

<b>Trust Board meeting (Part 1)</b>		<b>Date:</b>	<b>30 March 2016</b>
<b>Agenda item</b>	<b>Title</b>	<b>Executive Director lead and presenter</b>	<b>Report author</b>
<b>BD/15/280</b>	<b>HR Report</b>	<b>Sue Hall, Director of Resources</b>	<b>Jenny Turton, Head of Human Resources</b>
<b>This report is for:</b>			
Decision			
Discussion			
To Note		X	
<b>History</b>			
<i>None.</i>			
<b>The following impacts have been identified and assessed within this report</b>			
Equality	None identified.		
Quality	None identified.		
Privacy	None identified.		
<b>Executive summary of key issues</b>			
<p>This report provides commentary on staff in post; current vacancies; turnover; sickness absence; current disciplinary activity and an update of recruitment and retention activity</p> <p>This report shows that the Trust currently employs 3321.34 fte staff.</p> <p>The number of vacancies currently active and being recruited to across the Trust are 194.09 fte/226 heads. Out of these 100 posts are currently being advertised.</p> <p>The current turnover rate for the Trust, based on a twelve month period is 13.51% and is calculated using the Trust measure which is based on permanent staff only and excludes non voluntary reasons for leaving. There have been no TUPE transfers in or out of the Trust in February.</p> <p>The current Trust rolling 12 month sickness rate is 4.51%. A new benchmark has been introduced this month which compares our sickness absence rates with a similar Trust. The most frequent cause of absence is anxiety/stress/depression/other psychiatric illnesses (21.1% for the 12 months to 29 February 2016). Absence rates remain highest among clinical support staff (5.97% FTE absence) followed by estates staff (4.85%).</p> <p>There are currently 15 disciplinary cases currently underway within the Trust.</p>			
<b>This report addresses these strategic priorities:</b>			
We will deliver the best care			
We will support and develop our staff			
We will continually improve what we do			
We will use our resources wisely			

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## 1 Staff in Post and Current Vacancies

The Trust currently has 3321.34 fte staff compared with 3186.71 in February 2015. Staff in post figures over the last 6 months are shown below, and show an improving picture-

Month	FTE
January 2016	3297.55
December 2015	3291.73
November 2015	3295.38
October 2015	3277.00
September 2015	3264.25
August 2015	3238.20

The actual number of vacancies currently active and being worked on by the Recruitment Team at 11 March 2016 are 226 (194.08 fte). These are split by LDU as follows:-

LDU	FTE	Heads
Corporate	18.43	42
BaNES	14.00	18
Bristol	20.00	21
S.Glos	7.6	9
Wiltshire	24.35	25
Secure	42.8	43
Specialised	43.9	45
North Somerset	3.00	3
Swindon	20.00	20
TOTAL	194.08	226

## 2 Turnover

The current turnover rate for the Trust, based on a twelve month period is 13.51%, compared with 14.15% in February 2015. This rate is calculated using the Trust measure which is based on permanent staff and excludes non-voluntary reasons for leaving.

There were 38.50 fte new starters in January and 50.67 fte in February. These staff were new to AWP or returning following retirement. For the period of October to December 2015 the average number of new starters per month was 37.65 fte.

There were 30.09 fte leavers in January and 40.23 fte in February. This compares with an average of 36.30 fte leavers per month between October and December 2015.

These figures do not include staff moving posts within the organisation which account for a further 18 new starters as a result of voluntary change of posts or promotions.

There have been no TUPE transfers in and out in the month of February.

### 3 Sickness Absence

The current Trust rolling 12 month sickness rate is 4.51%, compared to 4.71% in January 2015. The long term sickness rate in February is 2.48% and the short term rate is 2.21%.

In this month we have introduced a new benchmark measure for sickness absence and have identified Northumberland, Tyne and Wear NHS Foundation Trust as an appropriate comparator. The most recent sickness absence data which is available to us is for November 2015 and for NTW was 5.67% compared to 4.37%.

Over the previous months the comparison is:-

	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15
AWP	4.65%	4.33%	4.26%	4.47%	4.48%	4.55%	4.65%	4.47%	4.64%	4.37%
NTW	6.19%	5.38%	5.15%	5.11%	4.97%	4.92%	4.94%	5.28%	5.58%	5.67%

The most frequent cause of absence is anxiety/stress/depression/other psychiatric illnesses (21.1% for the 12 months to 29 February 2016) followed by unknown causes (19.2%) then other musculoskeletal problems (9%). Staff are now no longer be able to report an absences as being due to 'Other known causes' which will improve the accuracy of reporting, although this will take some time to filter through due to the 12 month period that is considered for absence.

Absence rates remain highest among clinical support staff (5.97% FTE absence) followed by estates staff (4.85%).

In addition to the usual activity within the Trust to support staff to return to work, our Occupational Health Provider is due to commence a programme of meetings with Line Managers and Human Resources over the coming months to review sickness absence cases and to provide additional input where necessary.

Initial discussions have taken place reviewing potential services the Trust could offer to its own staff who suffer from anxiety/stress/depression/other psychiatric illnesses. Furthermore the Director of Organisational Development and the Head of HR have had initial discussions with the Trust's Occupational Health Provider regarding Wellness and Resilience initiatives.

## 4 Disciplinary

The Trust disciplinary policy states that cases should normally be concluded within 12 weeks, 40% of current cases, where the police are not involved, are out of time. The reasons for this are highlighted in the table below.

### 4.1 Current Disciplinary Cases

	Current cases	No of cases over 12 weeks	Suspensions	No of cases where police involved	Comments on cases over the 12 week period
BANES	1	0	1	0	N/A
Bristol	6	2	1	2	Police involved at the beginning of one case but they are no longer involved; Christmas and annual leave
North Somerset	3	3	1	0	A number of changes of Investigating Officer as a result of sickness absence Annual leave and sickness absence
Secure	1	1	1	0	Linked to Counter Fraud issue, provisional hearing date being arranged
South Glos.	0	0	0	0	N/A
Specialised	1	1	1	0	Some sickness of Investigating Officer – report due to be concluded shortly after Easter
Swindon	1	0	0	0	N/A
Wiltshire	1	1	1	1	Police have not given us approval to commence our investigation
Corporate	1	1	0	0	Initial fact finding investigation followed by a delay in appointing the Investigating Officer for the substantive investigation
Total	15	9	6	3	

The costs related to the amount of time the six staff have spent on suspension equate to £84,308 based on basic salary costs only.

50 disciplinary cases have been closed since 1 April 2015; of these 16 (32%) were closed within the Trust timeframe.

In comparison with two other Trusts (an Acute Trust and a Mental Health Trust) at face value, we have a higher number of disciplinary cases, however it is difficult to compare purely raw data for many reasons, including an assumption that we may be tackling issues more robustly.

## 5 Recruitment and Retention Activity

As stated previously the actual number of vacancies currently active and being worked on by the Recruitment Team as at 11 March 2016 are 226 (194.09 fte). Of these vacancies:-

- 100 posts are currently being advertised
- 61 posts are currently being shortlisted
- 8 posts have an interview date arranged
- 16 posts have been interviewed for and Recruitment are awaiting the outcome

The total number of offers made in this financial year to 4 March 2016 is 1416. During this period 112 applicants declined the role (77 for personal/unknown reasons, 27 as they had received another offer of employment and 9 found another job within AWP). During this period 101 offers of employment made by the Trust were withdrawn (27 due to unsatisfactory clearances, 79 due to incomplete clearances or a failure to respond to those clearances and 1 as the individual did not start work with the Trust).

It has been agreed that once a year the Head of HR and the Recruitment Lead will carry out a deep dive of the statistics in connection with declined and withdrawn offers to understand this more fully. Information will be shared with the Finance and Planning Committee at that stage.

Quarter 4 recruitment KPI's will be available in the May report.

The implementation of TRAC is on course with a planned go live date of mid April. The Recruitment Lead is working with the Communications Team to draw up an appropriate set of communication literature to raise awareness of this new system.

Bristol is carrying out a number of skill mix reviews to ensure the right number of people with the right skills are in post. This piece of work has impacted on the number of live recruitment episodes currently being undertaken, however once the outcome of the skill mix review is in place, a recruitment campaign will commence.

Wiltshire are currently undergoing a recruitment campaign for the vacancies within their area as unfortunately they were not successful in obtaining any candidates from the recent centralised recruitment campaign. Alongside this discussions are taking place with a provider of keyworker accommodation.

Secure are investing in a local campaign targeting known registered nurses in the area who do not currently work for us. They are also establishing, in the first instance, a small supernumerary team of staff on annualised hour's contracts. This team will be made up of staff who cannot commit to the working patterns required by particular ward teams. In addition Secure are also campaigning to increase the understanding of bank workers regarding working in Secure.

All LDU's are currently determining the scale of vacancies as a result of the safer staffing levels which have recently been signed off. The impact of this on vacancies will be shared in due course and will link the work being carried out by Finance and Workforce colleagues to maintain the establishment on ESR.

A meeting has been arranged on Monday 21 March with key stakeholders to review and enhance retention activities within the Trust.

## 6 Recommendations

The Trust Board are asked to **note** this report.

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