



Royal Free London  
NHS Foundation Trust



Candidate Information Pack

Royal Free London NHS Foundation Trust

Chief People Officer



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## Welcome Letter

Thank you for spending some time thinking about this brilliant opportunity to join the Royal Free London Group, one of the largest, most complex and exciting, Trusts in the NHS. As Chief People Officer, and an integral member of our Executive team and Board, you will bring inclusive, inspiring, and dynamic leadership to our 12,000+ colleagues, who are the heart of the Group's work and success every day. This document will give you some information about the Trust, the exciting opportunities and challenges ahead, as well as about the role and the appointment process. I hope it gives you all you need to decide whether to apply.

The Royal Free London is a special organisation with an incredible history. Founded nearly 200 years ago as the Royal Free Hospital, it broke new ground and uniquely provided healthcare for anyone who needed it more than a century before the NHS was created. That pioneering purpose and groundbreaking innovation has always been at the heart of the organisation; training the first ever female medical students in the UK, leading the research and then development of treatments for HIV/AIDs, and more recently leading the development and clinical trials of the vaccines for COVID-19. We are a major teaching and research centre and one of the major partners of UCL university, and we deliver nationally and internationally renowned specialist clinical services alongside a wide range of local core services.

The Trust provides services from five main hospital sites across North London - the Royal Free Hospital, Barnet Hospital, Chase Farm Hospital, Finchley Memorial Hospital, and Edgware Hospital, as well as delivering care across 70 other sites. We have developed expertise in infectious diseases, organ transplantation, cancer care, and clinical innovation. We are proud to have some of the best clinical outcomes in the country, serving much of London's diverse population, and beyond. Our vision is to deliver world class expertise and local care, rooted in our core tripartite mission of clinical excellence, groundbreaking research, and excellence in education – and it is our people who will achieve that.

As our new Chief People Officer, you will be a critical part of our executive team, leading our strategic agenda on people, education and organisation development. Partnering with colleagues across the Group, you will improve staff experience, ensuring the Royal Free London remains a fantastic place to work and one that our people are proud to recommend as a great place to receive care. This is a well-performing part of the Group and there are a number of exciting initiatives underway, including the launch of our new and future focused Education Strategy as well as our ambitious inclusion programme. We are also expanding the Royal Free London Group, and look forward to the merger, early next year, with North Middlesex University Hospital NHS Trust. This will lead to the creation of four large Health Units for the Group across North London, each with its own Executive Team. Our new CPO will be critical to the successful integration for our enlarged Group which will then have over 17,000 staff.

Staff engagement is improving but the impact of industrial action is still present and ours is an organisation that must deliver both increased performance today as well as seize the potential for transformation thereafter. Your role in developing and enhancing leadership capacity, accountability and resilience to achieve this will be critical and your professional contribution will impact and inform the development of strategy, the scope and scale of transformation as well as outstanding delivery and execution of our programme on the ground. You will be a visible and inclusive, leader, with a track record in occupying the role of trusted advisor to the board, and in bringing both impactful people management, and leadership through influence within a large, complex, values-led and service-focused organisation.

This is an amazing role with a huge opportunity to really make an impact and difference for the future. I look forward to seeing your application and wish you every success with it.

Yours faithfully,

Pete Landstrom  
Chief Executive





## Summary

Position:	Chief People Officer
Organisation:	Royal Free London NHS Foundation Trust
Reporting Line:	Group Chief Executive
Location:	London (RFL Group Headquarters, with travel as required)
Website:	<a href="https://www.royalfree.nhs.uk/">https://www.royalfree.nhs.uk/</a>

## Background

The Royal Free London NHS Foundation Trust is one of the UK's biggest trusts. Over 12,000 staff deliver acute care across our five London Hospitals: Barnet Hospital, Chase Farm Hospital, Royal Free Hospital, Finchley Memorial Hospital, and Edgware Hospital as well as community midwifery, smoking cessation and other services across 70+ sites. Our combined mission is to provide world class expertise in a local care setting. Working in partnership with West Hertfordshire and the Royal National Orthopaedic Hospital, the Trust treats approximately 1.6million patients a year. We also play a significant role in our local health economy, working with UCL Partners, the UCL Health Alliance, and North Central London Integrated Care Board.

Our mission is to be world class in innovative healthcare services, ground-breaking clinical research, and future-focused teaching, ultimately combining world-leading expertise with local care. We are now looking for a talented Chief People Officer who will share our ambition, and work inclusively across the group, providing strategic and operational leadership on all People matters and tackling longstanding recruitment and retention challenges whilst motivating our hard working staff to deliver excellent patient care.

Royal Free London was rated as one of the best trusts in London to work at, according to the [2023 NHS Staff Survey](#), showing a marked improvement in staff engagement, above the national average. Additional details can be found within the [Breakdown Report](#) and [Bank Only Report](#).

For further information, please see our most recent [Annual Report](#) and watch a recording of the [Annual Members' Meeting](#).

## History

Inspired to establish a 'free' hospital having found a young woman dying on the steps of St Andrew's Church in Holborn, William Marsden, an inspirational young surgeon, founded our organisation in 1828. William believed that access to healthcare should be based on a patient's need, not their ability to pay. From the outset, his objective was to ensure that "poverty and sickness are the only passports" to the best healthcare available. These principles remain a cornerstone of the NHS and our own mission today.

## Values & Vision

Our pioneering spirit, built on a history of leading the way in many areas of healthcare: advancing our understanding of illness; taking advantage of the latest technology; developing new and better therapies; and tackling health and social inequalities, continues to be our central approach today. All this contributes to our record of delivering some of the best clinical outcomes for patients across our local and specialist services and our mission to be world class in terms of our healthcare services, clinical research and teaching excellence.

Our staff and patients were engaged in defining our care values. These values describe the behaviours and attitudes we expect to see in working together and with our partners and collaborators in treating our patients and delivering our goals.



## Objectives

Our governing objectives inform the direction and decision making of the Royal Free London Group, setting out how we will achieve our mission. They are:



### Excellent health outcomes

Consistently deliver excellent and equitable care that provides access to research for all their patients.



### Outstanding experience of care

Ensuring the experience of their patients and carers is among the best in the country.



### Outstanding experience for their people

Where colleagues feel a strong connection to their work and organisation and are enabled to deliver and to realise their potential.



### Be a sustainable organisation

**Financial:** contribute to the elimination of the north central London system deficit on a recurrent basis.

**Environmental:** reduce carbon emissions towards net zero by 2040.

## The Trust Board

### Non-executive Directors

#### Mark Lam, Chair



Mark joined the Royal Free London as Chair on 1<sup>st</sup> April 2021. He also became Chair at our neighbouring trust North Middlesex University Hospital on 30 October 2021. He has been working in north London for a number of years, including as Chair of Barnet, Enfield and Haringey Mental Health NHS Trust.

Prior to working in healthcare, Mark was a senior executive in information technology and telecommunications, and brings many years of global experience in transformation and strategy. He began his technology career during the dotcom boom, training at web start-ups before moving into telecommunications and IT. Mark's longest association was with BT Group, where he was a senior executive, finishing his career there as chief technology and information officer of Openreach, the national infrastructure provider. Prior to BT Group, he led a number of digital initiatives at major global businesses, including Carphone Warehouse and Siemens.

#### Professor Doris Olulode, Vice Chair



Appointed in December 2018, Doris has held senior positions in the UK and overseas including Head of HR at Ford, Australia & New Zealand and most recently HR Director for Europe, Middle East & Africa with responsibility for around 25,000 employees across 30 countries. She also led Ford's African Ancestry Network and was named by Autocar as one of the top 100 most influential women in the Auto Industry.

Doris is a Non-executive Director for the Chartered Institute of Legal Executives, Clarion Housing Group, University of East London, Royal National Orthopaedic Hospital NHS and a lay member to the HM Courts and Tribunal Service as well as freelancing as an HR consultant.

#### Pawan Dhir, Non-executive Director



Joining the Board in May 2023, Pawan has three decades of financial services experience, having held a number of executive leadership positions globally at several of the world's largest and most complex institutions. He has extensive finance, audit and risk management expertise in addition to digital transformation and intelligent automation implementation experience.

#### Amanda Gibbon, Senior Independent Director



Amanda's professional background is financial but she also has a wide range of lay experience in healthcare, research and clinical ethics. She is non-executive director and vice chair of Whittington Health NHS Trust and is an external member of the Audit and Risk Committee of NICE. At the Royal Free, Amanda is a standing invitee to the clinical standards and innovation, audit and remuneration committees. Amanda will also be chairing the trust's ethics committee.

### Dame Donna Kinair, Non-executive Director



Dame Donna has held various roles in the NHS across primary and acute care, including clinical director of emergency medicine at Barking, Havering and Redbridge University Hospitals and executive director of nursing for the South East London Cluster board. Previously at the RCN she was the director responsible for policy and practice, including working with international nurses and academics and previously advised the Prime Minister's Commission on the future of Nursing and Midwifery.

### Dr Mohini Parmar, Non-executive Director



Joining the Board in January 2022, Dr Mohini Parmar is a senior partner of Barnabas Medical Centre in Ealing and has extensive experience in leading commissioning groups. She is currently chair of the North West London Clinical Commissioning Group, and was previously chair of Ealing Clinical Commissioning Group and vice-chair of Ealing health and wellbeing board. Dr Parmar is also a member of the Imperial College Health Partners board.

### Sarah Rapson, Associate Non-executive Director



Sarah joined the Royal Free Board in 2021. Currently Executive Director of Supervision at the Financial Reporting Council, Sarah is responsible for overseeing audit quality reviews, corporate reporting reviews, audit firm supervision, audit market supervision and professional oversight teams. She is also a Non-executive Director and Senior Independent Director (SID) at the North Middlesex University Hospital NHS Trust.

### Dr Michael Spence, Non-executive Director



Dr Michael Spence joined University College London (UCL) as president and provost in January 2021, from the University of Sydney where he was vice-chancellor. In his first years at UCL, he led the university through the complexities of reopening campus following the end of COVID-19 lockdowns. He has also overseen the opening of UCL East, the university's major new campus in east London, in September 2022.

## Executive Board

### Pete Landstrom, Group Chief Executive



Peter Landstrom was appointed as the Royal Free London's Group Chief Executive in late 2023 following several months acting into the role. He joined the Royal Free London in April 2022 from his previous role as Chief Delivery and Strategy Officer for University Hospitals Sussex NHS Foundation Trust.

A graduate of Cardiff University, Pete started his career as a management consultant in PricewaterhouseCoopers, before joining the NHS in 2003. He worked in Cardiff and Vale University Health Board for more than ten years and held senior operational management roles across community, secondary and tertiary services, including leadership at a national level for several specialist services in Wales. In 2015 he joined Western Sussex Hospitals, where he was chief operating officer, before going on in 2017 to be appointed as one of the group executives of both the Western and Brighton, and Sussex trusts, and leading on their merger in 2021.

### Sean Briggs, Chief Delivery Officer



Sean has a broad experience working within a variety of healthcare settings, but has spent most of this time in the acute setting in hospitals such as Maidstone & Tunbridge Wells, St George's NHS Foundation Trust and Epsom and St Helier Hospital, where he held a number of senior managerial roles. Sean is passionate about improving clinical engagement and patient care across the Trust, and has a strong track record in improving hospital operational performance whilst delivering a number of high profile clinical strategic changes, most notably the development of the 24/7 Thrombectomy service at St George's.

### Ravi Baghirathan, Chief Transformation Officer



Ravi Baghirathan is Chief Transformation Officer at the Royal Free London, and is the executive director responsible for strategy, transformation and digital. Prior to this role, Ravi was Director of Operations for the Kent and Medway Sustainability & Transformation Partnership. Previously Deputy Director in the strategy group at NHS England, Ravi led on delivering strategy programmes from the Five Year Forward View. Before moving into the NHS, Ravi worked as a senior policy adviser at the Prime Minister's Strategy Unit on No.10 priorities, cross-government reform programmes and green and white papers under two governments.

### Vicky Clarke, Chief Finance Officer



Vicky joined the Royal Free London as Chief Finance Officer in January 2022. She is a member of the Institute of Chartered Accountants in England and Wales, having trained with PricewaterhouseCoopers, and first joined the NHS in 2004. Vicky has held various senior finance roles across a number of NHS providers, most recently as Deputy Chief Finance Officer at University College London Hospitals.

### Julie Hamilton, Chief Nurse



Julie was promoted to Chief Nurse in July 2020. A nurse of 23 years, Julie, began her career in general surgery at St Mary's Hospital, London, before moving to intensive care at Guy's and St Thomas' NHS Foundation Trust. Following a number of years there in various clinical and professional leadership roles including director of nursing, Julie joined the Royal Free London in January 2019 as Director of Nursing for Barnet Hospital.

### Emma Kearney, Chief Communications Officer & Senior Information Risk Owner (Non-voting)



Emma joined the Royal Free London in March 2015. She has more than 20 years' experience as a healthcare and NHS communications professional at board level. A journalist by profession, she advised nationally as part of the UK government's and NHS' response to Ebola. As SIRO (senior information risk owner), she is the board lead for the use of clinical and non-clinical data across the Trust, and leads the information governance department. Emma is also chair of Royal Free London Dispensary Services, a wholly owned subsidiary of the Royal Free London group and one of the biggest pharmacies in the NHS.



### David Crampsey, Royal Free Hospital Chief Executive



David will be joining us in October to lead the Royal Free Hospital. He was previously Medical Director at Airedale NHS Foundation Trust where he was actively involved in system leadership at Place, and across West Yorkshire and Harrogate. David trained as an ENT Surgeon in Glasgow, London and Christchurch, New Zealand and was appointed as a Consultant Otolaryngologist in 2011, with a specialist interest in Rhinology and Vertigo. David has had an active interest in leadership and management for many years, and participated in Cohort 10 of the NHS Scotland Delivering the Future leadership development programme. He is a member of the Faculty of Medical Leadership and Management, and a member of the BMA Medical Managers' Committee.

### Deborah Sanders, Barnet Hospital Chief Executive



Deborah has worked at the Royal Free London since 1994. Having trained at the Trust, she was appointed Director of Nursing in 2010. Before that, she worked at St Bartholomew's Hospital and the London Chest Hospital. She was appointed Chief Executive of Barnet Hospital in March 2020 and in July 2023, also became acting Chief Executive of Chase Farm Hospital. Deborah is a board member of the Royal Free Hospital Nurses' Home of Rest Trust and a trustee of the Royal Hospital for Neurodisability.

### Palmer Winstanley, Chase Farm Chief Executive



Palmer will be joining the Trust in October to lead Chase Farm Hospital. He joins us from Northampton General where he was Chief Operating Officer. Palmer was initially an Army Officer in the Infantry for just over nine years, serving around the world on operational deployments in Kosovo and Afghanistan. His roles included commanding troops on the front line, Intelligence work, communications, strategic NATO work and training recruits. Since leaving, he joined the NHS and worked in Norfolk, Hertfordshire and London working across all areas of Acute Hospitals before joining us at the Royal Free.

### Dr Gillian Smith, Chief Medical Officer



Dr Gillian Smith was appointed Chief Medical Officer in November 2023, having held the role on an interim basis since 2022. She was previously Medical Director of the Royal Free Hospital. A consultant urologist by background, Gillian has had a range of clinical and professional leadership experience with a focus on improvement and service transformation.

### Vacant, Chief People Officer



## Job Summary

As an active Board member and inspirational leader, the Chief People Officer will be instrumental in making a clear and visible difference to staff employed by the Royal Free London Group. Providing strategic and operational leadership on all People matters to the Group executives and board, the Chief People Officer will lead the implementation of the RFL People Strategy and delivery of the NHS People Plan and NHS People Promise.

The Chief People Officer will be required to demonstrate the inclusive leadership abilities needed to develop a high-quality working environment, embedding the trust values in every aspect of our work. Working in conjunction with the Board, group executives and hospital leadership teams, the successful candidate will work to strengthen our culture, from ward to the Board, ensuring staff deliver our vision to provide world class care and demonstrate the RFL Group values alongside delivering our ambitious equality, diversity and inclusion agenda.

With responsibility for workforce planning, the Chief People Officer will tackle longstanding recruitment and retention challenges, utilising new opportunities in collaboration with other NHS organisations within North Central London ICS and Acute Provider Collaborative. They will also work collaboratively, representing the organisation with our external partners, including UCL and UCL partners.

## Key Responsibilities of Job Holder

- As a Corporate and Executive Director of the RFL Group board the post holder is expected to contribute fully to the development of Trust strategy and policy, and to the delivery of statutory and corporate responsibilities;
- Responsibility to challenge constructively the decisions of colleagues;
- Within a framework of effective and prudent controls, ensure key risks are assessed and managed;
- Work collaboratively with all Executive Directors, and especially with the Group Chief Executive Officer, Group Medical Director and Group Chief Nurse, to make the Trust a truly inclusive organisation and one that embraces and values diversity in all its forms;
- Commit to working to, and encouraging within the Trust, the highest standards of probity, integrity and governance and contribute to ensuring that the Trust's internal governance arrangements conform with best practice and statutory requirements;
- Contribute to forming and reinforcing the Trust's World Class Care values and standards of conduct, ensuring its obligations to members, patients and stakeholders are understood and met;
- Contribute to the Trust's effectiveness, efficiency and economy and quality of healthcare delivery and reporting thereof;
- Ensure the Trust and its staff operate in accordance with NHS Constitution and World Class Care values and accept standards of behaviour in public life, which include the principles of selflessness, integrity, objectivity, accountability, openness, honesty and leadership;
- Work closely with, and earn the trust of staff representatives through leadership of the organisation's employee relations strategy and act as the lead executive for partnership working and collective bargaining;

- Collaborate with Health Education England, individual colleges and universities, and their national associations in professional and clinical education and training, innovating in teaching – on and offline – and placements, making us a teaching institution where clinicians are motivated to transmit their enthusiasm to new generations.

## Main Duties & Responsibilities

### Corporate/Board Responsibilities

- Contribute to the leadership of the Group as a member of the Board and in developing strategic direction;
- Contribute to the meetings of the Council of Governors;
- Support the Chairs of Board sub-committees, in particular the People Committee;
- Provide Board leadership in ensuring that the Group is compliant with People/Workforce requirements of CQC and NHSE as the primary regulators, together with other relevant regulatory / inspection bodies as appropriate.

### Leadership, Strategy and Policy

- Provide strategic and operational leadership to the People Directorate across the organisation at Group executive board level, and with the Trust's key stakeholders locally, regionally and nationally;
- Contribute to the formulation and implementation of the Trust's corporate strategy, business plans and lead on the preparation, implementation and monitoring of the People Strategy which is consistent with national workforce drivers and the business objectives of the Trust;
- Provide strong, visible leadership working alongside Board, Group and Hospital Executives in developing a workforce that supports service transformation, including digitalisation, and new models of service design and delivery with an absolute focus of the delivery of high quality patient care;
- Ensures the Trust's People agenda underpins the delivery of services within the corporate governance framework, including controls assurance, clinical risk, health and safety, workforce and audit requirements;
- Lead on the development and maintenance of Service Level Agreements on behalf of the trust in relation to people affecting services e.g. North London Partner Recruitment Shared Services, outsourced payroll services, occupational health and nursery services;
- Work with the Chief Transformation Officer to review the scope, performance and value for money of all Quality Improvement, leadership and training and development activities, offered directly or funded by the Trust, to ensure they are supporting the Trust's change programme and are aligned to the Trust's vision and World Class Care values;
- Provide strategic and operational leadership and support to the Group Chief Medical Officer and Group Chief Nurse in implementing the Education Strategy;
- Ensure the Trust fully implements effective major national workforce initiatives, in particular delivery of the NHS People Plan and NHS People Promise, and effectively manages challenges presented by employment legislation;
- Develop and maintain effective links with external bodies and relevant professional networks and with other trusts' Chief People Officers / Directors of Workforce;
- Provide leadership and direction relating to financial improvement requirements and advise the Trust on effective utilisation of resources;

- Review the scope, performance and value for money of all People services.

## **Governance**

- Provide professional advice to the Board, Group Executives on workforce, employee relations and employment issues, remuneration and terms and conditions, including any staff benefit arrangements, employment law and other employment related compliance issues, medical staffing issues, organisational development, learning and training;
- Advise on any risks relating to workforce, organisational development, learning and training, medical staffing, recruitment, occupational health and action needed to mitigate those;
- Maintain the People Directorate Risk log and report to the Audit committee as appropriate;
- Develop and maintain a comprehensive workforce planning process and monitoring mechanism to reflect the changing needs of the organisation as it progresses it operationally and strategically - plans will address skill, capacity, productivity, education and training and workforce supply;
- Develop a comprehensive pay and reward strategy adapting this for the business to align as appropriate with neighbouring and North Central London trusts;
- Develop a comprehensive talent management strategy and succession plan;
- Develop timely, appropriate, workforce information (workforce scorecard) and monitor organisational and People Directorate performance against them, assisting the Group Chief Executive, Board, directors and managers in performance management.

## **Equality, Diversity, Inclusion and Employee Voice**

- Ensure processes are in place to support a truly inclusive organisation and one that embraces and values diversity in all its forms and goes beyond the formal workforce race equality and disability standards;
- Proactively lead the further development and implementation of the Trust's diversity and inclusion strategy, to deliver demonstrable improvement against the Workforce Race Equality Standards (WRES) and Workforce Disability Equality Standards (WDES), gender pay gap and annual diversity reporting, including developing meaningful action plans in collaboration with staff, where reporting indicates areas for improvement, and be accountable for achievement of year on year improvements;
- Lead on the Trust's aspiration to become an anti-racist organisation;
- Support the staff EDI networks;
- Ensure the Trust meets its obligations in relation to all equalities duties and act as Board Lead for diversity and inclusion.

## **System Working and Provider Collaboration**

- Work closely with partner organisations in the North Central London integrated care system, taking a system leadership role by agreement, in the interests of implementing the NCL People Plan;
- Work in partnership with colleagues across North Central London to develop common workforce policies, staffing models and HR services across the region;
- Develop strong relationships with workforce leaders in the local system, the London region and nationally, to influence people policy and practice.

## Workforce Planning

- Working with the Chief Financial Officer and Chief Transformation Officer, develop and implement the annual workforce plan, integral to the Trust's operating plan, to ensure the organisation has an appropriately skilled and experienced workforce at all levels, and continues to reduce its reliance on bank and agency staffing;
- Work closely with the Group Chief Medical Officer and Group Chief Nurse and Hospital Executives to introduce innovative recruitment and retention strategies, including new, flexible roles and ways of working, putting workforce redesign at the heart of service transformation;
- Develop and implement proactive recruitment and retention plans, and develop recruitment pipelines that draw on our diverse local communities, to ensure that the Trust has the right numbers of appropriately qualified and trained staff for the short and long term and is considered an anchor institution;
- Lead on the development, implementation and monitoring of key performance indicators and provide workforce information to the People Committee of the Trust Board and to managers to facilitate improved individual and organisational performance;
- Ensure there is a clear and transparent framework in place for appraisal and performance management of all employees, supporting delivery of the Trust's workforce objectives, and that line managers are trained to use it robustly and held accountable for people management and performance at local level.

## Employee Relations and Maintaining High Professional Standards

- Develop and promote productive partnership working with staff representatives, trade unions and staff governors, involving them appropriately in strategic and operational planning;
- Work co-operatively with trade unions and professional bodies to enable the Trust to deliver its business objectives;
- Use national and local surveys and other methods to understand staff views and concerns in detail and implement robust plans to improve staff satisfaction;
- Ensure the trust has processes in place to continuously monitor, improve, and learn from employee relations cases with a view to improve the Trusts people practices;
- Provide a focus for staff representatives to ensure they have the necessary facilities and support to play an active part in working with the Trust management to achieve corporate objectives.

## Employee Engagement and Wellbeing

- Responsible for shaping the Trust's employee engagement, health and wellbeing strategy;
- Work with Group and Hospital Executives to create the conditions in which our people can thrive regardless of the pressures and challenges faced. Ensuring everyone feels supported through the health and well-being offer;
- Support the development of a culture where people at all levels feel able and supported to speak up about any concerns they may have.

## People Directorate Functions

- Line-manage and provide professional leadership to People Directorate staff;
- Encourage the highest level of professional standards and advice in the delivery of HR services;

- Motivate and develop People Directorate teams to create a high performing function that is responsive to the needs of the organisation;
- Work with line managers to develop and embed the RFL People Strategy, objectives, policies and procedures in order to deliver improved value and organisational performance;
- Ensure the effective implementation of People practices to achieve the Trust vision and values and support strategic development;
- Ensure the culture of the Trust supports performance management and that an effective performance management framework is in place which includes appropriate appraisal system, arrangements for dealing with poor performance/absence and the workforce scorecard;
- Develop comprehensive education and learning provision, informed by training needs analysis, in line with Trust priorities and leads of the non-clinical education and learning agenda, to ensure that appropriate training opportunities are available through co-ordinated training delivery, accurate training records, and that all compliance training is delivered as required;
- Ensure systems and monitoring arrangements are in place to enable all staff to have an annual appraisal, continuous professional development and personal development plans;
- Ensure effective links to the university and other education partners;
- Ensure leaders and managers are supported appropriately through coaching, counselling, mentoring, advice and training;
- Work with the Chief Medical Director to develop the leadership and management skills of medical staff across the Trust;
- Ensure the People Directorate meets its budget and achieves any cost improvement plan.

### Fit and proper person

As an executive director with significant control of resources and accountabilities the post-holder will be subject to the requirements of the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014 Section 5 and in particular Schedule 4 (i.e. that they are of good character and satisfy the 'fit and proper person test' to hold an NHS Director level appointment).

## General Responsibilities

### Infection Control

Infection control is everyone's responsibility. All staff, both clinical and non-clinical, are required to adhere to the Trust's Infection Prevention and Control policies and procedures and the Health Act (2006) Code of Practice for the prevention and control healthcare associated infections and make every effort to maintain high standards of infection control at all times thereby reducing the risk of Healthcare Associated infections.

It is the duty of every member of staff to take personal responsibility for the prevention and control of infection, as laid down in the Trust's policies and procedures which reflect the statutory requirements of the Hygiene Code:

- To work in close collaboration with the Infection Control Team;
- To ensure that monitoring of clinical practice is undertaken at the agreed frequency;
- To ensure that the ward environments are cleaned and maintained to the highest standards; ensuring that shortfalls are rectified, or escalate as necessary;

- To ensure that all staff is released to attend infection control-related educational sessions and staff with specialist roles, e.g. link practitioners, are released to undertake their duties;
- To ensure that all relevant monitoring data and issues are provided to the Directorate's Governance structures
- To ensure that all staff are released to attend infection control-related educational sessions and staff with specialist roles, e.g. link practitioners, are released to undertake their duties.

## **Health and Safety at Work**

The post holder is required to:

- Take reasonable care for the health and safety of him/her and other persons who may be affected by their actions or omissions at work;
- Co-operate with the employer in ensuring that all statutory and other requirements are complied with.

## **Confidentiality & Data Protection**

The post holder has a responsibility to comply with the Data Protection Act and General Data Protection Regulation 2018 and maintain confidentiality of staff, patients and Trust business.

If you are required to process information, you should do so in a fair and lawful way, ensuring accuracy is maintained. You should hold information only for the specific registered purpose and not use or disclose it in any way incompatible with such a purpose.

You should disclose information only to authorised persons or organisations as instructed. Breaches of confidentiality in relation to information will result in disciplinary action, which may include dismissal. Employees are expected to comply with all Trust policies and procedures and to work in accordance of the Data Protection Act and General Data Protection Regulation 2018. For those posts where there is management or supervision of other staff it is the responsibility of that employee to ensure that their staff receive appropriate training (e.g. HISS induction, organising refresher sessions for staff when necessary).

## **Conflict of Interest**

The Group is responsible for ensuring that the services for patients in its care meet the highest standards. Equally, it is responsible for ensuring that staff do not abuse their official position, to gain or benefit themselves, their family or friends.

## **Equality and Diversity**

The Trust values equality and diversity in employment and in the services we provide. It is committed to promoting equality and diversity in employment and will keep under review our policies and procedures to ensure that the job related needs of all staff working in the Trust are recognised. The Trust aims to ensure that all job applicants, employees or clients are treated fairly and valued equally regardless of sex, marital status, domestic circumstances, age, race, colour, disablement, ethnic or national origin, social background or employment status, sexual orientation, religion, beliefs, HIV status, gender reassignment, political

affiliation or trade union membership. Selection for training and development and promotion will be on the basis of the individual's ability to meet the requirements for the job.

You are responsible for ensuring that the Trust's policies, procedures and obligation in respect of promoting equality and diversity are adhered to in relation to both staff and services.

### **Vulnerable Groups**

To carry out responsibilities in such a way as to minimise risk of harm to children, young people and vulnerable adults and to promote their welfare in accordance with the Children Act 2004, Working Together to Safeguard Children (2018) and the Care Act 2014

### **Smoke Free**

The Trust implements a Smoke Free policy that applies to all staff. Staff are not allowed to smoke while wearing a recognisable Trust uniform or visible trust identification badge, and not allowed to smoke anywhere on hospital grounds. Staff are not allowed to take additional breaks in order to smoke. They may smoke during designated breaks but only out of uniform and off site. Staff contravening this policy may be subject to disciplinary procedures.

### **Standards of dress**

All staff are expected to abide by the Trust's guidance on standards of dress.

### **Sustainability**

The Trust places great importance on sustainable development, reducing their carbon footprint and maximising the positive social, economic, and environmental outcomes of Trust actions and activities. As an employee it will be your responsibility to minimise your environmental impact, use resources efficiently, saving energy by switching off unnecessary equipment, reducing waste generation, using recycling/redistribution facilities, minimising travel, and saving water when possible. If your role involves purchasing/ordering supplies, you must consider the environmental impacts and purchase optimal sustainable products and services.

Sustainability is integral to the Trust achieving the NHS Net Zero target. All staff are therefore expected to be aware of the Greener RFL & NHS agenda (via induction/ESR/other training) and actively encouraged/supported to implement new ways of working within their field of expertise that reduce harmful emissions and waste.

This job description outlines the current main responsibilities of the post. However, the duties of the post may change and develop over time and may therefore be amended in consultation with the post holder.



## Person Specification

Selection Criteria		Essential (E) Desirable (D)	Assessed through: Application (A) Interview (I)
<b>NHS Leadership Competencies</b> For more information, visit <a href="#">NHS England</a>	Drive high-quality and sustainable outcomes	E	A/I
	Develop and set strategy and deliver long-term transformation		
	Promote equality and inclusion, reducing health and workforce inequalities		
	Provide robust governance and assurance		
	Create a compassionate, just and positive culture		
	Build trusted relationships with partners and communities		
<b>Royal Free World Class Values</b>	Demonstrable ability to meet the Royal Free Group's values: <ul style="list-style-type: none"> <li>• Positively welcoming</li> <li>• Actively respectful</li> <li>• Clearly communicating</li> <li>• Visibly reassuring</li> </ul>	E	A/I
<b>Experience</b>	Board level experience in providing HR and OD advice in an acute healthcare organisation or comparable setting	E	A/I
	Experience of developing and delivering HR and OD strategies	E	A/I
	Experience of leading wide-ranging cultural change programmes	E	A/I
	Evidence of successfully developing and supporting workforce transformation in a large, multi-disciplinary organisation	E	A/I
	Experience of working in a teaching hospital environment, Foundation Trust and/or multisite environment	D	A/I
	Experience of working in a shared services environment	D	A/I
	Experience of leading a merger or integration, or equivalent, similar in size and significance	D	A/I
	Significant experience of personal achievement in developing HR and OD services	D	A/I

<b>Personal Attributes</b>	Strategic thinker	E	I
	Excellent interpersonal, communication and leadership skills	E	A/I
	Able to lead and motivate others, strong influencing and negotiation skills	E	A/I
	Ability to cope with complex organisational issues and able to relate to a wide spectrum of NHS professionals	E	A/I
	Detailed knowledge and understanding of Employment Legislation, best HR practices and Workforce planning	E	A/I
	Able to assess priorities and make decisions, quick to grasp a point, able to "think on feet", influence, persuade, give leadership and direction	E	A/I
	Knowledge and understanding of key NHS issues, including at a national level and has ability to establish local policy drivers	E	A/I
	Service improvement and redesign techniques	D	A/I
	Relates immediate situations to trends and pressures	D	A/I
<b>Education &amp; Professional Qualifications</b>	Chartered Member of CIPD	E	A
	Educated to Masters Degree or equivalent level management qualification	D	A
	Postgraduate management / leadership/ organisational development qualification e.g. MSc, MBA Chartered FCIPD	D	A
<b>Other</b>	Meet the requirement for fit and proper persons	E	A/I
	Meet the requirements within NHS leadership competency framework	E	A/I

## Selection Process

### Key Dates

**Closing Date: Noon, 16<sup>th</sup> October**

Applications will be assessed following the closing date and successful candidates will be invited to first stage interview w/c 21<sup>st</sup> and 28<sup>th</sup> October.

Following a shortlisting meeting due to take place on w/c 4<sup>th</sup> November, applicants will be invited to attend a final interview w/c 25<sup>th</sup> November.

### How to Apply

To apply, please submit your application via email with the subject line "Application for the role of Chief People Officer" to [royalfreelondon@thembsgroup.co.uk](mailto:royalfreelondon@thembsgroup.co.uk).

If you are unable to apply online, or have any accessibility requirements please contact [tori.birkenshaw@thembsgroup.co.uk](mailto:tori.birkenshaw@thembsgroup.co.uk).

All applications should include:

- A short covering letter, of no more than two A4 pages, your interest in the appointment, how you meet the appointment criteria and what you specifically will bring to the post;
- Your current CV including educational and professional qualifications and full employment history. Please explain any gaps in your employment history and give details (where applicable) of budgets and people management responsibilities highlighting relevant achievements;
- Please include names and contact details of three referees. References will not be taken without your prior permission;
- Successful candidates will be subject to Occupational Health and Disclosure, and Barring Service checks. All organisations regulated by the Care Quality Commission also need to ensure that successful candidates meet the Fit and Proper Persons Requirement (FPPR).

### Diversity, Equity and Inclusion

The Royal Free London NHS Foundation Trust strives to be as diverse as the public it serves and welcomes applications from candidates regardless of age, disability, gender reassignment, race, religion or belief, ethnicity, sex, sexual orientation, marriage and civil partnership, pregnancy and maternity.

The MBS Group believes that the most successful organisations are led by diverse teams that bring a wealth of different lived experiences to their strategic decision making. We positively encourage applications from people from all sections of the community, across all four countries of the Union, from all backgrounds and

with a broad range of experience. We undertake that your application will be dealt with fairly and that all decisions we make about it will be based on merit and your ability to meet the person specification.

To ensure we hold ourselves accountable in conducting inclusive recruitment processes, we monitor diversity at all stages of the appointments process. To this end we ask all applicants to complete a diversity monitoring form which will be provided to you once you have applied. Providing this information is optional, but we would be grateful for your co-operation. Information provided in the diversity monitoring form will be treated as strictly confidential and will be used for monitoring purposes only. Forms are collated and saved separately to other documents with no reference to personal details. They will not be seen by anyone directly involved in the selection process, and will not be treated as part of your application. No information will be published or used in any way which allows any individuals to be identified.

## Personal Data

In line with GDPR, we ask that you do NOT send us any information that can identify children or any of your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, data concerning health or sex life and sexual orientation, genetic and/or biometric data) in your CV and application documentation. Following this notice, any inclusion of your Sensitive Personal Data in your CV/application documentation will be understood by us as your express consent to process this information going forward.

Please also remember to not mention anyone's information or details (e.g. referees) who have not previously agreed to their inclusion.

## Contact Details

If you would like to discuss the opportunity in more detail prior to making an application, please contact [sarah.wright@thembsgroup.co.uk](mailto:sarah.wright@thembsgroup.co.uk) to arrange a call with a member of the MBS team.