

BOARD PAPER – NHS ENGLAND

Title: Strategic Human Resources and Remuneration Committee feedback

From: Professor Sir Malcolm Grant, Chairman.

Purpose of Paper:

- To inform the Board of the issues discussed at the meeting of the Strategic HR and Remuneration (SHRRC) on 25 March 2015.

Key Issues and Recommendations:

- The meeting is asked to note the key issues that were discussed at the meeting of the SHRRC on 25 March 2015.

The Board is invited to:

- Note the update.

Strategic HR and Remuneration Committee (SHRRC) feedback

Introduction

1. The SHRRC is a non-executive committee of the Board of NHS England, which determines its membership and terms of reference.
2. The SHRRC's primary aim is to provide a strategic overview of matters relating to human resources and organisational development within the context of NHS England, as an employer. The committee is also responsible for approving the appropriate remuneration and terms of service for the Chief Executive, National Directors and other Very Senior Managers (VSMs). The SHRRC has delegated powers to act on behalf of the Board within the approved terms of reference.
3. The terms of reference of the SHRRC state that the Committee will report in writing to the Board following each of its meetings.

Summary of key issues discussed at the SHRRC meeting on 25 March 2015

Declarations of Interest

4. No declarations of interest were received.

Update on NHS Pay and Severance Terms.

5. The SHRRC received a report providing an overview of how NHS England would reflect and apply the national NHS pay agreement for 2015/16 and, particularly, the implications for severance payments arising from the implementation of the organisational alignment and capability (OAC) programme.

NHS England Talent Management

6. The SHRRC received a report providing feedback on the progress made so far in understanding the talent strength of our Very Senior Managers (VSMs) and senior clinicians, including what we need to do to improve the supply, the composition and diversity of our future senior leadership. The report also outlined the next steps for cascading this approach across our broader leadership and management population. The opportunity to improve leadership diversity as a result of a more robust approach to talent management and succession planning was explored and would be further considered at the next committee meeting.

Organisation Development and Core Capabilities

7. The SHRRC received a report highlighting the organisational development approach being applied to embed the changes arising from the OAC programme, including embedding more consistent, effective and collaborative ways of working.

8. Complementing the work being undertaken on organisational development, a separate diagnostic had been externally commissioned to support the identification of the strategic capabilities, incorporating: people, skills, systems and processes that the organisation needed to fulfil its role, especially in light of the direction set by the Five Year Forward View.
9. The purpose of the work is to recognise weaknesses and gaps and develop a strategic plan to address those issues.
10. The Committee agreed to hold a specific and dedicated meeting to explore the output of this work.

Any other business

11. The SHRRC discussed a number of areas it wished to explore at future meeting, including a broader focus on the NHS workforce, incorporating: the NHS staff survey results; workforce equality and diversity; and succession planning within Clinical Commissioning Groups.

Professor Sir Malcolm Grant
NHS England Chairman