

'You matter, we care'

Trust Board Meeting (Part 1)	Date: 28 th May 2014
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Title:	Committee Chair's report – Employee Strategy & Engagement Committee (ESEC)
Item:	BD/14/048

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	X (ToRs)
Discussion	
To Note	X

Purpose
To inform the Board of business discussed at the meeting of the ESEC on Thursday 8 th May 2014, including levels of assurance provided, and risks or concerns the Committee would like to bring to Board' attention.

Background
<p>The Committee meets bi-monthly and is the Board Committee responsible for scrutinising performance against three of the Trust's key quality indicators: Sickness Absence, Supervision and 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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Business undertaken

This meeting was held at Sandalwood Court in Swindon and was attended by the local Managing Director.

The meeting agenda included:

- Review of Committee Terms of Reference. Role and duties expanded to cover HR policies and Equality and Diversity strategy. Membership updated and agreement to invite Staff Side to nominate a representative.
- Swindon Locality report The committee noted the significant improvement in recruitment with associated reduction in bank and agency use. Staff engagement initiatives have been received very positively.
- IQ performance indicators The end of year position showed ongoing improvements in sickness absence, but performance had levelled off in respect of Supervision and Appraisal. Agreement to reduce the overall sickness absence target to 3.5% for the current year with recommendation to set locality specific targets within this. Director of Ops to investigate possibility of increasing supervision and appraisal targets.
- OD update Agreement to expand performance indicators to reflect OD priorities as part of an overall dashboard. Recognition that we need baseline information before setting improvement targets.
Benchmarking with other high performing Mental Health Trusts (as determined by Staff Engagement Scores in the annual staff survey) was described. Analysis reinforces the 6 improvement priorities identified, in particular appraisals, communication with senior managers and bullying and harassment. A written paper describing the analysis will be considered by ESEC in July.
- Health and Wellbeing update The committee noted the progress made by the H&WB Manager and welcomed the changes in Occupational Health provision which it is hoped will complement the H&WB strategy.

Key risks and their impact on the organisation

Key risks identified by the Committee and brought to the attention of Board::

- **Supervision of bank staff**; Supervision for bank staff remains low. Information is being sought from other Trusts regarding their approach to this group of staff.
- **Performance variation across localities** Reason for this is well understood operationally. Committee has recommended locality specific stretch targets to reflect local opportunity for improvement.

Key decisions

- Staff side representation
- New performance target for sickness absence.
- New OD performance indicators to be included in ESEC dashboard

Suspension of 'listening to you' sessions due to recurring non-attendance. Agreement to invite a front line member of staff from the relevant locality as well as management representation.

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Exceptions and challenges

- Insufficient time to adequately cover all agenda items due to rapid progress with OD agenda and other workforce priorities, together with a large number of policies to review. Consideration given to temporarily increasing time of meeting and moving to 8 meetings a year. Alternatively, setting up separate policy review meetings.

Need to work with Quality and Standards committee to ensure scrutiny of both the staff and service user perspectives in the implementation of the Equality and Diversity strategy.

Governance and other business

The Committee self-assessed on a scale 1-5 at the end of the meeting. An overall score of 4 was agreed. Members considered the quality of information and narrative to have improved significantly and, as a result, enabled a richer, more meaningful discussion. However, some agenda items were deferred due to insufficient time.

Future Business

A clear work plan for the committee will be agreed by the next meeting.

The Committee's focus will continue on Appraisal, Supervision and Sickness Absence as well as the new OD indicators.

The implementation of the Friends and Family test for staff will be scrutinised by ESEC in the coming months together with feedback on the quality of Supervision and Appraisal.

The Equality and Diversity Strategy will have a higher profile.

Recommendations

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

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