

**Clinical Commissioning Group Governing Body
Paper Summary Sheet
Date of Meeting: 28 January 2014**

For: PUBLIC session PRIVATE Session
For: Decision Discussion Noting

Agenda Item and title:	GOV/14/01/17 Workforce Report CSU
Author:	Elspeth Griffiths, Associate Director of HR, CSCSU
Lead Director/GP from CCG:	David Noyes, Director of Planning, Performance and Corporate Services
Executive summary:	This report is designed to update the CCG on workforce activities up to the end of Q2 and provide workforce data.
Evidence in support of arguments:	HR Workforce Profile Report and Core Training Report
Who has been involved/contributed:	ob Hayday in commenting on draft workforce profile report
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 Objectives, 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.

This report has been prepared by Central Southern Commissioning Support Unit, ConSultHR Service.

Other External Assessment:	n/a
What specific action re. the paper do you wish the Governing Body to take at the meeting?	The Governing Body are asked to review and acknowledge the report.

Wiltshire CCG, Workforce Report - Quarter 2, 2013

1. Introduction

This report has been prepared for Wiltshire CCG and represents a refreshed HR report for Quarter 2 as at 30th September 2013, please note the HR Dashboard report previously submitted to the Governing Body was to the end of August as an interim measure. Attached to this narrative report at Appendix 1 is The HR Workforce Profile Report and at Appendix 2 the Core Training Report, both outline key statistical data for the organisation.

This paper provides narrative to support the appendices reports and 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, the next report covering Quarter 3; October to December 2013 will be produced by the 31st January 2014.

2. Establishment

Wiltshire CCG had seen a rise in employee numbers since April 1st 2013 to a headcount of 111 and a whole time equivalent (WTE) of 96.85 and is now nearing full establishment. Robust recruitment checking processes have been put in place to ensure all recruitment activity has finance and director approval prior to proceeding to advert, to control running costs.

There are additionally 14 interim/agency and seconded staff working with the CCG not on the payroll.

The year to date starters and leavers is shown below.

Month	Starters WTE	Turnover WTE
April	4	3
May	6	0
June	3	2
July	6	0
August	2	1
September	6	2
Total	27	8

2.1. New Staff

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

- NEW Commissioning – 1
- WWYKD Commissioning – 2
- CHC – 5
- Corporate Services – 1
- Finance – 2

This report has been prepared by Central Southern Commissioning Support Unit, ConSultHR Service.

- Nursing – 1
- Referral Support Services - 2

2.2. Turnover and Reasons for Leaving

A total of 3 staff left the CCG during the quarter. Reasons given were Voluntary Early Retirement, End of Fixed Term Contract and Voluntary Resignation – Promotion.

2.3. Length of Service

The length of service from ESR on Appendix 1 is shown as being under 1 year. This does not reflect the CCGs employees' continuous service from previous legacy organisations and reflects that the organisation started as a new statutory body on 1st April 2013. Actual continuous NHS length of service of CCG staff is shown below:

Continuous period of service	Headcount	% of total headcount
0 to 1 year	26 staff	23%
1 to 2 years	21 staff	19%
2 to 5 years	19 staff	17%
5 to 10 years	18 staff	16%
Over 10 years	27 staff	24%

2.4. Payroll to Budget

As at 30th September Wiltshire CCG was showing £72k underspent on pay and 4.2 WTE vacancies. Spend on Agency Staff was £230k made up of 1 WTE Agency Interim manager and 12 WTE Agency Admin Staff covering recurring and non-recurring posts and 1 WTE Seconded Nurse from Great Western Hospital FT.

2.5. Business Unit Structure

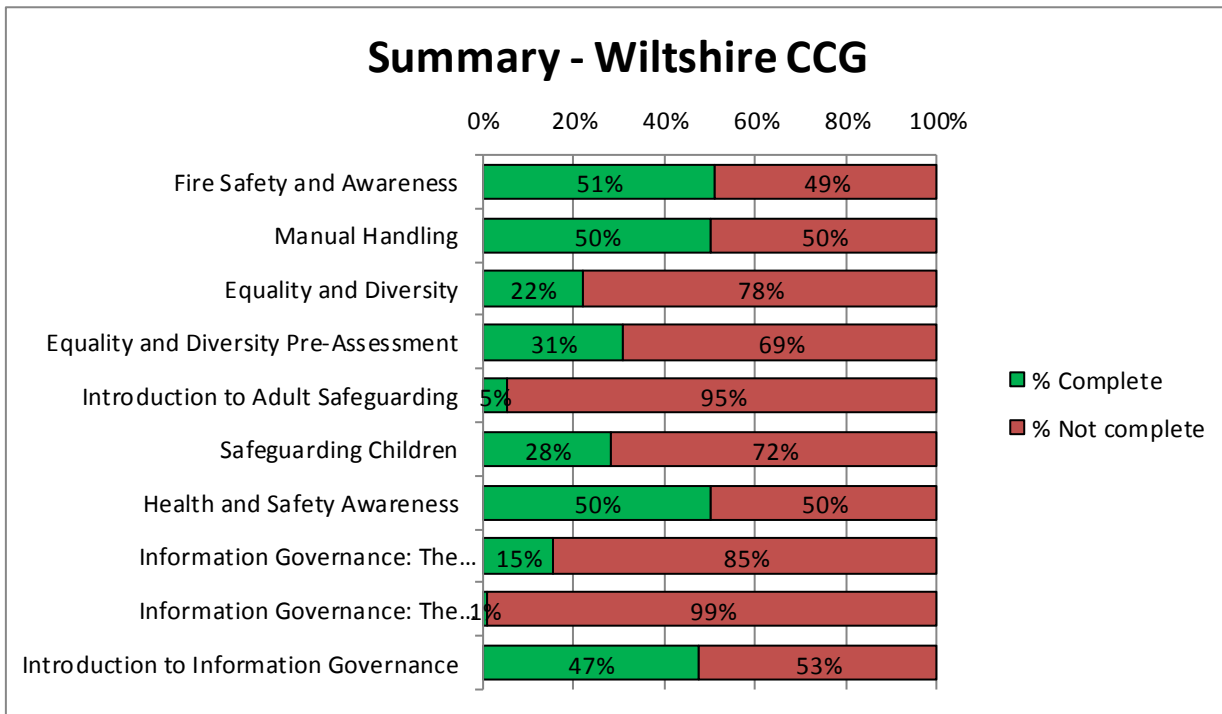
The CCG structure shown in Appendix 1 is a direct report from the Electronic Staff Record (ESR) system that was established for the organisation on 1st April 2013. The directorate titles for reporting requirements are currently being reviewed by the CCG to ensure they reflect the Organisation.

3. Core Training

Following the completion of the learning needs analysis for the organisation, in June the launch of the e-learning system took place. Staff have now registered on the e-learning site and have begun their tailored training packages. The summary of completion to 31st September is shown below; the full details are shown in Appendix 2. Overall 43% of staff have now completed their statutory training (that training required by law) covering Equality and Diversity, Fire Safety, Manual Handling and Health and Safety. Mandatory training includes further modules in areas considered mandatory by the NHS and those elements relevant to individual roles. Staff have been instructed to prioritise statutory training in the first instance and 24 staff members have fully completed this entire programme. Information Governance training also shown in the attached report has a current completion rate of 47%.

Core Training completion remains a priority for the organisation and a detailed breakdown of staff that have not yet commenced and completed their statutory training is currently being discussed with each Director with a target of full compliance by the end of Q3. Directors are tasked with raising the profile of this across the organisation to ensure their staff are compliant with organisational requirements.

3.1. Core Training Completion Summary



4. Appraisals

July and August saw the launch of the new appraisal system across the workforce and this programme will be on going throughout September. As at the 31st August 2013, 41% of staff had agreed objectives in place. This figure was lower than expected and was partly due to under reporting rather than non-compliance and potentially the roll out of the programme falling over the summer months. HR have worked with Directors to help them raise the profile of the appraisal process and improve completion numbers over the coming weeks. At 31st September, 57% of staff now have agreed objectives in place and HR will continue to work with managers to address any reporting and compliance issues.

5. Attendance Management

Sickness rates across the organisation remain very low. Historically average sickness rates in the PCT were recorded at around 2%. Wiltshire CCG figures are significantly lower than this at 0.63% for the quarter which may indicate a potential under-reporting issue. The HR manager is working with CCG managers to ensure that a culture of sickness reporting going forward is embedded with managers.

5.1. Long Term Sickness

At the end of Quarter 2 the CCG had a total of 1 staff member on long term sick (any period over 1 month). Each case is reviewed by the Manager with HR support on a regular basis.

5.2. Disciplinary, Capability and Grievance issues

The CCG has been supported in managing a number of informal employee relations issues, relating to capability and conduct. One formal grievance was heard and resolved within the quarter and no appeal was received.

6. Equality and Human Rights

The HR Workforce Profile Report at Appendix 1 1 shows in more detail the breakdown of the staffing within the CCG. This is useful information 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 recruitment if the CCG wanted to encourage the development of a more diverse workforce.

The CSU is working with the CCG to provide support in identifying legal requirements, tools for self-assessing equalities performance and conducting EIAs and access to free EIA training and information about the Equality and Human Rights Charter.

7. Policy Development

As part of the HR service specification, Central Southern Commissioning Support Unit (CSCSU) are responsible for the provision of all CCG HR policies.

The CSCSU provided from 1st April 2013 a core set of 8 HR policies covering Discipline, Grievance, Capability, Attendance, Leave, Appeals, Bullying and Harassment and Whistleblowing which have all been ratified and adopted by the CCG. These policies are live on the ConSultHR Portal for all staff to access.

As agreed as part of the Service Level Agreement all remaining CCG HR policies are to be developed by the CSCSU for the CCG and introduced throughout the next 12 months.

The second set of HR policies covering Employee Leave (other than holiday and sickness absence) are now in their final version for circulation to staff prior to being ratified by the CCG Audit and Assurance Committee, when adopted they will replace the current policies rolled over from the PCT, they cover specifically:

1. Maternity Leave (with Maternity User Guide)
2. Paternity Leave
3. Retirement
4. Adoption
5. Parental
6. Career Break

The policies have all been developed in line with Agenda for Change requirements and as a result any variance is generally in terms of presentation, style, tone, and discretionary elements (e.g. delegated authority levels for decision-making) rather than significant changes.

The policies have been negotiated and agreed Nationally by Trade Unions and adopted via the CSCSU Staff Partnership Forum and will be circulated to staff within the CCG for a short review period prior to being finally approved and adopted.

Below is a short summary of the workforce profile for Wiltshire CCG as at 01/10/2013

Workforce Information

Wiltshire CCG employs 111 people. Of these 75 (67.57%) are employed full time and 36 (32.43%) are part time roles. The total full time equivalent employed is 96.85 (FTE).

The workforce hold 111 job contracts, which consists of 94 employees on permanent contracts, 14 on fixed term contracts, 1 on bank and 2 on other contracts.

The monthly payroll cost is:

Actual for September 2013	
Gross Pay	£ 331,254.02
Direct Payments	£ 5,591.15
Employer Charges	£ 71,296.78
Payroll Cost	£ 408,141.95

The structure is as below:

Business Unit	full time	part time	total	%
983 Nursing Directorate	7	5	12	10.81%
983 Continuing Healthcare Directorate	18	5	23	20.72%
983 West Wiltshire, Devizes & Yatton Keynell Group Directorate	8	3	11	9.91%
983 Governing Body Directorate	7	6	13	11.71%
983 Sarum Group Directorate	4	1	5	4.50%
983 Referral Support Service Directorate	4	3	7	6.31%
983 Medicines Management Directorate	3	7	10	9.01%
983 Finance & Information Directorate	12	1	13	11.71%
983 North & East Wiltshire Group Directorate	5	1	6	5.41%
983 Exceptions & Prior Approvals Directorate	3	0	3	2.70%
983 Performance, Planning & Corporate Services Directorate	4	4	8	7.21%
Grand Total	75	36	111	100.00%

Demographics

88 (79.28%) of the workforce is female and 23 (20.72%) are male, but 28 (77.78%) 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	4.50%
30-39	21	18.92%
40-49	35	31.53%
50-59	37	33.33%
60-69	13	11.71%
70+	0	0.00%
Grand Total	111	100.00%

The diversity profile is:

Ethnic Group	No. of Emps	%
Asian or Asian British	0	0.00%
Black or Black British	0	0.00%
Mixed	2	1.98%
Other	0	0.00%
White - British	98	97.03%
White - Other	1	0.99%
Total (without 'Unspecified')	101	100.00%
Unspecified	10	9.01%
Grand Total	111	0.00%

The average age of an employee is 46.

Disability

Disabled	No. of Emps	%
Yes	3	4.00%
No	72	96.00%
Total (without 'Unspecified')	75	100.00%
Unspecified	36	32.43%
Grand Total	111	0.00%

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	7	6.36%
Buddhism	0	0.00%
Christianity	50	45.45%
Hinduism	0	0.00%
Islam	0	0.00%
Sikhism	0	0.00%
Other	6	5.45%
I do not wish to disclose my religion/belief	47	42.73%
Unspecified	1	0.90%
Grand Total	111	0.00%
Total (without 'Unspecified')	110	100.00%

Sexual Orientation

Sexual Orientation	No. of Emps	%
Bisexual, Gay and Lesbian	2	1.82%
Heterosexual	73	66.36%
I do not wish to disclose my sexual orientation	35	31.82%
Unspecified	1	0.90%
Grand Total	111	0.00%
Total (without 'Unspecified')	110	100.00%

Length of Service (at Wiltshire CCG)

110 (99.10%) of staff have been employed less than 5 years and 0 (0.00%) have been employed for 20 years or more.

Sickness

The average fte days lost per month for the period 01-Jul-2013 to 30-Sep-2013 is 0.63.

Staff Turnover (permanent and fixed term staff)

The staff turnover for the period 01-Jul-2013 to 30-Sep-2013 is 2.78%. (No. of Leavers / Headcount)

Starters

For the period 01-Jul-2013 to 30-Sep-2013.

Role	Total
Clerical Worker	4
Community Nurse	4
Senior Manager	2
Manager	4
Grand Total	14

Salary

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

Salary Band	Assignment Count	%
£0 - £9,999	6	5.41%
£10,000 - £19,999	24	21.62%
£20,000 - £29,999	23	20.72%
£30,000 - £39,999	28	25.23%
£40,000 - £49,999	7	6.31%
£50,000 - £59,999	9	8.11%
£60,000 - £69,999	5	4.50%
£70,000 - £79,999	0	0.00%
£80,000 - £89,999	3	2.70%
£90,000 - £99,999	5	4.50%
£100,000+	1	0.90%
Grand Total	111	100.00%

Leavers

For the period 01-Jul-2013 to 30-Sep-2013.

Role	Total
Senior Manager	1
Other Executive Director	1
Accountant	1
Grand Total	3

The average salary is £35,593.65.

End

	B	C	D	E	F	G	
2	Column1	Column2	Column3	Column4	Column5	Column6	
3			Fire Safety and Awareness				
4		Total st	Completed	Not complete	% Complete	% Not complete	
5	CEO/Board	7	6	1	86%	14%	
6	Chair & Non-Execs	6	0	6	0%	100%	
7	Admin Projects	2	2	0	100%	0%	
8	Business Informatics	2	0	2	0%	100%	
9	Communication & PR	3	2	1	67%	33%	
10	Continuing Healthcare	23	6	17	26%	74%	
11	Corporate Costs & Services	2	2	0	100%	0%	
12	Exceptions & Prior Approvals	3	3	0	100%	0%	
13	Finance	11	9	2	82%	18%	
14	Medicines Management	10	8	2	80%	20%	
15	North & East Wiltshire Group Commissioning	6	5	1	83%	17%	
16	Nursing	12	3	9	25%	75%	
17	Referral Support Service	6	3	3	50%	50%	
18	Risk Management	1	1	0	100%	0%	
19	Sarum Group Commissioning	5	3	2	60%	40%	
20	WWDYK Group Commissioning	11	3	8	27%	73%	
21	TOTALS	110	56	54	51%	49%	

	B	H	I	J	K
2	Column1	Column7	Column8	Column9	Column10
3		Manual Handling			
4	To	Completed	Not complete	% Complete	% Not complete
5	CEO/Board	6	1	86%	14%
6	Chair & Non-Execs	0	6	0%	100%
7	Admin Projects	2	0	100%	0%
8	Business Informatics	0	2	0%	100%
9	Communication & PR	1	2	33%	67%
10	Continuing Healthcare	6	17	26%	74%
11	Corporate Costs & Services	2	0	100%	0%
12	Exceptions & Prior Approvals	3	0	100%	0%
13	Finance	9	2	82%	18%
14	Medicines Management	8	2	80%	20%
15	North & East Wiltshire Group Commissioning	5	1	83%	17%
16	Nursing	3	9	25%	75%
17	Referral Support Service	3	3	50%	50%
18	Risk Management	1	0	100%	0%
19	Sarum Group Commissioning	3	2	60%	40%
20	WWDYK Group Commissioning	3	8	27%	73%
21	TOTALS	55	55	50%	50%

	B	L	M	N	O
2	Column1	Column11	Column12	Column13	Column14
3		Equality and Diversity			
4	To	Completed	Not complete	% Complete	% Not complete
5	CEO/Board	0	7	0%	100%
6	Chair & Non-Execs	0	6	0%	100%
7	Admin Projects	1	1	50%	50%
8	Business Informatics	0	2	0%	100%
9	Communication & PR	1	2	33%	67%
10	Continuing Healthcare	4	19	17%	83%
11	Corporate Costs & Services	2	0	100%	0%
12	Exceptions & Prior Approvals	0	3	0%	100%
13	Finance	4	7	36%	64%
14	Medicines Management	4	6	40%	60%
15	North & East Wiltshire Group Commissioning	2	4	33%	67%
16	Nursing	2	10	17%	83%
17	Referral Support Service	0	6	0%	100%
18	Risk Management	1	0	100%	0%
19	Sarum Group Commissioning	2	3	40%	60%
20	WWDYK Group Commissioning	1	10	9%	91%
21	TOTALS	24	86	22%	78%

	B	P	Q	R	S
2	Column1	Column15	Column16	Column17	Column18
3	Equality and Diversity Pre-Assessment				
4	To	Completed	Not complete	% Complete	% Not complete
5	CEO/Board	5	2	71%	29%
6	Chair & Non-Execs	0	6	0%	100%
7	Admin Projects	1	1	50%	50%
8	Business Informatics	0	2	0%	100%
9	Communication & PR	0	3	0%	100%
10	Continuing Healthcare	2	21	9%	91%
11	Corporate Costs & Services	0	2	0%	100%
12	Exceptions & Prior Approvals	3	0	100%	0%
13	Finance	5	6	45%	55%
14	Medicines Management	5	5	50%	50%
15	North & East Wiltshire Group Commissioning	4	2	67%	33%
16	Nursing	2	10	17%	83%
17	Referral Support Service	3	3	50%	50%
18	Risk Management	1	0	100%	0%
19	Sarum Group Commissioning	0	5	0%	100%
20	WWDYK Group Commissioning	3	8	27%	73%
21	TOTALS	34	76	31%	69%

	B	T	U	V	W
2	Column1	Column19	Column20	Column21	Column22
3		Introduction to Adult Safeguarding			
4	To	Completed	Not complete	% Complete	% Not complete
5	CEO/Board	1	6	14%	86%
6	Chair & Non-Execs	0	6	0%	100%
7	Admin Projects	0	2	0%	100%
8	Business Informatics	0	2	0%	100%
9	Communication & PR	0	3	0%	100%
10	Continuing Healthcare	0	23	0%	100%
11	Corporate Costs & Services	0	2	0%	100%
12	Exceptions & Prior Approvals	2	1	67%	33%
13	Finance	1	10	9%	91%
14	Medicines Management	0	10	0%	100%
15	North & East Wiltshire Group Commissioning	1	5	17%	83%
16	Nursing	0	12	0%	100%
17	Referral Support Service	0	6	0%	100%
18	Risk Management	0	1	0%	100%
19	Sarum Group Commissioning	0	5	0%	100%
20	WWDYK Group Commissioning	1	10	9%	91%
21	TOTALS	6	104	5%	95%

	B	X	Y	Z	AA
2	Column1	Column23	Column24	Column25	Column26
3		Safeguarding Children			
4	To	Completed	Not complete	% Complete	% Not complete
5	CEO/Board	2	5	29%	71%
6	Chair & Non-Execs	0	6	0%	100%
7	Admin Projects	1	1	50%	50%
8	Business Informatics	0	2	0%	100%
9	Communication & PR	0	3	0%	100%
10	Continuing Healthcare	3	20	13%	87%
11	Corporate Costs & Services	1	1	50%	50%
12	Exceptions & Prior Approvals	2	1	67%	33%
13	Finance	6	5	55%	45%
14	Medicines Management	6	4	60%	40%
15	North & East Wiltshire Group Commissioning	4	2	67%	33%
16	Nursing	1	11	8%	92%
17	Referral Support Service	0	6	0%	100%
18	Risk Management	1	0	100%	0%
19	Sarum Group Commissioning	1	4	20%	80%
20	WWDYK Group Commissioning	3	8	27%	73%
21	TOTALS	31	79	28%	72%

	B	AB	AC	AD	AE
2	Column1	Column27	Column28	Column29	Column30
3		Health and Safety Awareness			
4	To	Completed	Not complete	% Complete	% Not complete
5	CEO/Board	5	2	71%	29%
6	Chair & Non-Execs	0	6	0%	100%
7	Admin Projects	2	0	100%	0%
8	Business Informatics	0	2	0%	100%
9	Communication & PR	2	1	67%	33%
10	Continuing Healthcare	6	17	26%	74%
11	Corporate Costs & Services	2	0	100%	0%
12	Exceptions & Prior Approvals	3	0	100%	0%
13	Finance	9	2	82%	18%
14	Medicines Management	8	2	80%	20%
15	North & East Wiltshire Group Commissioning	5	1	83%	17%
16	Nursing	3	9	25%	75%
17	Referral Support Service	3	3	50%	50%
18	Risk Management	1	0	100%	0%
19	Sarum Group Commissioning	3	2	60%	40%
20	WWDYK Group Commissioning	3	8	27%	73%
21	TOTALS	55	55	50%	50%

	B	AF	AG	AH	AI
2	Column1	Column31	Column32	Column33	Column34
3	Information Governance: The Beginner's Guide				
4	To	Completed	Not complete	% Complete	% Not complete
5	CEO/Board	1	6	14%	86%
6	Chair & Non-Execs	0	6	0%	100%
7	Admin Projects	2	0	100%	0%
8	Business Informatics	1	1	50%	50%
9	Communication & PR	0	3	0%	100%
10	Continuing Healthcare	0	23	0%	100%
11	Corporate Costs & Services	2	0	100%	0%
12	Exceptions & Prior Approvals	0	3	0%	100%
13	Finance	4	7	36%	64%
14	Medicines Management	1	9	10%	90%
15	North & East Wiltshire Group Commissioning	1	5	17%	83%
16	Nursing	1	11	8%	92%
17	Referral Support Service	0	6	0%	100%
18	Risk Management	0	1	0%	100%
19	Sarum Group Commissioning	0	5	0%	100%
20	WWDYK Group Commissioning	4	7	36%	64%
21	TOTALS	17	93	15%	85%

	B	AJ	AK	AL	AM
2	Column1	Column35	Column36	Column37	Column38
3	Information Governance: The Refresher Module				
4	To	Completed	Not complete	% Complete	% Not complete
5	CEO/Board	0	7	0%	100%
6	Chair & Non-Execs	0	6	0%	100%
7	Admin Projects	0	2	0%	100%
8	Business Informatics	1	1	50%	50%
9	Communication & PR	0	3	0%	100%
10	Continuing Healthcare	0	23	0%	100%
11	Corporate Costs & Services	0	2	0%	100%
12	Exceptions & Prior Approvals	0	3	0%	100%
13	Finance	0	11	0%	100%
14	Medicines Management	0	10	0%	100%
15	North & East Wiltshire Group Commissioning	0	6	0%	100%
16	Nursing	0	12	0%	100%
17	Referral Support Service	0	6	0%	100%
18	Risk Management	0	1	0%	100%
19	Sarum Group Commissioning	0	5	0%	100%
20	WWDYK Group Commissioning	0	11	0%	100%
21	TOTALS	1	109	1%	99%

	B	AN	AO	AP	AQ
2	Column1	Column39	Column40	Column41	Column42
3		Introduction to Information Governance			
4	To	Completed	Not complete	% Complete	% Not complete
5	CEO/Board	4	3	57%	43%
6	Chair & Non-Execs	0	6	0%	100%
7	Admin Projects	0	2	0%	100%
8	Business Informatics	2	0	100%	0%
9	Communication & PR	1	2	33%	67%
10	Continuing Healthcare	10	13	43%	57%
11	Corporate Costs & Services	0	2	0%	100%
12	Exceptions & Prior Approvals	3	0	100%	0%
13	Finance	6	5	55%	45%
14	Medicines Management	6	4	60%	40%
15	North & East Wiltshire Group Commissioning	3	3	50%	50%
16	Nursing	5	7	42%	58%
17	Referral Support Service	4	2	67%	33%
18	Risk Management	1	0	100%	0%
19	Sarum Group Commissioning	4	1	80%	20%
20	WWDYK Group Commissioning	3	8	27%	73%
21	TOTALS	52	58	47%	53%

Summary - Wiltshire CCG

