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Requirements Specification: Talent Insights (Board Vacancies and Commercial Spend Collections)

Document management

Revision History

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1.0	22/07/2021	Final version for publication

Reviewers

This document must be reviewed by the following people:

Reviewer name	Title / Responsibility	Date	Version
Sandeep Manku	Senior Business & Operational Delivery Manager		
Magi Nwolie	Associate DPO	24/05/2021	0.2
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Approved by

This document must be approved by the following people:

Name	Signature	Title	Date	Version
Richard Irvine		Associate Director, Data Management Services	22/07/2021	1.0

Glossary of Terms

Term / Abbreviation	What it stands for

Document Control:

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Purpose of document

This document sets out the requirements for Talent Insights (Board Vacancies and Commercial Spend Collections) and should be read alongside the:

- Talent Insights (Board Vacancies and Commercial Spend Collections) Directions 2021 issued by NHS England.

Introduction / Purpose of data collection

Data on NHS provider and CCG board level vacancies and commercial spend was collected three times a year by the Regional Talent Boards (RTB) since 2018 but the collection mechanism being used was inefficient and expensive. From April 2020, responsibility for this collection transferred to the Talent Insights function within the People Directorate within NHS England and NHS Improvement (NHSE/I).

NHSE/I has commissioned NHS Digital to develop and operate a quarterly collection to obtain the board level vacancies (Executive Director, Non-Executive Director and Chair level) and commercial spend data from NHS Providers and CCGs. Integrated Care Systems (ICS), and Sustainability and Transformation Partnerships (STP) will also be required to submit the data from the financial year 2022/23. It is intended that the move to NHS Digital will reduce burden on submitters, provide increased scope for validation, and therefore improve data quality.

- NHS Digital will collate the information from the Board Vacancies and Commercial Spend collection and disseminate this to NHSE/I which will support: Identification of trends and insights over time e.g. persistent challenges experienced when appointing to certain types of post, regional variation etc. Annual commercial spend data helps identify changes in board level vacancies, including variation in spend on advertising in the last financial year.
- Better visibility of their demand and supply of board level roles across Trusts, CCGs, STPs and ICSs in England. This will enable NHSE/I to understand both the short and long-term workforce needs at a regional, system and national level and to better understand the talent pool within the NHS.
- Talent Insights will be combining the findings of this collection, alongside the data collected from their Board Diversity survey to assist NHSE/I's action in the We Are the NHS: People Plan 2020/21¹ (page 30) to create a set of competency frameworks for every board-level position across NHS Trusts and CCGs.
- Strategic demand and supply decisions on board level appointments, reduces vacancy levels and costs, especially in challenged trusts and systems.
- NHSE/I to deliver on actions contained in the NHS Long-Term Plan and the We Are the NHS: People Plan 2020/21. This includes improving the leadership culture by

¹ <https://www.england.nhs.uk/ournhspeople/>

supporting organisations in the recruitment, development and retain of the best and most diverse executive directors and board members.

- Talent Insight's strategic objective to develop one single, efficient, cost effective and flexible data collection service for all Talent Insight's workstreams at Executive Director, Non-Executive Director, and Chair-level in line with the NHS Long Term Plan and NHS Interim People Plan and the We Are the NHS: People Plan 2020/21.

Data collection

Scope

The scope of the collection is England only.

Source

Data will be collected from all NHS Providers and Clinical Commissioning Groups (CCG's) to whom NHS Digital has issued a Data Provision Notice (DPN) by virtue of section 259 of the Health and Social Care Act 2012 ("**the 2012 Act**"). The collection will be extended to include Integrated Care Systems (ICS), and Sustainability and Transformation Partnerships (STP) from the financial year 2022/23.

Category

The information to be submitted is data at aggregate level, as set out in Annex A.

Frequency

This is a quarterly collection. The first collection will commence on 21st July 2021.

Analysis

Internal processing

NHS Digital will validate the data collected and prepare it for dissemination to NHS England.

Data linkage

There is no data linkage required.

Consultation

In accordance with section 258 of the 2012 Act, NHS Digital has consulted with:

- NHS England as the directing organisation and an end recipient of the Board Vacancies and Commercial Spend data, have and will on an ongoing basis be consulted on the Specification, form, and period for the collection.
- The Data Alliance Partnership Board (DAPB) in the development of DAPB4009 Board Vacancies and Commercial Spend Standard.
- A full consultation on the proposed changes and a burden assessment has taken place with key stakeholders. Eighteen stakeholders provided feedback and highlighted the expected benefits in terms of reduced cost to NHSE/I and a more

efficient submission process for providers and CCGs. The stakeholder groups included a range of NHS Trusts and CCGs.

Dissemination/Sharing

Regular Dissemination/Sharing

Data will be shared with the organisation that provided it for data quality and validation purposes.

Aggregate data will be disseminated to analysts at NHSE/I via NHS Digital's Secure Electronic File Transfer (SEFT) Solution.

NHSE/I will share reports and findings from the data with National Talent Board (NTB), Regional Talent Boards, Heads of Talent and relevant teams within the People Directorate and Executive team at NHSE/I.

Data Access Request Service (DARS)

Data will not be disseminated via DARS.

Publication

Data to be published

NHS Digital is directed to not publish the information collected.

NHSE/I intend to create a new dashboard to publish reports and make data available via NHS Futures.

Data prohibited from being published

NHS Digital is directed to not publish the information collected.

System Delivery Function

No new systems are being developed as the data will be collected using NHS Digital's Strategic Data Collection Service (SDCS). Collected data will be loaded into NHS Digital's Data Management Environment (DME) where all subsequent processing will take place.

Change control process

Changes to this Specification will be managed in conjunction with NHS England to ensure that any changes are within scope of the Talent Insights (Board Vacancies and Commercial Spend Collections) Directions 2021.

Annex A

Information required for each organisation:

- Organisation name
- Organisation code
- Organisation type (provider trust/CCGs)
- Trust status (foundation/NHS)
- Type of trust (e.g. Acute)
- Region
- If applicable, the STP/ICS

1. How many Board level positions does your organisation currently have, in each of the following types of roles?

- a. Executive Director

Numeric (max no. 30)

- b. Chair and NED roles

Numeric (max no. 30)

- c. Other

Numeric (max no. 10)

Section 1: Executive Vacancies

2. Do you have any EXECUTIVE DIRECTOR board roles that are not substantively filled?

- a. Yes
b. No – **route to Section 2**

If yes, please add a vacancy (you can add more than one vacancy)

3. What is that role/s? **Select all that apply.**

- a. Chief Executive / Chief Officer
b. Accountable Officer
c. GP Governing Body Member
d. Medical Director / Clinical Director
e. Nursing Director / Chief Nursing Officer
f. Director of Finance / Chief Finance Officer
g. Director of Operations / Chief Operating Officer
h. Director of Strategy / Chief Strategy Officer
i. HR / Workforce Director / People Director
j. Director of Information / Chief Information Officer
k. Other (please specify – **character limit 30**)

Q4 – Q12 to be asked for each role selected in Q3

4. Why is that role not held on a substantive basis?

- a. Postholder retired
- b. Postholder seconded out
- c. Postholder resigned to move to another NHS role
- d. Postholder resigned and left the NHS
- e. Postholder was removed from post
- f. Other (please specify– **character limit 30**)

5. What is the status of that role?

- a. Internal acting up
- b. Interim (day rate off payroll)
- c. Interim / fixed term contract (on payroll)
- d. Secondment
- e. No postholder of any description
- f. Other (please specify– **character limit 30**)

6. Please confirm the length of time since this role was last substantively held.

- a. Less than 3 months
- b. 3 months to less than 6 months
- c. 6 months to less than 9 months
- d. 9 months to less than 12 months
- e. 12 months to less than 18 months
- f. 18 months or more

7. Are you actively looking to recruit to this role?

- a. Yes
- b. No

8. If no, please advise on the main reason why you are not actively looking to recruit to this role?

Free text box: max 30 characters

9. Have you previously tried to recruit to this role?

- a. Yes
- b. No

10. If yes, how many times have you tried to recruit to this role?

- a. 1
- b. 2
- c. 3+
- d. Don't know

11. Why do you think you were not able to recruit to this role?

- a. There were no suitable applicants
- b. Candidates were interviewed, but were deemed unappointable
- c. Candidates were deemed appointable, but they declined the offer
- d. Other (please specify– **character limit 30**)

12. What type of role profile is required for this role? Select all that apply.

- a. NHS board experience is required
- b. NHS board experience is preferred, but will consider NHS aspirant director
- c. Non-board experience would be considered, with an equivalent skill set
- d. Non-NHS candidates would be considered, with equivalent skills and experience
- e. Other (please specify– **character limit 30**)

13. Thinking of the role/s you have described, what plans are in place to fill this role/s substantively? Select all that apply.

- a. Recruitment without executive search agency support planned (not started)
- b. Recruitment with executive search agency support planned (not started)
- c. Recruitment without executive search agency support started (not complete)
- d. Recruitment with executive search agency support started (not complete)
- e. Internal succession planning
- f. Decision has been taken not to appoint (e.g. because of proposed merger or other structural change)
- g. There are no plans in place
- h. Other (please specify– **character limit 30**)

14. Do you anticipate any Board level executive vacancies within the next two years (e.g. because of known planned moves, impending retirement, Post-Covid vacancies/change-led vacancies etc)?

Please do not include roles you have already identified as current vacancies, or any Chair/NED roles.

- a. Yes – within the next 12 months
- b. Yes – within 12 to 24 months
- c. No

15. If a, which Board level executive vacancies do you anticipate within the next 12 months? Select all that apply.

- a. Chief Executive / Chief Officer
- b. Accountable Officer
- c. GP Governing Body Member
- d. Medical Director / Clinical Director
- e. Nursing Director / Chief Nursing Officer
- f. Director of Finance / Chief Finance Officer
- g. Director of Operations / Chief Operating Officer
- h. Director of Strategy / Chief Strategy Officer
- i. HR / Workforce Director / People Director
- j. Director of Information / Chief Information Officer
- k. No vacancies
- l. Other (please specify– **character limit 30**)

16. If b, which Board level executive vacancies do you anticipate within the next 12 to 24 months? **Select all that apply.**

- a. Chief Executive / Chief Officer
- b. Accountable Officer
- c. GP Governing Body Member
- d. Medical Director / Clinical Director
- e. Nursing Director / Chief Nursing Officer
- f. Director of Finance / Chief Finance Officer
- g. Director of Operations / Chief Operating Officer
- h. Director of Strategy / Chief Strategy Officer
- i. HR / Workforce Director / People Director
- j. Director of Information / Chief Information Officer
- k. No vacancies
- l. Other (please specify– **character limit 30**)

17. Do you have any plans to change the portfolio or person specification of future Executive Director vacancies to better meet ICS Strategy/the needs of changing strategic environment?

- a. Yes
- b. No

18. If yes, what do you expect to change?

Free text box: max 50 characters

Section 2: Chair/Non-Executive vacancies

19. Do you currently have any vacancies for the Chair or NED roles?

- a. Yes
- b. No – **go to section 3**

If yes, please add a vacancy (you can add more than one vacancy)

20. What is that role/s? **Select all that apply.**

- a. Chair
- b. NED – Vice Chair
- c. NED – Senior Independent Director
- d. NED – Audit Chair
- e. NED
- f. Associate NED
- g. Lay member
- h. Other (please specify– **character limit 30**)

Q21 – Q27 to be asked for each role selected in Q20

21. What is the reason for the vacancy?

- a. Postholder retired or stepped down

- b. Postholder was removed from post
- c. The term ended and postholder is not standing for another term
- d. It is a new post
- e. Other (please specify – **character limit 30**)

22. What is the status of that role?

- a. A substantive appointment
- b. An associate appointment
- c. An interim/short term appointment
- d. A vacancy
- e. Other (please specify– **character limit 30**)

23. What is the term end date?

Date – MM/YY

- a. Don't know

24. Are you actively looking to recruit to this role?

- a. Yes
- b. No

25. If no, please advise on the main reason why you are not actively looking to recruit to this role?

Free text box: max 30 characters

26. How do you plan to fill this role?

- a. By substantive appointment
- b. By associate appointment
- c. By an interim / short term appointment
- d. Don't know
- e. Other (please specify– **character limit 30**)

27. What type of role profile is required for this role? **Select all that apply.**

- f. NHS board experience is required
- g. Non-NHS candidates sought
- h. Board experience preferred, but will consider other senior level experience
- i. Other (please specify– **character limit 30**)

28. Do you anticipate any Chair or NED vacancies within the next two years (e.g. because of known planned moves, impending retirement, Post-Covid vacancies/change-led vacancies etc)?

Please do not include roles you have already identified as current vacancies, or any Executive Director roles.

- a. Yes – within the next 12 months
- b. Yes – within 12 to 24 months
- c. No

29. If a, which Chair or NED vacancies do you anticipate within the next 12 months?

Select all that apply.

- a. Chair
- b. NED – Vice Chair
- c. NED – Senior Independent Director
- d. NED – Audit Chair
- e. NED
- f. Associate NED
- g. Lay member
- h. No vacancies
- i. Other (please specify– **character limit 30**)

30. If b, which Chair or NED vacancies do you anticipate within the next 12 to 24 months? Select all that apply.

- j. Chair
- k. NED – Vice Chair
- l. NED – Senior Independent Director
- m. NED – Audit Chair
- n. NED
- o. Associate NED
- p. Lay member
- q. No vacancies
- r. Other (please specify– **character limit 30**)

31. Do you have any plans to change the portfolio or person specification of future Chair or NED vacancies to better meet ICS Strategy/the needs of changing strategic environment?

- a. Yes
- b. No

32. If yes, what do you expect to change?

Free text box: max 50 characters

Section 3: Commercial Spend

The following questions refer to the last (financial) quarter only, e.g. the submission for May 2021, will refer to **Quarter 4: Jan to March 2021**.

33. What is the total number of substantive Executive Board or Governing Body vacancies you had in the last quarter?

Numeric

- a. Don't know

34. Of those Executive Board or Governing Body vacancies in the last quarter, how many involved third party executive search firms in the recruitment process?

Numeric

a. Don't know

35. What was the total amount spent on third party executive search firms (either successful or unsuccessful) for recruitment of substantive Executive Board or Governing Body vacancies in the last quarter?

Please liaise with colleagues in your Finance Department if required and provide the most accurate figure for the quarter.

£

a. Don't know

36. What was the total amount spent on interim managers to cover any Executive Board or Governing Body vacancies in the last quarter?

Please liaise with colleagues in your Finance Department if required and provide the most accurate figure for the quarter.

£

a. Don't know

37. What was the total amount spent on advertising any Executive Board or Governing Body vacancies in the last quarter?

Please liaise with colleagues in your Finance Department if required and provide the most accurate figure for the quarter.

£

a. Don't know

38. Do you expect any increase or decrease in commercial spend over the next quarter, as a result of restructuring or redeployments due to the Covid-19 pandemic?

- a. No changes in commercial spend are expected over the next quarter
- b. An increase in commercial spend is expected over the next quarter
- c. A decrease in commercial spend is expected over the next quarter
- d. Don't know

39. Please advise why you expect any changes in commercial spend.

Free text: max 50 characters

40. We would like to gather case studies of best practice in the recruitment of Board Level (Executive and NED) vacancies. Please let us know if you would be willing to share your experience, and a member of the Talent Insights team will contact you?

- a. Yes
- b. No