NHS
North Cumbria Integrated Care
NHS Foundation Trust

Safe, high quality care **every time**

Director of People and Culture

Candidate information pack

July 2026

Hunter Healthcare

Welcome

Thank you for your interest in the role of Director of People and Culture at North Cumbria Integrated Care NHS Foundation Trust (NCIC).

This is a unique opportunity to shape the future of our organisation through our people. Our colleagues are at the heart of everything we do, and we know that creating an inclusive, compassionate and high-performing culture is fundamental to delivering outstanding care for the communities we serve.

As Chief People Officer, I am looking for an exceptional leader who shares our belief that great patient care starts with a great employee experience. We need someone who can combine strategic thinking with authentic leadership, building strong relationships across the Trust and our wider health and care system while ensuring our people agenda continues to support our ambitious organisational goals.

NCIC has strong foundations, a committed workforce and a culture built on collaboration, respect and continuous improvement. We have made significant progress in developing our leadership, supporting staff wellbeing, strengthening equality, diversity and inclusion, and creating an environment where colleagues feel valued and empowered. However, we know there is more we can achieve.

As Director of People and Culture, you will play a pivotal role in shaping our future workforce, leading organisational development, workforce planning, leadership development and cultural transformation. You will help us attract, develop and retain talented people while fostering an environment where innovation flourishes, inclusion is embedded and every colleague can perform at their very best.

This is a role with real influence and impact. You will work closely with executive colleagues, clinical leaders and partners across our Integrated Care System to ensure our people strategy enables the delivery of safe, effective and compassionate care for our patients, today and into the future.

What makes NCIC special is our people. Across our hospitals and community services, our colleagues demonstrate extraordinary commitment every day. They deserve leaders who are visible, supportive and ambitious for both them and the organisation. If you are passionate about developing people, leading meaningful organisational change and creating a culture where everyone can succeed, I would be delighted to hear from you.

I hope this candidate pack gives you a sense of the opportunity ahead, and I look forward to welcoming our new Director of People and Culture to NCIC.

We believe that a diverse senior leadership team makes better decisions and delivers better outcomes, and we warmly encourage applications from people from under-represented groups. If you would like an informal and confidential conversation about the role, please contact James McLeod at Hunter Healthcare on **jmcleod@hunter-healthcare.com**. or 07842 424530.

We look forward to receiving your application.

Kate North
Chief People Officer
North Cumbria Integrated Care NHS Foundation Trust

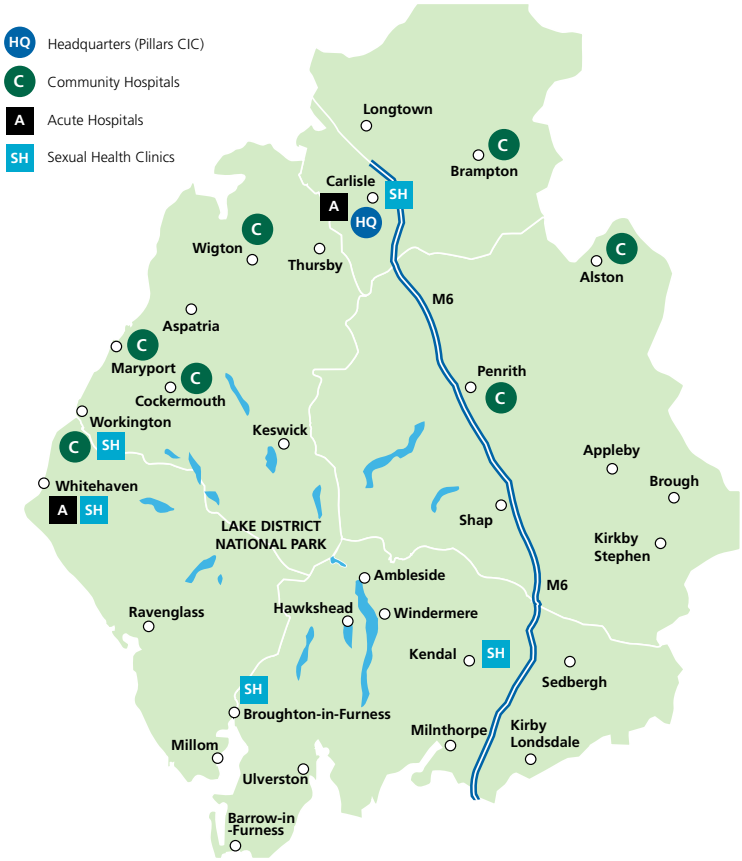
About us

We provide hospital and community health services to 500,000 people. We're responsible for delivering over 70 services across 15 main locations, employing over 6500 members of staff.

Our values of kindness, respect, ambition and collaboration drive us to provide safe, high-quality care every time.

NCIC is part of North East and North Cumbria Integrated Care System (ICS), which is a partnership of organisations including local councils, voluntary and community services that provide health and care across our region.

Led by the North East and North Cumbria Integrated Care Board (ICB) we work collectively, join up resources and expertise to provide the best health and care for our communities.



Our strategic priorities for 2026-2031

NCIC's mission is to deliver "safe, high quality care every time".

Our long-term strategy aims to establish the organisation as a nationally recognised centre of excellence for integrated rural and coastal medicine, structured around four primary objectives: patients, people, partners, and pounds.

Over the next five years, we will build on the foundations that colleagues across the Trust have laid since 2020.

We provide hospital and community health services over 2,600 square miles to more than 500,000 people, everywhere from Carlisle to Kendal and the Cumbrian coast to the North Pennines.

Our strategic goals include:

- **Our Patients:** Providing clinically-led care to ensure the best possible health outcomes regardless of where patients live.
- **Our People:** Making NCIC a great place to work by recruiting and retaining a highly-skilled clinical workforce.
- **Our Partners:** Collaborating across health and care systems, particularly through eight local Integrated Care Communities (ICCs), to build sustainable services out of hospital.
- **Our Pounds:** Ensuring financial and environmental sustainability by making the best possible use of limited resources.

More detailed information on our initiatives and corporate plan can be found in the **North Cumbria Integrated Care 2024 to 2029 strategy**.

Safe, high quality care **every time**

Our vision and values

We want to build a new integrated health and care system to create healthier and happier communities.

Our vision

Everyone we serve will experience high-quality, equitable and connected care, shaped by innovation, delivered with compassion and creating a healthier future for all.

Our values

Our values guide the way we work every day from board to ward. We want to make our services the best they can be for our patients, workforce and partners in the community.

Each value has a series of behaviours behind it that we're building into everything we do, from our appraisals to our policies and procedures.

KINDNESS

Kindness and compassion cost nothing, yet accomplish a great deal.

RESPECT

We're respectful to everyone and are open, honest and fair.

AMBITION

We set goals to achieve the best for our patients, teams, organisation and partners.

COLLABORATION

We're stronger and better working together with and for our patients.

Job description

Job Title	Director of People and Culture
Organisation	North Cumbria Integrated Care NHS Foundation Trust
Grade	Band 9
Accountable to	Chief People Officer
Location:	Cumberland Infirmary, Carlisle (the postholder will need to travel across other Trust sites as necessary)

Job summary

- To ensure the leadership and effective delivery of People and Culture services in line with the Trust's organisational and clinical strategyTo lead and ensure there is a high quality of People and Culture services in a highly-complex environment
- To provide operational line management and professional leadership for People and Culture professionals across the Trust
- To deputise for the Chief People Officer as required

KEY WORKING RELATIONSHIPS

Internal Leadership: Directors, Executive Directors, Non-Executive Directors

System Partners: Integrated Care System, System NENC Workforce Programme Board, NHS England Staff Engagement: Trust Leadership Team members, other senior managers, Staff Side Representatives Strategic

Networks: North East and North Cumbria HRD/CPO and Deputy HR&OD Directors Network

Role Dimensions:

ROLE OF DEPARTMENT

The People Services team plays a critical role within the Trust to provide first level support to line managers and staff on all people management issues.

The function provides a comprehensive People and Culture function incorporating:

- Human Resources (for all staff)
- Temporary staffing
- Recruitment and selection
- Workforce planning and information
- Organisational development
- Staff recognition and reward
- NHS staff survey
- Learning and development
- Leadership and management
- Knowledge/library hub

DUTIES AND RESPONSIBILITIES

The postholder will be responsible for:

- People and Culture Services
- Providing strategic and operational leadership across People services.
- Ensuring the delivery of a high-quality andprofessional People and Culture service
- Working with the Chief People Officer and the Executive Director of Strategy and Transformation, leading the development of an organisational development plan which supports cultural change and improvement for the TrustLead the oversight and delivery of the staff survey and all associated cultural action plan.
- Ensuring the delivery of a high-quality and professional employee relations service for all resident doctors, and in partnership with the Medical Directorate teamLead the design and implementation of HR principles, policies, and practices to support the Trust transformation and ensure adherence to correct policy and legal frameworks
- Where necessary, act as the key liaison with the Trust's employment solicitors on related HR matters, including Employment Tribunal issues and other employment-related legal claims against the Trust, interpreting information received and applying this in the best interests of the Trust's reputation and strategic objectives
- Ensure the Trust is always working in accordance with the principles of a just, restorative and learning cultureEnsure the provision of expert employee relations advice and guidance to Trust managers, HR colleagues, Trade Union representatives and staff. This includes recommended courses of action taking account of the risks and benefits to the TrustSupport the Chief People Officer to design, deliver and implement a strategic HR Business Partnering service that supports, enables, and challenges the business to drive performance
- Oversee multiple projects and workstreams to ensure comprehensive technical HR and organisational development supportIdentify risks, resolve issues, and ensure legal and policy compliance
- Provide consultancy and advice on complex people and culture matters to senior stakeholdersMaintain and manage robust people change systems, ensuring data integrity and protection
- Lead workforce redesign and alignment with strategic prioritiesCoach and motivate directorate staff to meet key performance indicators and to present an integrated performance overview of HR and change activity
- Serve as Senior Responsible Officer for people change activity, within and across organisationsWork in partnership with ICS colleagues to ensure alignment of policies and collaborative scaling work that supports improvements in People ServicesEnsure timely implementation of national guidance and any changes to terms and conditions
- Ensure that the Trust has an effective system for maintaining appropriate safeguarding responsibilities relating to staff and employee relations issues
- Design, develop and implement digital initiatives to modernise systems used in People and Culture Services and associated ways of working, including the provision of streamlined and automated servicesAdopt a partnership approach to designing and delivering change and transformation that ensure culture, organisational development, staff engagement and health and well-being initiatives contribute to an effective employee relations climate. Strategic Pay and Reward
- Oversee the design and implementation of reward and remuneration strategies and support the Chief People Officer with advice to the Trust Board via the Board Appointments and Remuneration committee
- Lead on policy development related to People and Culture Services
- Communicate complex and sensitive information aligned with organisational valuesContribute to the development and implementation of the system-wide People Plan
- Chair appropriate workstreams and projects for the NENC Workforce programme
- Be a fully engaged member of any relevant networks
- Deliver high-quality reports to the Chief People Officer
- Provide direct line management for senior leaders across People ServicesNavigate challenging communications, anticipate barriers, and pursue solutions

- Offer expert workforce advice and leadership to executive stakeholders, including senior nursing and medical staffEnsure career pathways and succession planning in all aspects of the portfolio
- Develop individuals in the teams in accordance with the NHS CIPD profession map
- Develop team working within and across all aspects of the portfolio, ensuring high-quality relationships and the ability to role-model the value of challenge and learning
- Deputise for the Chief People Officer at strategic meetings and ensure change assurance
- Lead consultations and negotiations with Trade Unions and ensure Trade Union activity is supported and working in accordance with best practice Facilities Agreements and Constitution
- Inspire and guide a multidisciplinary People and Culture team
- Champion autonomy, professional standards, and leadership values across the Trust, and promote a culture of equity, inclusion and belonging through personal role-modelling and integration of best practice across the whole HR practice
- Lead an open, just and restorative culture encouraging innovation and continuous improvementEvaluate national policies and legislation; implement and audit effective internal policies
- Participate in On-Call rota(s) and implementation of major incident and emergency planning matters, as required

GOVERNANCE, PLANNING AND ORGANISATION

- Oversight of all audits related to the portfolio and delivery of improvement plans, reporting to Audit and Assurance committee, as required
- Strategic lead for all people-related policies, ensuring that they are up to date and in line with national guidance, best practice and legislative requirements
- Strategic owner for all portfolio related risks, with responsibility for ensuring they are updated and actioned appropriately
- Strategic advisor to senior leader colleagues where workforce is identified as a risk in other areas of the Trust

FINANCIAL AND PHYSICAL RESOURCES

- Manage significant budgets of several services and ensure the Chief People Officer has accurate and timely information on all matters related to budgets
- Lead on financial sustainability programmes and support financial targets across the directorate
- Prepare business cases and benefits realisation reports. Make best use of the budget available to ensure investments align with Trust priorities and deliver value, and that capacity meets demand

HUMAN RESOURCES

- Inspire and guide a multidisciplinary People and OD team
- Champion autonomy, professional standards, and leadership values across the Trust, and promote a culture of equity, inclusion and belonging through personal role-modelling and integration of best practice across the whole HR practice. Lead an open, just and restorative culture encouraging innovation and continuous improvement
- Evaluate national policies and legislation; implement and audit effective internal policies

RESEARCH AND DEVELOPMENT

- Contribute to national research and development activity related to the HR and OD agenda
- Take lead responsibility for the implementation of national mandates related to HR

WORKING CONDITIONS

- This is a full-time role, with flexible working as and when required. Flexible working options are welcomed
- The Trust has two main sites, Cumberland Infirmary and West Cumberland Hospital but has other sites and the post holder will need to be able to travel and meet the transport requirements for the role

WORK SETTING AND REVIEW

- To work to CIPD professional code of conduct and practice
- To comply with all Trust and service policies and procedures and to develop any relevant protocolsTo be professionally responsible and accountable for all aspects of own work
- To interpret policies in relation to a/their speciality area
- To work as a senior member of the People and Culture service, with responsibility for the day-to-day management of staff within the function. Professional support is available from the Chief People Officer, as required.

INDIVIDUAL RESPONSIBILITIES

The postholder is expected to:

- Work to the Trust's values
- Adhere to the policies and procedures of the Trust, any local/departmental policies and guidelines and all relevant legislation including the requirements of any professional bodies
- Participate in any appraisal / review system operated within the Trust
- Accept responsibility for their own on-going education, continuous professional development and training and undertake any statutory, and mandatory training appropriate to their role

HEALTH AND SAFETY

The post holder is expected to:

- Be aware of the responsibilities placed upon them under the Health and Safety at Work Act etc (1974) to ensure that agreed safety procedures are carried out to maintain a safe environment for employees and visitors
- Conduct themselves in accordance with safe working practices and where protective clothing/uniform is provided wear it as prescribed
- Report if they are involved in an accident or untoward incident on Trust premises or whilst on duty elsewhere in the required manner as soon as possible.

RISK MANAGEMENT

The post holder is expected to:

- Be familiar and comply with the requirements in the Trust's risk management policy and procedures
- Report all clinical and non-clinical accidents, incidents or near-misses promptly
- Co-operate with any investigations undertaken as and when requested

EQUALITY, DIVERSITY AND INCLUSION

The post holder is expected to:

- Abide by the Trust's dignity at work and equality, diversity and inclusion policies and procedures
- Actively support the Trust's commitment to equality, diversity and inclusion in both employment and the delivery of services
- Treat all patients, staff and visitors equitably, and with dignity and respect, taking into account all protected characteristics

INFECTION PREVENTION AND CONTROL

The post holder is expected to adhere to the Trust's infection prevention and control policies, procedures and audits in line with the Health Act 2006.

INFORMATION GOVERNANCE

The post holder is expected to:

- Keep up to date with the requirements of information governance
- Undertake annual mandatory training and follow the Trust's policies and procedures in relation to information governance to ensure that Trust information is dealt with legally, securely, efficiently and effectively
- Maintain confidentiality of information in accordance with professional and Trust policy
- Access information only on a need-to-know basis in the direct discharge of duties and divulge information only in the proper course of their duties
- Manage the records they create, process or hold during the course of their employment with the Trust in an appropriate way, making the records available for sharing in a controlled manner subject to statutory requirements and agreed security and confidentiality policies, procedures and guidelines, e.g. Data Protection Act 2018, UK General Data Protection Regulation, Freedom of Information Act 2000, Caldicott Principles, NHS Code of Practice on Confidential Information 2014, and professional codes of conduct on confidentiality

It is likely that the post holder will be in contact, at some time during their employment with the Trust, with a form of information system, and therefore is responsible for implementing and maintaining data quality. The post holder, when making entries into records, must ensure that these are legible and attributable and that the record keeping is contemporaneous. It is essential that information recorded within records either on paper or in an electronic format or both paper and electronic format is accurate, complete and relevant.

SAFEGUARDING

The post holder is expected to:

- Be aware that they have a duty to safeguard and promote the welfare of children and adults at risk
- Be familiar with the Trust's safeguarding policy and the processes for raising concerns about the welfare of people with whom they have contact
- Ensure they receive the appropriate level of safeguarding children and adult training depending on their role in the Trust
- Access supervision and support from their line manager and/or the locality based safeguarding team, where applicable to their role

GREEN STATEMENT

Across the North East and North Cumbria, we are working together to deliver our ambition to be the greenest region in England by 2030. There is an expectation for all staff to support this by familiarising themselves with the Trust's sustainability initiatives such as waste and recycling, going paperless, videoconferencing, sustainable transport and others.

Staff are encouraged to think about what they can do as individuals and within their teams to contribute to embedding carbon reduction into the everyday running of the Trust.

Person specification

QUALIFICATIONS

Essential

- Chartered Member of the Institute of CIPD
- Educated to Masters' level in a relevant field or can demonstrate an equivalent portfolio
- Post graduate management or leadership experience or equivalent qualification

Desirable

- Coaching qualification
- Chartered Fellow of the Institute of CIPD

KNOWLEDGE AND EXPERIENCE

Essential

- Highly developed knowledge of HR and be a subject matter expert in HR service delivery and operations, HR Business partnering and organisational development
- Highly developed knowledge of employment legislation, current case law, best practice and has significant experience of interpreting and analysing this in a highly-complex organisational setting with due regard to regulatory requirements
- Demonstrable understanding of current and future drivers for successful people management and development services within the NHS
- Experience of leading large HR function(s) within a complex organisation
- Track record of designing, delivering and implementing a values-based leadership culture across a complex organisation
- Experience of leading significant and complex, including technical complex change

Desirable

- Significant knowledge and experience of medical staffing matters
- Experience of collaboration and shared service leadership
- System leadership experience across multiple sectors

SKILLS AND APTITUDES

- Strategic thinker and ability to work and lead a team on own initiative
- Personally resilient and able to manage complexity
- Ability to self-motivate and motivate others
- Ability to prioritise own workload and those of others
- Exceptional leadership and management skills
- Ability to analyse highly-complex data and professional opinions
- Ability to present highly-complex information to very senior staff at board level and externally, including contentious information
- Effective IT skills

How to apply

The closing date for applications is **30 July 2026**.

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 (**ideally no more than two pages**).
- A **Curriculum Vitae (CV; ideally no more than three pages)** with education and professional qualifications and full employment history. Please include daytime and evening telephone contact numbers and email addresses. The CV should include names and contact details of three referees covering the last six years of employment. References will not be taken without your permission.
- You will need the following reference code: **NCIC-DOPC-0726**

All applications will be acknowledged.

For an informal conversation about the post please contact **James McLeod** at Hunter Healthcare on **jmcleod@hunter-healthcare.com** or 07842 424530.

CLICK HERE TO APPLY ONLINE

KEY DATES:

Application deadline	30 July 2026
Shortlisting	w/c 3 August 2026
Stakeholder events & interviews	w/c 17 August 2026

NHS

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