

Clinical Commissioning Group Governing Body
Paper Summary Sheet
Date of Meeting: 20 May 2014

For: PUBLIC session PRIVATE Session

For: Decision Discussion Noting

Agenda Item and title:	GOV/14/05/15 Workforce Report CSU
Author:	Kate Roberts, Human Resources Business Partner, 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 Q4 and provide workforce data.
Evidence in support of arguments:	HR Workforce Profile Report and Core Training Report
Who has been involved/contributed:	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 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.

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 discuss the report.



Wiltshire CCG, Workforce Report - Quarter 4, 2013-14

1. Introduction

This report has been prepared for Wiltshire CCG and represents the HR report for Quarter 4 as at 31st March 2014. Attached to this narrative report at Appendix 1 is the HR Workforce Profile Report and at Appendix 2, the Core Training Report. Both reports outline 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, the next report covering Quarter 1 – April to June 2014 - will be produced by the 31st July 2014.

2. Establishment

Wiltshire CCG has seen a small reduction in employee numbers since the last report, and has now reached a headcount of 114, with a whole time equivalent (WTE) of 100.13. 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.

The year to date summary of starters and leavers is shown below.

Month	Starters Headcount	Turnover Headcount
April	5	3
May	6	0
June	3	2
July	6	0
August	5	2
September	4	1
October	1	1
November	5	1
December	0	1
January	3	3
February	1	4
March	3	2
Total	42	20

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

2.1. New Staff

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

- Commissioning – NEW Group
- Commissioning – Sarum Group
- Communication and PR
- Nursing
- Referral Support Service

2.2. Turnover and Reasons for Leaving

There have been 20 leavers recorded since 1 April 2013, giving an average of 1.66 leavers per month or 1.46% turnover per month. This equates to a 12 month turnover of 17.52%. This is calculated by dividing the average leavers of 1.66 by the current headcount of 113, multiplied by 100. This formula gives $1.66/114 \text{ headcount} \times 100 = 1.46\% \times 12 = 17.52\%$ for the year.

A total of 9 staff left the CCG during the quarter. The reasons given were 1 x flexi-retirement, 2 x end of fixed term contract, 3 x relocation, 2 x other/not known and 1 x health.

2.3. Length of Service

The length of service from ESR shown in Appendix 1 is shown as being less than 1 year. This does not reflect the CCGs employees' continuous service from previous legacy organisations but rather reflects the fact that the organisation started as a new statutory body on 1st April 2013.

Actual continuous NHS length of service for Wiltshire CCG staff is shown below:

Continuous period of service	Headcount	% of total headcount
0 to 1 year	3	2.63%
1 to 2 years	38	33.33%
2 to 5 years	13	11.40%
5 to 10 years	22	19.30%
Over 10 years	38	33.33%

2.4. Business Unit Structure

The CCG structure shown in Appendix 1 is a direct report from the Electronic Staff Record (ESR) system which was established for the organisation on 1st April 2013. The directorate titles for reporting requirements should be regularly reviewed by the CCG to ensure they are meaningful and continue to reflect the organisation's structure.

3. Core Training

Following the completion of the core learning needs analysis for the organisation, the launch of the Skills for Health e-learning system took place. Staff have now registered in significant numbers on the e-learning site and have begun their tailored training packages. The summary of completion to 31st March 2014 is shown below; the full details are shown in Appendix 2.

Well over 80% of CCG staff have now completed their statutory training (that training required by law) covering the 4 topics of Fire Safety, Manual Handling, Equality and Diversity and Health and Safety.

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These levels of compliance are significantly better than the levels reported in Q3, and reflect the importance the organisation attaches to this training and the attention and support it has been given by CCG Directors and Senior Managers and the CSCSU HR Manager aligned to Wiltshire CCG in particular.

Mandatory training includes further modules in areas considered mandatory by the NHS and those elements relevant to individual roles. In Information Governance, the CCG required staff to complete either the Beginner's Guide or the Introduction to Information Governance. The training completion rate for this topic area as shown in the attached report has a current combined completion rate for IG of just under 80%.

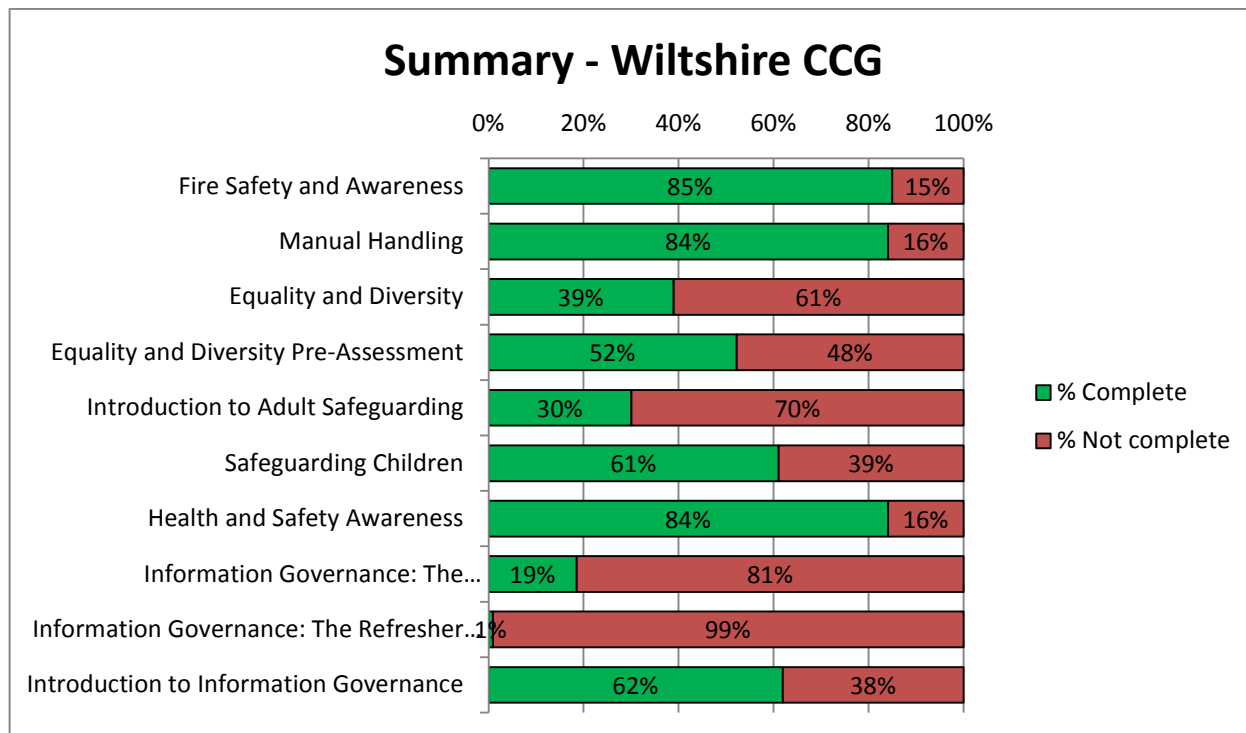
For Equality and Diversity purposes, the CCG indicated that those successfully passing the Equality and Diversity Pre-Assessment module were not required to undertake the full Equality and Diversity module in addition, though a small number did in fact complete both modules. Adjusting for this double-entry in the figures, the overall combined completion rate for Equality and Diversity training has now reached 81%.

The completion rates for both Information Governance and for Equality and Diversity training are both significantly higher than the levels reported in the Q3 Workforce Report.

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 have not yet commenced and completed their statutory training and agree the target and date for achieving full compliance for the organisation.

3.1. Core Training Completion Summary



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4. Appraisals

An appraisal and objective-setting process has been communicated within the CCG and work to ensure that all staff have fresh annual objectives in place for the coming financial year will be a subject of particular focus during the next 2 months. A methodology for managers to report on completion of appraisals has been 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 new reporting mechanism will enable the CCG to monitor the completion of performance reviews, together with objective-setting and the development of individual Personal Development Plans for all employees. HR will work with Directors to help them raise the profile of the objective and appraisal process and improve completion numbers over the coming weeks, and completion rates can then be communicated in the next Quarter 1 report due on 31st July 2014.

5. Attendance Management

Sickness rates across the organisation remain acceptable and reasonably low, although they have risen very slightly since Q3 when they were running at 2.39%. Historically, average sickness rates in the PCT were recorded at around 2 to 3%. Wiltshire CCG sickness absence figures are currently running at 2.43% for the year ending 31st March 2014.

The HR Manager continues to work closely 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.

Locally delivered HR Line Manager training on Absence Management is now also under way in order to coach, support and train managers in handling these issues effectively.

Sickness absence is calculated by: WTE days lost since 1st April to 31st March 2014 = 1010.25/365 days from April to March = 2.77 days lost per day, 2.77/114 headcount x100 = 2.43%.

5.1. Long Term Sickness

At the end of Quarter 4 the CCG had a total of 2 staff members on long term sick (any period over 1 month). Each case is being reviewed and managed 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 and formal employee relations issues, relating to capability and conduct.

6. Equality and Human Rights

The HR Workforce Profile Report at Appendix 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 wish 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 Equality Impact Analyses, access to EIA training and running equalities awareness sessions for the Governing Body and managers.

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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.

A further 6 HR Policies covering various forms of Employee Leave (other than holiday and sickness absence) were published and have been ratified by the CCG Audit and Assurance Committee. These now replace the set of current policies rolled over from the PCT, and cover Maternity Leave, Paternity Leave, Retirement, Adoption Leave, Parental Leave, and Career Breaks.

As agreed as part of the HR Service Level Agreement, the final group of 8 HR Policies have now been published and will be taken to the CCG Audit and Assurance Committee for ratification in due course.

This third tranche covers specifically:

1. Flexible Working
2. Professional Registration
3. Recruiting Ex-Offenders
4. Recruitment and Selection
5. Temporary Promotion
6. Working Time Directive
7. Further Education
8. Training and Development

As before, these 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. They have also been circulated to all CCG employees for information and feedback.

