

**REPORT TO THE TRUST BOARD IN PUBLIC**  
**26 May 2022**

<b>Title</b>	Appointments & Remuneration Committee 19 April 2022 – Committee Chair’s Report
<b>Committee Chair</b>	Ken Batty, Senior Independent Director and Committee Chair
<b>Author</b>	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 19 April 2022.

**Key messages**

**Executive Directors Recruitment**

- Following the appointments of Steven Course as the Chief Finance Officer at NHS Norfolk and Waveney Integrated Care Board and Dr Paul Gilluley as the Chief Medical Officer at North East London Integrated Care Board, the plans for recruiting to these two statutory Executive Directors roles were shared
- Assurance was provided that interim appointment arrangements are being put in place to ensure continuity and the roles are not vacant whilst the recruitment processes take place.

**People Plan 2022-2026**

- The Committee agreed the People Plan for 2022-2026 and sought assurance that the plan is owned and driven by all leaders in the Trust, and not only by the People & Culture team
- The four priorities in the People Plan, which are aligned to the NHS People Plan and Trust strategy, are:
  - Looking after our people
  - Belonging to the NHS
  - Growing and developing
  - New ways of working and delivering care.

**2021 National Staff Survey and Staff Wellbeing**

- Overarching themes from the 2021 survey are similar to those identified from the 2020 survey:

<b>2021</b>	<b>2020</b>
- Equality, diversity and inclusion	- Equality, diversity and inclusion
- Retention and morale	- Safe environment
- Staff wellbeing	- Staff wellbeing

- For most of the indicators, the Trust measures the same as the national average
- A number of indicators are better than the national average including:
  - having a compassionate culture and compassionate leadership
  - staff each have a voice
  - there is a healthy and safe climate
  - we are always learning
- For the indicators for equality, diversity and inclusion; working flexibly and burnout the Trust is lower than the national average
- Since 2017 the Trust’s staff engagement score (comprised of measures including recommending the organisation as a place to work and/or receive care, looking forward to work, being absorbed in work, being involved and being able to have a say) is above average compared to other Trusts
- The Wellbeing & Engagement team are supporting directorates to review local response rates and local actions

- Trust-wide themes are similar to the previous year and actions to address the gaps are linked to and will build on a number of plans already in place
- Completion rates had decreased from 44% to 42% compared to an average of 55% response rate
- Committee noted a range of engagement actions had been undertaken and requested that the communications and engagement plan is strengthened to improve response rates
- Agreed the importance of triangulating the findings from the regular Pulse surveys with the annual staff survey
- *The results of the national staff survey for 2021 is included in the People Report agenda item*

**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:*  
A range of actions in place to manage the challenges in recruitment and retention including a focus on CAMHS consultant posts, development of retention initiatives including a focus on new roles, support improvements to workforce planning, and a new attraction package from providers of agency medical and AHPs
- **Risk 6:** *If issues affecting staff experience and equalities are not addressed there may be issues around staff morale and engagement:*  
The Committee noted the large number of actions in place including the appointment of the Head of Equality, Diversity and Inclusion, and suggested that to provide more clarity the focus should be on those high level actions and levers that will have a significant impact.