

BOARD PAPER - NHS ENGLAND

<p>Title: Report of the Strategic HR and Remuneration Committee to the Board.</p>
<p>Lead Director: Sir Malcolm Grant, Chairman.</p>
<p>Rationale for this Paper Being Discussed in the Private Session: This report is taken in the private meeting of the Board as it relates to matters which are sensitive and confidential relating to employees of NHS England.</p>
<p>Purpose of Paper:</p> <ul style="list-style-type: none">• To update the Board of the meeting of the Strategic HR and Remuneration Committee on 20 November 2015.
<p>The Board is invited to:</p> <ul style="list-style-type: none">• Receive and be assured by the content of the report.

NHS England Board Meeting Part 2 – 17 December 2015**REPORT TO THE BOARD FROM: Strategic HR and Remuneration Committee****COMMITTEE CHAIR: Sir Malcolm Grant****DATE OF COMMITTEE MEETING: 20 November 2015****1.0 MATTERS FOR THE BOARD'S ATTENTION**

- 1.1 The Committee agreed to raise the outcomes from the NHS England Staff Barometer as a matter requiring further attention by the Board. They propose a specific discussion involving all Non-Executive Directors on the underlying issues for further improvement with the Chief Executive and National Director: Transformation and Corporate Operations to be scheduled for January 2016.

2.0 ITEMS FOR THE BOARD'S INFORMATION AND ASSURANCE**NHS England – Talent Management overview**

- 2.1 The Committee was given a strategic overview of the progress being made to embed a talent management approach across senior leadership roles within NHS England, covering approximately 780 staff, including all Very Senior Managers (VSMs). As part of the update, the Committee received information relating to the moderated talent management outcomes for all these staff, including specific analysis relating to staff in senior roles from a Black and Minority Ethnic heritage.
- 2.2 The Committee endorsed this work and the proposals to strengthen the talent management guidance and governance arrangements, with the establishment of an organisational talent steering group, given the importance of this work being owned fully by the Executive Group.

NHS England – Staff Barometer outcomes

- 2.3 The Committee was updated on the detailed outcomes from the fifth NHS England staff barometer to understand staff experience and engagement across the organisation. This report provided detailed analysis following the staff barometer process undertaken in July 2015, enabling the Committee to understand the variation in staff experience between different Regions and Central Teams within the organisation.
- 2.4 The Committee carefully considered the analysis of the feedback from the staff barometer and actions proposed, at an organisational level, to address some of the findings. In particular, the work of the Improving NHS England programme was highlighted as a key element of the organisational response to the barometer. In considering the report, the Committee was concerned by a number of the underlying issues which were identified for further improvement and proposed a further discussion, involving all Non-Executive Directors, to be scheduled for January 2016.

ACTION: KW to organise discussion of barometer results in January.**National Director Appointment**

- 2.5 The Committee was provided with a short progress update in relation to the selection of a new National Director: Commissioning Operations.

Director of Primary Care – Business Interests

- 2.6 The Committee received a report outlining a proposed secondment to fill the role of Director of Primary Care within the Medical Directorate. The post is one of the Deputy National Medical Directors supporting Professor Sir Bruce Keogh and therefore is a high profile and nationally significant clinical leadership role. The candidate identified for secondment has a range of business interests, including shareholdings with companies which may create a conflict with the performance of the role for NHS England.
- 2.7 The Committee discussed a series of proposed mitigating actions to minimise and limit the opportunities for any direct conflict of interest arising from this secondment. As a consequence of these discussions, the Chairman undertook to discuss this matter further with the Chief Executive.

Arm's Length Bodies (ALBs) Very Senior Managers' Pay Framework

- 2.8 The Committee received a report outlining the proposals from the Department of Health to update and refresh the pay framework for the remuneration and appointment of Very Senior Managers (VSMs) within ALBs, including NHS England.
- 2.9 The Committee endorsed the elements of the proposals to streamline the VSM pay framework and ensure that appropriate pay restraint was applied to the most senior posts in the organisation's structure for future appointments. In endorsing the proposals, the Committee supported the specific requirement for NHS England to retain some flexibility to appoint or second staff at competitive remuneration levels to ensure that sufficiently high calibre candidates could continue to be attracted to the organisation. These requirements would be taken forward as part of the planned implementation of the new pay framework from 1 April 2016.

3.0 PROGRESS AGAINST THE COMMITTEE'S ANNUAL WORK PLAN

- 3.1 The Committee is fully meeting the requirements of its work plan.

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