

BOARD OF DIRECTORS MEETING

Agenda Item:

Subject:

Workforce Report

Date:

Thursday 31st July 2014

Author:

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Lead Director:

Karen Fisher, Executive Director of Human Resources

Executive Summary

Our workforce information identifies that **staff in post** numbers remain comparable in June to that in May. Vacancies increased in June to **300.54 wte**, the increased numbers are reflective of the rise in establishments (**34.72 wte**) for the Registered Nurse Keogh investment which has now been funded into divisional budgets. 12.13 wte's have been allocated to PCS and 43.48 wte's for ECM. CIP wte's have been removed from divisional budgeted establishments therefore the overall increase in wte's is 34.72wte's. The budgeted establishment for the Trust now stands at 3887.37 wte's and work is being undertaken to validate budgeted establishments. The vacancy rate stands at **7.73%**. Work is now being undertaken to operationalise the Keogh nursing investment.

Recruitment activity remains high – 58 adverts were placed throughout June 2014. An international recruitment trip to Rome took place in June and 13 nurses were offered employment with the Trust, however attrition rate is challenging with candidates accepting and then declining offers, the international recruitment strategy is currently being reviewed. **249 posts were offered to candidates** throughout June 2014, compared to **107** posts in May, this increase is attributable to the planned Junior Doctor changeover, however this still reflects an additional 23 offers in June compared to May. At the end of June, out of the **245 candidates** within the system there were **90 cases** that breached the 3 week pre-employment check target (32%), the high number of breaches are due to the recruitment of Bank Health Care Support Workers where there have been issues with candidates providing pre-employment check information. Extra resource has temporarily been funded for the recruitment team to continue to manage the volume of recruitment activity currently taking place in the Trust.

Pay expenditure remains a considerable challenge. Pay was overspent by £255k in June 2014, **fixed pay** was £12.21m. Variable pay is the area of challenge for the Trust with £1.96m being spent in June 2014, this was an overspend of £1.06m, although still high positively variable pay spend reduced for the first time in the financial year in June.

The **Nurse Bank** fill rate for June 2014 was 46% compared with 47% in May 2014. There are a number of changes taking place within the Nurse Bank which includes extended opening times to accommodate the needs of the business. A Project Manager has been appointed to review the Bank and E-Rostering systems and processes.

Sickness absence in June 2014 stood at 4.35% this position is lower than the same period last year (4.71%). Anxiety/stress/depression remains the highest absence reason. The new Sickness Absence Policy has now gone live and all managerial resources have been uploaded to the intranet pages, training sessions have taken place and HR are now holding 1:1 sessions for managers to discuss the practical application of the policy.

Appraisal compliance for the Trust stood at 81% in June 2014 a decrease of 3%. The new 98% target is being driven within the divisions and the decrease in appraisal compliance will be discussed at the next Executive Management team in order to formulate action plans.

Focus going forward is ensuring robust application of the new Sickness Absence Policy in order to drive reductions in sickness absence at the Trust and managers to focus on increasing appraisal compliance. Further to this improved understanding of the variable pay spend is vital in order to drive reductions.

Recommendation for the Board of Directors:

- Note the workforce information presented
- Acknowledge the actions being taken to improve performance take note of the information provided in the report.

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

Links to the BAF & Corporate Risk Register	
Details of additional risks associated with this paper (<i>may include CQC Essential Standards, NHSLA, NHS Constitution</i>)	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.
Links to NHS Constitution	Staff – your rights and NHS pledges to you Staff – your responsibilities
Financial Implications/Impact	Reporting of staff numbers which have an impact on pay spend.
Legal Implications/Impact	Non compliance with mandatory training targets can impact upon litigation cases
Partnership working & Public Engagement Implications/Impact	N/A
Committees/groups where this item has been presented	N/A
Monitoring and Review	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.
Is a QIA required/been completed?	N/A

