

HPMA AWARDS LAUNCH 2023

It is a pleasure to write the intro to this newsletter which launches our 2023 Excellence in People Awards programme, a unique opportunity to share the excellent world class practice that you our members are delivering across the UK. Together with our awards sponsors we urge you to please consider making an entry in to one or more of our 17 awards categories. We know that time is short and pressures are high but entering the awards can offer a moment of reflection to think about what you and your team do that makes you stand out from the crowd, that makes you feel proud. This is your opportunity to share excellent practice and #beproudshoutloud.



Nicky Ingham,
HPMA Executive Director

The HPMA Excellence in People Awards recognises and celebrates the work of people professionals across the UK. Together with our amazing community of sponsors and supporters we are also delighted to confirm that this year's ceremony will be celebrated in Leeds! It is incredibly important to showcase the achievements of our profession. This is your opportunity to shine.

1 CAPSTICKS AWARD FOR INNOVATION

A cutting edge, creative initiative within any sphere of workforce, OD or workforce management that has led to improved practice.

2 SOCIAL PARTNERSHIP FORUM AWARD FOR PARTNERSHIP WORKING BETWEEN EMPLOYERS AND TRADE UNIONS

This award will be given to an initiative that fully demonstrates the benefits of true partnership working between employers and trade unions in the provision of health and social care.

3 BROWNE JACOBSON AWARD FOR EXCELLENCE IN EMPLOYEE ENGAGEMENT

Awarded to an organisation that has significantly improved patient care and has happier, more motivated and more productive workforce through improved staff engagement.

4 ACADEMI WALES AWARD FOR EXCELLENCE IN ORGANISATIONAL DEVELOPMENT

An OD initiative or project that has significantly benefited the organisation through improved effectiveness or viability.

5 HSJ JOBS AWARD FOR SYSTEMS WORKFORCE PLANNING AND DEVELOPMENT NEW CATEGORY

With this category we are looking to identify projects and teams that are leading innovative approaches to system workforce planning, developing workforce plans based on service planning to meet population health needs and developing a workforce that can provide health and care on a whole system basis

6 NHS EMPLOYERS AWARD FOR WELLBEING

This award recognises organisations who have developed holistic and sustainable approaches to support the wellbeing (physical and mental health) of staff. We are looking for strategies and approaches that have helped staff stay well and continue to improve/prioritise their wellbeing rather than projects that have impacted staff satisfaction, experience or productivity alone.

7 MILLS & REEVE AWARD FOR LEADING IN EQUALITY, DIVERSITY AND INCLUSION

Awarded to an organisation that has significantly improved diversity and can demonstrate impact on governance, recruitment and/or promotion.

INSIDE YOUR MEMBERSHIP NEWSLETTER THIS MONTH

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8 HILL DICKINSON AWARD FOR EDUCATION, LEARNING AND DEVELOPMENT INITIATIVE

We are looking for entries that demonstrate a strong link between L&D initiatives and key business goals, including leadership programmes at all levels. An organisational culture that promotes learning, focuses on talent and performance, uses innovative delivery approaches and encourages openness among employees about their development needs.

9 HST TALENT ACQUISITION STRATEGY OF THE YEAR AWARD

This new award recognises that talent acquisition goes beyond recruitment and that organisations need to be more forward thinking in planning, executing, measuring and ultimately delivering a workforce strategy that supports their dynamic staffing needs. Entries can range from one-off projects for temporary staffing including collaborative staff banks, international recruitment initiatives or workforce solutions implemented during the pandemic that have been adopted as part of an organisation's overall talent acquisition strategy. Entries will be required to explain their strategy and how they utilised key components of a talent acquisition strategy including planning, employer branding, candidate experience, strategic sourcing or technology to achieve a successful outcome supported by relevant metrics that illustrate how implementation and outcome have been monitored and measured.

10 UNIVERSITY OF BRADFORD AWARD FOR CROSS-SECTOR WORKING

Increasingly solutions are not developed or delivered by one sector alone whether public SME, or private, or a combination, but require cross-sector collaboration or there is a solution developed by one sector which is then utilised and implemented in another. This award is for a project, product or service across sectors that, has had a measurable impact and delivered real outcomes for health service clients or customers.

11 HEALTH EDUCATION AND IMPROVEMENT WALES (HEIW) AWARD FOR WORKING SMARTER

This award is looking for projects, programmes or initiatives that demonstrate how workforce teams have worked 'smarter', to save money while still improving quality, safety and patient care. It could be use of technology, a change in workforce strategy or the development of new models of care. We're searching for highly transferrable initiatives that address the need in every healthcare workforce team across the UK to improve efficiency and reduce costs.

12 BEVAN BRITTAN AWARD FOR DIGITAL AND WORKFORCE ANALYTICS NEW CATEGORY

This category recognises how much of today's people and culture agenda is driven by transformation in workforce analytics and digital innovation. The analysis of workforce data provides insight, leading to better decision making, appropriate action and improved business performance; the advent of digital technology (robotics, artificial intelligence etc) allows us to transform the way we work, improving quality and freeing staff from transactional

activity, releasing them for transformative, value-adding roles and activities. Don't be intimidated by the terminology, we are not only looking for big projects with complex tools, vast data sets and huge investment. Your project could have brought performance insight and improvement by simply providing a new way of collecting, viewing or utilising key data, or by using new or existing technology to unleash the potential of our people.

13 WARD HADAWAY STAR AWARD

The Star award aims to recognise workforce practitioners that do their role brilliantly well. Entrants can self-nominate or be nominated by a senior manager. Candidates must have worked for a minimum of two years in people profession role (but not necessarily in current role) and present evidence of their contribution to the business. The entrant should be below the level of deputy director or equivalent.

14 DEPUTY DIRECTOR OF THE YEAR

Category sponsored by NHS England

Awarded to a UK healthcare deputy director (or equivalent role) demonstrating an outstanding contribution to their employer, the sector and the people profession over the last 12 months.

15 DIRECTOR OF THE YEAR

Category sponsored by NHS England

A UK healthcare Workforce director demonstrating excellent leadership and an outstanding contribution to the people profession over the past 12 months.

16 TEAM OF THE YEAR

Category sponsored by NHS England

Awarded to a UK healthcare workforce team working together and achieving exceptional things over the past 12 months.

17 PRESIDENT'S AWARD FOR OUTSTANDING LIFETIME ACHIEVEMENT

Sponsored by DAC Beachcroft

Awarded to an individual who has made contributions of outstanding significance to the field of healthcare workforce management.

Go to hpmawardsplatform.com to enter & www.hpma.org.uk/awards-2023/ to download winners guides from previous years or view the category criteria and submission question details for this years programme.

To find how you can get involved with the judging visit www.hpma.org.uk/become-a-judge/. If you have a query or question please call 0300 365 5560, and make sure you follow us on twitter [@HPMA_National](https://twitter.com/HPMA_National) and [@HPMAAWARDS](https://twitter.com/HPMAAWARDS)

KEY DATES

Entry Deadline: Thursday 27 April 2023

**Category panel judging presentations:
Monday 19 – Friday 30 June (held virtually)**

Awards Celebration:

Tuesday 19 September, Leeds Armouries





HILL DICKINSON



Bevan Brittan 



The Ethnicity Pay Gap

My [#EthnicityPayGap](#) journey was spurred on by conversations I had with colleagues about the existence of the Ethnicity Pay Gap. It was further ignited by a newspaper article that I had seen in 2018 identifying a £3.2 billion pound Ethnicity Pay Gap in the UK.

As time went on, I started to see more articles about the Ethnicity Pay Gap, which further heightened my frustration. I was determined to take action against the discriminative practice. It was around this time I embarked on creating the [#EthnicityPayGap](#) T-shirt and began promoting it and getting support from individuals who purchased the T-shirt to show solidarity.

My activism started taking shape, I began to formulate articles asking questions such as, do people realise that the Ethnicity Pay Gap exists, why are companies allowing this to happen. As I started to recognise the size of the issue it became clear it was not only Black people that was affected, it was Asians and other ethnic minorities.

I wouldn't say I had a clear vision of how to tackle this issue, but I knew something needed to be done. I wanted to raise awareness of this issue and to push for mandatory Ethnicity Pay Gap reporting, which meant lobbying the government. I continued to write articles and have conversations with those who would listen. I was aware that I was a lone voice, moreover, I was a lone Black woman with no backing, to help me.

Having recognised that my voice alone would not make the impact that I wanted it too, I started to galvanise support from companies with similar aspirations such as Fawcett Society, Equality Trust. Most recently we have been given support by the CBI (Confederation of Business Industry) and LCCI (London Chamber of Commerce and Industry).

2021 saw the Launch of Ethnicity Pay Gap Day, which I felt was very important to raise the issue of the Ethnicity Pay Gap and to get engagement from organisations and individuals. I was very proud to be invited to appear on Sky News to launch Ethnicity Pay Gap Day, this interview



*Dianne Greyson
Founder of [#EthnicityPayGap](#)
Campaign & Managing Partner
Synergised Solutions Ltd*

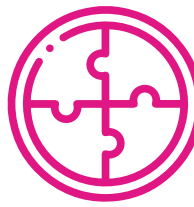
solidified the importance of Ethnicity Pay Gap Day and put [#EthnicityPayGap](#) Campaign on the radar of people who were not aware that it existed.

In 2022 we published our research, Impact of the Ethnicity Pay Gap on Black Women. I thought it was important to hear the voice of Black women, as I felt our voices were being ignored by those who talked about the Gender Pay Gap but never gave a second thought to Black women and other ethnic groups of women who are penalised twice because of the Gender Pay Gap and the Ethnicity Pay Gap. We now have two feet into 2023 we have to ask, what has changed? Not much as far as I can see. The Ethnicity Pay Gap that the Guardian reported was £3.2 billion in 2018 could not have changed, moreover it is likely to be worse. A Survey by People Like Us in September 2022 noted that, around 26% of Black and ethnic minority professionals believe that the pay gap they face will only widen. The Independent reported in October 2022, at least half of UK's Black staff are affected by Racial Pay Gap and minority ethnic workers in the UK are disproportionately paid below the "real living wage" as reported in Guardian Newspaper Sept 2022.

I will continue to campaign until Ethnicity Pay Gap reporting is mandatory and organisations show clear plans to close it.

I would encourage everyone to consider supporting the [#EthnicityPayGap](#) Campaign

<https://ethnicitypaygapcampaign.com>



#InclusiveHR is a social movement for change to improve the experience of Black, Asian, and Minority Ethnic HR & OD professionals and colleagues within the NHS. We want to close the compassion gap and advance equality, diversity and inclusion and lead with credibility as a HR & OD profession. In a series of monthly articles we focus on the progress of the social movement for change, today we heard from Khi Rafe who shared her experience as a black woman that intersects with other protected characteristics including disability. She speaks movingly about what #InclusiveHR means to her and others who may feel the same about leaders who pledge their commitment with action. With over 45 HR & OD departments within Trusts and Arms Length Bodies across the UK signed up to the '5 Step Challenge to Change' this is an opportunity for HR & OD leaders to consider joining the social movement for change.

Me, Myself and I – A Voice of Intersectionality



Khi Rafe –
Employee Relations Specialist – Imperial College
Health Care Trust

I remember waiting anxiously for my teachers to return my work and facing the daunting prospects of my carefully crafted essays being pulled apart with the teachers' graffiti red ink, which wrote 'slapdash, not concentrating or my handwriting was not readable'. Looking back, this was soul-destroying for me as a child. I had put my all into trying to communicate what I had learnt and knew. I knew I was smart. I saw patterns, sequences, pictures, new ideas, and solutions to problems but had challenges communicating this in a world that claimed there was only one way to demonstrate learning and talent. From an early age, I knew I was the child misunderstood and labelled as complex, having to leave my class to have special lessons and remembering my friends laughing. They all knew what the porter cabin was because the teacher would threaten to send them to the silly room for stupid children. However, I also noticed that the porter cabins had mainly young Black boys of African and Caribbean origins. These early childhood experiences showed me people were treated differently because of how they looked or did not look, and I knew how this felt. This was my experience of education in the 1970' and '80s. However, in 2011 after many years of struggling at work, I was assessed and diagnosed as dyslexic. I was fortunate to leave school and secure an apprenticeship with what was then the Youth Training Scheme (YTS). I worked as a clerical assistant in the Race Equality Unit for a London Local authority. This was an exciting period as Local Authorities and Councils grappled with the issue of race relations in communities and the workplace. But, more importantly, this was the era of the anti-apartheid campaign, the building of anti-racist alliances and anti-discriminatory practices, which most definitely contributed to UK history, which influenced the discussions which shaped the development of Equalities Legislation.

Eventually, I trained as a social worker and ventured into HR by accident, but I knew I wanted to be involved in HR and secured my first role as a HR Associate. As an HR practitioner, I have experienced personal challenges as a neurodiverse Black woman with dyslexia. I saw the difference in treatment compared to my white peers, for example when they made mistakes they were offered coaching or mentoring, while I was subjected to scrutiny and threats of performance management. However, it was challenging to tell if some of the different and less favourable treatment I experienced was associated with one or more of my characteristics and the intersectional relationship related to my gender, race, sexual orientation, or learning difference. However, while I have these characteristics, my race has been a significant contributor when faced with discrimination.

There have been times I have not felt safe enough to speak up and share my experiences with senior HR leaders, especially around issues of race and racism. Imagine 40 years on, and it still feels unsafe for Black, Asian minority ethnic employees to openly speak about racism. However, having seen the growth of the social movement for change

known as #InclusiveHR, I have felt empowered and encouraged by visible role models and leaders who are opening up and sharing their experiences. More importantly it is heartening to see white leaders undertaking the 5 Step Challenge, not only committing to it but actually undertaking the action. Imagine the impact of this collective action to improve experiences like mine. I have been mentored and that has given me the confidence to use my platform to challenge racism, inequalities and oppressive practices in all their forms.



This is why #InclusiveHR is a social movement for change and a challenge to racial inequalities, which does happen and exist in HR and OD teams. #InclusiveHR is an innovative way for Senior HR leaders to gain a better understanding of this emotive issue and to support anti-racist practices – and lead with real credibility which provides hope to all HR & OD staff, who in turn will challenge more widely in our organisations. The opportunity for shared learning is essential in understanding the experiences of Black Asian minority ethnic staff across HR & OD. It provides senior HR leaders and other HR practitioners with a deeper insight and understanding of the change needed to address institutional and systematic racism and structural inequalities in-house. I am fortunate that my Trust has



#INCLUSIVE

WILL YOU BECOME PART OF THIS MAP OF INCLUSIVITY?

JOIN VIA OUR ONLINE HUB NOW!



committed to the principles and pathways of #InclusiveHR and has had the opportunity to find a space where I can be my authentic self and use my authentic voice to shape what #InclusiveHR represents and means for my peers in our department and me.

If you're a people director and want to sign up your organisation to #InclusiveHR, contact admin@hpm.org.uk and download the toolkit to get started.

Join the social movement

#InclusiveHR

Skills for Health Custom Rostering System and how Guardians of Safe Working are key to preventing doctors working unsafe hours



In the middle of a busy day shift at Croydon University Hospital, Emergency Medicine Consultant Oliver Spencer pauses to reflect on the pressures that the NHS is experiencing right now.

"The NHS is seeing a surge in demand for services, not least due to the backlog that has mounted over the last two years," he says.

"With capacity squeezed, the conditions for overwork are growing across the system, but we must remember that the rules and regulations that govern how many hours doctors can work are there for a reason." Dr Spencer is one of hundreds of Guardians of Safe Working Hours in England, who in addition to their day job are responsible for monitoring junior doctors' compliance with working time regulations.

Providing assurance through a system of exception reporting and rest monitoring, Guardians of Safe Working Hours ensure that junior doctors do not exceed the many working limits within their contract, and that rest breaks and educational opportunities are not being missed.

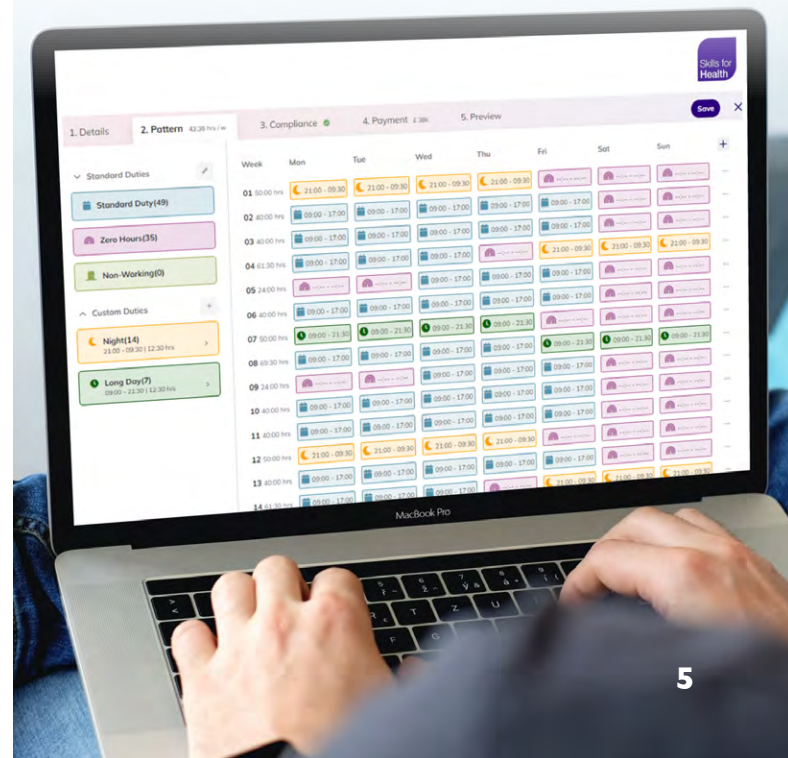
With the NHS increasingly under strain, a trend toward excessive working hours among foundation grade doctors is a worrying prospect for Trusts and their Guardians.

At the height of the pandemic, at many Trusts, exception reporting fell by the wayside, leading to concerns that F1 and F2 doctors may have fallen out of the habit of filing exception reports.

While staff and patient safety is of course the primary aim of the Guardians of Safe Working Hours scheme, failure to file accurate exception reports on time also comes at a cost to employers.

Guardians have the power to issue fines to NHS Trusts for breaching rules designed to shield their junior doctors from burnout. Last year a Trust was fined £30,000 for one non-compliant shift alone, having gone unnoticed by the staffing department for months. Figures show that most trainee doctors in England have worked beyond their contracted hours at some point or another; meaning that the total value of fines issued by Guardians is likely to be greatly overshadowed by the cost of staff absence, sick pay and agency fees as a result of overwork.

Key to reinvigorating exception reporting amongst junior doctors, according to Dr Spencer, is to engage them with the process more and lessen the time taken to file a report at the end of a busy night shift for example.



“Medics always put their patients first,”

“But unfortunately, there can be times when this is to the detriment of themselves.” he adds.

“Exception reports are there to protect doctors and patients. Nevertheless, it is all too easy to forget to file one, or to view the obligation as an unnecessary burden for instance, if you’ve gotten out of the habit as a result of the pandemic.

“To overcome this, junior doctors must be engaged with exception reporting. For that to happen, they must see that exception reporting is a tool used to protect them, patients and the Trust from potential harm resulting from working non-compliantly.” Paul Walker, Chief Technology Officer at Skills for Health, a not-for-profit organisation which supplies rostering systems to the NHS, agrees.

“Exception reporting must be easy and convenient to do, and doctors must believe that positive action will result from their reports.” he said.

“Convenience is key, which is why we have developed our Custom Rostering System (CRS) in close consultation with Guardians of Safe Working Hours to ensure that exception reporting fits seamlessly into junior doctors’ busy schedules.” Launched last year, Skills for Health’s Custom Rostering System is the successor to its Doctor Rostering System (or DRS) which has been used by more than sixty NHS employers across England.

Typically spending 6-7 hours a week on analysing exception reports, Dr Spencer is hopeful that once fully implemented CRS will free him and his fellow Guardians up to spend on other duties.

“CRS is a huge step towards achieving compliance and safe working hours for doctors.” he said.

While its exception reporting will provide vital information for the Guardians of Safe Working Hours, CRS actually protects doctors, patients and the trust from the effects of working unsafe hours from the very start of the rostering process.

Paul Walker explains, “As work patterns are being built, CRS provides pre-emptive warnings of non-compliance, highlighting that part of the plan and providing the reason for non-compliance. Also, in CRS, planners can move smoothly from building compliant patterns to eRostering, with the obvious efficiency and safety benefits of eliminating the switching between systems or rostering in spreadsheets.”

Other key features of CRS include: the option to notify multiple members of staff that an exception report has been filed; pre-populated reporting fields and real time additional payment or time off in lieu (TOIL) calculations.

To find out more about CRS and how Guardians of Safe Working are key to preventing doctors working unsafe hours visit: <https://www.skillsforhealth.org.uk/products/custom-rostering-system/guardians-of-safe-working-hours/>



NATIONAL APPRENTICESHIP WEEK 2023 (6 – 12 FEB)

is coming up, if you have a case study to share we'd love to hear from you.

The theme for National Apprenticeship Week 2023 is “Skills for Life”; reflecting on how apprenticeships can help individuals to develop the skills and knowledge required for a rewarding career, and businesses to develop a talented workforce that is equipped with future-ready skills.

Please email lauren@chamberdunn.co.uk if you have a story to share.

SAVE THE DATE

HPMA UK Conference, Exhibition & Awards Ceremony 2023

Royal Armouries Museum, Armouries Drive Leeds LS10 1LT

Tuesday 19 – Wednesday 20 September 2023



hpma **2023 CONFERENCE & AWARDS**

LEEDS 19-20 SEPT 2023

You can take a look at the 2022 highlights [here](#)

UPCOMING EVENTS

Webinar : Injury Allowance in the NHS – Friday 3 February at 9.30am – 10:30am

[Book here](#)

Webinar : People Masterclass – TUPE (A Practical Guide) – Tuesday 28 February at 10.30am-11:30am

[Book here](#)

Webinar: Transforming Cultures Across the NHS – Thursday 30 March at 11am – 12noon

[Book here](#)

HPMA Northern Ireland Conference & Awards 1-2 June, Dunadry Hotel And Gardens

[HPMA UK Conference & Exhibition, 19 – 20 September 2023](#)

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