

MEETING

Agenda Item:

Subject:

Workforce Report

Date:

Thursday 29<sup>th</sup> January 2015

Author:

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Lead Director:

Karen Fisher, Executive Director of Human Resources

Executive Summary

Staff in post numbers remain broadly comparable to that in November 2014 standing at 3672.99 wte's at the end of December 2014. Budgeted establishment increased by 16.33 wte's bringing the Trust vacancy rate to 5.87%. The Trust continue to actively recruit Registered Nurses with 35 international nurses due to start between now and the end of March. In order to aid retention and enhance the induction process the Trust has taken the decision to initially appoint overseas Registered Nurses as Band 2 Health Care Support Workers on condition that they provide proof of pre-registration pin number from the NMC. Once confirmation of the NMC pin number is received they will move to their substantive Band 5 post. There are 29.43 wte Medical vacancies, 15 wte's are currently being funded by variable pay, as these posts are recruited to the funding will be transferred to fixed pay. These posts will be reflected in establishment from April 2015.

**Pay Expenditure- Please note: the pay position reported in this paper does not include ROE or central reserves information. It reports the divisional and corporate spends only and may therefore vary from the totals referenced in the finance reports.**

Total pay expenditure continues to be significantly above plan. The pay budget for December was £13.62m, with pay spend totalling £14.46m an £841k overspend in month. Fixed pay remains underspent (£477k) due to the level of vacancies. Variable pay decreased from last month by £134k (£1.93m in December from £2.06m in November). Top 3 areas of variable pay spend:

- **ED Medical - £187k** – There are 2 Specialty Locum Doctors working Supernumerary periods until the end of February 2015. There are 4 Consultant and 6 Specialty Doctor vacancies being covered by agency staff. Variable pay has been impacted by the flow pressures within the Trust, extra cover at Consultant, Specialty Doctor and Junior level has been utilised to support flow issues.
- **Cardiology Medical – £111k** – There is 1 Consultant vacancy being filled by agency with a substantive appointment starting March 2015. 1 locum is being utilised to support outpatient activity, both Agency locums are participating in a 1:5 on call pattern. A business case is being developed for a 7th substantive Cardiologist.
- **Stroke Unit - £81k** – At the end of December the unit had 14.18 wte vacancies, 13.94 wte of those are attributable to Registered Nurses and a sickness absence rate of 6.01%. 3 Registered Nurses are due to commence employment in the next 4 weeks and Stroke have an independent rolling advert to attract Registered Nurses. The sickness is being proactively managed in accordance with the Sickness Absence Policy.

Overall Medical variable pay marginally decreased by £19k due to waiting list initiatives reducing by £56k in month, however Medical Agency use increased by £31k in month.

**Sickness Absence** -The Trust sickness rate in December increased to 4.42% for the fourth consecutive month, the sickness absence rates continue to remain lower than the 2013/2014 rates, the year to date sickness absence rate stands at 4.10%, this compares with 4.60% in the same period of last year. Despite tracking below 2013/2014 trend there has been a month on month increase from September 2014, this is consistent with 2013/2014 trend excluding December 2014, where previous years have seen a decrease and this year saw an increase. The increase is predominantly due to the increased long term sickness absence, all long term sickness absence cases are being reviewed by the Assistant HR Business Partners to ensure that line managers are taking appropriate action to facilitate return to work dates. All sickness absence rates are reviewed and actions agreed at monthly divisional confirm and challenge meetings with the HR Business Partners and Divisional Managers, with the focus being on those staff who have triggered the policy and long term sickness cases.

**Appraisal compliance** -Positively appraisal compliance increase by 2% in December 2014 to 85%. The 98% compliance target is still being driven, with regular reminders being sent to managers on the number of outstanding appraisals within the divisions. There are now 471 appraisals outstanding compared with 551 in November 2014. It should be noted that Radiology, Pharmacy and Community Midwifery are 100% compliant with appraisals.

**Mandatory Training** – There was a 1% increase in mandatory training compliance between November and December to 83%.

Industrial action continues to be taken by Trade Unions as detailed within the report, the next day of action being 29<sup>th</sup> January 2015 with 12 hour stoppage being put in place followed by a month of work to rule. The Trust is working in partnership with staff side colleagues to ensure provision of safe services, contingency plans are in place.

Recommendation for the Board of Directors:

- Note the workforce key performance indicators presented
- Acknowledge the actions being taken to improve performance

Relevant Strategic Objectives (please mark in bold)	
<b>Achieve the best patient experience</b>	<b>Achieve financial sustainability</b>
<b>Improve patient safety and provide high quality care</b>	Build successful relationships with external organisations and regulators
<b>Attract, develop and motivate effective teams</b>	

<b>Links to the BAF &amp; Corporate Risk Register</b>	
<b>Details of additional risks associated with this paper (may include CQC Essential Standards, NHSLA, NHS Constitution)</b>	All HR policies and procedures are produced in line with CQC standards. Where targets aren't met, this can provide a risk to quality of care and financial position.
<b>Links to NHS Constitution</b>	Staff – your rights and NHS pledges to you Staff – your responsibilities
<b>Financial Implications/Impact</b>	Reporting of staff numbers which have an impact on pay spend.
<b>Legal Implications/Impact</b>	Non compliance with mandatory training targets can impact upon litigation cases
<b>Partnership working &amp; Public Engagement Implications/Impact</b>	N/A
<b>Committees/groups where this item has been presented</b>	N/A
<b>Monitoring and Review</b>	Executive Director of HR monitors performance and actions on a monthly basis. Trust workforce performance is also tracked via a number of performance meetings, specifically the monthly Confirm & Challenge which are chaired by the Deputy HR Director.
<b>Is a QIA required/been completed?</b>	N/A