

BOARD OF DIRECTORS MEETING
QUARTERLY HR REPORT

Agenda Item:
Subject: Quarterly Workforce Report
Date: Thursday 31st July 2014
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Lead Director: Karen Fisher - Executive Director of Human Resources

Executive Summary

At the end of quarter 1 the Trust budgeted establishment stood at 3887.37, the increase in the quarter is due to the Registered Nurse Keogh funding being funded into divisional budgets. **Staff in post** has remained broadly comparable in quarter 1, and it is anticipated that in the next quarter the Registered Nurse staff group will increase when the 13 recently appointed international recruits commence in post and 51 NQN's start in September. The recruitment campaign continues for Registered Nurses. The **vacancy rate** has increased in quarter 1 to 7.73%, this is due to the Keogh investment as described above.

Total Pay increased to £42.5m in quarter 1, a reduction of £593k when compared to quarter 4. Central reserves and facilities figures have not been accounted for within these numbers. **Fixed pay** totalled £36.4m in quarter 1 meaning a decrease of £673k compared to quarter 4. **Variable pay** continues to remain high for the Trust totalling £6.1m in quarter 1 compared with £6.03m in quarter 4, the main increase in quarter 1 being due to the Medical variable pay spend where the Trust has been using agency staff to fill vacant training posts.

Recruitment activity has increased during quarter 1 with a total of 162 adverts being placed on NHS jobs. There were 484 offers of employment made in quarter 1 of the financial year with 119 of those being due to the junior doctor changeover which takes place in August 2014. Temporary extra resource has been put into the recruitment department and an interim Recruitment Manager has been appointed to review systems and processes.

Turnover remains low for the Trust with the average turnover for quarter 1 being 0.83% compared to a higher turnover rate of 0.94% in quarter 4. There was a small junior doctor changeover in April of quarter 1, however the information is showing that there have been less starters and leavers in quarter 1 than quarter 4, the Registered Nurse staff group represent the highest amount of leavers with 23 wte's leaving within quarter 1. Although there continues to be a high number of leavers the Trust has increased Registered Nurse staff in post in the last 12 months by 41 wte's. Research done by NHS Employers has shown that other Trusts are facing recruitment shortages within the Registered Nurse staff group and that a high number of NHS organisations have already or are considering the use of international recruitment to fill the gaps.

Sickness absence at the end of quarter 1 stood at 4.46%, this is a decrease of 0.24% from quarter 4, an increase in quarter 1 has been seen in long term sickness (more than 28 days), the Trust is confident that long term sickness absences are being managed effectively. The **cost of sickness absence** in quarter 1 was £1.2m. The new Sickness Absence Policy was launched on the 1st July and it is anticipated that this policy will reduce sickness absence by 0.5% by the end of the financial year.

Appraisal compliance measures have been changed for the new financial year with a new target being set at 98%, the Trust appraisal compliance at the end of quarter 1 was 81% which has declined by 3% between the end of May and the end of June. Action plans are being put in place to address decline in appraisal compliance with the main focus being in the Corporate division who has shown the most considerable decline. Planned Care & Surgery remain the division with the highest number of outstanding appraisals. HR are working with the divisions to develop action plans in order to increase compliance.

Mandatory training for the Trust stood at 78% at the end of May 2014 which was the same as March 2014, mandatory training target is now 90% which has been set by the CCG's. The Mandatory Training Policy has recently been reviewed in light of a number of course changes. **The CQC report has made reference to the Trust not being compliant with the 90% target for mandatory training, the Training & Development department** have already been working on a number of initiatives such as increased use and access of e-learning resources to help improve compliance rates and the development of a new suite of performance management reports through the ESR system which will help managers to drive compliance at a local level.

There were 22 on-going cases for **employee relations** at the end of June 2014.

The **Staff Survey** action plan has now been completed and lead's for each action have been identified, an update against plan is provided within the main body of the report with notable progress being made.

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 (may include CQC Essential Standards, NHSLA, NHS Constitution)	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

