

REPORT TO THE TRUST BOARD IN PUBLIC
24 March 2022

Title	Appointments & Remuneration Committee 24 February 2022 – Committee Chair’s Report
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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 24 February 2022.

Key messages

- **2022 National Staff Survey & Quarterly Pulse Survey:**
 - National staff survey results have been issued and are embargoed until the end of March
 - As of January 2022, NHSEI has mandated a national quarterly pulse survey which replaces the old Family and Friends Test; the pulse survey is managed by Picker who produces the staff survey
 - Re pulse survey 16% response rate compared to a Picker average response rate of 23%; staff engagement score of 7.15% is above the Picker average of 6.75%
 - Scores for both surveys would have been impacted by the Vaccination as a Condition of Deployment (VCOD) challenges but also specifically around the challenges in primary care
 - Currently reviewing the results, identifying themes and developing action plans, whilst linking in to the three priority areas identified from last year and whether progress has been achieved and if additional actions are required.

- **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 Predominantly due to the challenges with VCOD no changes to the risk score were recommended
 - o These challenges were discussed in detail: there was a clear direction of travel but not a clear set of guidance, with Trusts being left to define the requirements as applicable to their organisation which resulted an inconsistent approach
 - o The change in original requirement has caused further range of emotions with both staff and managers feeling exasperated and let down; and to a degree a loss of good will and trust
 - o Focusing now on putting actions in place to provide support to both staff and managers.
 - **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 included equalities conference across all networks was held; and equalities lead post being recruited to
 - o CIPD HR journal included a double page spread on the Trust’s race, privilege and wellbeing work
 - o Although OCS has been awarded the soft facilities contract, there are ongoing issues with G4S in respect of engaging with the new provider
 - The Committee considered in detail the recommendation that there are no changes to the current risk scores 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.

- **NHS People Plan Progress Report:**

- Trust's people plan is closely aligned to the NHS People Plan that underpins the NHS Long Term Plan and good progress is being made against requirements
- NHSEI has undertaken an independent review of the HR and OD progression in the NHS and its readiness as a function to enable the NHS People Plan; the report includes recommendations for how the people and culture function will need to adapt and change by 2030 in line with the NHS Long Term Plan
- The Trust has taken a proactive approach to staff wellbeing, inclusive practices and 'just' culture for a number of years
- Key successes to date include establishment of a wellbeing forum with CEO appointed as wellbeing guardian; proactively supporting staff when they go off sick and support their return to work; development of a toolkit to support staff health and wellbeing conversations; RSM audit on remote working with actions implemented; significant reduction in the likelihood of BAME staff entering a disciplinary process with a focus on sustaining this improvement
- Key challenges include meeting the Working Time Directive for approximately 80 staff, and in particular that staff are able to take sufficient rest breaks and annual leave – the position being monitored; minimal movement with regards to bullying and harassment and violence at work indicators.

- **Executive Pay:**

- Approved the proposal to reduce the incremental points of the VSM payscale so that they align to the incremental increases for Agenda for Change (AfC) staff removing any disparity
- Approved a non-consolidated 2% cost of living award which is in line with Trusts in both NEL and BLMK. Staff are receiving 3% consolidated increase.