

**'You matter, we care'**

Trust Board Meeting (Part 1)	Date: 28 May 2014
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Title:	Annual Report of the Employee Strategy and Engagement Committee
Item:	BD/14/050

Lead and presenter	Rachel Clark, Director of Organisational Development
Report author(s)	Hannah Dennis, Corporate Governance and Risk Manager

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

<b>Executive Summary</b>
This report summarises the work of the Committee during 2013-14. The Board should <b>note</b> the report and <b>approve</b> the attached Terms of Reference for the Committee.

<b>This report addresses these Strategic Priorities:</b>	
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

## Annual Report of Employee Strategy and Engagement Committee to Trust Board

### 1. Purpose

Committees are the Board's key assurance providers, with Non-Executive Director representation providing an independent, challenging perspective in discussion. Good governance is about effective leadership. To effectively lead, our Committees must be given the right tools to review and challenge management activity and to approve or decline to support proposed action.

The purpose of this report is to advise the Board of the work undertaken by the Committee during 2013/14, informed by the outcomes of the Committee self-evaluation and subsequent recommendations for improvement made based on best practice.

### 2. Attendance during 2013/14

#### 2.1. Member attendance

The Committee met on the following dates in 2013/14:

- 24<sup>th</sup> May 2013
- 12<sup>th</sup> July 2013
- 12<sup>th</sup> September 2013
- 14<sup>th</sup> November 2013
- 23<sup>rd</sup> January 2014
- 13<sup>th</sup> March 2014
- 26<sup>th</sup> March 2014 (extraordinary meeting)

The attendance of members throughout the year was recorded as follows, with a total of 6 meetings and 1 extraordinary meeting held:

Name	Role	Attendance
Lee O'Bryan	Chair, May 2013 only	1/1 meeting
Alison Paine	Non-Executive member, May 2013	6/6 meetings
	Chair, July 2013 – 13 March 2014	5/5 meetings
Peaches Golding	Non-Executive member, November 2013 – March 2014	3/3 meetings
	Chair, from 26 March 2014	1/1 meeting (extraordinary)
Ruth Brunt	Non-Executive member, from March 2014	1/1 meeting (extraordinary)
Tony Gallagher	Trust Chair	5/6 meetings 1/1 meeting (extraordinary)
Kristin Dominy	Director of Operations	All meetings
Hazel Watson	Director of Nursing, from April to November 2013	2/4 meetings
Alan Metherall	Acting Director of Nursing, from December 2013	0/2 meetings 0/1 meeting (extraordinary)

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Rachel Clark	Programme Director, Development (in attendance), from September 2013	4/4 meetings 1/1 meeting (extraordinary)
Carol Lenz	Director of HR (in attendance), April – December 2013	4/4 meetings
Paul Miller	Director of Finance and Deputy Chief Executive, until 31 October 2013 Interim Director of Business Development, from 1 November 2013 to 31 March 2014 (in attendance)	3/6 meetings
Emma Roberts	Director of Corporate Affairs and Company Secretary (in attendance)	3/6 meetings

### 3. Summary of Business

#### 3.1. Core Business

The Committee has undertaken its core business throughout 2013/14, maintaining oversight of the following:

- Employee Engagement Plan
- Appraisals
- Supervision
- Sickness Absence
- FTE/ Headcount
- Equality & Diversity
- IBP
- Bank performance
- Staff Survey actions including bullying and harassment
- Vacancies/Use of Agency
- Relationships between Staff at Work Policy
- Organisational
- Development
- Culture & Development Programme
- Leadership & Succession
- Staff Engagement
- Strategy
- Statutory/ Mandatory Training
- Talent Management
- DNA Rates
- Workforce Strategy & Planning
- Workforce Implications re: Tenders & Partnerships

### 4. Committee Effectiveness Self-Evaluation

#### 4.1. The Role of the Committee

It was discussed through the evaluation that the Committee is undergoing a process of development, both as a result of being a relatively new Committee and in managing changes to the Trust during 2013/14, and due to a number of issues regarding timing of

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Committee meetings there have been problems relating to the review of reliable data and analysis of this, which affects the Committee fulfilling its terms of reference to provide assurance to the Board. The Governance Team are reviewing meeting dates alongside data availability to resolve this challenge.

Some concerns were raised regarding the Committee's effectiveness in overseeing the development and implementation of the workforce planning framework and annual workforce plans, workforce and organisational development strategy and plans and external HR partnership opportunities.

Concern was also expressed about the setting of appropriate Committee objectives, which the Programme Director for Development is guiding the Committee through currently. A review to the Terms of Reference will support this further.

### **4.2. The Role of the Chair**

Feedback on the role of the Chair was wholly positive throughout the evaluations. The Chair throughout 2013-14 was Alison Paine who, from late March 2014, has now been succeeded as Chair by Peaches Golding.

### **4.3. Membership, Independence, Objectivity & Understanding**

Responses in this area of the evaluation found that the membership (two Non-Executive Directors and two Executive Directors) was appropriate for the Committee but it was underlined that the role of Committee members is not yet well understood which has implications for this being carried out consistently well.

It was reiterated that Executive members have endeavoured to provide additional verbal assurance to the Committee recognising the shortcomings of the data available to it.

Terms of Appointment to the Committee are not currently defined in a letter to members. This is good practice and will be provided to all Committee members throughout the Trust's governance structures.

### **4.4. Skills**

Although membership was considered appropriate, as discussed above, concern was expressed at the lack of training or access to best practice guidance for Committee members in some key areas of oversight. This should be addressed by Committee members through identification of training needs and subsequent recommendation to the Board for this provision.

### **4.5. Committee Support**

Support to the Committee by the Governance Team was identified as effective. It was requested that this be proactive going forward in the diarising of future dates and forward planning, and as such the Governance Team has secured and communicated dates for 2014/15 meetings. To support proactively managing the Committee's work plan agenda setting meetings will take place with the Chair and Executive lead ahead of every meeting.

### **4.6. Communication**

There were no concerns or comments made in relation to the communication between the Committee and management groups, other Committees or the Board. Following each meeting the Committee has reported to the Board via the Chair's Report and has provided its minutes for the Board to note.

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### **5. Chair's Reporting**

The Chair of the Committee has reported on each meeting to the Trust Board to provide assurance that it is maintaining an oversight of the areas for which it has delegated responsibility. The Chair provided positive assurances and raised any issues, as well as making recommendations to the Board where necessary, such as on the recommendation of the adoption of a revised Appraisal Policy and Supervision Policy.

### **6. Recommendations**

#### **6.1. Evaluation recommendations**

All Committee members, both Non-Executive and Executive Directors, will be provided with a letter summarising the terms of their role within the Committee. This is good practice and should be provided to all Committee members throughout the Trust's governance structures. This has been completed for Non-Executive Directors and will be complete by the end of May 2014 for Executive Directors. Required training is also to be provided on recommendation of the Committee.

Agenda setting meetings will take place for all Committees, with the presence of the Chair and Executive Lead required. The Governance Team will take this action and, if required, will facilitate teleconferencing to ensure this can take place.

Review of Committee objectives is to take place in conjunction with timeliness of Committee meetings to provide Board assurances, ensuring that, to address specific concerns raised, workforce planning and organisational development are appropriately addressed. This will be led by the Executive Lead, the Programme Director for Development, and the Committee Chair.

#### **6.2. Terms of Reference**

The Terms of Reference of the Committee have been updated to reflect changes to membership agreed at the meeting of the Trust Board on 26 March 2014 and subsequent discussion by the Committee at its meeting on 8 May 2014 regarding its role and responsibilities. The update also incorporates updates to Committee objectives as per the above review. The Terms of Reference are provided as Appendix 1 to this report for the approval of the Trust Board.