire (previously the Yorkshire Tourist Board) since April 2008 and is a Non-executive Director of the Rugby Football League.

Professor David Cottrell
Recent appointment:
Professor David Cottrell, Professor of Child & Adolescent Psychiatry and Dean of Medicine at the University of Leeds. David is the university representative on the Hospital Board and brings a wealth of experience both as a medic and a member of a foundation trust board in Bradford.
Executive Directors

Maggie Boyle, Chief Executive
Maggie’s background in nursing and HR management has led to success in leading transformational change in various health service organisations. She has been working at chief executive-level since 1991. Prior to coming to Leeds, she headed up large NHS trusts in Liverpool and Glasgow, providing her with a broad range of experience, which is helping to shape the way improvement in Leeds is being delivered.

Neil Chapman, Director of Finance
Neil is by far the longest-serving member of the Board, having been Director of Finance since the Trust’s formation in April 1998. He joined the NHS in 1983 after qualifying as a chartered accountant and spending three years in industry.

Alison Dailly, Director of Informatics
Alison has more than 25 years’ experience in NHS management, of which 14 have been spent in the specialist area of informatics. Before joining the Trust, she served for four years as Director of Information at Royal Liverpool and Broadgreen University Hospitals.

Jackie Green, Director of Human Resources
Jackie’s professional and academic background is grounded in human resource management and organisational development in the education, housing and health sectors. She came to Leeds in 2009, following five years as Director of Human Resources at Royal Liverpool and Broadgreen University Hospitals.
Karl Milner, Director of Communications & External Affairs

Before joining the Trust Board in 2011, Karl was Director of Communications & Corporate Affairs for Yorkshire and Humber Strategic Health Authority. Prior to this, he was a partner at global financial PR group, Finsbury. Karl is a fellow of the Chartered Institute of Public Relations, a visiting lecturer at Leeds Business School and judge of the Chartered Institute of Marketing’s Excellence in Healthcare and Pharma awards.

Darryn Kerr, Director of Estates & Facilities

Before joining the Trust, Darryn worked at the Department of Health, where he was Chief Engineer and Acting Director of Estates and Facilities. Before that, Darryn, a chartered engineer, worked at NHS Estates and a number of health authorities and acute trusts in the North East of England.
Links to Further Information

Trust Website

Annual Report and Summary Accounts 2011/12

Annual Accounts 2011/12

Quality Account 2011/12

Trust Strategic Direction 2009-2014

Care Quality Commission Registration and Reports

NHS Choices - Leeds Teaching Hospitals NHS Trust

Board Papers

Staff Magazine Autumn 2012
Job Description

1. JOB DETAILS

Job Title: Chief Operating Officer

Location: St. James University Hospital - THQ

Accountable to: Chief Executive

1. JOB SUMMARY

The Chief Operating Officer has Board level responsibility for the professional leadership and delivery of the Trusts operational services, ensuring that the required standards of performance and behaviours are achieved and deliver clinical and financial viability; in addition, actively supporting the fulfilment of the Trust purpose of delivering safe, effective and personal care to every patient, every time.

The post holder has specific responsibility for translating strategic objectives into operational delivery consistently and at pace, through well supported, effective operational teams and will play a lead role in Managing for Success, the Trust wide Improvement Programme.

As an Executive Director of the Trust Board the Chief Operating Officer will inspire confidence through their knowledge and expertise, and ensure that the Board of Directors keep Quality of Care at the core of decision making.

All Directors are expected to demonstrate highly visible leadership working as part of a cohesive, multi professional senior team, contributing to the overall strategic direction and leadership of the Trust, and when necessary taking lead responsibility for corporate issues outside their immediate sphere of responsibility.

Relationships with the Executive Medical Director and the Executive Director of Nursing and Quality Assurance are of particular importance.

2. CORPORATE RESPONSIBILITY

As an Executive Director of the Trust Board and a member of the Trust Executive Team the post holder will:

- Work with senior colleagues to continuously improve the quality and delivery of service to patients in pursuit of the Trust purpose: to deliver safe, effective and personal care to every patient, every time.

- Work with senior colleagues to ensure that LTHT secures Foundation Trust status.

- Play a full and active role as a Board member; and as a member of the Executive Team, contributing actively to Board Assurance processes via its committees, corporate reports and Board intelligence.

- Drive the strategic development of Trust services in accordance with local health needs, business development and education and research priorities.
• Be a role model for effective leadership in the Trust, driving a positive ‘can-do’ culture and actively promoting respect, openness, participation and team working.

• Support the Chief Executive in the discharge of statutory responsibilities and ensure that all activity, finance and service objectives are met in compliance with the Trust’s Standing Orders, SFIs and Scheme of Delegated Authority and employment legislation.

• Work with senior colleagues to promote the Trust within the wider community, building sustainable partnerships with key partners.

• Play a lead role in Managing for Success, the Trust-wide Improvement Programme.

• Play a full and active role in the overall management of the Trust.

• Adhere to the standards laid down in the NHS Code of Conduct for managers and at all times act in a manner that reflects and promotes the values of the Trust.

• Represent the Trust at regional, national and international level.

• Participate in the personal development review process.

• Participate in the Directors’ On-Call rota.

3. PROFESSIONAL LEADERSHIP

• Provide highly visible and inspiring leadership for staff throughout the Trust, championing a professional and open culture which empowers staff to deliver consistently Quality Care with Compassion, acting as a role model for the behaviours and high professional standards expected.

• Develop and maintain effective communication to underpin improved staff engagement and commitment.

• Secure consistent compliance with Trust Policy and Systems.

• Actively support local leaders to develop and improve their capacity and capability to deliver the Trust’s vision and plans; nurturing leadership potential.

• Work with local leaders to develop high performing teams who work to plans and Key Performance Indicators and who are held to account in terms of delivery.

• Lead on Improvement Programmes to secure better standards of care, productivity and value for money, role modelling new ways of working across the Trust.

4. OPERATIONAL AND PERFORMANCE MANAGEMENT

• Be the Accountable Officer for all aspects of the day to day delivery of operational services across the Trust, including Quality, Performance and robust financial management.
● Lead on behalf of the Board, the development and delivery of a robust performance management framework for all operational units to secure the effective delivery of service targets, financial performance, quality of care and patient safety, as required by the Board and external regulators.

● Hold clinical leaders of operational units to account for the performance of their unit, ensuring that all units are effectively managed within the agreed Performance Framework and securing consistent compliance with key performance metrics.

● Manage the delivery of service developments and capital plans in line with Trust Strategy.

● Ensure robust capacity planning and modelling making sure that the organisation has the right resources in the right places to deliver safe effective and personal care to every patient every time.

● Ensure that all operational units have robust governance arrangements in place.

● Ensure that Patient Safety and Experience is at the heart of operational performance, and that the Trust delivers all of its key performance metrics in a way that is safe and sustainable and represents value for money.

5. BUSINESS & FINANCIAL PERFORMANCE

● Ensure both Quality and value for money and be accountable for the effective financial performance of operational services.

● Ensure that operational units develop robust business and financial plans consistent with the resources available.

● Work with local leaders to develop workforce plans and utilisation for operational units ensuring that both professional and non-professional workforce requirements are identified so that units have the right people in the right place at the right time.

6. QUALITY : SAFETY, EXPERIENCE AND OUTCOMES

● Work with local leaders to ensure that quality governance processes are implemented effectively, risk and quality impact assessments are conducted appropriately and that the investigation and management of incidents and complaints is properly managed by operational teams.

● Contribute to Board Assurance processes via its committees and corporate reporting, providing assurance on operational matters to the Board.

● Ensure that statutory and mandatory training is delivered for all staff in line with Trust standards.

● Ensure service delivery plans deliver the required standards to improve patient safety, experience and outcomes.
7. WORKFORCE

- Champion improving workforce productivity as a major contribution to Managing for Success.

- Provide leadership to develop and implement workforce modernisation, supporting and encouraging innovation in managerial practice and the way services are delivered.

- Actively support the roll-out of e-Rostering and new models to secure efficient staff deployment.

8. SERVICE IMPROVEMENT

- Play an active leadership role in driving Managing for Success the Trust-wide improvement Programme.

- Challenge conventional approaches, demonstrating a commitment to creating a ‘learning organisation’ to deliver continuous improvement.

- Be a lead change agent securing the highest levels of clinical engagement and involvement in the development and delivery of services.

- Ensure that improvement can translate into all areas for the benefit of patients and staff, utilising Leeds Improvement Methodology to improve efficiency and patient experience.

- Work with senior colleagues and staff to facilitate a service improvement culture that leads to improved clinical outcomes, patient experience and value for money.

- Ensure that the Trust’s Governance and Quality Management Strategies are implemented consistently across the Trust.

9. COMMUNICATIONS

- Work with the Director of Strategic Development to market the Trust’s services and support the business planning process.

- Develop excellent relationships with the local community and key stakeholders, CCG’s, Universities, interest groups, other health organisations and patient groups.

- Develop and maintain effective cross disciplinary communications with other senior leaders.

- Work with the Director of External Affairs and Communications to improve and expand communication with staff, patients and partners.

*This job description is in outline only and is not definitive or restrictive in any way. It will be regularly reviewed and may be amended in the light of changing circumstances following consultation with the postholder.*

November 2012

Chief Operating Officer
Leeds Teaching Hospitals NHS Trust
November 2012
GENERAL RESPONSIBILITIES OF ALL STAFF

Health and Safety/Risk Management

All staff are responsible for working with their colleagues to maintain and improve the quality of services provided to our patients and other service users. This includes complying at all times with the Leeds Teaching Hospitals NHS Trust Policies, including Health and Safety policies, in particular by following agreed safe working procedures, and reporting incidents using the Trust Incident Reporting system.

Infection Prevention and Control

The jobholder must comply at all times with the Leeds Teaching Hospitals NHS Trust Infection Control policies, in particular by practising Universal Infection Control Precautions. Hand hygiene must be performed before and after contact with patients and their environment.

Equality and Diversity

The jobholder must co-operate with all policies and procedures designed to ensure equality of employment. Co-workers, patients and visitors must be treated equally irrespective of gender, ethnic origin, age, disability, sexual orientation, religion etc.

Training and Personal Development – Continuous Professional Development

The jobholder must take responsibility in agreement with his/her line manager for his/her own personal development by ensuring that Continuous Professional Development remains a priority. The jobholder will undertake all mandatory training required for the role.

Patient and Public Involvement

The Trust has a statutory duty to involve patients and public in evaluating and planning services. All staff have a responsibility to listen to the views of patients and to contribute to service improvements based on patient feedback.

Respect for Patient Confidentiality

The jobholder should respect patient confidentiality at all times and not divulge patient information unless sanctioned by the requirements of the role.
JOB DESCRIPTION AGREEMENT

Chief Operating Officer Signature: ....................................................................

Date: ..............................................................................................................

Chief Executive Signature: .............................................................................

Date: ..............................................................................................................
# Person Specification

## JOB CRITERIA

### CRITERIA RELEVANT TO THIS JOB

Requirements necessary for safe & effective performance in the job

Where available elements that contribute to improved/immediate performance in the job

### QUALIFICATIONS: GENERAL EDUCATION

Masters level degree or equivalent level of experience

Relevant postgraduate professional/management qualification

Demonstrable evidence of continuing professional development

### EXPERIENCE: PREVIOUS/CURRENT WORK AND/OR OTHER RELEVANT EXPERIENCE

Demonstrable evidence of experience and achievement at Board level in a major healthcare organisation

Demonstrable evidence of experience and achievement at Board level in a large, complex acute teaching hospital

A proven track record of senior managerial leadership underpinned by an understanding of the NHS and its infrastructure

Experience of direct involvement in securing Foundation Trust status

Extensive experience as a senior manager with a track record of delivering excellent results in the leadership and management of complex operations

Experience of leading large scale improvement programmes:
- PMO or other programme approaches
- CIPs, QIPP
- LEAN change management techniques

High level of managerial competency with the ability to lead and manage change in a complex and dynamic organisation

Evidence of significant experience in leading and influencing professional groups to secure cross-system improvement and change
| EXPERIENCE (PREVIOUS/CURRENT WORK AND/OR OTHER RELEVANT EXPERIENCE (CONTINUED)) | Evidence of significant experience in building effective networks at regional and national levels  
Significant experience in building organisational capabilities including establishing a clear strategic vision and direction and translating this into successful outcomes |
| KNOWLEDGE SKILLS/ATTITUDES (DEMONSTRATES COMPETENCE) | Extensive knowledge of NHS Strategy and Policy and its impact at system and organisational level  
Excellent financial awareness and business acumen drawn from experience of operation successfully in multi-million pound environments  
Excellent interpersonal skills in particular proven listening, communication, negotiating and influencing skills with the ability to inspire and motivate individuals and teams and gain consensus in a challenging environment  
The ability to assimilate complex information and make decisions in a fast moving environment, cope with ambiguity and sustain performance in a challenging environment  
The ability to drive improvement forward, maintain momentum and sustain a long-term view against the reality of operational and financial challenge  
Outstanding leadership skills |
| OTHER FACTORS (REQUIRED FOR EFFECTIVE PERFORMANCE) | A passion and commitment to continually seek to improve standards of patient care  
The energy and resilience to maintain performance and inspire confidence within a fast moving, |
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<thead>
<tr>
<th><strong>challenging environment</strong></th>
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<tr>
<td><strong>Ability to participate in on call rota</strong></td>
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## Recruitment Timetable

<table>
<thead>
<tr>
<th>Activity</th>
<th>Date</th>
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<tbody>
<tr>
<td>Closing date</td>
<td>Friday 14\textsuperscript{th} December</td>
</tr>
<tr>
<td>Longlisting meeting</td>
<td>Wednesday 19\textsuperscript{th} December</td>
</tr>
<tr>
<td>Preliminary interviews with Veredus in Manchester</td>
<td>Held between 2\textsuperscript{nd} and 16\textsuperscript{th} January 2013</td>
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<tr>
<td>Shortlisting meeting</td>
<td>During week commencing 21\textsuperscript{st} January 2013</td>
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<tr>
<td>Psychometric assessment (undertaken remotely)</td>
<td>Week commencing 21\textsuperscript{st} January 2013</td>
</tr>
<tr>
<td>Final Selection Interviews and Stakeholder Meetings</td>
<td>Week commencing 28\textsuperscript{th} January 2013</td>
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How to Apply

For this position you should submit a comprehensive CV plus supporting personal statement and quoting reference 14204. Please give evidence or examples of your proven experience against the criteria listed in the person specification.

You should also give names, positions, organisations and telephone contact numbers for at least two referees, one of whom should be your current/most recent employer. If you specifically do not wish referees to be approached without your permission, please indicate this clearly.

You are invited to complete and return the enclosed monitoring information form. This will help our client to follow the recommendations of the Equality and Human Rights Commission, that employers should monitor selection decisions to assess whether equality of opportunity is being achieved. The information on the form will be treated as confidential, and used for statistical purposes. The form will not be treated as part of your application.

Finally, please ensure you include your work and home telephone contact numbers and email addresses where applicable, as well as any dates when you will not be available.

The closing date for this position is: Friday 14th December 2012

Applications should be emailed to michelle.atkinson@veredus.co.uk
Michelle Atkinson
Veredus
3rd Floor, Bridgewater House
Whitworth Street
Manchester
M1 6LT

Tel 0870 190 4332

If you have any queries on the role or for an informal discussion in confidence, please contact:

Emma Pickup, Consultant on 0870 165 4254 emma.pickup@veredus.co.uk
Or Lynn McGill, Business Director on 0870 190 4379 lynn.mcgill@veredus.co.uk
Equality and Diversity Monitoring Form

The intention of monitoring and analysis is to establish if there are different success rates between genders, people of different sexual orientation, ages, different ethnic backgrounds or faiths, and people with disabilities. If there are differences in success rates it will enable action to be taken to ensure that no group is treated unfairly. Your answers will be treated confidentially and will not affect your application in any way.

Personal Details:

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<thead>
<tr>
<th>Title</th>
<th>Mr / Mrs / Miss / Ms / Dr / Other</th>
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<tr>
<td>Surname:</td>
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<tr>
<td>First name:</td>
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<tr>
<td>Age:</td>
<td>16-24</td>
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<tr>
<td>Gender:</td>
<td>Male</td>
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<tr>
<td>Gender Identity (if appropriate)</td>
<td>If you identify as transsexual, transgender (in that you have effected a permanent change of gender identity) or as intersex which group do you identify with?</td>
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<tr>
<td></td>
<td>Transsexual</td>
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<tr>
<td>Working Pattern:</td>
<td>Part time</td>
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Ethnic origin: Please tick against one of the following:

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<th>Mixed</th>
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<td>Black and White Caribbean</td>
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<td>Indian</td>
<td>Black and White African</td>
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<td>Pakistani</td>
<td>Asian and White</td>
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<td>Any other Asian background</td>
<td>Any other mixed background</td>
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<th>Black or Black British</th>
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<th>Chinese or Other ethnic group</th>
<th>Prefer not to say</th>
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<tr>
<td>Chinese</td>
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<td>Any other</td>
<td>Prefer not to say</td>
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<td>Please specify below if you wish......</td>
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Disability: Please tick against one of the following:

Do you consider yourself to have a disability under the Equality Act 2010? In the Act, a person has a disability if:

- they have a physical or mental impairment
- the impairment has a substantial and long-term adverse effect on their ability to perform normal day-to-day activities

For the purposes of the Act, these words have the following meanings:

- 'substantial' means more than minor or trivial
- 'long-term' means that the effect of the impairment has lasted or is likely to last for at least twelve months (there are special rules covering recurring or fluctuating conditions)
- 'normal day-to-day activities' include everyday things like eating, washing, walking and going shopping

Yes ☐ No ☐ Prefer not to say ☐

Please describe the nature of your disability

This information is provided for monitoring purposes only – if you need any reasonable adjustments you should arrange these separately.

Religion or belief: Please tick against one of the following

No religion ☐ Jewish ☐
Baha’i ☐ Muslim ☐
Buddhist ☐ Sikh ☐
Christian ☐ Other ☐
Hindu ☐ Please specify below if you wish………………………….
Jain ☐ Prefer not to say ☐

Sexual Orientation: Please tick against one of the following

Bisexual ☐ Gay Man/Homosexual ☐
Gay Woman/Lesbian ☐ Heterosexual/straight ☐
Prefer not to say ☐

Please indicate which media/journal you saw this position advertised in………………………….

Thank you for completing this form