

Agenda item 2.i

Report to:	Board of Directors	Date: 6 July 2023
Report from:	Director of Workforce and Organisational Development	
Principal Objective/Strategy:	The purpose of this paper is to provide the Board with an update on key workforce matters not addressed in PIPR.	
Title:	Report of the Director of Workforce and Organisational Development	
Board Assurance Framework Entries:	Recruitment Retention Staff Engagement	
Regulatory Requirement:	Well-Led	
Equality Considerations:	Public Sector Equality Duty Workforce Race Equality Scheme	
Key Risks:	<ul style="list-style-type: none"> • Turnover increases as a result of poor staff engagement • We are unable to recruitment sufficient staff to meet safe staffing levels • Staff engagement is negatively impacted by poor people practices 	
For:	<ul style="list-style-type: none"> • To note and discuss the content of this report 	

Item that is addressed in this report:

- Windrush Celebration and relaunch of the Race Equality Network
- NHS HR and OD Futures Programme
- Chairperson appointment process update

1. Windrush Celebration and Relaunch of the Race Equality Network

1.1 22nd June is national Windrush Day and this year we combined celebrating this day with the relaunch of the Race Equality Network, previously called the BAME Network.

1.2 On 22nd June 1948, HMT Empire Windrush arrived in the UK, carrying over 1,000 passengers from the West Indies. Mainly former service personnel, this was the first wave of post war immigration with many of the passengers taking up roles in the NHS, which launched just two weeks later. The journey of the early Black and minority ethnic colleagues in the NHS, and in British society, was not an easy one. Faced with overt racism, discrimination and public outcry, they were not always welcome. The same experiences were faced by those who followed over the next few decades. Today, ethnic minority colleagues make up almost a quarter of the NHS workforce and 42% of medical staff. At Royal Papworth 30% of our staff are from a BAME background.

1.3 We used the national day as the opportunity to reflect on the contribution made by staff from overseas to the NHS and Royal Papworth, to consider the ongoing struggle for equity, recognition and inclusion and to relaunch the Race Equality Network. We held an event in the HLRI and had three powerful and engaging speakers who talked about their links to Windrush and how the NHS still had significant work to do in addressing systemic racism. There was also speakers from the Network talking about what it meant to them and what they hoped it could achieve. The event was rounded off by some delicious Caribbean food.

2. NHS Human Resources and Organisational Development Futures Programme

2.1 In November 2021 NHSE published the “The future of NHS human resources and organisational development report”. It set out a vision for how the people profession will develop and work differently over the coming decade. It outlined a vision and actions that support the delivery of the four pillars of We are NHS: People Plan for 2020/2021 – action for us all and embeds the seven elements of our People Promise.

2.2 Over the last 18 months work has been progressing against the actions set out in the report and products and frameworks developed under this programme are starting to be shared. The underpinning drivers for these programmes are standardising and digitising HR practice and processes to drive cost efficiency and support more shared delivery models. There are 7 key areas that have been focused on and material relating to these is starting to be shared:

1. Expectations of Line Managers with regards people management
2. People Services Model
3. National People Policies
4. Scaling People Services
5. People Service KPIs
6. People Digital
7. People Profession Development

2.3 Attached as Appendix 1 is a slide deck that provides a high-level overview of the work and the direction of travel. Currently NHSE are saying that the products and approaches being published are not mandated and are optional for Trusts to adopt. There is also no additional funding available to support implementation. We are discussing whether and how some of this could support system working. When the final versions are published we will consider how they might align with and enhance the delivery of our Workforce Strategy.

3. Chairpersons Appointment Process Update

3.1 The appointment of Non-Executive Directors is governed by the NHSE Code of Governance and the Trust Constitution. The NHSE code of governance for NHS provider Trusts was published in 2022 and came into effect from 1 April 2023. This set out that the Nominations Committee (in Royal Papworth we call it the Appointment Committee), which is a sub-committee of the Council of Governors, with external advice as appropriate, is responsible for the identification and nomination of non-executive directors. The decision regarding the appointment of the nominated candidate is made by the Council of Governors.

3.2 The Director of Workforce and OD and the Trust Secretary have been supporting the Appointment Committee in developing a recruitment and appointment process for the Chairperson role. The Appointments Committee have engaged an executive search agency, Odgers Berndtson, to advise and support on the recruitment and appointment process.

3.3 The first phase of the process was to develop the specification and recruitment material. The NHSE Code of Governance states that the Council of Governors should take into account the views of the board of directors on the requirements for the position being appointed to. Odgers engaged with external and internal stakeholders, including Non-Executive Directors, to ensure that there is appropriate consideration of the qualifications, skills and experience required for the role.

3.4 The appointment panel composition is based on the NHSE Code of Governance which indicates that governors should be in the majority on the appointment panel and that external expertise and advice is utilised by the Council of Governors in making the appointment:

Lead Governor designate
4 Governors (2 staff, 2 public)
Senior Independent Director (chair of the panel)
1 NED (University rep)
1 Regional Director, NHSE
ICB Chairman
Transformational Reciprocal Mentoring participant
Director of Workforce and OD (advisory capacity)

It is a diverse panel in terms of gender, ethnicity, backgrounds and experience. Panel members are accountable for their decision making and, whilst maintaining appropriate confidentiality, keeping their governor and non-executive colleagues informed of progress. Appropriate recruitment and selection training has been provided to panel members as required.

3.5 In addition to the appointment panel there will be two scenario exercises which will be part of the formal assessment process. These will involve governors, NEDs, Executive Directors and staff representatives and there will be formal feedback to the appointment panel. Candidates will also complete a psychometric assessment examining their preferred leadership style. Candidates will be asked to prepare and deliver a presentation to the appointment panel. The topic for the scenarios and the presentation topic will be approved by the Appointment Committee.

3.6 Longlisting was completed on the 15th June 2023 and shortlisting will take place on 7th July. The interview process is planned for the 18th July 2023 with Appointment Committee and Council of Governors meetings taking place on the 20th July to approve the appointment of the nominated candidate.

Recommendation:

The Board of Directors is requested:

- **To note and discuss the content of this report**