

'You matter, we care'

Trust Board Meeting (Part 1)	Date: 27 th November 2013
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Title:	Committee Chair's report – Employee Strategy & Engagement Committee (ESEC)
Item:	BD/13/246

Executive Director lead and presenter	Chair of ESEC
Report author(s)	Chair of ESEC

History:	<i>n/a</i>
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This report is for:	
Decision	
Discussion	
To Note	X

Purpose	To inform the Board of business discussed at the meeting of the ESEC on Thursday November 14 th 2013, including levels of assurance provided, and risks or concerns the Committee would like to bring to Board' attention.
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Background	<p>The Committee meets bi-monthly and is the Board Committee responsible for scrutinising performance against two of the Trust's key quality indicators: Sickness Absence and Supervision/Appraisal.</p> <p>It is also responsible for overseeing progress against the Trust's second Strategic Priority: "to support and develop our staff", which in turn is linked to the 5 year Strategic Objective of becoming "recognised as the best mental health employer in England". These responsibilities involve scrutinising actions agreed to improve staff experience as reflected in the annual Staff Survey, including the development and implementation of a new Workforce Strategy, as well as a 3 year Organisation Development Strategy designed to effect a significant change in staff engagement and wellbeing.</p>
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Chair's Report: Employee Strategy and Engagement Committee

Business undertaken

This meeting was held in at Blackberry Hill Hospital in Bristol and was attended by two local Managing Directors, Paul Townsend (Bristol), and Jenny McDonald (S Glos).

Matters discussed included:

- Key ESEC data including Appraisals, Supervision, Sickness Absence, FTE Headcount, Equality & Diversity, and Bank/Agency
- Staff Engagement, including progress with the Staff Survey, Listening to You actions and early progress with implementation of the Organisational Development Plan
- Learning & Development including attendance levels at statutory/mandatory training
- Workforce Strategy & Planning progress including the last few key appointments
- Four updated Policies.

Key risks and their impact on the organisation

Key risks identified by the Committee include two concerns which were escalated after the meeting to the Chair of the Finance and Planning Committee:

- **Lack of reliable, timely IQ data** is making it difficult to scrutinise true performance; Sickness Absence data is not available until 3 weeks into the following month and recorded data for Supervision was, we were told, unreliable. Some of this seems to be due to poorly aligned IT/Business systems resulting in inaccurate recording; MDs gave examples eg Medical where the IQ figures bore little resemblance to true activity levels which were much higher. The Committee was assured verbally that the Exec is fully aware of the problem and IT is working on it, but feels the Board needs to be aware of it.
- **Use of Agency** still seems to be increasing despite efforts to eliminate it. Since expenditure information still combines Agency with Bank it is impossible to see a true picture, but temporary staffing spend Trustwide in September was £822K, with the highest LDUs Bristol (£223K), Specialised (£131K) and Wilts (£184K). The Director of Operations warned that whilst every effort is being made to reduce the use of Agency, it may be unrealistic to expect its use to be eliminated completely, if safety and quality of care is to be maintained. The Committee asked for temporary staffing spend to be split asap to enable informed scrutiny both by ESEC and F&P.

A third concern was escalated to the Chair of the Quality and Standards Committee:

- **Sickness Absence** levels continue to be very high and some in month rates are going in the wrong direction eg Sept rates were 8.9% in N Somerset (up from 7.8%), and 7.2% in Swindon (up from 5.9%). Also high but reducing were BaNES and Secure at 6.2% and 7.6% respectively. The Committee received verbal assurance that the Executive is fully sighted on this and is leading concerted action across the Trust to address it, but long term sickness problems will take time to manage down and the Committee felt that LDUs with particularly high levels could be asked at Q&S about its impact on quality and how this is being addressed.

Key decisions

Four updated Policies were approved: Criminal Records & Barring Checks, Work Experience, Social Media and Relocation.

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Exceptions and challenges

A lack of executive commentary on performance data submitted to the Committee resulted in nearly half the meeting being spent requesting verbal explanation and reassurance from those present, reducing time available to scrutinise and provide support on the implementation of Workforce and OD development plans. All agreed that this needs to be rectified for the next meeting, as the assurance is usually there and much time would be saved if it could be given in the papers rather than extracted during the meetings.

Governance and other business

The Committee self-assessed on a scale 1-5 at the end of the meeting. Scores were a little higher than in September, ranging from 2 to 4, with an average of 2.8. Most felt that the discussions had been constructive and comprehensive but that the Committee had been hampered by lack of adequate management information and inaccurate data.

Future Business

Over the next few months the Committee's focus will remain firmly on Appraisal, Supervision and Sickness Absence. A key milestone will be the end of Q3 when achievement of Appraisal and Supervision targets is anticipated, and in February when the findings of this year's Annual Staff Survey will be known. Meantime the current and former Chairs of the ESEC are on the interview panel for the appointment of a new HR Director.

Recommendations

The Board is invited to note the Committee's activities.

This report addresses these Strategic Objectives:

Consolidate	x
Integrate	
Expand	

This report addresses these Values:

Passion	Doing our best, all of the time	x
Respect	Listening, understanding and valuing what you tell us	x
Integrity	Being open, honest, straightforward and reliable	x
Diversity	Relating to everyone as an individual	x
Excellence	Striving to provide the highest quality support	x

Our values: PRIDE – passion, respect, integrity, diversity, excellence
