

**Clinical Commissioning Group Governing Body
Paper Summary Sheet
Date of Meeting: 22 March 2016**

For: PUBLIC session PRIVATE Session

For: Decision Discussion Noting

Agenda Item and title:	GOV/16/03/18 Quarterly Workforce Report SCW CSU – Q3
Author:	Report: Kate Roberts, Human Resources Business Partner, SCW CSU Summary Sheet: Human Resources Business Partner, SCW CSU
Lead Director/GP from CCG:	David Noyes, Director of Planning, Performance and Corporate Services
Executive summary:	<p>This report is designed to update the CCG on workforce activities up to the end of Q3 and provide workforce data. The Q3 Report was published 30th January 2016, and covers the reporting period ending 31st December 2015.</p> <p>Key points raised from this report include:</p> <ul style="list-style-type: none"> • A small increase in headcount from the previous quarter from 117 to 121; representing an increase of just over 5% over the course of the previous 12 month period. • 9 new staff were recruited and 4 have left. The number of leavers in Q3 is lower than in Q2 when there were 10. At over 22% so far, the Wilts CCG turnover is also higher than the national CCG average turnover which is just under 14%, though this is likely to have been impacted by the organisational re-structuring. Reasons for departure are included in the report at section 2.5. • Compliance levels have increased in all 7 of the mandatory training courses this quarter when compared to Q2. Particularly marked improvements can be seen in Fire Safety, Moving & Handling, and IG. • The overall position for staff having set objectives has risen to 50%; with appraisal completion over the last 12 months having also risen to 63%. The Executive Management Team has already taken steps to strengthen performance in this area, and the appraisal process itself has been reviewed as part of the overall approach to Talent Management. The new approach will be re-launched throughout the CCG in the coming months. HR Line Manager training on Appraisals was

	<p>delivered by ConsultHR in November and remains available to support this process.</p> <ul style="list-style-type: none"> • There has been an appreciable reduction in sickness absence levels from 3.23% to 2.50% for the cumulative year to the end of December 2015, with a marked and consistent reduction in absence levels over the most recent quarter. Given that the absence rates for Wiltshire CCG have been significantly lower than the national average for the most recent 3 month reportable period (July to September inclusive) it is likely that the absence levels for Wiltshire in the Q4 Workforce report will be comparable to or even lower than the national averages once the national data becomes available. • The new Staff Partnership Forum continues to meet and will now move on to the development of new HR Policies and supporting the Action Planning processes following the delivery of the second CCG Staff Survey Report. The survey ran from mid-December to early January, with the full analysis and report scheduled for publication in February.
Evidence in support of arguments:	HR Workforce Profile Report and Core Training Report
Who has been involved/contributed:	David Noyes and Rob Hayday in commenting on draft workforce data.
Cross Reference to Strategic Objectives:	Crosses all strategic objectives
Engagement and Involvement:	No direct patient or public involvement or staff side engagement and consultation required
Communications Issues:	n/a
Financial Implications:	Managing establishment and workforce within budget restrictions is a requirement; this report gives a high level overview of the current workforce position and areas for development.
Review arrangements:	n/a
Risk Management:	The implementation of Objective-setting and appraisals, absence management and statutory and mandatory training across the organisation ensures legal compliance and minimises risk to the organisation and its staff members.
National Policy/ Legislation:	n/a
Equality & Diversity:	This report provides a breakdown of Equality and Diversity Data for the organisation in relation to race, disability and gender.
Other External Assessment:	n/a
What specific action re the paper do you wish the Governing Body to take at	The Governing Body are asked to review and discuss the report.

the meeting?	
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Wiltshire CCG, Workforce Report - Quarter 3, 2015-16

1. Introduction

This report has been prepared for Wiltshire CCG and represents the HR report for Quarter 3 as at 31st December 2015. Attached to this narrative report at Appendix 1 is the HR Workforce Profile Report, at Appendix 2, the Core Training Report, and at Appendix 3, the Appraisal activity report. Each report outlines key statistical data. The narrative also provides some updates to the CCG on current workforce activities within the organisation.

This report will be produced at the end of each quarter, and the next report covering Quarter 4 for the year 2015-2016 – January to March 2016 - will be produced by the 31st March 2016.

2. Establishment

2.1. Quarter 3 Position

Wiltshire CCG has seen a slight increase in employee numbers since the last report, with an overall headcount of 121 this quarter; slightly up on the outturn headcount position of 116 at the end of Q2. The whole time equivalent (WTE) is 103.7, whilst the previous WTE for the period was 100.54.

Robust recruitment checking processes are in place to ensure all recruitment activity has finance and director approval prior to proceeding to advert, in order to monitor and control running costs.

Those staff who may be working on an interim or agency basis with the CCG and who are not on the payroll are not included in these numbers.

2.2. Rolling year headcount – January 2015 to December 2015

The overall trend in headcount and WTE numbers for the CCG over the course of the previous rolling year can be seen in the summary below. The out-turn headcount as at the end of the last year was 128, whilst the equivalent figure for the end of the current year is 121, showing a relatively flat but slightly downwards trajectory overall, and a small decrease of 5.47% in headcount. The WTE number has also decreased, ending this current quarter 7.17% lower than the equivalent figure at the end of the previous 12 month period.

	31st December 2014	31st March 2015	30th June 2015	30th September 2015	31st December 2015
Headcount	128	128	122	117	121
WTE	111.71	112.21	106.77	100.54	103.7

*Please note: the outturn headcount for the quarter ending 30th September 2015 was previously reported as being 117. One leaver left the CCG on 30th September and was therefore included in that final headcount figure. Since then they have been removed from the total, giving an adjusted headcount as at 30th September of 116.

A total of 9 new starters and 4 leavers in the latest quarter therefore gives the new headcount total of 121.

2.3. Starters and Leavers

More detailed information relating to the starters and leavers during this period can be found on Page 3 of the attached Workforce Profile report, but the year to date summary is shown below:

Month	Starters Headcount	Turnover Headcount
April	1	1
May	0	3
June	2	1
July	2	5
August	1	2
September	2	3
October	5	1
November	1	2
December	3	1
Total	17	19

Comparative year-to-date leaver data for the same months of the previous rolling year can be seen on Page 4 of the attached Workforce Profile report.

2.4. New Staff

9 new staff were recruited during this period for the following functions:

- **Continuing Healthcare**
 - CHC Nurse Assessor (2)
 - CHC Administrator (2)
 - Operations Lead
- **Medicines Management**
 - Practice Pharmacist
- **Referral Support Service**
 - Clinical Transfer Co-ordinator
 - Booking Co-ordinator
- **Finance**
 - Corporate Management Accountant

2.5. Turnover and Reasons for Leaving

There have been 4 leavers recorded since 1st October 2015, well down on the 10 leavers reported in the last quarter. This gives an average quarterly turnover rate of 3.34%. This is calculated by dividing the number of leavers by the average headcount in this period, multiplied by 100.

The 4 leavers were in the following posts:

- **Continuing Healthcare**
 - Operations Lead
- **Quality**
 - Quality & Patient Safety Lead
- **Referral Support Service**
 - Clinical Transfer Co-ordinator
 - Booking Co-ordinator

Of the 4 staff who left the CCG during the quarter, the reasons given were:

- Voluntary Resignation - Other/Not Known
- Voluntary Resignation - Promotion
- Voluntary Resignation - Lack of Opportunities
- Dismissal - Some Other Substantial Reason

2.6. National turnover benchmarking data

National data on turnover for CCGs across the country is also available in order to provide an external benchmark for Wiltshire's turnover rates.

The Health and Social Care Information Centre (HSCIC) publishes information about each CCG's turnover rates on a monthly basis, and a comparison with the annual national average turnover and stability rates for all CCGs is provided below.

HSCIC data is typically reported and published 3 months in arrears of locally available data.

		Wiltshire CCG average stability*	National CCG average turnover	National CCG average stability*
12 month period ending 30.9.15	22.22%	78.63%	13.87%	84.97%

*Stability rates are a measure of the number of staff who have been in post for 12 months or longer.

The rolling 12 month turnover rates and stability rates for Wiltshire CCG are somewhat higher than the national average figures; however this is likely to have been influenced by the organisation-wide change process which the CCG has undertaken over the past several months.

There has also been an increase in Wiltshire's own rolling year's turnover from 18.64% reported in the last quarterly analysis to 22.22% in this current period. Similarly, Wiltshire CCG's stability index has decreased from 81.67% in the last report to this quarter's figure of 78.63%.

Interestingly this seems to reflect the trend in the national picture also; with national average turnover increasing from 12.92% last time to 13.87% now. The national average stability index has also reduced from 86.06% to 84.97% in this reporting period.

2.7. Length of Service

Actual continuous NHS length of service for Wiltshire CCG staff is shown in the table on Page 3 of the attached Workforce Profile report.

2.8. Business Unit Structure

The CCG structure shown in Appendix 1 is a direct report from the Electronic Staff Record (ESR) system which was initially established for the organisation on 1st April 2013.

The Directorate titles and a number of individual job titles have recently been revised following the introduction of a new organisational structure in September 2015, and ESR records have been updated to ensure they continue to reflect the CCG's new structure.

Prepared by South, Central and West Commissioning Support Unit, ConsultHR Service.

3. Monthly HR reporting

ConsultHR is now producing monthly reports to support the HR Manager in on-going monitoring for the CCG in respect of:

- starters and leavers
- sickness absence in detail
- fixed-term contracts, and
- professional registration renewal dates.

4. Core Training

Provision for statutory and mandatory training is via the National Skills Academy (Skills for Health) e-learning platform, with the exception of Information Governance training which is provided via the HSCIC (Connecting for Health) platform.

During the second year of reporting the levels of statutory and mandatory training compliance have been built cumulatively. The progress achieved during the year reflects the importance the organisation has attached to this training, and the attention and support it has been given by CCG Directors and Senior Managers.

The attached report gives the data for a full rolling 12 month period from 1st January 2015 until 31st December 2015.

ConsultHR has developed this report so that it provides greater detail, and is presented in a 'Red/Amber/Green' format providing more detailed and targeted support to line managers in monitoring both the completion and the maintenance of all necessary mandatory training programmes for their teams.

The analysis attached therefore provides an overview of:

- Levels of compliance for each training module
- Levels of outstanding training for each module
- Numbers of completed training modules with expiry dates within the next 4 months, plus
- A list of those staff who are not registered at all with the Skills for Health website, and
- A detailed summary of all individual staff training records to enable managers to address non-compliance

4.1. Comparison of Q3 Compliance levels with previous Compliance levels

Module	Q4 – 31.3.15	Q1 – 30.6.15	Q2 – 30.9.15	Q3 – 31.12.15
Fire Safety	55%	59%	37%	70%
Health, Safety & Welfare	72%	73%	75%	81%
E&D	70%	77%	72%	79%
Moving & Handling	49%	53%	24%	40%
Safeguarding Adults	56%	63%	62%	70%
Safeguarding Children	62%	65%	65%	68%
Information Governance	83%	74%	35%	70%

When comparing the position for Core Training as at 31st December 2015 with the position as at 30th September 2015, it can be seen that there has been an increase in the levels of compliance for all 7 of the original 7 training modules covered in this report.

Of particular note are the marked improvements in compliance levels for Fire Safety, Moving & Handling, and Information Governance, while there have also been improvements in the compliance levels for the remaining 4 existing modules. The renewal period for Fire Safety training has now been standardised at 2 years.

Core Training completion remains a priority for the organisation and it is recommended that Directors and Managers should be tasked with raising the profile of this across the organisation to ensure their staff are compliant with organisational requirements.

By using the detailed breakdown attached at Appendix 2, the CCG should ensure that Directorate Managers discuss training completion with each member of staff who has not yet commenced and completed or updated their statutory training, and agrees the target and date for achieving full compliance for the organisation.

4.2. Core Training Completion Summary

The summary of completion to 31st December 2015 is shown below; the full details are shown in Appendix 2.

Summary – Wiltshire CCG from 1st January 2015 to 30th December 2015



4.3 Future Plans for Skills for Health (SfH) Training and training reporting

Current discussions with the Skills for Health organisation are centred upon contracting for a wider range of core training modules than the 6 original modules contained in the report above. This will reflect the outcomes of the Training Needs Analysis which has been undertaken in Wiltshire CCG.

The SCW SCU is in addition currently exploring the potential benefits of commissioning a dedicated learning management system to enable the delivery of a broader range of training recording and reporting.

5. Appraisals

5.1 Appraisal activity

An appraisal and objective-setting process has been established and communicated within the CCG and work to ensure that all staff have annual objectives in place for this financial year has been supported and encouraged by managers within the CCG over recent months.

To support this process, a methodology for managers to report on completion of appraisals was developed with the HR Manager so that this information can be recorded and reported on by ConsultHR each quarter as part of this Workforce Report.

This reporting mechanism enables the CCG to monitor the completion of performance reviews, together with objective-setting and the development of individual Personal Development Plans for all employees. The detailed analysis of appraisal activity over the last year is attached at Appendix 3, and a summary can be seen below.

Prepared by South, Central and West Commissioning Support Unit, ConsultHR Service.

Quarter 3 - 2015/16 - Performance Reviews/ Objectives Completed - Wiltshire CCG

	Number of staff	Percentage of total number of Wiltshire CCG staff (121)
Performance reviewed in last 12 months	76	63%
Performance reviewed in last 6 months	43	36%
Objective setting for 2015/16 completed	60	50%

5.2 Audit report – appraisal processes and skills training

Following an audit undertaken by PWC on behalf of the CCG last autumn, it was recommended that there be an increased focus upon the implementation and reporting of the appraisal process. It was planned that this initiative would be supported by the ConsultHR and ConsultOD teams through delivering a training module for line managers in appraisal skills.

An additional Appraisal skills training module will therefore be delivered in late January 2016 (25th), with further modules on Appraisal skills available to be commissioned for additional groups of line managers if the CCG requires it.

Monitoring of progress on appraisals by the Executive Management Team continues, and the detailed Appraisal report which is attached to this Workforce Report summarises the position by Directorate as at the end of December.

Overall it can be seen that achievement levels for appraisal have improved since the previous quarter, with 63% of staff reporting an appraisal in the last 12 months rather than the 55% achieved in Q2.

Similarly, 50% of all staff are now reporting that they have had their objectives set, substantially better than the compliance level of 38% reported last time.

6. Talent Management

In August 2015 a proposed approach to the introduction of a new Talent Management framework was developed and presented by ConsultOD to the CCG and subsequently approved by the Executive Management Team. The framework provided for:

- A consistent framework for measuring both performance and behaviour
- A mechanism for identifying talent from within the CCG
- A tool for addressing the specific developmental needs of CCG staff
- A step by step process focussed upon the specific needs of a Commissioning workforce
- Ensuring that the CCG is providing the right opportunities for the right people with the right values

The Talent Management journey takes staff through a Skills Audit, the assessment of values, the assessment of performance, and the development of an action plan.

'Values into Action' Workshops have already been conducted with all directorates to encourage staff engagement and understanding, and a new simplified set of appraisal documentation which is a key part of the Talent Management approach and process is planned for the coming quarter.

7. Line Manager training

Line manager training has been delivered by ConsultHR over the last 2 years or so covering 4 different subject areas. These opportunities continue to be available.

The HR training programme delivered to the CCG to date was reviewed earlier this financial year to ensure that the programme continues to meet the Line Manager HR training priorities of the CCG. A new training programme was developed and launched which offers a wider range of training modules (8 key subject areas); any 4 modules of which may be accessed flexibly during the year, according to CCG priorities.

Of the 8 different subject areas for Line Manager Training, the new programme includes 4 modules which are currently on offer and continue to be requested, and 4 which represent new topic areas.

The following 4 subject areas were selected as best meeting the priorities of the CCG. One module on Appraisal skills was delivered in November, but the planned module for December was postponed. The remaining modules have been scheduled for delivery over the coming weeks.

Date	Course
19/11/2015	Getting the Most from an Appraisal
14/12/2015	Coaching Conversations Postponed to 24 th February to increase attendance
22/01/2016	Are You Managing Effectively?
11/02/2016	Critical Conversations

Prepared by South, Central and West Commissioning Support Unit, ConsultHR Service.

8. Attendance Management

8.1 Wiltshire CCG absence rates

Sickness rates across the organisation remain at a reasonable level, and are showing a marked downwards trajectory over the course of the last 12 months.

Wiltshire CCG's cumulative sickness absence figures for the full year are currently running at 2.50% for the year ending 31st December 2015. This is a clear and welcome decrease in the absence levels for the organisation when compared to the figure for the year ending 30th September 2015 when the cumulative absence rate was 3.23%.

The report on page 3 of the attached Workforce Profile shows sickness absence as a monthly percentage across the whole year, and clearly shows the peaks and troughs of absence during the rolling year across the organisation.

Having seen peaks of up to nearly 5% in absence rates in the early months of the year, it is of note that the absence levels for all of the months since May 2015 have been no higher than 2.52%, and more usually significantly lower than that.

As indicated in Section 8.4 (below), the conclusion of one long-term sickness absence case at the end of this quarter will also help to bring the headline figure down in the coming quarter; helping also to maintain the overall downwards trajectory.

8.2. National absence benchmarking data

National absence data for CCGs across the country is also available in order to provide an external benchmark for Wiltshire's absence rates.

The Health and Social Care Information Centre (HSCIC) publishes information about each CCG's absence rates on a monthly basis, and a comparison with the national average absence rates for all CCGs is provided below.

Month	Wiltshire CCG absence	*National CCG average absence
January 2015	4.98%	2.97%
February 2015	4.69%	2.83%
March 2015	3.28%	2.55%
April 2015	3.69%	2.39%
May 2015	2.04%	2.43%
June 2015	2.52%	2.35%
July 2015	1.65%	2.40%
August 2015	0.68%	2.16%
September 2015	1.34%	2.43%
October 2015	1.99%	Due 31 st January 2016
November 2015	1.28%	Due 29 th February 2016
December 2015	1.30%	Due 31 st March 2016

*Please note - these absence rates are published some months behind the absence data which is available locally, which means that the national HSCIC data is only (at the time of writing) available up until the end of September 2015.

In reviewing the 9 months' worth of national data published to date, it can be seen that Wiltshire CCG has a higher absence rate than the national average for 5 of those months (January 2015 to April 2015 inclusive, plus June 2015), with the remaining months of May and July to September reporting a lower absence rate than the average rate for all CCGs.

Given that the absence rates for Wiltshire CCG have been significantly lower than the national average for the most recent 3 month reportable period (July to September inclusive) it is likely that the absence levels for Wiltshire in the Q4 Workforce report will be comparable to or even lower than the national averages once the national data becomes available.

Over the full rolling 12 month period from January to December 2015 the cumulative absence rate for Wiltshire CCG is 2.5%, and the overall trajectory is clearly downwards in the second half of the year.

The HR Manager continues to work regularly with CCG managers to ensure that the culture of sickness reporting is embedded with their teams and they are well supported with any attendance issues.

As highlighted in Section 7 above, locally delivered HR Line Manager Training on Managing Workplace Attendance is also available in order to coach, support and train managers in handling these issues effectively.

8.3. Implementation of local sickness absence 'triggers'

The HRM worked closely with the CCG during a previous quarter to develop and implement a small number of key absence 'trigger points'.

The effectiveness of these triggers will be monitored over the coming months, as they provide a more structured and focussed approach to monitoring and managing sickness absence by highlighting those staff with a higher than average incidence of sickness episodes or a higher than average total number of sickness absence days within a given reporting period.

The trigger points agreed are:

- 4 occasions of absence in any 12 month period, or
- 12 days absence in any 12 month period

A formal attendance meeting between the manager and the employee is required once a trigger point has been reached.

8.4. Long Term Sickness

During Quarter 3 there was one staff member on long term sickness absence (any period over 1 month) which impacted upon the level of reported sickness absence for this period. This member of staff has now returned to work.

All cases of long-term sickness absence are reviewed and managed with HR support and advice on a regular basis.

9. Employee Relations

9.1. Disciplinary, Capability and Grievance issues

ConsultHR has provided extensive advice and support to the CCG in managing a number of significant/complex formal employee relations issues, relating to both capability and conduct.

One case has now progressed to an Employment Tribunal and the CCG is being actively and regularly provided with advice and support throughout the preparation stages.

ConsultHR advice and support will continue to be provided throughout until these cases reach their final outcomes.

9.2. CCG re-organisation – completion of implementation processes

On 15th September 2015, a new organisational structure for the CCG was successfully implemented. ConsultHR have continued to advise on and support the more complex outcomes for a small number of key staff.

10. Equality and Human Rights

10.1. HR Workforce Profile report

The HR Workforce Profile Report at Appendix 1 shows in more detail the breakdown of the staffing within the CCG. This information helps to demonstrate that the make-up of the workforce is being reviewed and can provide information on an annual basis to meet equality requirements. Broadly the organisation reflects the Wiltshire demographic although it should be noted that ethnic minorities are under-represented within the workforce. Consideration may need to be given to this as part of future recruitment campaigns if the CCG wish to encourage the development of a more diverse workforce.

10.2. Additional specialist equalities support

The CCG has also been supported and advised by the CSU's in-house E & D Lead, Dr Parveen Sharma. A detailed report providing the equalities data required for the completion of the CCG's Annual Equality Report was delivered in December.

10.3. Workforce Race Equality Standards (WRES) and the second Staff Survey

The new mandatory requirement for NHS organisations to comply with the Workforce Race Equality Standard (WRES) was highlighted in a previous (Q1) Workforce Report.

The WRES requires NHS organisations to demonstrate progress against a number of indicators of workforce equality, including a specific indicator to address the low levels of black and minority ethnic (BME) board representation, in order to ensure employees from black and ethnic minority BME backgrounds have equal access to career opportunities and receive fair treatment in the workplace.

ConsultHR established the baseline data required to enable the CCG to meet NHS England requirements, and a copy of the initial report was included with the Q1 Workforce Report. This report included workforce profile data and data extracted from the NHS Jobs database which measures the relative success of BME candidates in applying for roles with the CCG.

Several other metrics required for WRES reporting needed to be collected through new or different processes as they are not routinely collected through any other existing route. Specifically metrics 5-8 - which are derived from the National Staff Survey and relate to staff's personal experience of harassment and of discrimination – were explicitly built into the second locally designed Wiltshire CCG Annual Staff Survey.

The section in the Staff Survey which addresses staff experience of harassment and discrimination was drafted by ConsultHR and took the opportunity to widen its brief to cover all forms of discrimination, rather than simply asking questions about racial discrimination.

ConsultHR will continue to work closely with the CCG to ensure all processes are in place to enable the CCG to fully discharge its obligations in respect of WRES reporting.

11. CCG Annual Staff Engagement Survey

The second Annual Staff Survey for the CCG was planned, designed and built with ConsultHR support and advice during November and December 2015, launching in mid-December. The survey closed in early January with a very positive 72% response rate, and ConSultHR are currently actively undertaking a detailed analysis of the responses and the feedback from staff.

The full Staff Survey Report will be published in February with in-going support for the CCG's Action Planning processes to follow up the findings and the recommendations of the survey.

12. Policy Development

As part of the HR service specification, South, Central and West Commissioning Support Unit (SCWCSU) are responsible for the provision of all core CCG HR policies.

Legacy PCT HR Policies and procedures were formally reviewed by ConsultHR and a report was produced for the CCG with recommendations for deleting or updating existing HR Policies.

The CCG considered these recommendations and identified the early priorities for updating.

In light of changes to employment legislation a new Policy on Shared Parental Leave has been drafted by ConsultHR and delivered to the CCG; together with amendments to associated existing HR policies on Maternity Leave, Paternity Leave and Adoption Leave. These new and revised policies are currently going through consultation and the formal approval processes within the CCG.

In April 2016 the first batch of 8 core HR Policies will have been in place for 3 years, and as a result will require to be reviewed as part of HR governance procedures to ensure continued relevance and effectiveness for the CCG, legislative compliance and good practice in HR Management.

A schedule for reviewing the first group of 8 policies will be confirmed and implemented in the coming weeks.

13. Appendices

Appendix 1 – HR Workforce Profile Report Q3

Appendix 2 – Core Training Report Q3

Appendix 3 – Appraisal activity Q3

Below is a short summary of the workforce profile for Wiltshire CCG as at 31/12/2015

Workforce Information

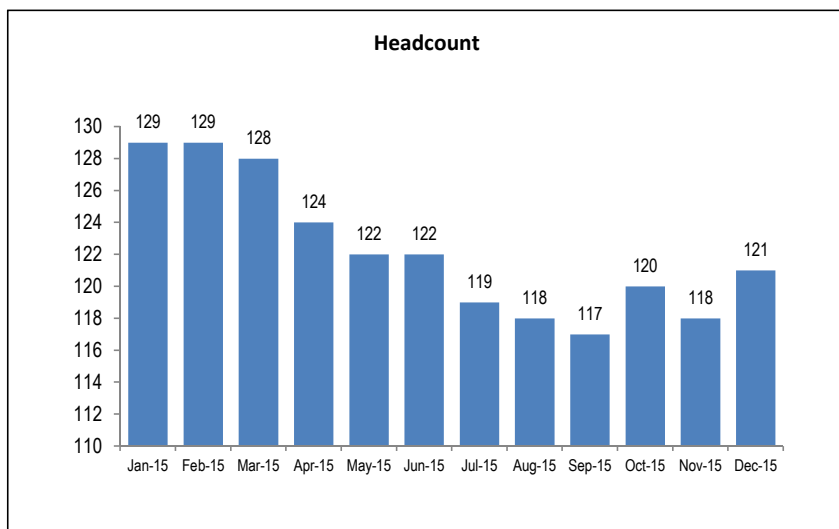
Wiltshire CCG employs 121 people. Of these 78 (64.46%) are employed full time and 43 (35.54%) are part time roles. The total full time equivalent employed is 103.7 (FTE).

The workforce hold 124 job contracts, which consists of 110 employees on permanent contracts, 10 on fixed term contracts, 2 on bank and 2 on other contracts.

The structure is as below:

Business Unit	full time	part time	total	%
983 Corporate Services Directorate	5	2	7	5.79%
983 Quality Directorate	24	11	35	28.93%
983 Acute Commissioning Directorate	13	7	20	16.53%
983 Primary and Urgent Care Directorate	6	7	13	10.74%
983 Finance Directorate	15	5	20	16.53%
983 Executive Directorate	8	9	17	14.05%
983 Community Services and Joint Commissioning Directorate	7	2	9	7.44%
Grand Total	78	43	121	100.00%

Headcount



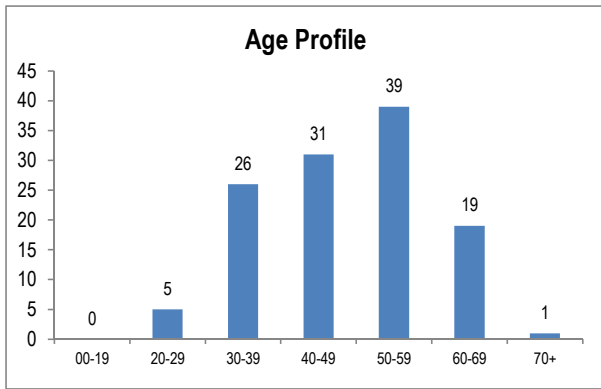
Demographics

92 (76.03%) of the workforce is female and 29 (23.97%) are male, but 34 (79.07%) of the part-time workforce is female.

The workforce age profile is:

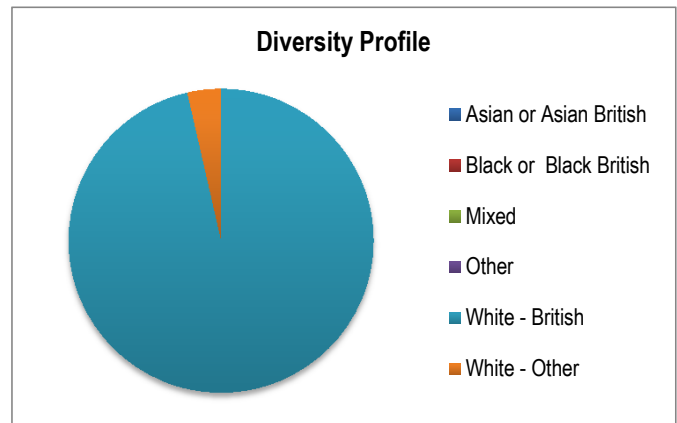
Age Group	No. of Emps	%
00-19	0	0.00%
20-29	5	4.13%
30-39	26	21.49%
40-49	31	25.62%
50-59	39	32.23%
60-69	19	15.70%
70+	1	0.83%
Grand Total	121	100.00%

The average age of an employee is 48.



The diversity profile is:

Ethnic Group	No. of Emps	%
Asian or Asian British	0	0.00%
Black or Black British	0	0.00%
Mixed	0	0.00%
Other	0	0.00%
White - British	108	96.43%
White - Other	4	3.57%
Total (without 'Unspecified')	112	100.00%
Unspecified	9	7.44%
Grand Total	121	100.00%



Disability

Disabled	No. of Emps	%
Yes	1	0.97%
No	102	99.03%
Total (without 'Unspecified')	103	100.00%
Unspecified	18	14.88%
Grand Total	121	100.00%

A disabled person is defined as someone who has a physical or mental impairment that has a substantial and long term adverse effect on his or her ability to carry out normal day to day activities.

Religion & Belief

Religion	No. of Emps	%
Atheism	15	12.50%
Buddhism	0	0.00%
Christianity	59	49.17%
Hinduism	0	0.00%
Islam	0	0.00%
Sikhism	0	0.00%
Other	8	6.67%
I do not wish to disclose my religion/belief	38	31.67%
Unspecified	1	0.83%
Grand Total	121	100.00%
Total (without 'Unspecified')	120	100.00%

Sexual Orientation

Sexual Orientation	No. of Emps	%
Bisexual, Gay and Lesbian	1	0.83%
Heterosexual	92	76.67%
I do not wish to disclose my sexual orientation	27	22.50%
Unspecified	1	0.83%
Grand Total	121	100.00%
Total (without 'Unspecified')	120	100.00%

Length of Service (at Wiltshire CCG)

121 (100.00%) of staff have been employed less than 5 years, 0 (0.00%) have been employed between 5 and 19 years and 0 (0.00%) have been employed for 20 years or more.

Length of Continuous NHS Service

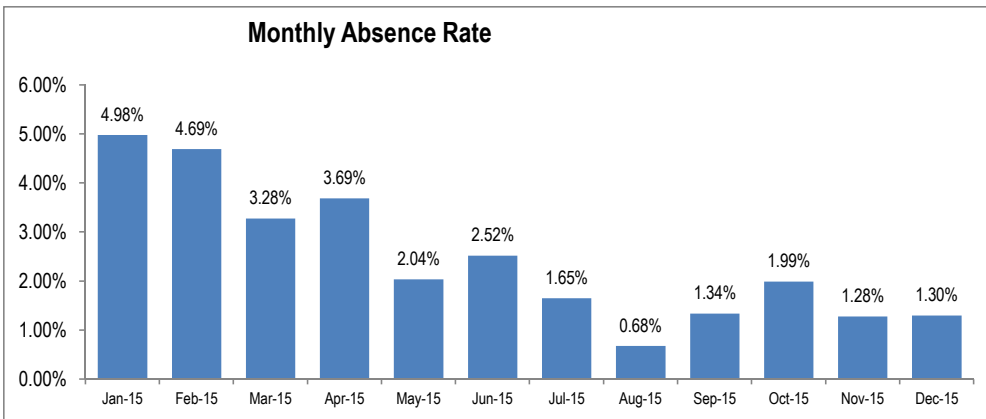
Continuous period of service	Headcount	% of total headcount
0 to 1 year	16	13.22
1 to 2 years	13	10.74
2 to 5 years	34	28.10
5 to 10 years	21	17.36
Over 10 years	37	30.58

Sickness

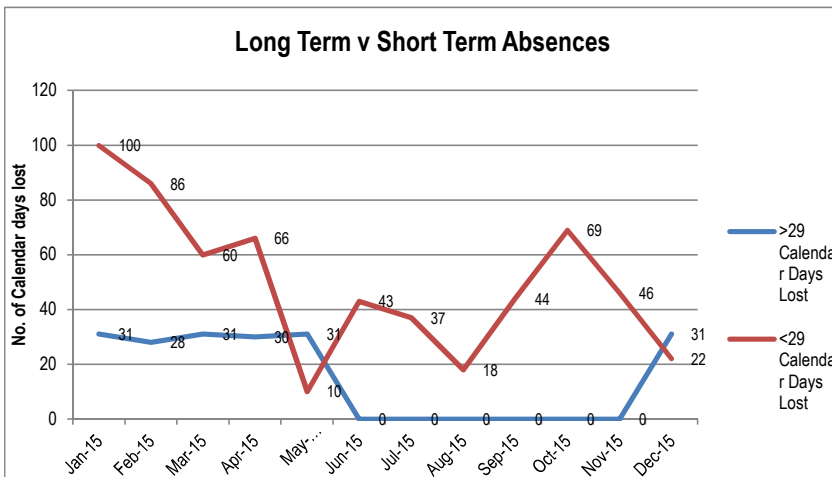
The cumulative WTE absence from 01-JAN-2015 to 31-DEC-2015 is 966.42

The cumulative WTE available for the period of 01-JAN-2015 to 31-DEC-2015 is 38,727.54

The cumulative WTE rate for the period of 01-JAN-2015 to 31-DEC-2015 is 2.50%



Long Term v Short Term Absence



	>29 Calendar days lost	No of Episodes	<29 Calendar days lost	No of Episodes
Jan-15	31	1	100	20
Feb-15	28	1	86	21
Mar-15	31	1	60	10
Apr-15	30	1	66	9
May-15	31	1	10	6
Jun-15	0	0	43	12
Jul-15	0	0	27	13
Aug-15	0	0	18	10
Sep-15	0	0	44	13
Oct-15	0	0	69	15
Nov-15	0	0	46	10
Dec-15	31	1	22	6

Starters

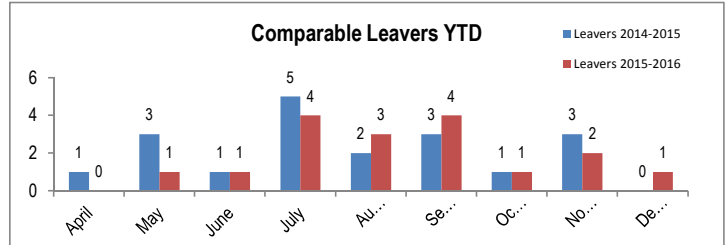
For the period 01-Oct-2015 to 31-Dec-2015.

Position Title	Total
CHC Nurse Assessor	2
CHC Administrator	2
Operations Lead	1
Corporate Management Accountant	1
Practice Pharmacist	1
Clinical Transfer Co-ordinator	1
Booking Co-ordinator	1
Grand Total	9

Leavers

For the period 01-Oct-2015 to 31-Dec-2015.

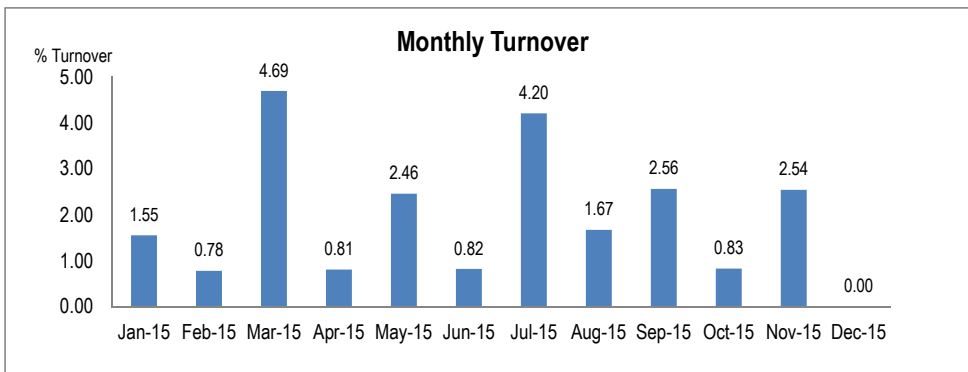
Position Title	Total
Operations Lead	1
Quality & Patient Safety Manager	1
Booking Co-ordinator	1
Clinical Transfer Co-ordinator	1
Grand Total	4



Staff Turnover (permanent and fixed term staff)

The staff turnover for the period 01-OCT-2015 to 31-DEC-2015 is 3.34%. (No. of Leavers / Average Quarterly Headcount)

The rolling staff turnover for the period of 01-JAN-2015 to 31-DEC-2015 is 23.24%



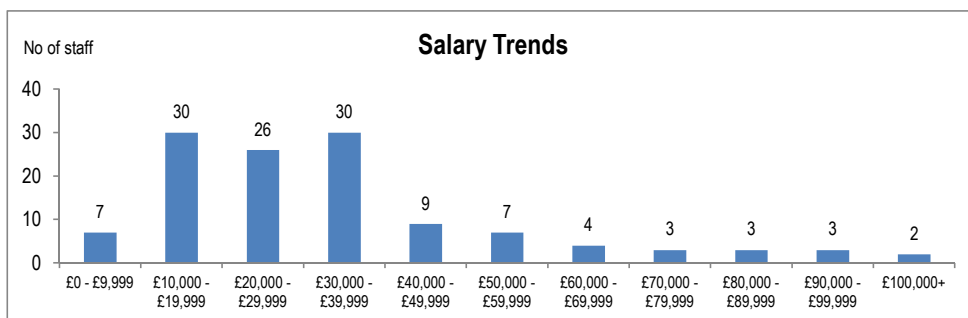
Salary

The following shows contracted basic salary per assignment (so reflects the part-time salary if applicable)

Salary Band	Assignment Count	%
£0 - £9,999	7	5.65%
£10,000 - £19,999	30	24.19%
£20,000 - £29,999	26	20.97%
£30,000 - £39,999	30	24.19%
£40,000 - £49,999	9	7.26%
£50,000 - £59,999	7	5.65%
£60,000 - £69,999	4	3.23%
£70,000 - £79,999	3	2.42%
£80,000 - £89,999	3	2.42%
£90,000 - £99,999	3	2.42%
£100,000+	2	1.61%
Grand Total	124	100.00%

The average salary is £34,157.22.

The headcount is 121, however 3 members of staff have two assignments.



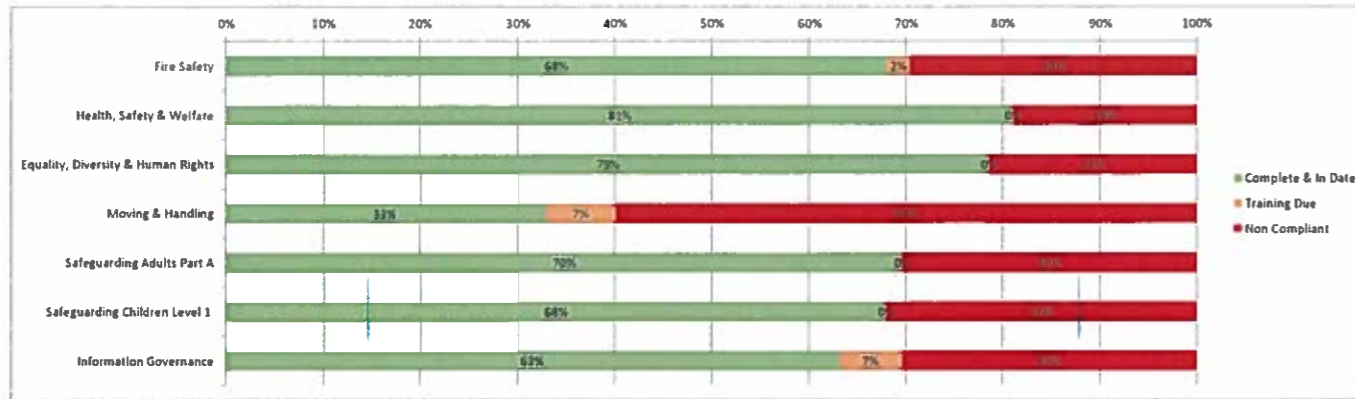
End

Wiltshire Clinical Commissioning Group - Appraisal Report

Directorate	Organisation	Total Staff	Total Staff by Directorate	Review undertaken in last 6 months (as at 31.12.15)			Review undertaken in last 12 months (as at 31.12.15)			Objectives 2015/16 completed	
				Percentage of staff received a review in last 6 months	by team	by Directorate	Percentage of staff received a review in last 12 months	by team	by Directorate	Number of team	% of team
Executive	CEO/Board	9	18	0%	0	0	44%	8	8	8	89%
	Chair & Non-Execs	9			0			0			
Acute Commissioning	Acute Commissioning	9	20	10%	2	2	65%	5	13	3	33%
	Exceptions & Prior Approvals	3			0			0		0	0%
	Referral Support Service	8			0			8		2	25%
Community Services & Joint Commissioning	Community Services	6	8	50%	4	4	75%	6	6	5	83%
	Joint Commissioning	2			0			0		0	0%
Primary & Urgent Care	Primary & Urgent Care	13	13	38%	5	5	69%	9	9	3	23%
Corporate Services	Communications	4	7	71%	3	5	86%	3	6	3	75%
	Project Management Office	1			1			1		1	100%
	Risk & Governance	2			1			2		2	100%
Quality	Continuing Healthcare	21	35	57%	11	20	71%	13	25	12	57%
	Quality	14			9			12		12	86%
Finance	Finance	15	20	35%	7	7	45%	8	9	8	53%
	Business Development	2			0			0		0	0%
	Information	3			0			1		1	33%
Total Staff		121	121	36%	43		63%	76		60	50%

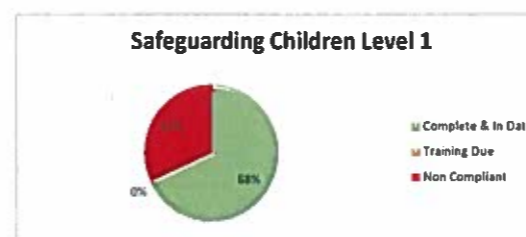
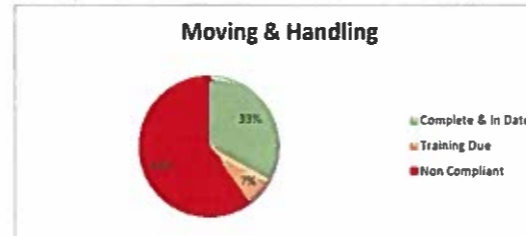
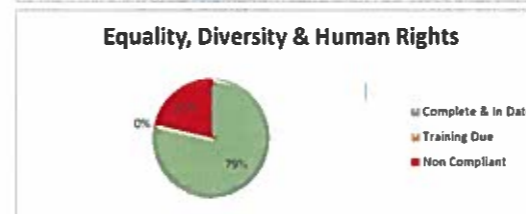
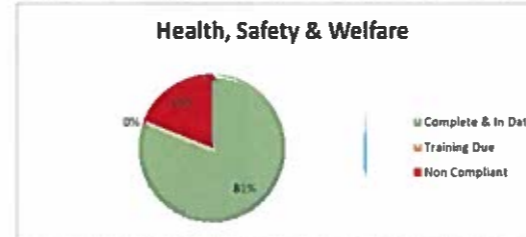
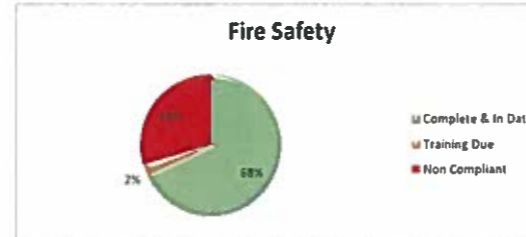
Note - headcount does not include bank staff or interim staff

Statutory & Mandatory Training - Wiltshire CCG



Statutory & Mandatory Training	Complete & In Date	Training Due	Non Compliant	Total
Fire Safety	68%	2%	30%	100%
Health, Safety & Welfare	81%	0%	19%	100%
Equality, Diversity & Human Rights	79%	0%	21%	100%
Moving & Handling	33%	7%	60%	100%
Safeguarding Adults Part A	70%	0%	30%	100%
Safeguarding Children Level 1	68%	0%	32%	100%
Information Governance	63%	7%	30%	100%

RAG Key
Due for renewal within 4 months
Complete & In Date



Directorate	Number of staff in directorate	Percentage of Staff Compliant in Directorate							Average Percentage
		Fire Safety	Health & Safety	Equality, Diversity and Human Rights	Moving and Handling	Safeguarding Adults Part A	Safeguarding Children Level 1	Information Governance	
983 Acute Commissioning - 788786	10	90%	90%	80%	20%	70%	90%	60%	75%
983 Business Development - 788761	2	0%	0%	0%	0%	0%	0%	0%	0%
983 CEO/Board - 788771	8	38%	63%	75%	38%	25%	38%	38%	5%
983 Chair & Non-Execs - 788776	9	11%	33%	22%	11%	22%	22%	0%	17%
983 Communications - 788801	4	100%	100%	75%	75%	25%	25%	50%	64%
983 Community Services - 788781	7	57%	57%	43%	43%	14%	14%	29%	37%
983 Continuing Healthcare - 788901	21	29%	62%	62%	14%	52%	33%	71%	46%
983 Exceptions & Prior Approvals - 788911	3	100%	100%	100%	67%	100%	100%	100%	93%
983 Finance - 788851	15	100%	100%	100%	53%	93%	100%	87%	90%
983 Information - 788766	3	100%	100%	100%	0%	100%	100%	100%	83%
983 Joint Commissioning - 788796	2	100%	100%	100%	100%	100%	100%	0%	75%
983 Primary and Urgent Care - 788791	13	85%	92%	92%	31%	92%	92%	92%	82%
983 Projects Management Office - 788946	1	100%	100%	100%	100%	100%	100%	100%	100%
983 Quality - 788926	14	71%	86%	79%	50%	86%	71%	100%	74%
983 Referral Support Service - 788906	8	100%	100%	100%	88%	100%	100%	88%	96%
983 Risk & Governance - 788936	2	100%	100%	100%	100%	100%	100%	100%	100%

Number of Staff Compliant in Directorate						
Fire Safety	Health & Safety	Equality, Diversity and Human Rights	Moving and Handling	Safeguarding Adults Part A	Safeguarding Children Level 1	Information Governance
9	9	8	2	7	9	6
0	0	0	0	0	0	0
3	5	6	3	2	3	3
1	3	2	1	2	2	0
4	4	3	3	1	1	2
4	4	3	3	1	1	2
6	13	13	3	11	7	15
3	3	3	2	3	3	3
15	15	15	8	14	15	13
3	3	3	0	3	3	3
2	2	2	2	2	2	0
11	12	12	4	12	12	12
1	1	1	1	1	1	1
10	12	11	7	12	10	14
8	8	8	7	8	8	7
2	2	2	2	2	2	2

