

REPORT TO THE TRUST BOARD IN PUBLIC
25 November 2021

Title	Appointments & Remuneration Committee 21 October 2021 – Committee Chair’s Report
Committee Chair	Ken Batty, Senior Independent Director and Committee Chair
Author	Cathy Lilley, Director of Corporate Governance

Purpose of the report

To bring to the Board’s attention key issues and assurances discussed at the Appointments & Remuneration Committee meeting held 21 October 2021.

Key messages

The Committee wished to draw the Board attention to its discussions on the following:

• **People Plan**

- Covid vaccinations: Ongoing plans to encourage staff to be vaccinated including a targeted approach to drill down and understand reasons for not taking up the vaccination. In addition, working with our lawyers, introducing changes to adverts for potential candidates to include an expectation that they are vaccinated. Also considering the implications of the possible requirement for compulsory vaccinations for NHS frontline staff
- Recruitment: Challenges with the resourcing of the recruitment team as our experienced staff were transferred to working on the NEL vaccination centres resourcing requirements. A range of actions being taken to address the resource issues and also the challenges for newly recruited to staff, as well as looking at creative and innovative opportunities for roles.
- A new KPI dashboard is being developed to provide a snapshot across all ‘people’ metrics covering capacity, efficiency, costs, compliance, employee relations, safety, OD activity by directorate
- The Committee requested assurance that the Freedom to Speak Up service is not used as a proxy for staff grievances to be raised and asked that further consideration be given to how this can be managed as well as how this can be reported in future through, for example, whistleblowing updates or emerging issues
- A key area of concern continues to be staff wellbeing particularly around the underlying stresses and strains as a result of pandemic that can manifest in various ways, and the emotional energy needed by our leadership team to manage these human aspects. A campaign called ‘*the little things*’ is being developed to provide support to all our staff; ongoing psychological support is still available for staff.

• **Board Assurance Framework - Staff Experience: Risks 5 and 6**

- **Risk 5:** *If the Trust does not effectively attract, retain and look after staff wellbeing, there will be an impact on the Trust’s ability to deliver the Trust’s Strategy:* Actions being taken to mitigate the risk focus on COVID-19 and the easing of restrictions, training, workforce planning, innovative ways to improve recruitment, feedback mechanisms and OD offer
- **Risk 6:** *If issues affecting staff experience and equalities are not addressed there may be issues around staff morale and engagement:* Actions being taken to mitigate the risk focus on WRES/WDES action plans development, establishment of an equalities team, next steps for race and privilege work, launch of reverse mentoring scheme, becoming an anti-racist organisation
- The Committee commended the improvement and continued development of the BAF reporting format which has made the information clearer and easier to read; however, requested that a further review of the risk scores is undertaken in particular the ‘impact’ of the ratings particularly taking account of the range of mitigating actions in place
- The Committee agreed no changes to the risk wording or risk scores, and received assurance that appropriate controls are in place and operating effectively.

- **Fit and Proper Persons Policy**
 - The Committee supported the changes to the policy which had been reviewed and rewritten in its entirety, and strengthened and expanded to include more details around the processes and procedures to support the Fit and Proper Persons Regulations requirements
 - Noted that in line with the policy for policies (approval) this policy and procedure will also be presented to the Joint Staff & Policy Sub-Committee for review and ratification; any material changes/comments from JSC will be advised to the Committee.

- **CEO and Executive Directors Performance Review 2020-2021 and Objectives 2021-2022**
 - The Committee received and discussed the satisfactory performance appraisals for the CEO and all Executive Directors and considered, and supported, the overarching and individual objectives and personal objectives for 2021-2022
 - The Committee received assurance that the CEO and Executive Directors remain of 'good character' and continue to meet the Fit and Proper Persons Regulations requirements.