

**Agenda Item: 13.0**

<h1 style="margin: 0;">Governing Body Meeting</h1> <p style="font-size: 1.2em; margin: 0;"><i>held in private</i></p>	<h1 style="margin: 0;">Report</h1> <p style="margin: 0;">Date of Meeting: 6 September 2018</p>
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<b>Report Title</b>	Workforce Report – Quarter 1 2018-19		
<b>Report Author</b>	<b>Presented By</b>	<b>Responsible Director</b>	
Helen Haynes HR Business Partner	Hein Scheffer Director of Workforce	Hein Scheffer	
<b>Purpose for presenting report</b>	The attached paper is to update on the workforce position and assure the Governing Body in relation to workforce performance and equality, diversity and inclusion.		
<b>Action Required:</b>	To give assurance /For information only		
<b>Approval Route:</b>			
<b>Further Assurance:</b>			
<b>Which Strategic Objectives does this report provide evidence for?</b>			<b>Please Tick</b> ↓
We will commission high quality, safe and sustainable models of care that deliver effective clinical outcomes and patient experience using evidence based decisions and best practice			✓
We will ensure that there is a financially sustainable and affordable healthcare system in Bedfordshire.			✓
We will lead, engage and operate as an effective place based and STP wide system partner to achieve greater integration of care delivery.			
We will support local people and stakeholders to have an influence on services we commission to ensure our decisions are informed and shaped by local views and insights.			
We will operate and manage our Governing Body to the highest standards of accountability and transparency.			
<b>Implications/Assessments</b>	<b>Yes</b>	<b>No</b>	<b>N/A</b>
Have any financial implications been signed off by the Chief Finance Officer?			✓
Have any quality implications been signed off by the Director of Nursing & Quality?			✓
Have any privacy implications been signed off by the Head of Information Governance?			✓
Have any conflicts of interest implications been signed off by the Corporate Office?			✓
Have any public engagement implications been signed off by the Head of Communications & Engagement?			✓
Has an Equality Impact Assessment been carried out?			✓
<b>Key Risks</b>	Recommended actions mitigate the risks set out in the attached paper in relation to workforce management practices and equality and diversity legal obligations.		
<b>Executive Summary</b>	The workforce Q1 report is an update on the workforce position and assure the Governing Body in relation to workforce performance and equality, diversity and		

inclusion.

**Actions / Recommendations:**

**The Governing Body are asked to note the Workforce Report for Quarter 1 for 2018/19.**

**Bedfordshire CCG**

# Workforce Report

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**Quarter 1: 2018-2019**

**July 2018**

This Workforce Report provides an overview on key HR and ODL metrics as at end of Quarter 1 (30 June 2018). Areas covered include sickness absence, employee turnover, establishment, vacancy rates, training and equality monitoring.

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Staff Turnover, Absence & Establishment

**Workforce Establishment & Vacancy Rates**

Budgeted WTE	193.72
Actual WTE	163.45
CCG Vacancy Rate (%)	15.63%
Vacant Posts	30.27

Department	Vacancy Rate (%)	Posts
Admin & Business	24.63%	4.00
CEO/Board Office	-	-
Chair & Non-Execs	9.91%	0.32
Clinical Support	-	-
Commissioning	12.75%	3.00
Communications	10.20%	1.00
CHC	11.68%	3.00
Contracts	15.61%	2.00
Corp Governance	8.60%	1.00
Finance	2.50%	2.50
Medicine (Clinical)	-	-
Medicine Management	37.23%	5.80
Nursing	17.01%	17.01%
Primary Care Support	43.01%	2.00
QIPP	-	-
Quality Assurance	31.63%	1.85
Safeguarding	23.14%	2.80
Commissioning OOH, P/C	-	-

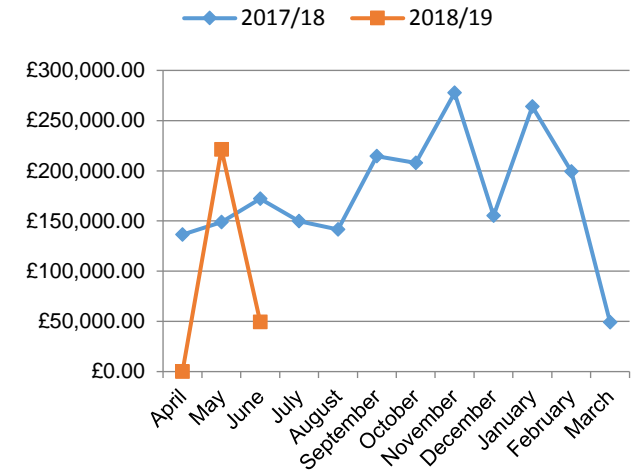
**Staff Turnover**

	Turnover (% FTE)	Turnover (% Headcount)	National CCG Average (%)
Q1 17/18	5.19%	4.75%	1.66%
Q2 17/18	5.41%	5.01%	1.73%
Q3 17/18	3.53%	3.48%	1.22%
Q4 17/18	8.39%	8.44%	1.62%
Q1 18/19	5.38%	5.13%	2.29%**

\*\*Figure calculated from average of previous 3 months. Data not yet released by HSCIC.

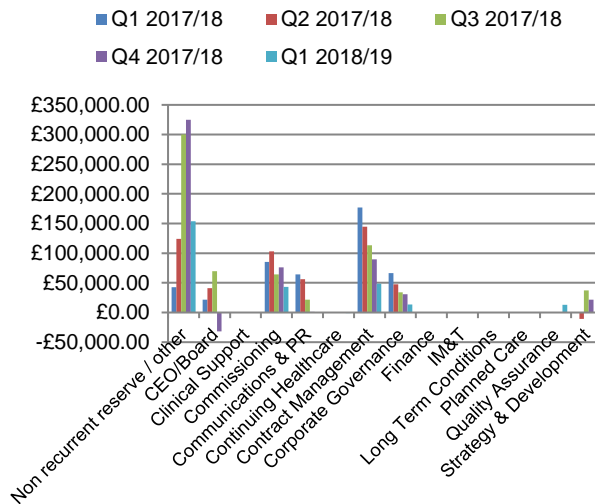
Total number of leavers in the reporting quarter 10

**Agency/Interim Spend**



YTD expenditure: £270,880.27  
 Q1 18/19 spend: £270,880.27  
 June spend: £ 49,546.19

**Agency Spend by Department**

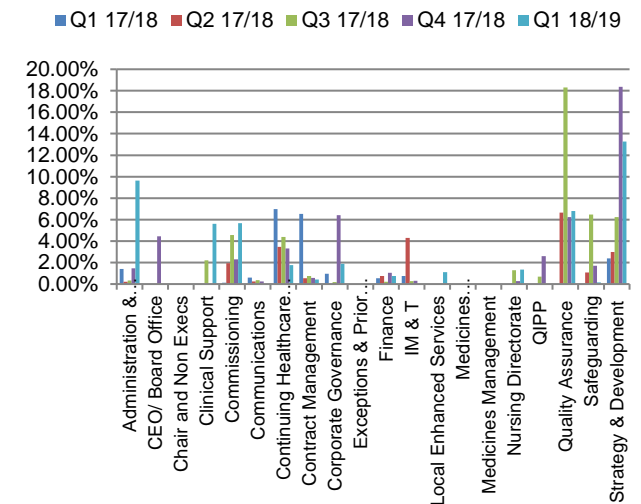


**Sickness Absence**

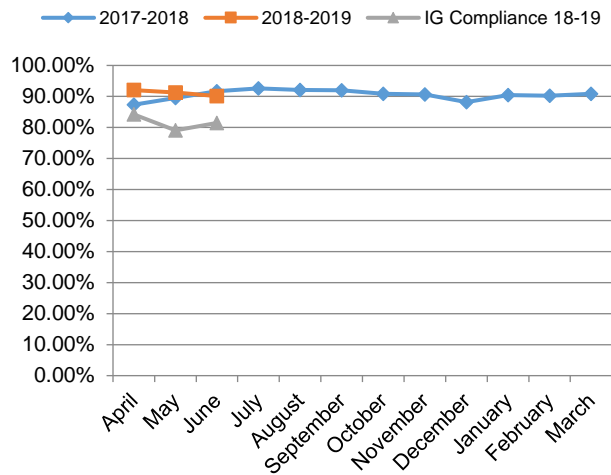
Period	Absence (%)	CCG National Average (%)
Quarter 1 (2017/2018)	2.01%	2.54%
Quarter 2 (2017/2018)	1.51%	2.65%
Quarter 3 (2017/2018)	2.74%	3.10%
Quarter 4 (2017/2018)	2.65%	3.10%
Quarter 1 (2018/2019)	3.11%	2.98%**

\*\*Figure calculated from average of previous 3 months. Data not yet released by HSCIC.

**Absence Rate by Department**



### Mandatory Training Compliance

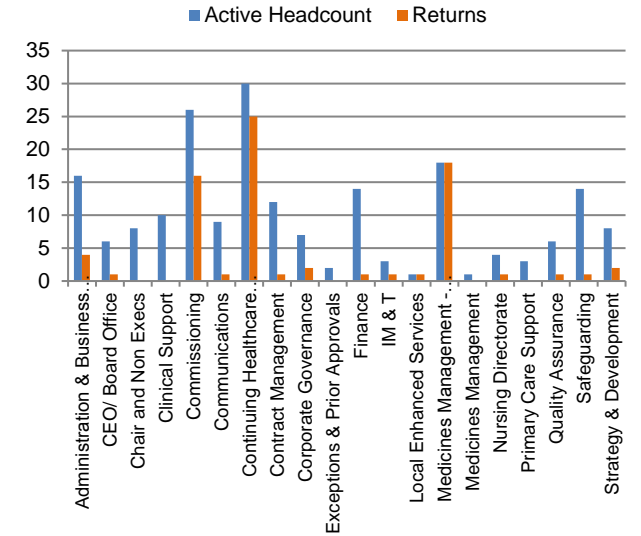


Overall Compliance Rate: 90.12%

### Training Presented

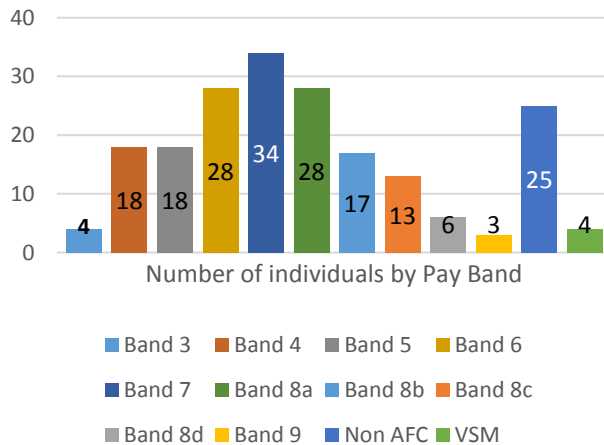
Session	Attendees
Coaching Conversations & Appraisal Skills for Managers	23
Help the CCG to Stamp out Bullying: Staff	11
Help the CCG to Stamp out Bullying: Managers	17
Appraisal Preparation Skills for Staff	1
OLM Training	3

### Appraisal Returns



Compliance Rate: 38.38%

### Workforce Profile by Pay Band

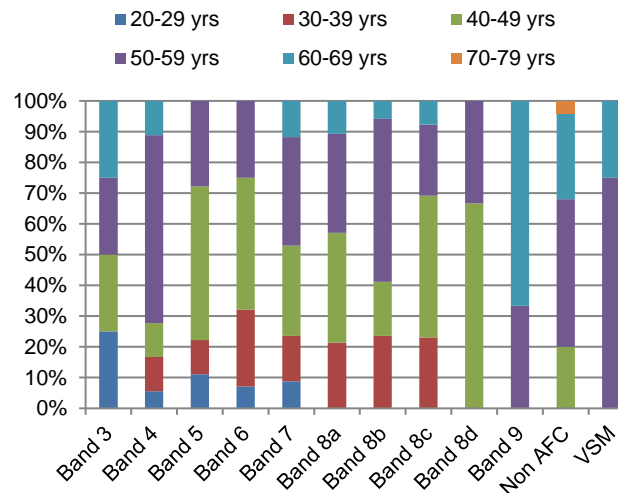


#### Acronyms

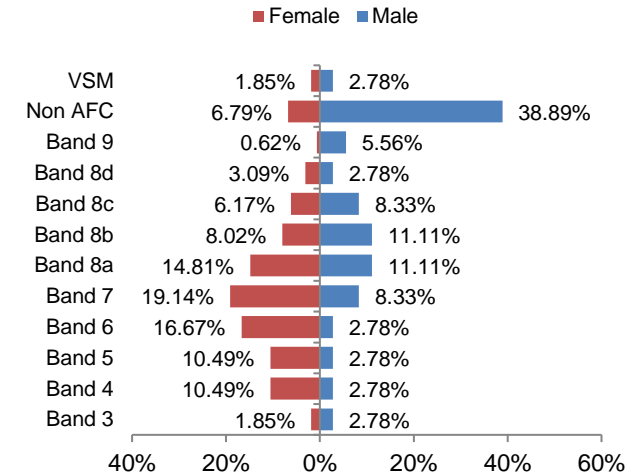
VSM – Very Senior Manager  
Non AFC – Non Agenda for Change

Workforce Equality Information

### Pay by Age



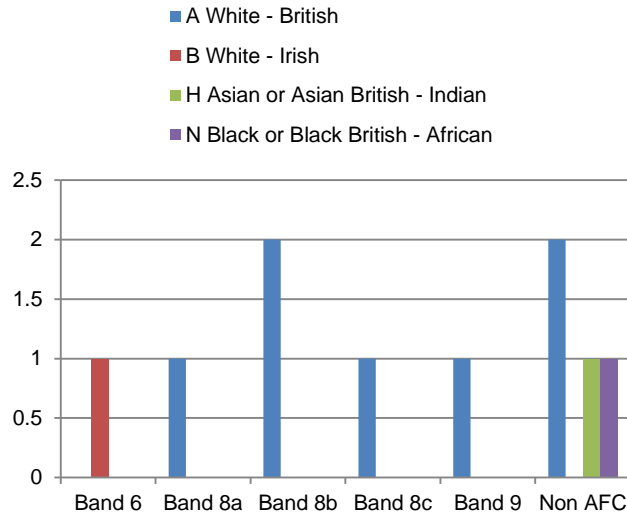
### Gender & Pay



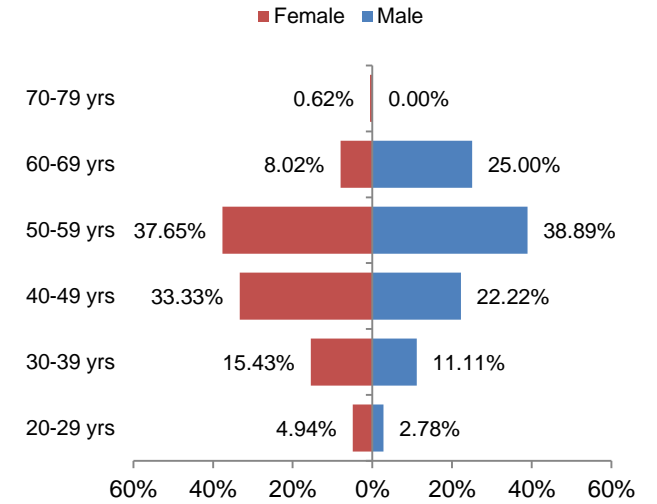
### Ethnicity & Pay

Pay Band	BME	Other	Undeclared	White
Band 3	-	-	-	100.00%
Band 4	11.11%	-	-	88.89%
Band 5	5.56%	-	-	94.44%
Band 6	10.71%	-	7.14%	82.14%
Band 7	8.82%	-	11.76%	79.41%
Band 8a	17.86%	-	-	82.14%
Band 8b	11.76%	5.88%	-	82.35%
Band 8c	-	-	-	100.00%
Band 8d	-	-	-	100.00%
Band 9	-	-	-	100.00%
Non AFC	40.00%	-	16.00%	44.00%
VSM	-	-	-	100.00%

### Starters by Ethnic Origin



### Age & Gender



## Workforce Narrative: Quarter 1 2018/19 Report

### Workforce Establishment and Vacancy Rate

The budgeted number of CCG's workforce establishment for the quarter was 193.72, which is an increase from the last Quarter; the actual WTE in post was 163.45, with some posts currently vacant and being advertised and/or filled currently by an interim.

### Recruitment

Recruitment has continued with 30.37 posts vacant across the CCG in Q1 and has resulted in a vacancy rate of 15.63%.

Vacancies for this quarter were within:

- Admin and Business @ 24.63% (4 posts in total)
- Chair and Non-Execs @ 9.91% (0.32 posts in total)
- Commissioning @ 12.75% (3 posts in total)
- CHC @ 11.68% (3 posts in total)
- Contracts @ 15.61% (2 posts in total)
- Corporate Governance @ 8.60%(1 post in total)
- Finance @ 2.50% (2.50 of a post in total)
- Medicine Management @ 37.23% (5.80 post in total)
- Nursing @ 17.01% (2.10 posts in total)
- Safeguarding @ 23.14% (2.80 posts in total)
- Primary Care Support @ 43.01% (2 posts in total)
- Quality Assurance @ 31.63% (1.85 posts in total)

The current vacancies are continuously reviewed with some posts being moved from either agency to FTC and/or recruited permanently.

### Staff Turnover

10 staff in total left the organisation for this quarter. Staff turnover during this quarter for the CCG was 5.13% of headcount which has decreased from the last

quarter (8.44% in Q4); turnover for the same quarter in 2017/2018 was 4.75% of headcount. The rolling 12 month turnover is 22.84%.

### Key reasons for leaving include:

- Better reward package (x1 Corporate Governance; 1x Finance)
- Promotion (x2 Medicines Management)
- Retirement Age (1x Chair and Non Execs; 1x Finance)
- Retire and Return (1x Safeguarding)
- Work Life Balance (x1 Admin and Business Support; 1x CHC; 1x Finance)

Although there is a significant improvement in the turnover, the HR and ODL team is continuing to review reasons for leaving to establish if there are any patterns which need to be addressed. A retention plan has been devised in conjunction with the National Staff Survey 2017 results, which will lend itself to support the challenges the CCG face in relation to retention of staff. The retention plan will be taken through the normal governance route for approval prior to be published across the CCG.

### Agency/Interim Spend

Agency and interim spend for Q1 was £270,880.27k with the spend @ June £49,546.19. Agency and interim spend continues to be scrutinised Executive team to justify usage where necessary. A recruitment report (including data on interims) is now produced and discussed fortnightly at the Directors meeting.

The CCG is committed to reducing agency and interim spend, focusing on:

- Exploring the possibility of transferring agency workers to a Fixed Term contract where appropriate;
- Encouraging temporary staff to apply and fill permanent vacancies;
- Continued use of the electronic recruitment system (TRAC) which allows for a more streamlined process for all stages of the recruitment cycle giving recruiting managers more control over their vacancies allowing them to anticipate the release of agency workers in a more timely manner;

- Effectively managing staff back to work who are on long term sick, applying flexible working arrangements where possible to support the process.

In addition to the above, the Finance and HR teams meet on a monthly basis to review the spend data and also ensure compliance with NHS England’s strict requirements for pre-approvals on all agencies, interim and compliance with HMRC IR35 regulations and NHSE approval.

### Sickness Absence

The CCG’s sickness absence rate for Q1 was 3.11% which is a slight increase from Q4 (2.65%) and is an increase in comparison to the same period last year (17/18) @ 1.2.01%. The increase could be a result of long term absence cases. All cases are being reviewed and the HR Business Partnering Team are meeting with Directors and Senior Managers across the CCG on a monthly basis to ensure all cases are being managed in line with the CCG Attendance Management Policy.

#### Estimated Costs of sickness absence:

The estimated costs to the CCG for sickness absence for the quarter was £ 36,098.85 which is a decrease from Q4 (£52,237.61).

#### Estimated costs of sickness by directorate is broken down as follows:

##### Sickness cost per department for Q1:

NHS Bedfordshire CCG	£ 36,098.85
Administration & Business Support	£ 2,996.68
CEO/Board	Nil
Clinical Support	£ 2,473.97
Commissioning	£ 14,202.03
Communications	Nil
Continuing Healthcare Assessment & Support	£ 4,378.03
Contract Management	£ 453.24
Corporate Governance	£ 2,145.60
Finance	£ 1,962.31
Local Enhanced Services	£ 113.77

IM & T	£ 139.29
Nursing Directorate	£ 563.18
Primary Care Support	£ 1,559.53
Quality Assurance	£ 2,839.21
Safeguarding	£ 190.62
Strategy & Development	£ 3,780.20

#### Sickness absence top departments:

Admin & Business Support	34.52%
Commissioning	22.42%
Strategy & Development	18.25%

#### Sickness absence top reasons:

The top reason for sickness absence during this quarter classified as days lost: Anxiety, stress, depression (302 days) 59.92%; Unknown causes (104 days) 20.63%; Cold, cough, flu (26 days) 5.16%.

#### Sickness reporting

A change to the reporting of sickness absence is currently taking place and training/drop in sessions have been arranged to support staff and managers with this change. The new system will enable line managers to input sickness data directly on to ESR. There are many benefits to launch of supervisor self-service – sickness absence which include: Local absence management reports; Recording all categories of sickness; Full integration with payroll functionality; Management of entitlements; Line managers can view their team sickness; No more paper forms.

Attendance Management Masterclasses are continuing to be run and managers are encouraged to participate. Ad hoc clinics are also being arranged to provide drop in sessions for managers to give them 1:1 support and advice.

## **Mandatory Training Compliance and Appraisal Rates**

### **Mandatory Training**

The overall Mandatory Training compliance is 90.12% which is still positive and remains consistent with the previous year.

Mandatory training has been rationalised and streamlined to help facilitate the achievement of full compliance. OLM self service platform is now used which works better and links all your mandatory training records to the individuals ESR records. This makes it easier to port prior training and enables the system to automatically notify individuals when a mandatory training is due to expire.

To help facilitate the process the ODL team have automatically enrolled individuals on the mandatory training they require for their role.

### **Training sessions presented**

In addition to the training outlined in the earlier data, training sessions have been delivered by the HR and ODL Team. There has been a low uptake on some courses, so the HR and ODL team are looking additions ways to communicate training courses to staff and manager to increase the course attendance levels.

### **Appraisal Returns**

Appraisal returns at Q1 are low @ 38.38%. Communications to remind both staff and managers have been circulated and the figures have been discussed with the Directors. Training has also been given to managers and staff on appraisals to ensure an understanding of the process, paperwork and support everyone with their completion.