

| Trust Board meeting (Part 1) | | Date: | 24 June 2015 |
|---|--|---------------------------------------|-----------------------------|
| Agenda item | Title | Executive Director lead and presenter | Report author |
| BD/15/077.2 | Employee Strategy and Engagement Committee Annual Report | Ruth Brunt, Committee Chair | Ruth Brunt, Committee Chair |
| This report is for: | | | |
| Decision | | | X |
| Discussion | | | |
| To Note | | | |
| History | | | |
| <i>None.</i> | | | |
| The following impacts have been identified and assessed within this report | | | |
| Equality | None identified | | |
| Quality | None identified | | |
| Privacy | None identified | | |
| Executive summary of key issues | | | |
| <p>This report provides a summary of the Employee Strategy and Engagement Committee’s activity throughout the year 2014/15. The paper gives an overview of the Committee’s Terms of Reference, attendance, business and survey results, and concludes with a consideration of the Committee’s forward-looking plans.</p> <p>The Board should note the report and make a decision regarding the recommendations made by the Committee Chair for further development.</p> | | | |
| This report addresses these strategic priorities: | | | |
| We will deliver the best care | | | X |
| We will support and develop our staff | | | X |
| We will continually improve what we do | | | X |
| We will use our resources wisely | | | X |
| We will be future focussed | | | X |

1 Terms of Reference

1.1 Committee Membership

Committee membership comprises two Non-Executive Directors (NEDs), one of whom chairs the Committee, and two Executive Directors (EDs). The two Executive Directors present are the Director of Operations and the Director of Resources. The Chair of the Committee has been appointed by the Trust Board.

The quorum for Committee meetings is two members. This ensures compliance with the Trust Standing Orders. Any NED of the Trust, excluding the Chair of the Audit and Risk Committee, may act as a nominated substitute or deputy in the unavoidable absence of any NED. Similarly, any ED or their Deputy Director may act as a nominated substitute or deputy in the unavoidable absence of any ED. In both cases, this substituted attendance will count towards the quorum.

Any member of the Trust Board may be in attendance at any meeting. However, they will be recorded as 'in attendance' rather than 'present', unless they are substituting for a substantive member of the Committee.

1.2 Terms of Reference Review

The Committee's Terms of Reference were reviewed in early March 2015 and were subsequently been approved by the Trust Board at its meeting on 24 March 2015.

1.3 Chair's Comment

Over the last year the committee has made changes to its Terms of Reference, workplan and agendas to be directly aligned with the Trust strategic objectives and priorities in relation to workforce.

Following a review of membership and attendance, it was agreed that Staffside would be invited to send a representative to be in attendance at each meeting. This has provided a valuable contribution to the work of the committee.

Meetings are held in localities on a rotational basis and include a detailed review of that business unit's performance against key workforce metrics and a

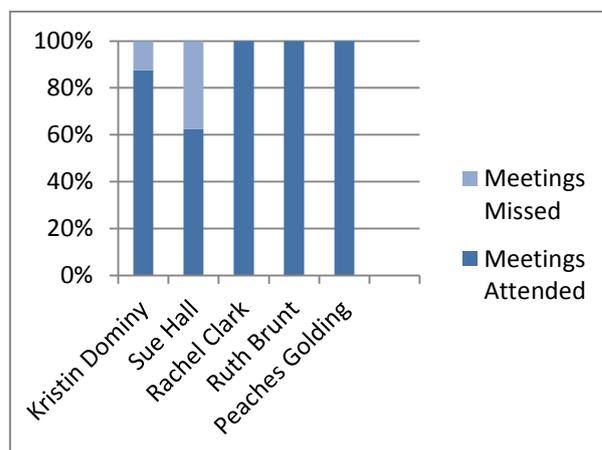
discussion about significant local workforce issues. Front line members of staff have attended these sessions to report on their personal experience of working for the Trust.

Frequency of meetings was modified to enable a seminar session in March, attended by all localities to review their Workforce Plans for the coming year.

2 Committee Attendance

2.1 Summary

Eight Employee Strategy and Engagement Committee meetings were held throughout the year. Both Ruth Brunt (Chair) and Peaches Golding attended all eight of these meetings. Rachel Clark attended all eight of the meetings, Kristin Dominy attended seven and Sue Hall attended five.



3 Committee Business

The Committee undertook the following business during 2014/15:

3.1 Strategy and Planning

- IBP Workforce Chapter reviewed June 2014
- Annual Operating Plan reviewed February 2015
- Medical Education Strategy endorsed March 2014
- Staff Experience and Engagement Strategy approved June 2014
- Health and wellbeing strategy approved September 2014
- Workforce development Strategy approved September 2014

- Recruitment and Retention Strategy approved December 2014
- Workforce Planning seminar in March 2015 to scrutinise each Locality plan for 2015/16

3.2 Capability and Culture

- Endorsed Enabling Excellence programme to improve staff experience, engagement and organisational culture
- Monitored implementation of Friends and Family test for staff from May 2014
- Monitored progress with team and leadership development initiatives
- Endorsed Equality and Diversity plan and objectives
- Health and wellbeing priorities and progress reviewed
- Focus on capacity and capability of Unregistered Practitioners and scope for further developing this section of the workforce
- Specific scrutiny of workforce pressures with continued focus on recruitment and retention initiatives

3.3 Performance Measurement

- Introduction of an integrated IQ and OD report has enabled oversight of key IQ metrics (Appraisal, Supervision and Sickness rates), Safer staffing, Learning and Development indicators and progress against priorities from staff F&F and annual staff survey results
- 6 monthly Organisational Health Index results
- Introduction of quarterly HR report to enable the committee to better understand current workforce challenges and actions
- Progress against Equality and Diversity objectives and standards
- In response to staff concerns, committee undertook a formal review of performance of new Occupational Health Provider in December 2014
- Benchmarking with 4 mental health trusts re Staff Survey

3.4 Process

- Changed Terms of Reference, agenda and workplan to more closely reflect Trust strategic priorities and objectives
- Locality 'deep dives' to focus on progress against workforce plans
- Review of Committee effectiveness at each meeting
- All new and updated workforce policies reviewed and signed off by committee
- Improved horizontal reporting between committees and escalation of key issues and risks to Trust Board through Chair's report

4 Committee Survey and Feedback

4.1 Committee Self-Assessment 2015/16

4.1.1 About the survey

A newly-created electronic self-assessment survey was sent out to all members and regular attendees of Trust Board and Board committees in February 2015.

From a possible 53 committee members and regular attendees the Trust received 21 responses within the two week timeframe (or 40% of potential respondents).

A previous paper-based survey, undertaken in February 2014, was completed by only a handful of committee members preventing meaningful year-to-year comparison. This year's survey should therefore be considered a baseline.

4.1.2 A survey in two parts

This year's survey was in two parts:

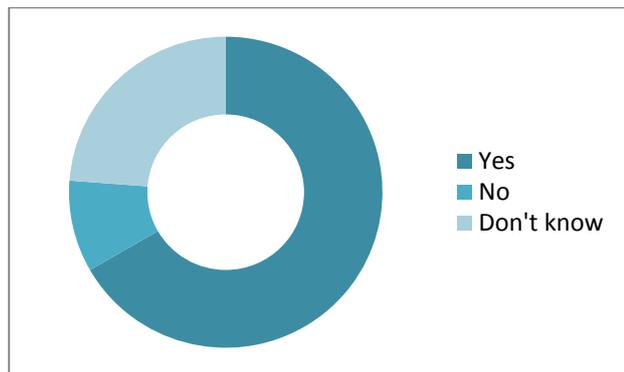
1. Generic questions asked of all respondents
2. Questions specific to the committee the respondent sat on.

In future surveys, Parts 1 and 2 will be amalgamated, such that the Trust will be able to analyse the responses to the generic committee questions by which committee the respondent sat on.

4.2 Generic questions

4.2.1 Self-assessment

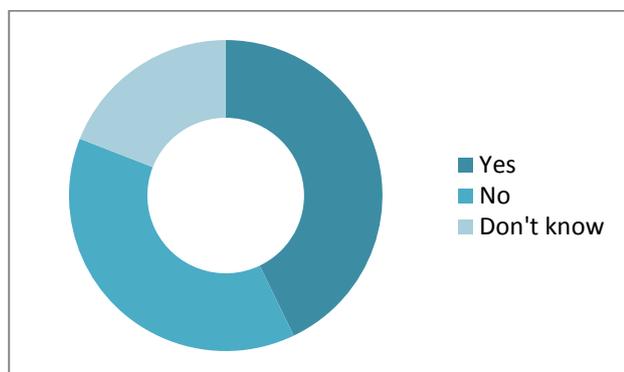
Two thirds (66.6%) of respondents stated that their committee or committees had formally assessed its compliance against its own terms of reference within the last 12 months, 23.8% didn't know.



Q1. – In the last 12 months, has your committee(s) formally assessed its performance against ToRs?

71.4% also reported that their committee measured itself against objectives or a workplan.

A majority of respondents reported that either they didn't know if their committee had reviewed its skill base in the previous 12 months (19.1%) or confirmed that it hadn't (38.1%).



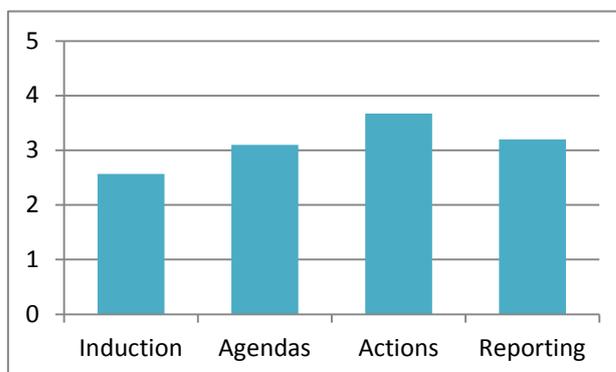
Q3. In the last 12 months, has your committee reviewed its skills base?

Furthermore, a majority of respondents did not know if their committee, or committees, had adequate succession planning in place (57.1%).

4.2.2 Induction, agendas and reporting

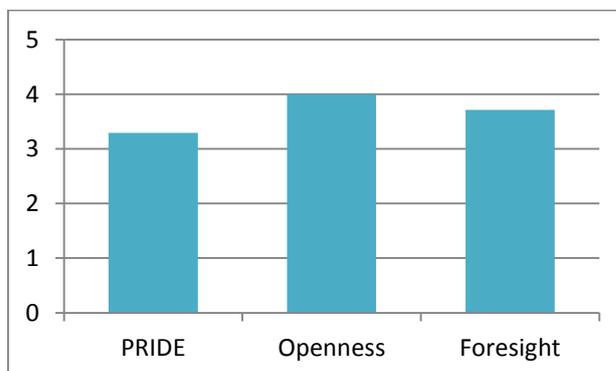
Respondents were asked, on a scale of 1-5 (where 1 was strongly disagree and 5 was strongly agree) how they rated the following:

1. The **induction** and training for your committee role
2. The length and contents of the committee **agenda(s)**
3. How well your committee follows up **actions** from previous meetings
4. The quality of **reporting** from your committee to Board and vice versa



With an average rating of 2.57, respondents rated their induction and training poorly, with a number of respondents (n=5) giving their induction and training the lowest score of 1 (poor).

Respondents were more positive about the openness of discussions at their committee, although, on average they agreed less with the statement 'Committee members always behave according to Trust values (PRIDE)'.



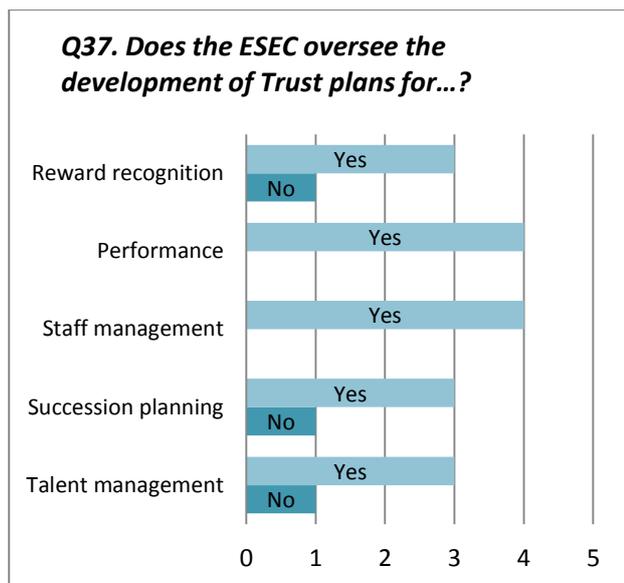
4.3 Employee Strategy and Engagement Committee (ESEC)-specific questions

The response rate from members of the Employee Strategy and Engagement Committee (ESEC) was relatively low with four responses, compared to 11 for Q&RC, 7 for the F&PC and 6 for the A&RC.

4.3.1 Workforce development

There was a broad consensus on the work of the ESEC, although one respondent felt the Committee did not oversee plans for reward

recognition, succession planning and talent management.



100% of ESEC members agreed that the Committee oversees the development and implementation of the workforce planning framework and considered that ESEC provided assurance and advice on the human resource issues within trust plans.

In addition, all respondents agree that ESEC oversees and monitors the development and implementation of workforce redesign and modernisation and organisational development strategy and plans.

4.3.2 Comments

Two comments were left by respondents:

“Committee has developed over last year with changes to TORs and workplan which better reflects strategic priorities.”

And that further progress was expected in 2015/16:

“Some of the areas of focus identified above (talent management, succession planning) are in development and will be considered by ESEC in the coming year.”

5 Future Focused

5.1 Planning

The Committee has agreed a work plan that will inform on actions to take around capability and culture, process and structure and measurement. Further, it will give

consideration to and make decisions around policies and strategies.

The importance of understanding the impact of workforce changes and pressures on the quality of care has been raised by both ESEC and the Quality and Standards Committee. It has therefore been decided that from September 2015, ESEC will no longer be a Board Committee. Detailed scrutiny of all workforce issues will take place at an Executive-chaired strategic workforce management group and Board assurance provided through the Quality and Standards Committee.

A transition plan is in place to ensure that the change is managed effectively.

6 Recommendations

6.1 Survey findings

- The Corporate Affairs directorate should review the support provided to the Committee
- The Board should consider the induction and training required for Board Committee members, specific to each Committee, and regular attendees

6.2 Winding down of Committee

- The Company Secretary should ensure a clear plan is in place for the winding down of the Committee work and reallocation of this to appropriate forums in a timely manner

The Board should **note** the annual report of the Committee and make a **decision** regarding the recommendations made.