

REPORT TO THE TRUST BOARD IN PUBLIC
27 January 2022

Title	Appointments & Remuneration Committee 16 December 2021 – Committee Chair’s Report
Committee Chair	Ken Batty, Senior Independent Director and Committee Chair
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Purpose of the report

To bring to the Board’s attention key issues and assurances discussed at the Appointments & Remuneration Committee meeting held 16 December 2021.

Key messages

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

• **Respect and Dignity:**

- Positive progress is being made with the respect and dignity campaign which commenced in 2019 in response to the staff survey result
- Four phases were developed: a mile in my shoes, through my eyes, through someone else’s eyes and now at we’ve heard you stage
- A range of actions undertaken including sessions on Covid 19 race and privilege and impact on BAME communities, developing a risk assessment process and webinars for vulnerable staff including BAME, range of BAME network meetings, rolled out vitamin D supplements for staff, establishment of inequalities workstream, Board and Governors sessions on race and privilege, reverse mentoring for the Board, and colleagues on the white allies programme
- Although there have been some improved WRES metrics, recognise some areas still require a focus including, for example a disproportionate number of BAME staff going through disciplinary
- ELFT has one of the most diverse Boards and Executive Team
- Trust has started on the journey of being an anti-racist organisation.

• **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:*
 - o 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
 - o The Committee requested the inclusion of the work on streamlining recruitment and onboarding
- **Risk 6:** *If issues affecting staff experience and equalities are not addressed there may be issues around staff morale and engagement:*
 - o 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
 - o The Committee requested the inclusion of the work on the management and improvements to bank and agency, as well as ‘growing our own’ initiatives and the links to clinical redesign
- The Committee considered in detail the recommendation that there are no changes to the current risk score and noted that although there is a significant amount of work in place or scheduled, the current and changing context within which staff are working remains a challenge
- The Committee agreed no changes to risks wording or risks scores, and received assurance that appropriate controls are in place and operating effectively.

- **Emerging Risks and Issues - Staff Counter Fraud:** As reported via the Audit Committee's counter fraud report, there are a number of allegations in relation to Covid vaccinations/ passports that are being investigated across the country. The Trust is assisting NHS Counter Fraud Authority and police investigations into allegations of the selling of fake Covid passports at the Trust's mass vaccination centre; two arrests have been made.
- **Clinical Excellence Awards:** Due to the pandemic as advised by NHS Employers, the clinical excellence awards were distributed to all eligible consultants in both 2020 and 2021. The Trust also applied this principle for the 2019 round of awards.
- **Succession Planning:** The Committee considered succession planning that focuses on identifying and growing talent to fill critical positions in the future to minimise the disruption to service delivery and ultimately patient experience. The report included an equalities profile of posts and the range of development opportunities.