

'You matter, we care'

Trust Board Meeting (Part 1)	Date: 25 June 2014
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Title:	Annual Report of the Employee Strategy and Engagement Committee
Item:	BD/14/080

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

History:	<i>Executive Team, 17 June 2014</i>
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This report is for:	
Decision	
Discussion	
To Note	X

The following impacts have been identified and assessed in relation to this report:	
Equality	None identified.
Quality	None identified.
Privacy	None identified.

Executive Summary
<p>This report summarises the work of the Committee during 2013/14, and assures the Board that the Committee has met it's Terms of Reference and delivered its delegated responsibilities.</p> <p>The Trust completed an evaluation of the work of the committee in March which has identified a series of recommendations that are recognised and have been agreed by the Committee.</p> <p>The Board are recommended to note the report and attached work plan for 2014/15.</p> <p>Appendix A – 2014/15 Work Plan</p>

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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

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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 Committee has delegated responsibility by the Trust Board for seeking assurance that the Trust's workforce strategies and policies are being delivered, and that a patient-centred culture where engagement, development, and innovation are supported is fostered throughout the organisation.

The Committee monitors performance reported through IQ on supervision and appraisal of staff.

The Chair of the Committee reports verbally and by written report to the Board on a monthly basis. The Committee can horizontally report to other Board committees any matters of relevance to those committees for their consideration, it can escalate matters to the Board and can require working groups or LDUs to report specific actions to the Committee.

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:

- 24th May 2013
- 12th July 2013
- 12th September 2013
- 14th November 2013
- 23rd January 2014
- 13th March 2014
- 26th 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:

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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)
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

During the year the Committee has been attended by senior staff providing specific reports to the Committee in order to provide assurance over management control and action in relation to the work of the Committee.

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
- Bank performance
- Staff Survey actions including bullying and harassment
- Vacancies/Use of agency staff
- Relationships between Staff at Work Policy

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- 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 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 has supported 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 were not defined in a letter to members at the time of the meeting. This is considered good practice and a letter has now been 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

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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.

5. Chair's Reporting

The Committee Chair provided a report to the Trust Board following each meeting of the Committee highlighting business discussed, issues raised and positive outcomes reported, providing assurance to the Board throughout the year.

6. Recommendations

6.1. Evaluation recommendations

All Committee members, both Non-Executive and Executive Directors, have been provided with a letter summarising the terms of their role within all Trust Committees as this is good practice. 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 to incorporate updates to Committee objectives as per the above review. These were approved by the Trust Board at its meeting on 28 May 2014.

6.3. Overall recommendation

The Board is asked to **note** the report and work plan for the Employee Strategy and Engagement Committee for 2014/15.