

## Integration Joint Board

Agenda item:

**Date of Meeting:** 25<sup>th</sup> March 2020

**Title of Report:** Staff Governance Report for Financial Quarter 3

**Presented by:** Charlie Gibson HR Lead (HSCP)  
Jane Fowler, Head of Customer Support Services (ABC)

### The Integration Joint Board/Committee is asked to:

- Note the content of this quarterly report on the staff governance performance in the HSCP.
- Note that the Head of Customer Support Services will make a short presentation on the key issues in the report
- Note the reduction in employee relations cases
- Note that absence continues to be a challenge for the partnership
- Note the progress being made in improving the presentation of report data on staff governance

## 1. EXECUTIVE SUMMARY

This paper sets out the key issues and quarterly performance data from the two employing parent bodies for staff governance in the Health and Social Care Partnership. Narrative is contained in the body of the text and detail is presented in Appendices. The data provided covers the period from October – December 2019.

Staff Governance is defined as “*A system of corporate accountability for the fair and effective management of all staff.*”<sup>1</sup> The Standard requires all NHS Boards to demonstrate that staff are:

- Well informed
- Appropriately trained and developed
- Involved in decisions
- Treated fairly and consistently, with dignity and respect, in an environment where diversity is valued; and

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<sup>1</sup> NHS Scotland Staff Governance Standard, 4<sup>th</sup> Edition, Published 2012.

- Provided with a continuously improving and safe working environment, promoting the health and wellbeing of staff, patients and the wider community.

In the context of health and social integration, we also consider the following:

- adopting best practice from both employers
- development of joint initiatives that support integration
- compliance with terms and conditions and employing policies
- service change implications for the workforce and compliance with the above.

## **2. INTRODUCTION**

This report provides an overview of the staff governance issues in relation to the Standards outlined above as raised and discussed at the Strategic Leadership Team and Joint Partnership Forum. This report is presented to the IJB on a quarterly basis. This report includes updates on:

- Progress under the five Staff Governance themes
- Additional Integration activities relating to staff
- Spotlight on Staff Wellbeing – Analysis of Reasons for Absence and actions
- Supporting Performance Data
- Work planned over the next 3 months

The data represents Financial Quarter 3, 2019/20 (Oct - Dec 2019) unless otherwise stated.

## **3. PROGRESS UNDER THE FIVE STAFF GOVERNANCE THEMES**

### **3.1 Well Informed**

Regular communication channels continue to provide regular updates to employees working in the HSCP. These include a NHS Highland CEO weekly email, Chief Officer's updates, a monthly NHH Team Brief and various service specific updates from managers. Key information is cascaded through huddles and Service/Locality team meetings.

The Council's Intranet (the Hub) and the NHS intranet continue to be key sources of information for staff. A monthly Cascade is issued to staff, with a quarterly magazine also issued. Local arrangements are made where possible to provide printed copies of key materials on noticeboards for staff who do not have access to ICT.

### **3.2 Appropriately Trained and Developed**

The Chief Officer has reinforced the importance of carrying out a PDP (Personal Development Plan) or PRD (Performance Review and Development) for staff. The target is a 90% completion rate. The OD team are supporting managers and staff on how to access and complete these. These conversations together with regular 1:1 meetings enable performance and attainments to be reviewed and training needs to be identified. SLT agreed to use a new template for 1:1s at its meeting in January.

The Council and NHS Highland offer a range of training opportunities for staff. Some is directly required for the individual's role/job (e.g. professional qualifications), others are related to the individual's PRD/PDP, and others are statutory or mandatory training requirements.

During FQ3 19/20, a total of **79** courses were completed by Council staff within the Partnership, which equates to **9.3%** of the current employees within the Partnership. A total of **754** online e-learning courses were completed during the period, via LEON, the Council's e-learning platform. Further details are shown at Appendix 1.

The Social Work Training Board currently identifies and approves training necessary to meet statutory and service requirements, and monitors progress of SVQ candidates in social work services. Representation is from managers across all Social Work professional areas and it is chaired by the Head of Children, Families and Criminal Justice. SLT decided at its January meeting to extend this board's remit to include all HSCP training, allowing managers to take a holistic approach to their team's learning and development. This change will now be implemented.

The OD and HR team continue to support compliance in Statutory/Mandatory training for NHS staff, holding LearnPro workshop events across localities. Whilst there are workload challenges with attending training, ultimately this training is essential to the safety and quality of services that the HSCP delivers. Compliance figures are presented in Appendix 1 for NHS staff. The figures show that A&B HSCP compliance rates are slightly lower than the rest of NHS Highland. In particular the modules Moving and Handling Practical skills (Nursing Band 1-6), Hand Hygiene (all staff just once), Equality and Human Rights all staff to be completed every 3 years and Violence and Aggression Practical skills, Nursing, Midwifery and AHP Band 1-6 and medical and dental. Managers and staff need to take responsibility to ensure that all statutory and mandatory training is updated to ensure 100% compliance rates as non-completion presents a risk to the organisation due to it being contractual to their employment.

Outcomes from PRD/PDPs, along with workforce planning information (see below), inform training plans. As well as delivering SVQs and supporting degree students, there is an increasing demand for technology and digital training to ensure that the workforce develops appropriate skills to maximise opportunities for new approaches to service delivery.

The Council's training centre delivers SVQs for council staff and the joint training board will explore ways to improve SVQ accessibility for NHS staff.

### **Leadership and management development activity**

The NHS Highland group Developing Teams Leadership and Management is continuing to progress with Argyll and Bute OD involvement, and includes Project Lift. The Council continues to run the Argyll and Bute Manager Course, which has several HSCP delegates, including NHS employees, enrolled on it.

A new NHS corporate induction portal was launched in January. A local induction for staff in Argyll and Bute is being explored and forms part of the Joint Partnership Forum improvement plan.

### **3.3 Involved in Decisions**

Staff-side and HR continue to be involved in Short-Life Working Groups (SLWG) to take forward change projects and service redesigns. These groups ensure compliance with employee policies and procedures and to ensure that there is involvement at the early stages of redesign. A new joint HR process for matching/selection for integrated posts has been developed and used in the recent management structure redesigns.

Progress on the Joint Partnership Forum improvement plan is being reported to the JPF. The actions in the plan seek to simplify processes, improve information and provide training and support for managers.

We are committed to working in partnership through the HSCP Joint Partnership Forum, Staff Liaison Group and Organisational Change Group.

### **3.4 Treated Fairly and Consistently**

The main focus of attention in this area of staff governance is the post-Sturrock Culture Fit for the Future Action plan, which is due to be implemented through a range of training, awareness raising and train the trainer activities. This is being led by NHSH in Inverness.

Related to this, the Argyll and Bute Engagement Exercise is now live in Argyll and Bute for NHS staff. The findings are due to be reported in May.

### **3.5 Provided with a continuously improving and safe working environment**

Co-location in Lochgilphead has progressed well, with good synergies being reported and Aros is now vacated. The more complex co-location across 3-4 buildings in Oban is ongoing.

## **4. ADDITIONAL INTEGRATION WORK**

### **4.1 Workforce Planning**

The HSCP Organisational Development team has been working with the Council's OD team to develop service workforce plans with support from the NHSH Workforce Planning team. Work has also been started with third and independent providers, with workshop activity taking place. Additional information has been collected around workforce planning following workshop activity and this will be reviewed along with information from the one to one workforce planning conversations with managers. Moving forward with completion of the HSCP workforce plan has been dependent on receiving guidance from Scottish Government on the content of the plan, which is now available. The delay in receiving this has had an impact on the

planned timelines for completion. The HSCP Workforce plan is being developed in line with the national workforce plan and guidance and will be ready for publication by the deadline of March 2021. A session on workforce planning will be included in the IJB Development Session in June 2020.

## **4.2 Management Restructures**

The two newly appointed Heads of Adult Services took up their posts pre-Christmas 2019.

The next tier of management restructure is being progressed with TU/Staff Side. This includes both Adult Services and Children and Families Management structures. Completing this important redesign is a critical element of ensuring appropriate and effective management across the HSCP.

## **4.3 Integration of our HR services**

The recently implemented arrangement where the NHS HROD/People and Change team is managed by the Council's Head of Customer Support Services to sit alongside Council HR and OD is progressing well. Team meetings are programmed regularly and a recent team workshop worked on a team plan, which was informed by the SLT's priority objectives. The arrangement will continue to be monitored for performance and effectiveness.

## **4.4 Staff Experience**

iMatter is a continuous improvement tool designed with staff in NHS Scotland to help individuals, teams and Boards understand and improve staff experience. Since 2017 all HSCP staff (Council and NHS) have participated in the annual iMatter survey.

The questionnaire went out to staff for 3 weeks between 27<sup>th</sup> May and 17<sup>th</sup> June. In the HSCP 56% of the staff responded, 60% is needed for a Directorate report. This was up from 2018 (50%) and down from 2017 (61%). The reports were issued on 1<sup>st</sup> July and a national snap shot was taken at the 12 week deadline on 23<sup>rd</sup> September for the annual national staff experience report that was also published in September. At this point 24% of the teams in A&B HSCP had an action plan on the iMatter system. This has increased from 16% in 2018 and 3% in 2017. Action plans are a key output contributing to improved staff experience and an area to improve on in 2020.

Staff experience and employee engagement are important in measuring the overall health of an organisation. Evidence shows that engaged employees are more productive, deliver higher quality services and exhibit lower levels of sickness absence. Engagement through iMatter and other channels is important in our overall approach to culture change and building trust in the HSCP. HR and OD will use the data to help prioritise organisational plans while managers can use the data to develop team improvement plans. We need to increase confidence and participation in this annual national process as a feedback & action-planning mechanism for

continuous improvement and to improve staff experience and lift levels of employee engagement. iMatter will be reported on again in FQ4 2019/20 to set out the approach for next year and the associate improvement targets.

## **5. SPOTLIGHT ON STAFF WELLBEING**

There are two elements to the approach of Promoting Attendance/Maximising Attendance: improving the application of the relevant policies and a preventative approach to improving staff health and wellbeing. There are benefits of improving the health and wellbeing of staff to the organisations, employee and service users. Both are needed to improve attendance at work and reduce sickness absence.

### **5.1 Absence Management issues**

There continues to be significant scrutiny of absence staff during the last 3 quarters, primarily prompted by Grip and Control, but also to ensure that all managers are following the appropriate procedures when looking after their staff. Heads of Service receive detailed reports on individual council staff absences within their service, including duration, cause of absence, OHP status etc. This enables more detailed monitoring and management of absence. Detailed information on sickness absence for the Council and NHS Argyll and Bute are set out in Appendix 2, showing trend data for a 12 month period and a breakdown between services.

NHS data highlights that sickness absence has decreased over the last quarter. The overall operational unit absence is comparable with NHS Highland figures. Children and Families spiked in May 19 before dropping quickly in August 19 covering the summer period. Adult Services in the East hit a high point in August 19 before a downward trend for the last quarter. HSCP HR Business Partners and HR Advisers provide direct support to managers and heads of service on a case by case basis and also have access to Case Review meetings with Occupational Health Services.

Professional support is available through HROD, OHP and the Council's Employee Assistance Programme (EAP). Access to the same EAP for NHS staff is currently being explored. NHS Highland is also exploring the option of having an EAP. Management and employee training on recognising and managing stress is available from both employers.

There have been some improvements in our approach to absence management but there is still a considerable way to go as absence remains high and is impacting on teams and services. This is an ongoing focus of work for management supported by HROD. Within the Council three new Wellbeing Advisers have commenced in post on a temporary basis to assist departments with both wellbeing and absence management. It is hoped that this will provide a specific focus on the key absence issues.

The roll out of NHS "Once for Scotland" HR Policies is scheduled for 1<sup>st</sup> March 2020. This includes the revised Attendance Policy with a 4 stage absence management process and is expected to have a positive impact on sickness absence within the HSCP.

## 5.2 Return to Work Interviews

The table detailed at Appendix 3, show the completion rates for Return to Work Interviews (RTWI) across the partnership for Council staff. The target is 100% completion within 3 days of the employee returning to work. This interview may be conducted by phone or face to face, and is then logged on the Council's MyView system. From the tables, it is clear that significant improvement is still required, so the RTWIs will continue to be monitored and reported as an important tool in managing absence. Below the table is a graph depicting the trends in completion rates since April 2019. It is clear that there is a sporadic approach to completion of the RTWIs, and it is hoped that the Wellbeing Advisers will be able to assist managers in improving this overall approach.

For NHS staff, the roll out of eESS (Electronic Employee Support System) is now expected after the New Year to facilitate the recording of all absence meetings, including RTWIs, on the Manager Self Service module.

## 6. SUPPORTING PERFORMANCE DATA

### 6.1 Recruitment and Redeployment activity

Data for both NHS and Council Social Work activity is shown in Appendix 4.

The graphs highlight the number of vacancies that have to be advertised more than 3 times which is a significant factor for NHS particularly in relation to in qualified nursing and allied health professionals. We continue to work with colleagues in community planning and north Highland to try and address these recruitment challenges.

With reference to social care staffing, we continue to promote vacancies and development opportunities online through the website [www.abplace2b.scot](http://www.abplace2b.scot)



**Job Train**

We are pleased to advise that the new NHS Scotland recruitment system JobTrain now has 36 live vacancies for NHS Highland Argyll & Bute HSCP which is just over 50% of our advertised posts currently. We are beginning to see an increase in application numbers since introducing the new system and will continue to monitor this.

We continue to advertise internal vacancies on our intranet and will move to using JobTrain for these at the same time as the rest of NHS Highland over the coming months.

We are working hard to get used to and understand the system fully and are seeing good results. Recruiting managers continue be supported through this transition by

the Recruitment Team and we anticipate making a full transition for externally advertised vacancies within the next 6-8 weeks.

Until JobTrain rollout is complete across all NHS Scotland Boards, vacancies continue to feed to the SHOW jobs site to maintain a single NHS Scotland view, with the application process for appropriate posts then being redirected to the fully online experience via Jobtrain. Candidates can also access Jobtrain directly to apply for posts and to setup job alerts for future vacancies.

## **Redeployment**

There are 26 staff on the NHS primary redeployment register (a decrease of 1) and 28 on the secondary register (an increase of 1). The trend over the last 3 financial quarters is a decreasing one for the primary register and but a static one for the secondary register. The register includes individuals whose fixed term posts that are scheduled to come to an end and these are added for the contractual notice period. In future we plan to report the number of completed cases per quarter to show new, completed and ongoing cases to show a fuller picture of HR resource activity. No Social Work or social care staff are currently on the Council redeployment register.

## **6.2 Employee Contractual Arrangements**

Combined data for NHS and Council Social Work is shown in Appendix 5. (This also includes details of Council staff on Permanent contracts, Seconded contracts and Casual contracts.)

The number of Fixed Term Contracts within the NHS staff group is on a downward trend as this was expected following the bar on permanent posts within our Admin Services being lifted in previously.

There continues to be approximately 10% of Council Social Work/Care employees in temporary or fixed term posts. This can be as a result of temporary cover for absence or other leave such as maternity/paternity or can be as part of a management approach to minimising the impact of service redesign. The number of fixed term contracts has significantly increased as a result of current redesign work. This brings challenges for team stability, but is a practice that is used to manage the financial challenges the IJB faces in the short to medium term.

As redesign of services are completed then the number of staff on Fixed Term and Temporary Contracts will reduce. It is important to recognise the importance of ongoing communication with staff in temporary posts regarding future planning, as uncertainty can lead to unnecessary stress and the potential for absence.

There are automated alert systems in place for managers and employees regarding Council temporary contracts, giving notice of the forthcoming ending of a contract and requiring action to extend it. This serves as a reminder to managers to keep employees informed of changes.

## **6.3 Employee Relations Cases**



Data for both NHS and Council Social Work activity is shown in Appendix 6.

Argyll and Bute HSCP is committed to managing employees with fairness and consistency. If a concern arises in relation to an employee's conduct, the preferred approach is to deal with this through informal action initially.

The number of ER Grievances and Conduct cases within the NHS staff group has increased since last quarter. Three of these are new and 4 cases were completed. These continue to be supported by our HR Business Partners and HR Advisers.

In the Council, the Employee Relations Team carries out all disciplinary investigations, but managers are responsible for investigating grievances. This has resulted in a significant improvement in the time to reach a conclusion to disciplinary investigations. The table in Appendix 6 detailing the disciplinary reports, clearly shows a downward trend for Q3. But the graph below that gives a snapshot from April 2019, which shows a peak in the middle of the year, gradually reducing in December. With regards to grievances, the table and graph on Appendix 7 also show a downward trend, (but again with a peak in the summer) which is a positive improvement overall.

## **7. WORK PLANNED FOR THE NEXT 3 MONTHS**

- Develop a team plan with SMART targets
- Deliver the staff governance improvement plan
- Promote iMatter completion to improve on last year's performance
- Review and refresh Staff Health and Wellbeing activities to align with Council and tackle HSCP sickness absence
- Continue local support for Culture Fit for the Future
- Support the implementation of the new HSCP Management Structure
- Progress to 100% of all vacancies on JobTrain
- Progress workforce planning priorities

## **8. CONTRIBUTION TO STRATEGIC PRIORITIES**

The staff governance paper sets out the issues relating to our people that support or have an effect on the delivery of the HSCP strategic priorities.

## **9. GOVERNANCE IMPLICATIONS**

### **9.1 Financial Impact**

A reduction in sickness absence will save costs.

### **9.2 Staff Governance**

This is the Staff Governance Report which provides an overview of work that contributes to this theme.

### 9.3 Clinical Governance

None.

### 9.4 Equality and Diversity Implications

Equality and Diversity issues are picked up within the NHS People and Change and Council HROD teams as appropriate when policies and strategies are developed.

### 9.5 General Data Protection Principles Compliance

Nothing to note, this paper complies with general GDPR guidance as all data presented is summarised and anonymised.

### 9.6 Risk Assessment

Risks are considered medium. High levels of absence and lower than average levels of engagement, alongside significant service and staff change present an elevated level of risk to the organisation. The further culture work to be carried out post Sturrock has the potential to create uncertainty for staff, further elevating risk. Individual HROD risks identified on the Risk Register.

### 9.7 Public and User Involvement and Engagement

Not applicable.

## 10. CONCLUSIONS

It is recommended that the Integration Joint Board:

- Note this quarterly Staff Governance update;
- Take the opportunity to ask any questions on people issues that may be of interest or concern;
- Endorse the overall direction of travel, including future topics that they would like further information on;

## 11. DIRECTIONS

|  |   |      |
|--|---|------|
| Directions required to Council, NHS Board or both. | <b>Directions to:</b>                                 | tick |
|  | No Directions required                                |      |
|  | Argyll and Bute Council                               |      |
|  | NHS Highland Health Board                             |      |
|  | Argyll and Bute Council and NHS Highland Health Board |      |

## **REPORT AUTHOR AND CONTACT**

Author Name: Jane Fowler, Head of Customer Support Services (ABC); Charlie Gibson HR Lead (HSCP)

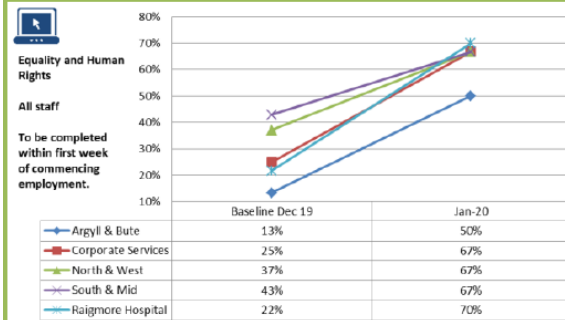
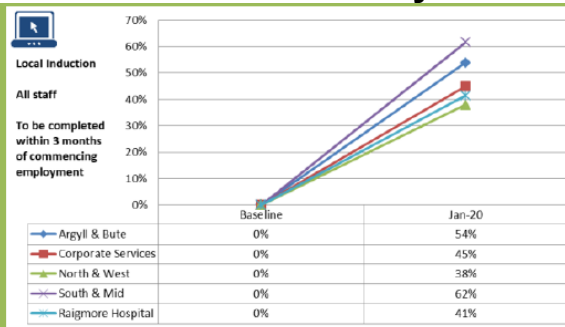
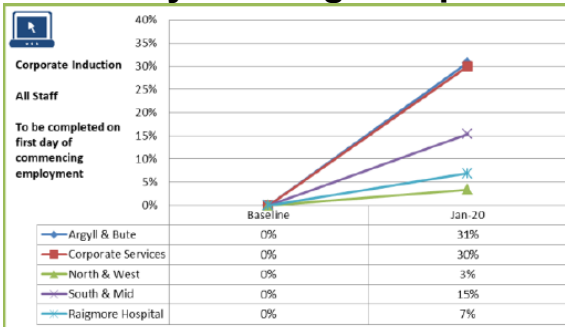
*With input supplied by Jo McDill (Council HR), Fiona Sharples, Fiona Helbert, Jacqui McCann (NHS People and Change).*

## Appendix 1 – Council Training Completed (FQ 3)

| Numbers of Council Employees Completed Training Required by Role or Requested by employee |   |               |                               |               |                               |               |
|---|---|---------------|-------------------------------|---------------|-------------------------------|---------------|
|   | Oct 19  |               | Nov 19                        |               | Dec 19                        |               |
|   | Required for Role (Mandatory)                                       | Agreed at PRD | Required for Role (Mandatory) | Agreed at PRD | Required for Role (Mandatory) | Agreed at PRD |
| Adult Care West   | 1   | 5             | 12                            | 5             | 6                             |               |
| Adult Care East   | 11  | 1             |                               | 6             | 4                             |               |
| Children and Families and CJ  | 5   | 4             | 1                             | 10            | 3                             |               |
| Strategic Planning and Performance  |   | 1             |                               | 1             |                               |               |
| <b>TOTAL</b>  | <b>17</b>   | <b>11</b>     | <b>13</b>                     | <b>23</b>     | <b>13</b>                     | <b>0</b>      |
|   |   |               |                               |               |                               |               |
| <b>Q2 TOTAL</b>   | Required for Role (Mandatory)                                       |               |                               | Agreed at PRD |                               |               |
|   | <b>43</b>   |               |                               | <b>36</b>     |                               |               |
| <b>Overall Total for Q3</b>   | <b>79 which is 9.3% of Council employees within the Partnership</b> |               |                               |               |                               |               |

| Numbers of E-Learning Training Courses completed by Council employees |   |            |            |
|---|---|------------|------------|
|   | Oct-19  | Nov-19     | Dec-19     |
| Adult Care West   | 81  | 77         | 67         |
| Adult Care East   | 73  | 41         | 19         |
| Children and Families and CJ  | 97  | 225        | 43         |
| Strategic Planning and Performance                                    | 17  | 10         | 4          |
| <b>TOTAL</b>  | <b>268</b>  | <b>353</b> | <b>133</b> |
| <b>Q3 TOTAL</b>   | <b>754</b>  |            |            |
|   | <b>754 which is 18.1% of council employees within the Partnership</b> |            |            |

# Mandatory Training Compliance – New Starters to January 2020

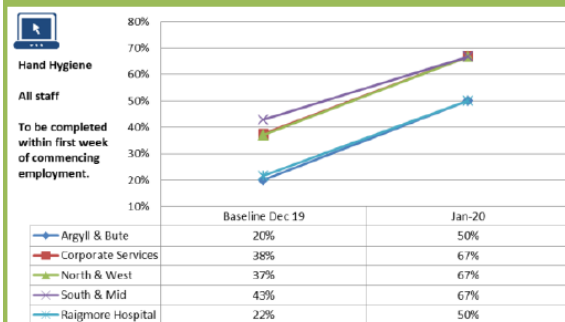
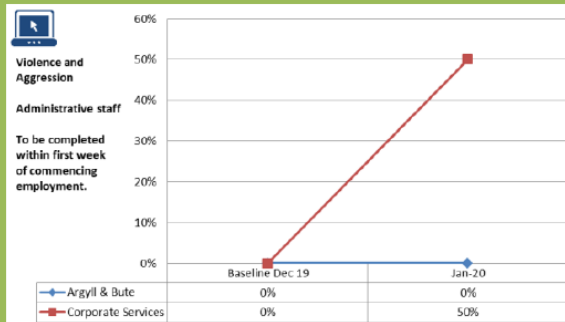
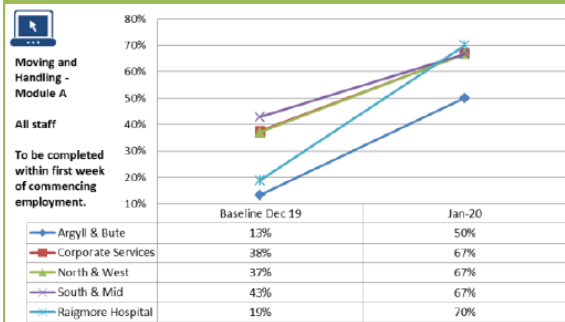
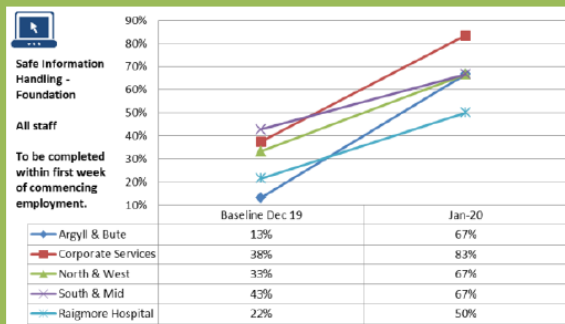
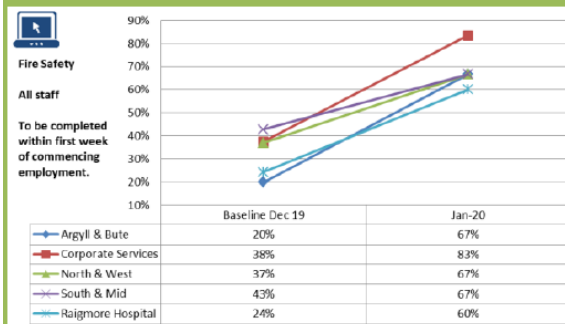


## LearnPro Scorecard for Line Managers & Service Managers

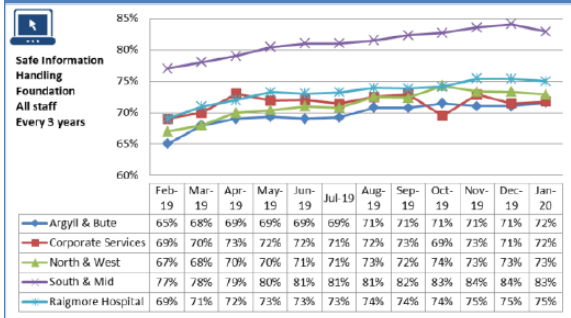
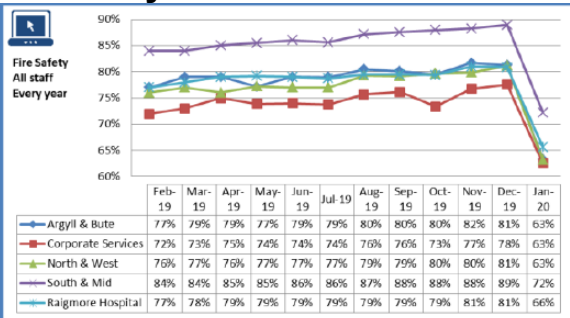
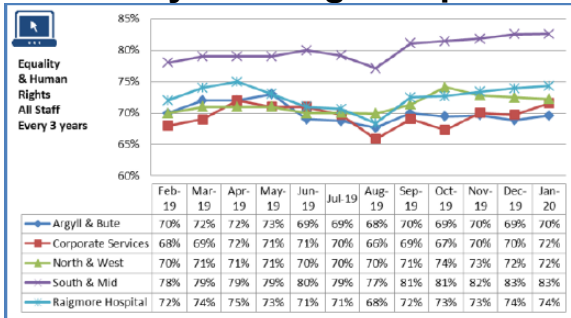
Real-time mandatory training compliance available to line managers and service managers via the Scorecard.

This results in a massive time saving for line managers who need to demonstrate mandatory training compliance.

Discover how to manage all aspects of online learning plans and the team and service scorecards in learnPro  
[Intranet > Training > learnPro NHS > learnPro NHS Scorecard](#)



# Mandatory Training Compliance to January 2020



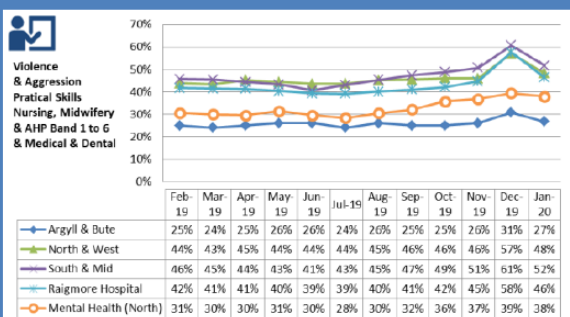
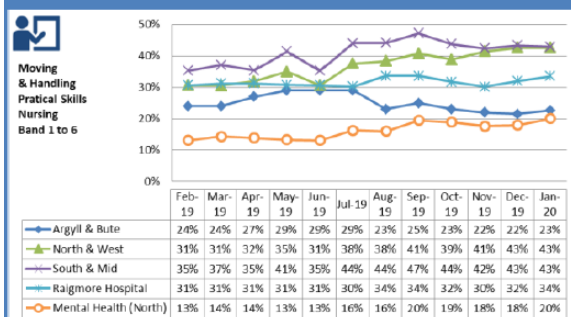
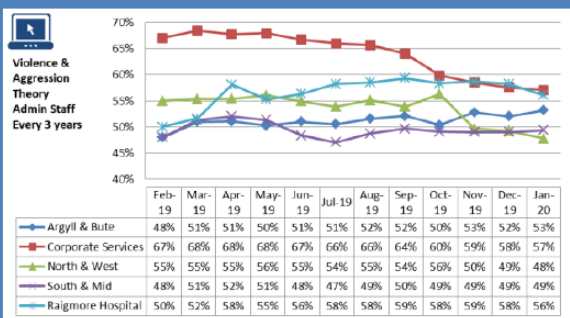
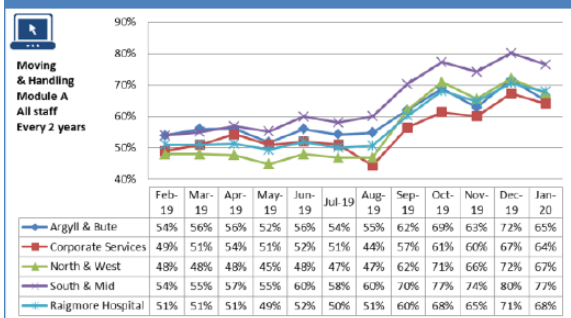
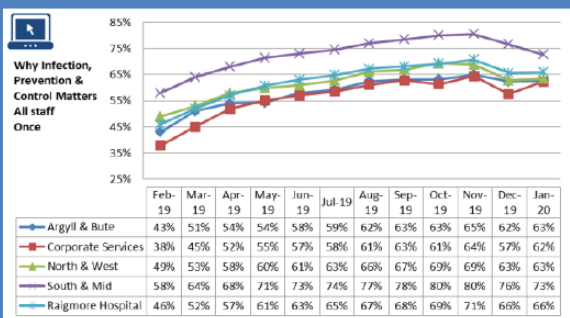
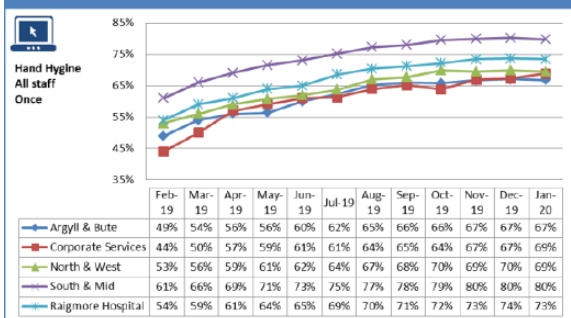
### learnPro Scorecard for Line Managers & Service Managers

Real-time mandatory training compliance available to line managers and service managers via the Scorecard.

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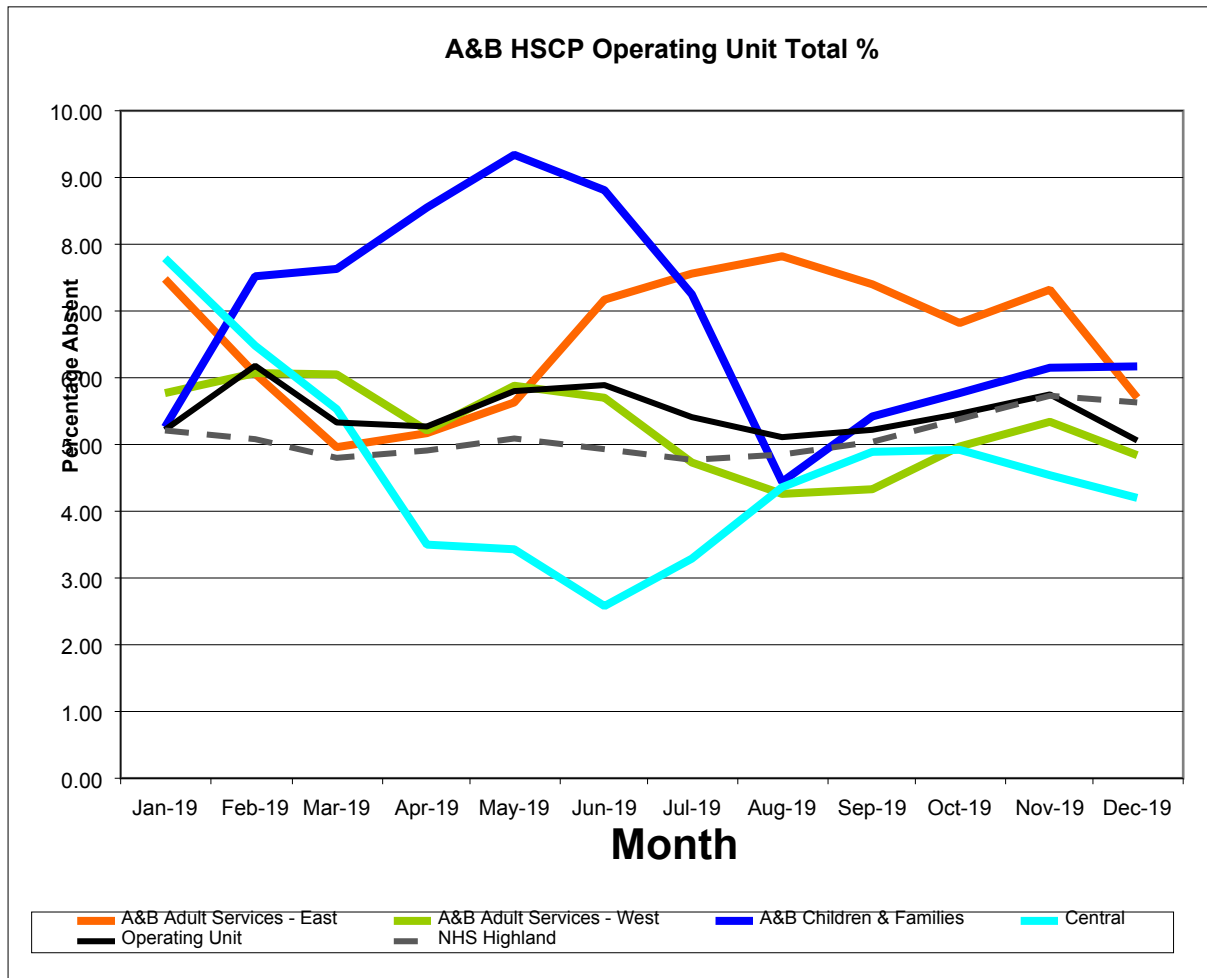
Discover how to manage all aspects of online learning plans and the team and service scorecards in learnPro

[Intranet > Training > learnPro NHS > learnPro NHS Scorecard](#)

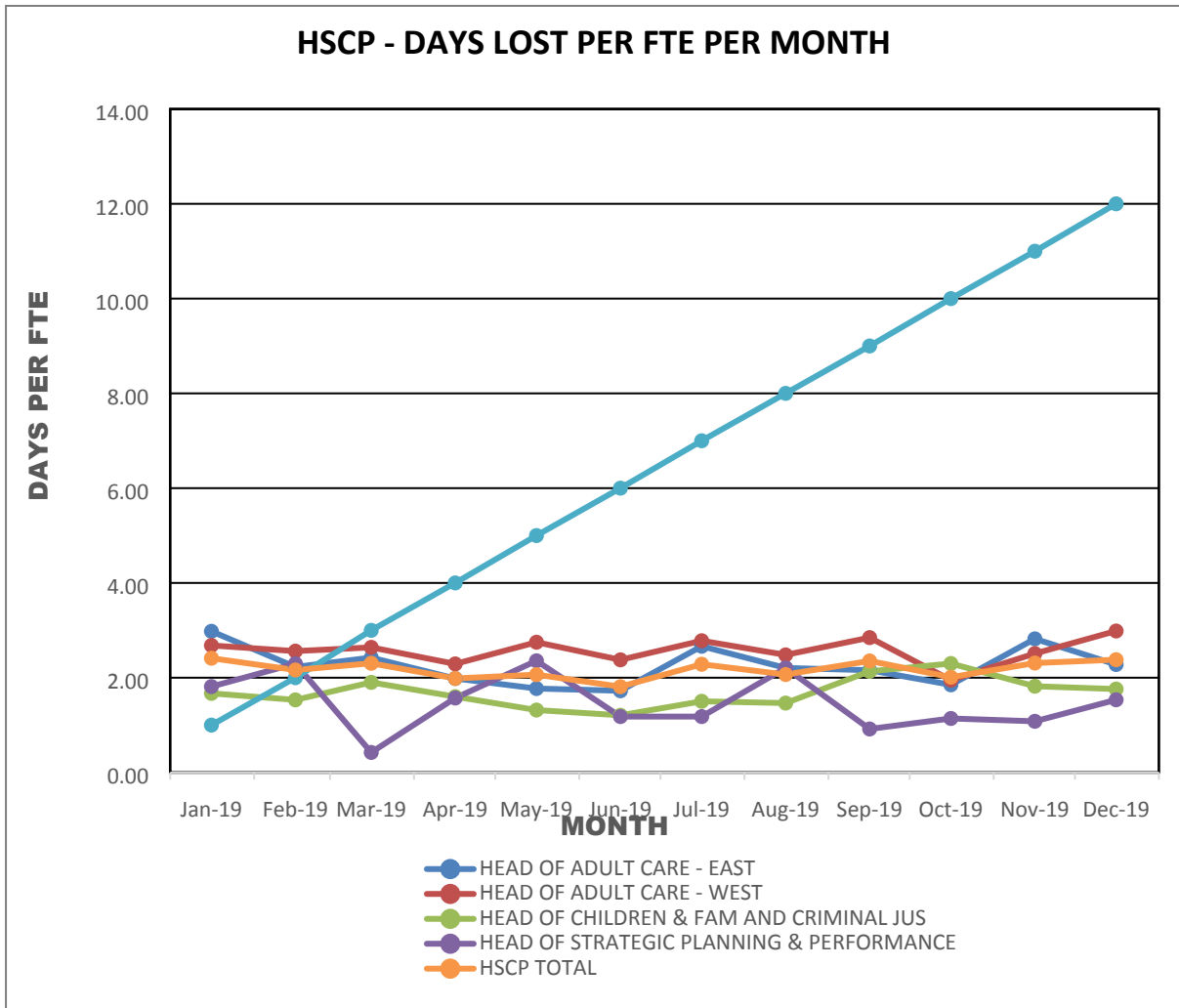


## Appendix 2 – HSCP Absence rates

NHS – Jan 19 to Dec 19



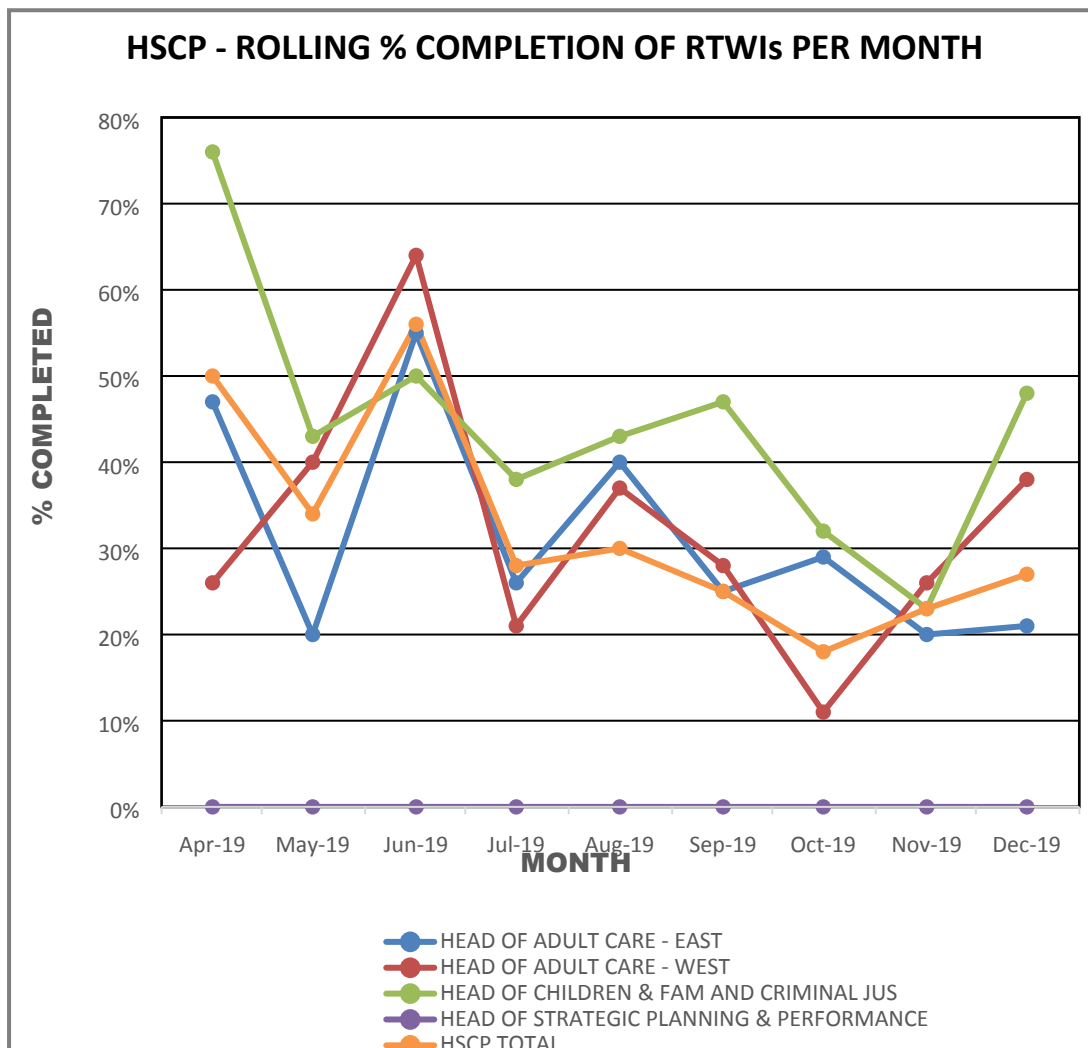
**Council: A & B Social Care Staff – Jan 19 to Dec 19**





### Appendix 3 – Return to Work Interview Data (Council Staff) FQ3

|                                    | Oct 19          |                                       | Nov 19          |                                       | Dec 19          |                                       |
|------------------------------------|-----------------|---------------------------------------|-----------------|---------------------------------------|-----------------|---------------------------------------|
|                                    | % RTWI Complete | Average time taken to complete (days) | % RTWI Complete | Average time taken to complete (days) | % RTWI Complete | Average time taken to complete (days) |
| Adult Care West                    | 11%             | 2                                     | 26%             | 3                                     | 38%             | 13                                    |
| Adult Care East                    | 29%             | 6                                     | 20%             | 4                                     | 21%             | 2                                     |
| Children and Families and CJ       | 32%             | 8                                     | 23%             | 4                                     | 48%             | 3                                     |
| Strategic Planning and Performance | 0%              |                                       |                 |                                       | 0%              |                                       |
| <b>TOTAL</b>                       | <b>18%</b>      | <b>5</b>                              | <b>23%</b>      | <b>4</b>                              | <b>27%</b>      | <b>6</b>                              |

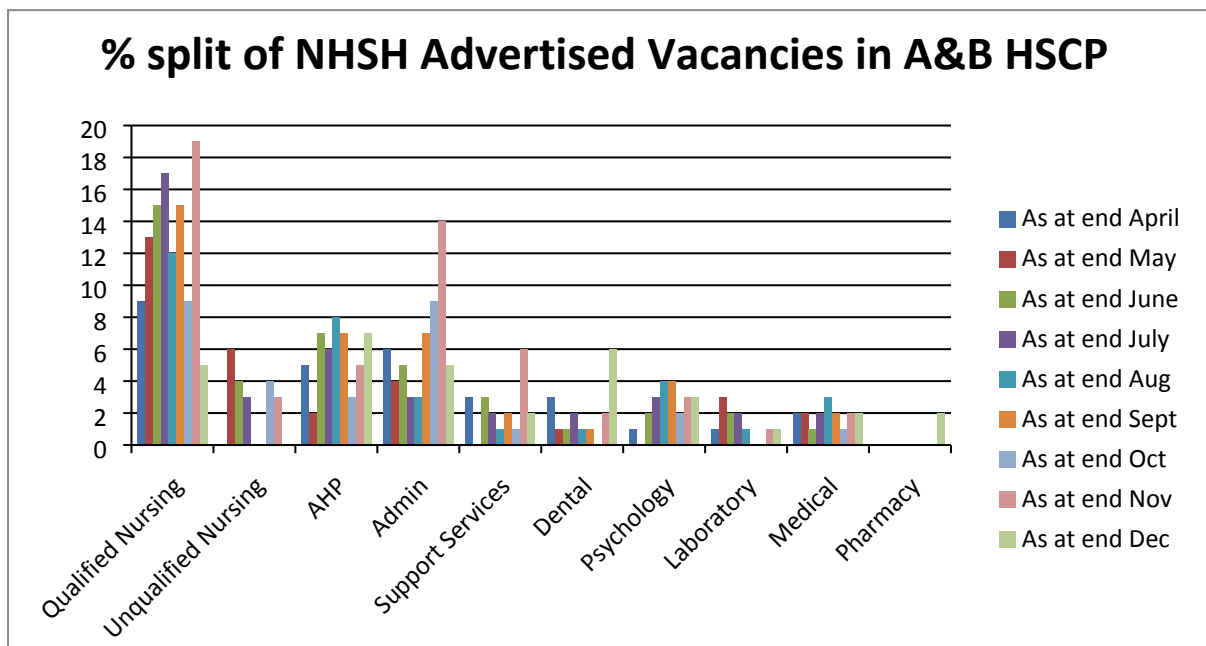


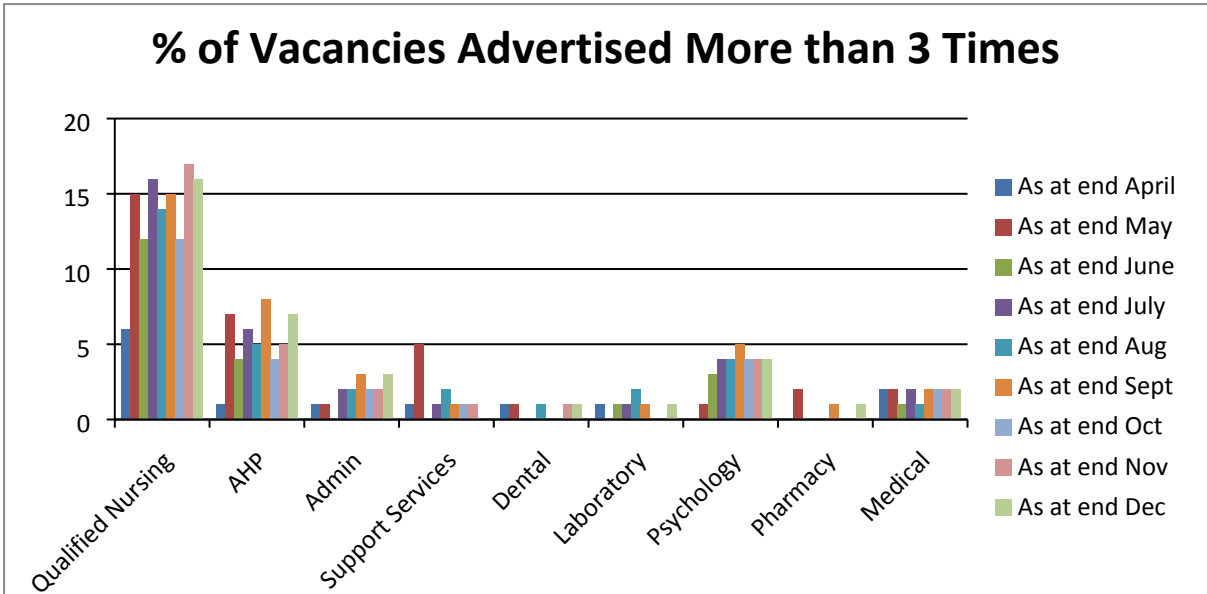
## Appendix 4 – Recruitment and Redeployment Activity (Q3)

Attracting and retaining suitable applicants predominantly within nursing and some AHP roles remains challenging across all areas particularly Oban, Lorn and Isles locality. The Communications Team continues with uploading and sharing posts and information relating jobs throughout the UK to relevant groups and contacts on social media. Further work to be done to highlight health posts via [www.abplace2b.scot](http://www.abplace2b.scot)

### Advertised vacancies:

|                     | October   |           | November  |          | December  |          |
|---------------------|-----------|-----------|-----------|----------|-----------|----------|
|                     | New       | Re-Ad     | New       | Re-Ad    | New       | Re-Ad    |
| Adult Services EAST | 14        | 1         | 7         | 3        | 2         | 1        |
| Adult Services WEST | 24        | 8         | 23        | 2        | 11        | 2        |
| Children & Families | 1         | 2         | 2         | 1        | 4         | 0        |
| Corporate Services  | 2         | 0         | 6         | 2        | 0         | 0        |
| <b>Totals</b>       | <b>41</b> | <b>11</b> | <b>38</b> | <b>8</b> | <b>17</b> | <b>3</b> |
|                     | <b>52</b> |           | <b>46</b> |          | <b>20</b> |          |





Average Time to Recruit Successful Appointees in last 6 months (figures based between date recruitment file opened to start date of employees):

- Internal appointments – 5.5 weeks
- External appointments – 15.5 weeks (there continues to be some posts that have been advertised multiple times that have been recruited to, this impacts on length of times to recruit figures)

**Council Social Work/Care vacancies**

For the month of **Oct 19**, there were **17 (6 x Temp/Cas, 11 x Perm)** internal job adverts for HSCP Council Posts, and **24 (11 x Temp/Cas, 13 x Perm)** external job adverts.

For the month of **Nov 19**, there were **14 (5 x Temp/Cas, 9 x Perm)** internal job adverts for HSCP Council Posts, and **20 (5 x Temp/Cas, 15 x Perm)** external job adverts.

For the month of **Dec 19**, there were **2 (2 x Perm)** internal job adverts for HSCP Council Posts, and **9 (1 x Temp, 8 x Perm)** external job adverts.

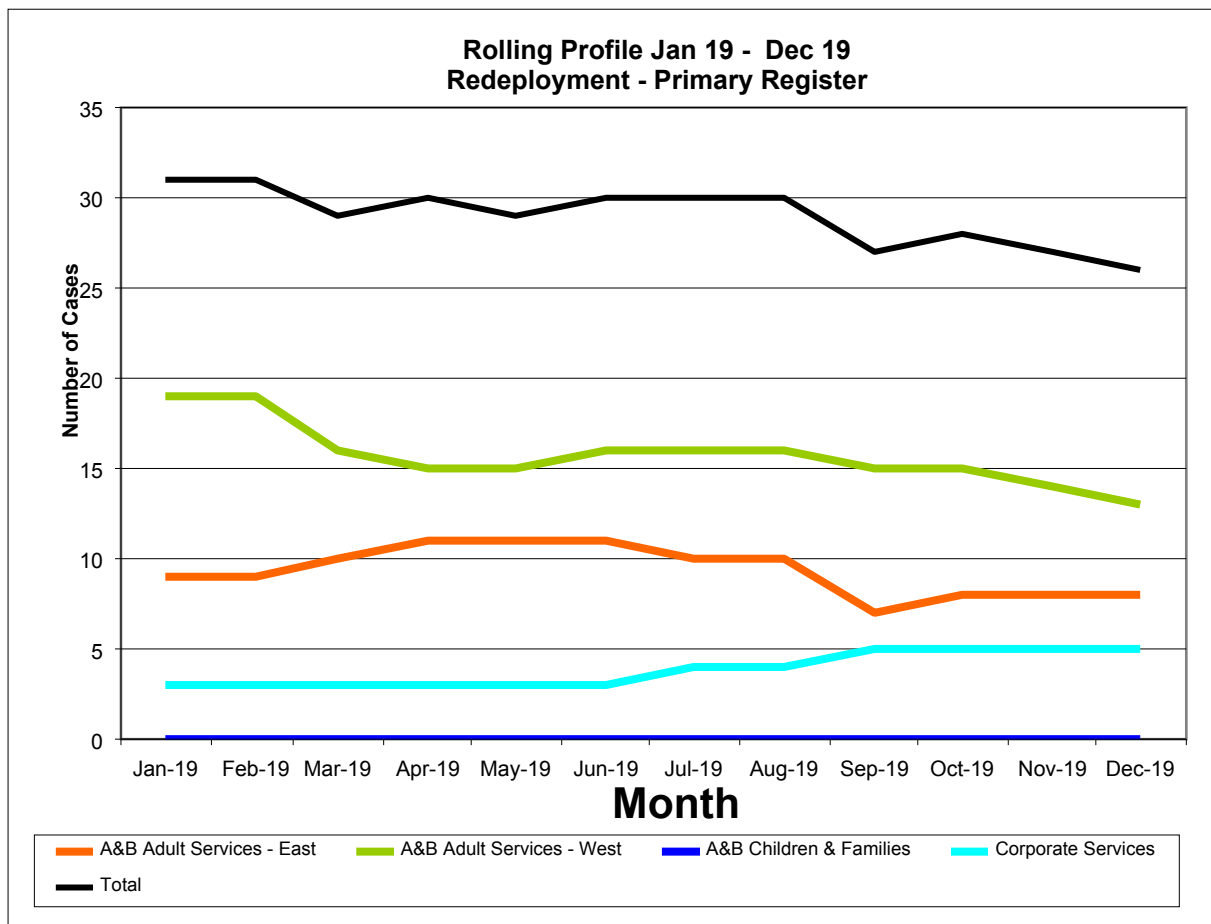
## NHS Redeployment

Primary Register

| NHS Employees                       | Oct       | Nov       | Dec       |
|-------------------------------------|-----------|-----------|-----------|
| A and B Adult Services – East Total | 8         | 8         | 8         |
| A and B Adult Services – West Total | 15        | 14        | 13        |
| A and B Children and Families Total | 0         | 0         | 0         |
| Corporate Services Total            | 5         | 5         | 5         |
| <b>Totals</b>                       | <b>28</b> | <b>27</b> | <b>26</b> |

Current month:

- **Adult East** : 1 x Band 7-0.07wte, 1 x Band 6-0.48wte, 1 x Band 2-0.43wte, 5 x Band 1-1.08wte
- **Adult West** : 1 x Band 7-1.00wte, 1 x Band 6-1.00wte, 3 x Band 4-2.60wte, 1x Band 3-1.00wte, 6 x Band 2-5.60wte 1x Band 1-0.54wte
- **Corporate Services** : 1 x Band 8a-1.00wte, 4 x Band 4-2.20wte



## Appendix 5 – Permanent, Fixed Term and Casual Contracts (Q3)

### NHS and Council Social Work/Care Temporary/Fixed Term Contracts

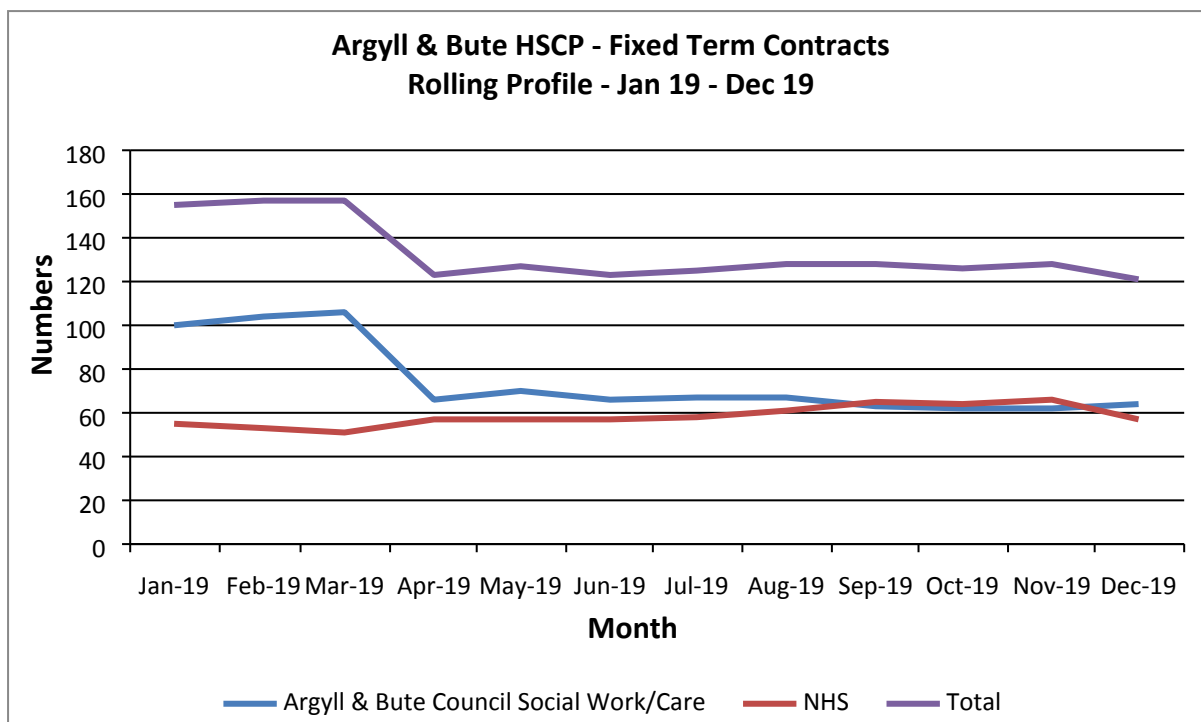
| Employees on T/FT contracts              | Oct 19     | Nov 19     | Dec 19     |
|--|------------|------------|------------|
| Adult Care West (ABC)                    | 23         | 22         | 24         |
| Adult Care West (NHS)                    | 32         | 35         | 30         |
| Adult Care East (ABC)                    | 22         | 22         | 23         |
| Adult Care East (NHS)                    | 27         | 26         | 24         |
| Children and Families and CJ (ABC)       | 17         | 18         | 17         |
| Children and Families and CJ (NHS)       | 2          | 2          | 1          |
| Strategic Planning and Performance (ABC) | 0          | 0          | 0          |
| Corporate Services (NHS)                 | 3          | 3          | 2          |
| <b>OVERALL TOTAL</b>                     | <b>126</b> | <b>128</b> | <b>121</b> |

### Council Social Work/Care Permanent / Permanent Seconded Contracts

| Permanent (P/PS) contracts         | Oct 19     | Nov 19     | Dec 19     |
|------------------------------------|------------|------------|------------|
| Adult Care West                    | 354        | 357        | 354        |
| Adult Care East                    | 154        | 157        | 156        |
| Children and Families and CJ       | 226        | 223        | 225        |
| Strategic Planning and Performance | 18         | 18         | 17         |
| (HSCP PL3 DIRECTORATE)             | 3          | 3          | 3          |
| <b>OVERALL TOTAL</b>               | <b>755</b> | <b>758</b> | <b>755</b> |

### Council Social Work/Care Casual Contracts

| Total Number of Casual Contracts (some also on Perm/Temp contracts) | Oct 19     | Nov 19     | Dec 19     |
|---|------------|------------|------------|
| Adult Care West   | 475        | 478        | 479        |
| Adult Care East   | 193        | 195        | 193        |
| Children and Families and CJ  | 175        | 168        | 171        |
| Strategic Planning and Performance                                  | 0          | 0          | 0          |
| <b>OVERALL TOTAL</b>  | <b>843</b> | <b>841</b> | <b>843</b> |



## Appendix 6 – Employee Relations Cases (Q3)

### NHS ER cases

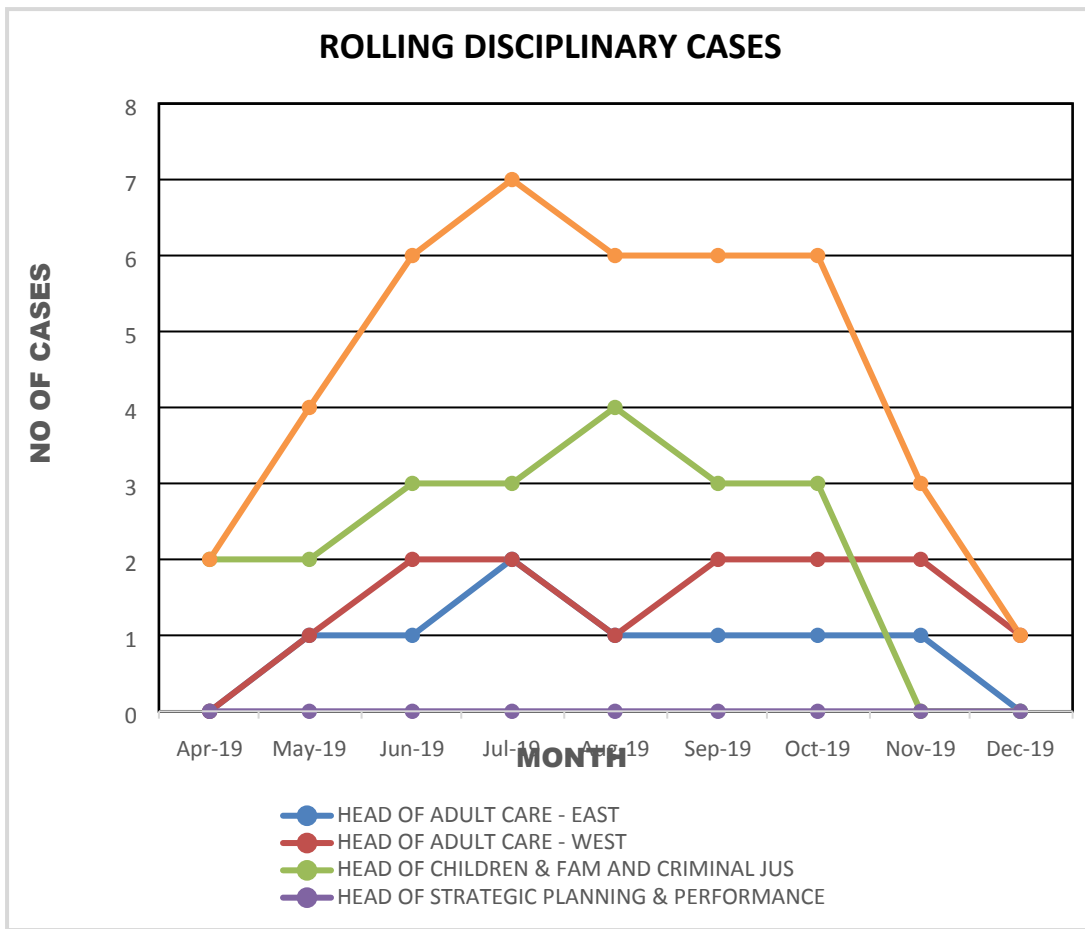
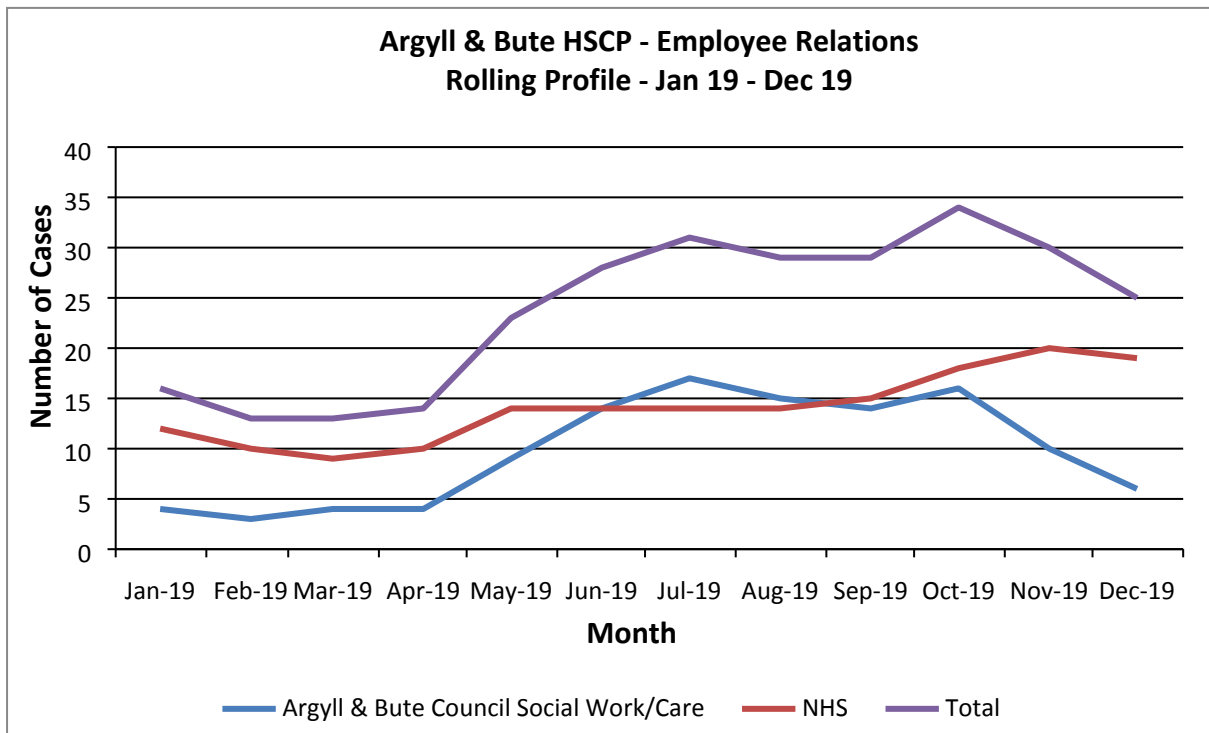
|                                | Oct 19 | Nov 19 | Dec 19 | Q3 New | Q3 Completed |
|--------------------------------|--------|--------|--------|--------|--------------|
| <b>Grievance</b>               | 4      | 6      | 7      | 2      | 1            |
| Adult Services - West          | 0      | 2      | 1      |        | 1            |
| Adult Services - East          | 4      | 4      | 6      | 2      |              |
| Children and Families          | 0      | 0      | 0      |        |              |
| Corporate                      | 0      | 0      | 0      |        |              |
| <b>Conduct</b>                 | 6      | 6      | 5      | 1      | 2            |
| Adult Services - West          | 2      | 2      | 1      | 1      | 2            |
| Adult Services - East          | 4      | 4      | 4      |        |              |
| Children and Families          | 0      | 0      | 0      |        |              |
| Corporate                      | 0      | 0      | 0      |        |              |
| <b>Capability</b>              | 6      | 6      | 5      | 0      | 1            |
| Adult Services - West          | 1      | 1      | 0      |        | 1            |
| Adult Services - East          | 5      | 5      | 5      |        |              |
| Children and Families          | 0      | 0      | 0      |        |              |
| Corporate                      | 0      | 0      | 0      |        |              |
| <b>Bullying and Harassment</b> | 2      | 2      | 2      | 0      | 0            |
| Adult Services - West          | 1      | 1      | 1      |        |              |
| Adult Services - East          | 1      | 1      | 1      |        |              |

|                       |           |           |           |          |          |
|-----------------------|-----------|-----------|-----------|----------|----------|
| Children and Families | 0         | 0         | 0         |          |          |
| Corporate             | 0         | 0         | 0         |          |          |
| <b>Totals</b>         | <b>18</b> | <b>20</b> | <b>19</b> | <b>3</b> | <b>4</b> |

**Council Social Work/Care ER cases**

| Oct 19                    |     |           |         |        |
|---------------------------|-----|-----------|---------|--------|
| DISCIPLINARY REPORTS:     | New | Completed | Ongoing | TOTALS |
| <b>TOTALS:</b>            |     |           |         | 6      |
| A&B Adult Services - West |     |           | 2       |        |
| A&B Adult Services - East |     |           | 1       |        |
| A&B Children & Families   |     | 3         |         |        |
| Nov 19                    |     |           |         |        |
| DISCIPLINARY REPORTS:     | New | Completed | Ongoing | TOTALS |
| <b>TOTALS:</b>            |     |           |         | 3      |
| A&B Adult Services - West |     | 1         | 1       |        |
| A&B Adult Services - East |     | 1         |         |        |
| A&B Children & Families   |     |           |         |        |
| Dec 19                    |     |           |         |        |
| DISCIPLINARY REPORTS:     | New | Completed | Ongoing | TOTALS |
| <b>TOTALS:</b>            |     |           |         | 1      |
| A&B Adult Services - West |     |           | 1       |        |
| A&B Adult Services - East |     |           |         |        |
| A&B Children & Families   |     |           |         |        |

## Employee Relations Cases Summary





| Oct 19                |     |           |         |        |
|-----------------------|-----|-----------|---------|--------|
| GRIEVANCE REPORTS:    | New | Completed | Ongoing | TOTALS |
| <b>TOTALS</b>         |     |           |         | 10     |
| Adult Services - West | 2   | 3         | 2       |        |
| Adult Services - East |     |           | 2       |        |
| Children & Families   |     | 1         |         |        |
| Nov 19                |     |           |         |        |
| GRIEVANCE REPORTS:    | New | Completed | Ongoing | TOTALS |
| <b>TOTALS</b>         |     |           |         | 7      |
| Adult Services - West | 1   | 2         | 3       |        |
| Adult Services - East |     |           | 1       |        |
| Children & Families   |     |           |         |        |
| Dec 19                |     |           |         |        |
| GRIEVANCE REPORTS:    | New | Completed | Ongoing | TOTALS |
| <b>TOTALS</b>         |     |           |         | 5      |
| Adult Services - West |     |           | 4       |        |
| Adult Services - East |     |           | 1       |        |
| Children & Families   |     |           |         |        |

