

REQUEST FOR PROPOSAL
PROVISION OF SEARCH AND SELECTION SERVICES FOR
THE APPOINTMENT OF CHAIRMAN
STATEMENT OF REQUIREMENTS

Introduction

Oxford University Hospitals NHS Foundation Trust (OUHFT) and its Council of Governors is seeking a supplier to provide search and selection services for the purpose of recruiting a new Chairman. The new Chairman will replace Dame Fiona Caldicott when her current term of office expires.

Background to the position, and the Trust

Dame Fiona Caldicott has been Chairman of the Trust since March 2009. Her current term of appointment ends in March 2019, and the Trust is therefore seeking a new Chairman.

The Trust consists of five sites – the John Radcliffe Hospital (which also includes the Oxford Children’s Hospital), the Churchill Hospital, the Nuffield Orthopaedic Centre and OUH@Cowley housing some administrative corporate services and the Horton General Hospital which is located in Banbury.

The Trust provides a wide range of clinical services, including both local and specialist services (including cardiac, cancer, musculoskeletal and neurological rehabilitation, and specialist children’s and neonatal services) as well as medical education, training and research.

The Trust employs 12,700 people and has a turnover of almost £1 billion. The Trust provides general hospital services for people in Oxfordshire and neighbouring counties, and specialist services on a regional and national basis. The Trust’s hospitals in Oxford serve an Oxfordshire population of 655,000 and the Horton General Hospital in Banbury has a catchment population of around 150,000 people in north Oxfordshire and neighbouring communities in south Northamptonshire and south east Warwickshire.

The Assignment

Council of Governors (CoG) at OUHFT has determined that it wishes to commence the procurement process for the selection of search consultants to support the recruitment of Dame Fiona Caldicott’s successor at OUHFT.

Working closely with the CoG, the search consultants will be expected to support the development of the job description and person specification for the Chairman,

taking into account the present and future needs of the Trust.

The successful company will deliver a confidential, professional and client focused service, finding talented and committed candidates who meet the essential criteria of the person specification, at a level of remuneration which is consistent with public sector pay constraints, whilst recognising the specialist skills needed by the Chairman of such a Trust.

For the successful company to deliver a client focused service, the Trust would expect to have a named one to one client relationship manager who fully understands OUHFT, the wider NHS and the role of Chairman, to ensure they attract the appropriate calibre of candidates. Confidentiality is imperative at all times throughout the process.

Specific Requirements

Executive Search and Selection overview

The Trust will be looking for the supplier to consider a wide field of candidates, and will expect to see candidates from a diverse range of backgrounds, including candidates from the private, public and other sectors. Candidates from the health sector will be welcomed, but experience of this sector, whilst desirable, is not essential.

The Trust is looking for a high calibre individual who will lead the Trust's unitary Board over the next 3 years, guiding the Trust's strategic development and considerable potential, whilst balancing the need for robust governance and financial management in an increasingly challenging financial and regulatory environment. Whilst the appointment is initially for 3 years, there is the possibility of renewal for a further 3 years, subject to the approval of the Council of Governors.

This is an exciting time for the Trust as it develops its strategy, and considers options for collaboration as part of the Berkshire, Oxfordshire and Buckinghamshire Sustainability and Transformation Programme, links with other local healthcare partners in the Thames Valley, and other teaching hospitals. In addition, the Trust works closely with the University of Oxford and Oxford Brookes University, and is keen to develop these partnerships, as well as other partnerships both nationally and internationally.

Strong leadership and collaborative skills are important, and the candidate must be able to demonstrate resilient behaviours in line with the Trust's values.

A more detailed briefing will be given to the successful bidder.

All candidates must be able to satisfy the Care Quality Commission (CQC) Regulation 5 covering Fit and Proper Persons: Directors, and meet the essential criteria on the person specification.

The Trust will expect to see candidates who hold a relevant Masters/management qualification, evidence of continuing professional development, and a minimum of 5 years' experience in a Board-level position in a large and complex organization.

The balance of the Board in terms of diversity is also very important to the CoG, and it is expected that the successful consultants will introduce a diverse range of candidates in terms of gender, ethnicity and other characteristics.

The appointment process must be open and transparent, and accord with the Nolan principles of public life¹ and other good practice guidance. The Council of Governors ultimately makes the Chairman's appointment and, therefore, the search consultants are expected to provide professional advice and support to the Council throughout this process.

The NHS Foundation Trust Code of Governance (Code of Governance)² states that the process for all appointments (or reappointments) of Non-Executive Directors, which includes the appointment of a Chairman, must be formal, rigorous and transparent. Appointments must be awarded on merit and based on objective criteria developed in the best interests of the Trust.

Specific deliverables for the Search and Selection Process

Proposals will need to address each of the evaluation criteria specified in this document and should, as a minimum, cover the following requirements:

- Preparation of a candidate briefing pack
- Design and deliver a comprehensive search plan
- Development of the role description and person specification
- Design and placement of advertising copy
- Dispatch and receipt of applications
- Production of a recommended long list (hard and soft copies)
- Interview longlisted candidates on behalf of the trust
- Production of a recommended shortlist (hard and soft copies)
- Provision of advice on candidate assessment
- Support to the panel in post interview feedback to candidates
- Provision of referencing, qualification, health, nationality, DBS and eligibility to work checks.

The client relationship manager will be expected to be in attendance at the longlisting and shortlisting stages.

It is expected that the client relationship manager will ensure all NHS pre-employment checks are complete in addition to obtaining appropriate references covering 3 years. The pre-employment check standards are available from here: <http://www.nhsemployers.org/your-workforce/recruit/employment-checks>

¹ <https://www.gov.uk/government/publications/the-7-principles-of-public-life>

² <https://www.gov.uk/government/publications/nhs-foundation-trusts-code-of-governance>

To select an outstanding candidate as part of the assessment day(s), the Trust will hold a focus/discussion group with parties who will be working in collaboration with the individual appointed. There will be a values-based interview followed by a final panel interview made up of members of the Council of Governors, Non-Executive Directors, and the Chief Executive.

The client relationship manager will be expected to work with the Director of Workforce and OD and the Trust's Recruitment Team to make the essential arrangements and communicate all messages to the candidates.

Feedback and Communication

Excellent communication with the Trust and potential candidates is essential. The client relationship manager will be expected to communicate regularly with the Trust, and deliver feedback to the candidates at each stages of the selection process. The supplier will also be expected to facilitate the conversation about remuneration expectations and start date.

Indicative Timetable for the Recruitment Process

Recruitment brief and search plan agreed	June 2017
Search commences and post advertised	June 2017
Closing date	End of September 2018
Longlisting	October 2018
Shortlisting	November 2018
Focus Group & Values-Based Interview	Early December 2018
Board panel interview	Early December 2018

Decision on Supplier

A detailed schedule of costs should be provided with the proposal, including a breakdown of charges where any discretionary elements are proposed.

Proposals should also include detailed CVs for the team which will be tasked to work on the brief and specify the managing consultant(s) who will lead the assignment and act as the account manager for this requirement.

Requests for clarification details should be e-mailed in writing and submitted to: Sarah.Thompson@ouh.nhs.uk

Suppliers are invited to submit bids, by email, by **1700 on Monday 14**

May to: Sarah.Thompson@ouh.nhs.uk

Proposals received will be reduced to a short list of three suppliers. The decision-making panel for this tender will consist of the present Chairman, the Vice Chairman, another Non-Executive Director, the Chief Executive and representatives of the Council of Governors on behalf of the CoG's Remuneration,

Nominations, and Appointments Committee. Shortlisted suppliers will be invited to make a 45 minute presentation of their proposal to the Trust, including representatives from the Council of Governors on Monday 21 May.

The principal criteria against which all proposals received will be evaluated are as follows:

- Strategy and methodology proposed in meeting the requirement;
- Understanding of the Trust's requirement;
- Track record of search and selection for appointments of Chairman within the health sector;
- Capacity and capability of the consultant team which would be appointed to undertake the assignment (demonstrated by submission of CVs);
- Ability to meet the proposed recruitment timetable (details of which are to be agreed);
- Total cost and demonstration of value for money in meeting the requirements.