

# NHS Rotherham Clinical Commissioning Group

Operational Executive – 2<sup>nd</sup> November 2018

AQuA – 8-1-19

Governing Body – 6-2-19

HR Annual report 2017-18

Lead Executive:	<b>Chris Edwards</b>
Lead Officer:	<b>Peter Smith</b>
Lead GP:	<b>Jason Page</b>

## **Purpose:**

To receive and ratify the HR Annual Report for 2017-18.

## **Background:**

HR Support is provided through a shared service hosted by NHS Sheffield CCG. This comprises a Head of HR role for 2 dpw, a central HR Administration Team who manage associated contracts for payroll, pensions, staff survey and occupational health.

## **Analysis of key issues and of risks**

The Report provides a breakdown of activity and costs for the 2017-18 period against the Memorandum of Understanding between the parties. The service is operating successfully and there are no particular issues or risks to highlight.

## **Patient, Public and Stakeholder Involvement:**

Not applicable

## **Equality Impact:**

Not applicable

## **Financial Implications:**

Identified in the detail of the Report

## **Human Resource Implications:**

Confirmed in the Report

## **Procurement Advice:**

Not applicable

## **Data Protection Impact Assessment**

Protocols for the processing of employee data are in place and in compliance with GDPR.

## **Approval history:**

One previous report for 2016-17 provided

## **Recommendations:**

Recommend the GB ratifies the HR annual report

## **Shared Service for Human Resources – 2017/18 Annual Report**

### **1. Background**

- 1.1. Following the decision that the Yorkshire and Humber Commissioning Support Unit had not been successful in obtaining a place on the Lead Provider Framework for commissioning support services being procured by NHS England, the South Yorkshire and Bassetlaw and Wakefield CCGs agreed to in-house certain of the commissioning support services previously provided by the CSU through a shared service model, including the HR Service. The Memorandum of Understanding (MOU) to enact this was made effective on the 1st March 2016.
- 1.2. The Shared Service Model is structured through a hosting arrangement with the staff being employed by NHS Sheffield CCG.
- 1.3. The duties of the Service Employees are shared fairly across the CCGs according to agreed service delivery work-plans and commitments and proportionate to financial contributions of each CCG to the Service Delivery Model.

### **2. Key Objectives**

- 2.1. The objectives of the Shared Service Model are to:
  - 2.1.1. Ensure partner CCGs maintain their statutory compliance in relation to workforce requirements
  - 2.1.2. Enable partner CCGs to maximise the performance of their workforce, recognising staff as their most valuable assets
  - 2.1.3. Ensure fairness and equity is applied to all HR practice across the workforce;
  - 2.1.4. Provide clear and accessible information including expert Human Resource support

### **3. The Services**

- 3.1. The service delivered within the remit of the MOU comprise the following:
  - 3.1.1. Human Resource management consultancy via a Head of HR (HHR) shared role between Barnsley (2days), Rotherham (2 days) and Bassetlaw (1 day) CCGs
  - 3.1.2. Workforce information and planning
  - 3.1.3. Recruitment and retention
  - 3.1.4. Learning and Development, particularly Mandatory and Statutory training (MAST) compliance and administration of the Learning Management System (LMS)

### 3.1.5. Management and oversight of HR related services including Occupational Health and Pay Services

#### 4. Cost of the Services

- 4.1. The total Services cost is £528,138 (including agreed on-costs) per annum for the period 1<sup>st</sup> March 2016 to 31<sup>st</sup> March 2019.
- 4.2. The proportional split of the Services costs between the CCGs for 2017/8 is indicated below.

	Total annual cost	Strategic HR Advisory Team (HHR)	Proportion Pay of Costs	Core HR Services *	Proportion of Pay Costs
Sheffield CCG	£528,138	Shared	50%	Shared	30%
Wakefield CCG			50%		18%
Rotherham CCG		Shared	40%		12%
Barnsley CCG			40%		16%
Bassetlaw CCG			20%		6%
Doncaster CCG		N/A			

\*Includes core HR services covered within Rewarding People, Recruiting and Selecting People and Managing People services outlined in Annex 1.

#### 4.3. Joint Service Delivery Group

Oversight of the performance of the Services and the delivery of the Shared Service Model is achieved through a Joint Service Delivery Group.

#### 5. Duration of Memorandum of Understanding

- 5.1. For the purposes of the Shared Service Model, the MOU term is 1<sup>st</sup> March 2016 to 31<sup>st</sup> March 2019.

## 2017/18 Service Delivery

Service	2017/18 Action
<b>Strategic Resources</b>	<b>Human</b> <ul style="list-style-type: none"> <li>• 4 Quarterly workforce reports containing key workforce indicators shared with Operational Executive to identify follow up actions</li> <li>• Quarterly sickness absence trigger reports shared with Operational Executive leading to specific actions with individuals.</li> <li>• Quarterly Mandatory and Statutory training reports shared with Operational Executive assist the CCG to maintain statutory compliance.</li> <li>• Managing organisational change processes following Operational Executive 6 month reviews of workforce.</li> <li>• 2 yearly review of the full range full range of employment policies that meet statutory requirements and support organisation culture.</li> <li>• Introduction of Drug and Alcohol testing for staff.</li> <li>• Presentation of expert advice and papers in relation to all non A4C Remuneration to the CCG Remuneration Committee including the 2017/18 pay award for the governing body, executives and other post holders who are not on Agenda for Change pay and terms and conditions of service.</li> <li>• Effective partnerships with Trade Unions including individual employment cases, organisational change processes, policy development and job evaluation.</li> <li>• Management of the 2017 Staff Survey including distribution, collation and analysis of results, feedback to manager and staff and follow up actions.</li> <li>• HR support to the implementation of organisational health and wellbeing initiatives, professional advice to managers and employees in accessing Health and Wellbeing services including occupational health and the employee assistance programme.</li> </ul>
<b>Recruiting and Selecting People</b>	<ul style="list-style-type: none"> <li>• 24 vacancies managed up to 31<sup>st</sup> March 2018.</li> <li>• Seamless recruitment process that ensure the appointment of high calibre employees whilst minimising recruitment costs</li> <li>• Consistent and accurate 2 weekly job evaluation panels for all new and amended roles allowing quick progress with recruitment activities.</li> <li>• Fair and legal recruitment practices and safe recruitment as</li> </ul>

	<p>required by the NHS Constitution and NHS Employers employment check standards.</p> <ul style="list-style-type: none"> <li>• New employees issued with necessary and appropriate contractual documentation within agreed timescales</li> <li>• Compliance with internal and national audit processes</li> <li>• Reporting on equality strands in relation to CCG recruitment</li> <li>• Completion of the Workforce Race Equality Team Template for 17-18</li> <li>• Provision of relevant reports in relation to CCG recruitment</li> </ul>
<p><b>Managing People</b></p>	<ul style="list-style-type: none"> <li>• Consistent HR advice and support on all aspects of employment</li> <li>• Case management of employee relations cases including formal disciplinary action, sickness absence and employee rehabilitation, formal sickness absence trigger point review meetings, and termination arrangements and referral to employees professional body</li> <li>• Provision of line management training for recruitment and selection, appraisal, performance management, sickness and absence, managing difficult conversations, employee relations (discipline and grievance), flexible working.</li> <li>• Having inherited an underutilised system from the CSU, there has been significant time and effort deployed into updating the content of the LMS, stabilising employee's access to the system and regularising the reporting functionality, to allow a greater assurance of compliance particularly with MAST requirements.</li> <li>• Supported managers in dealing with employment issues to enable a fit for purpose workforce</li> <li>• Informal mediation delivered to avoid conflict escalating</li> <li>• Active management of staff sickness absence</li> <li>• Positive relations with Trade Unions and staff side representatives</li> <li>• Managing employment related aspects of Equality Schemes and publishing Equality data</li> <li>• Accurate and timely workforce information</li> <li>• Provided HR advice and guidance on future workforce development within the organisation, recognising wider system developments and the strategic commissioning agenda, e.g. move to partnership working with RMBC</li> <li>• Provision and analysis of workforce related data and the production of trend information</li> </ul>
<p><b>Rewarding People (Pay and Terms and Conditions of Service)</b></p>	<ul style="list-style-type: none"> <li>• Advice on pay negotiations and provision of benchmarking information to enable transparent and equitable agreements on rates of pay outside of national terms and</li> </ul>

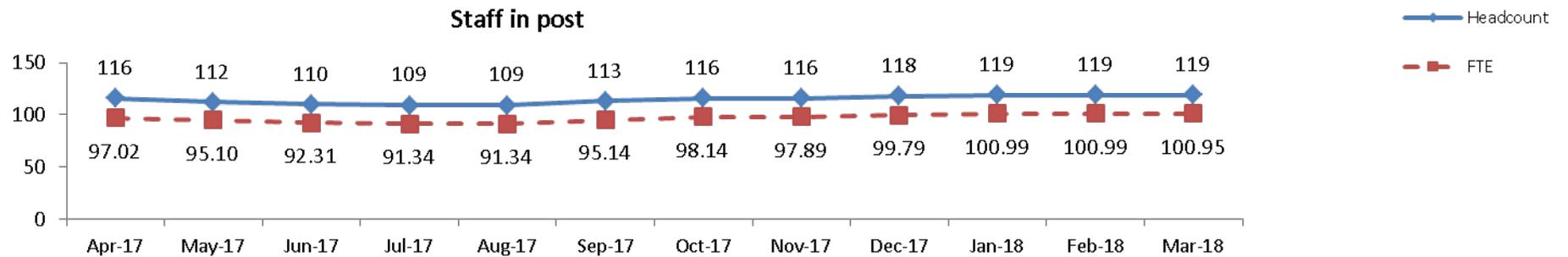
	<p>conditions</p> <ul style="list-style-type: none"> <li>• Provision of a Job Evaluation system, policy and process to ensure pay commensurate with duties and responsibilities and that consistency is applied across the organisation</li> <li>• 3 Job evaluation assessments undertaken up to 31<sup>st</sup> March 18, through a planned timetable of bi-weekly panels ensuring an accurate response with minimal delay.</li> <li>• Maintenance of local arrangements for incremental pay progression to implement the relevant national Agenda for Change terms and conditions.</li> <li>• Provision of advice to ensure payments/ remuneration covering legal obligations (e.g. tax, NI, SMP, SSP) including management and recovery of overpayments and IR35 assessments.</li> <li>• Provision of pension support and management of the NHS Pension Agency relationship relating to flexible retirement of staff member.</li> <li>• Implementation of National Pay Policy arrangements for 2017/18.</li> <li>• Sourcing, project planning and implementation of the Electronic expenses system. Provision of electronic expenses system</li> <li>• Production of workforce information relating to pay and benefits</li> <li>• Advice on maternity leave, sickness absence, injury benefit and death in service.</li> </ul>
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Service Standards	2017/18 Achievement & comment
Time taken to place advert on NHS Jobs from receipt of Vacancy Control Form and recruitment documentation – within 2 working days (unless later placement date requested by the recruiting manager)	<ul style="list-style-type: none"> <li>• 100% - 24 vacancies managed up to 31<sup>st</sup> March 2018 of which all were placed within the 2 day service standard.</li> </ul>
Time taken to send shortlisting forms to the recruiting manager following the closing date – within 2 working days	<ul style="list-style-type: none"> <li>• 100% - 24 vacancies sent to managers within the 2 day service standard.</li> </ul>

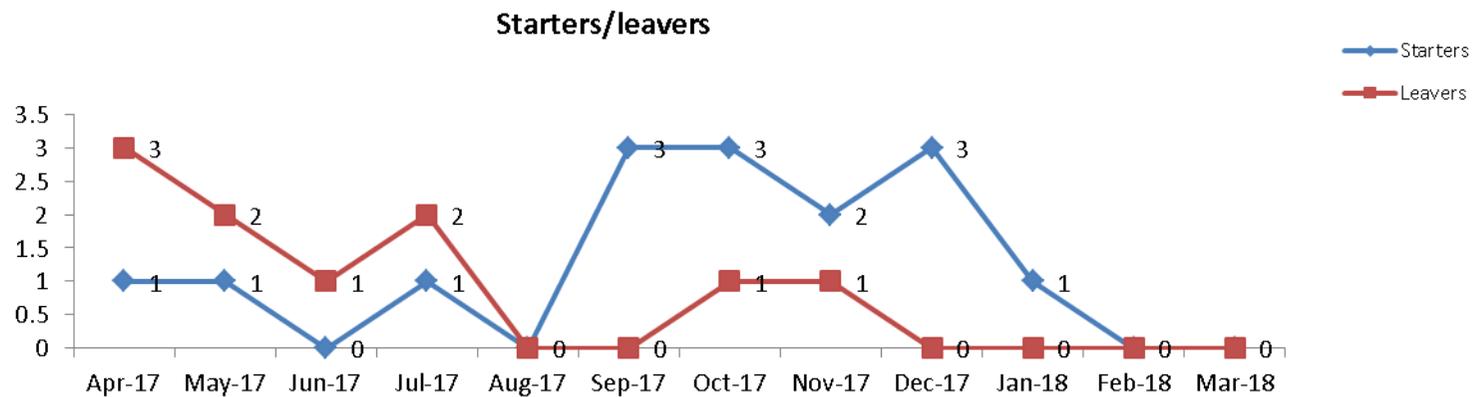
<p>Deadline to send out interview schedule (containing the most up to date information we have at that point) and forms to recruiting manager – at least 2 working days before the interview.</p>	<ul style="list-style-type: none"> <li>• 100% - 22 interview events were arranged and all interview documentation was sent within the 2 day service standard.</li> </ul>
<p>Time taken to process successful candidate information (conditional offer letter, references, occupational health and DBS if applicable) – within 2 working days of notification from the recruiting manager</p>	<ul style="list-style-type: none"> <li>• 91% - of the 22 outcomes from the interview events, 20 conditional offer letters were sent within the 2 day service standard, 2 were delayed due to the Recruiting Manager sending the successful candidate forms directly to the inbox of an absent member of the team rather than the HR generic inbox.</li> </ul>
<p>Time taken to issue successful candidate with confirmation offer letter - within 5 working days of completion of employment checks</p>	<ul style="list-style-type: none"> <li>• 100% - of the 14 confirmed offers required to be sent, all letters were sent within the 2 day service standard.</li> </ul>
<p>Time taken to issue contract of employment – for new starters from outside the NHS - within 5 working days of the start date of the employee, for new starters with previous NHS service – on receipt of the Inter Authority Transfer (IAT) information from the previous NHS employer or within 8 weeks of the start date of the employee.</p>	<ul style="list-style-type: none"> <li>• 100% - 14 appointments were made requiring contractual documentation to be issued. All contractual documentation was issued within the 5 day and/or 8 week service standard.</li> </ul>

**Workforce statistics 2017/8**

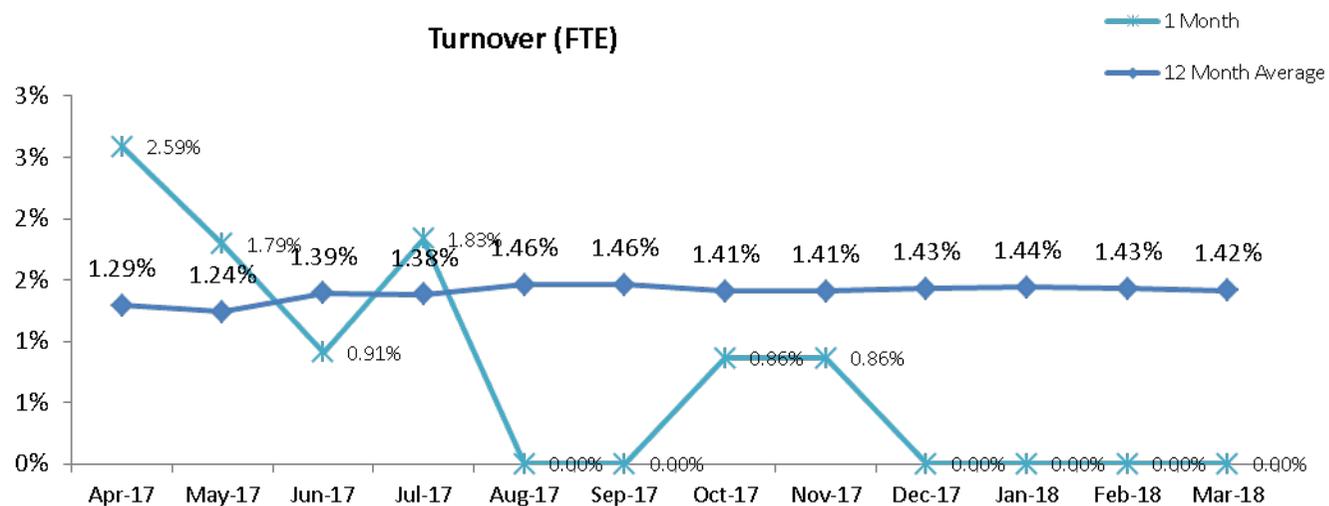
**1. Staff in Post**



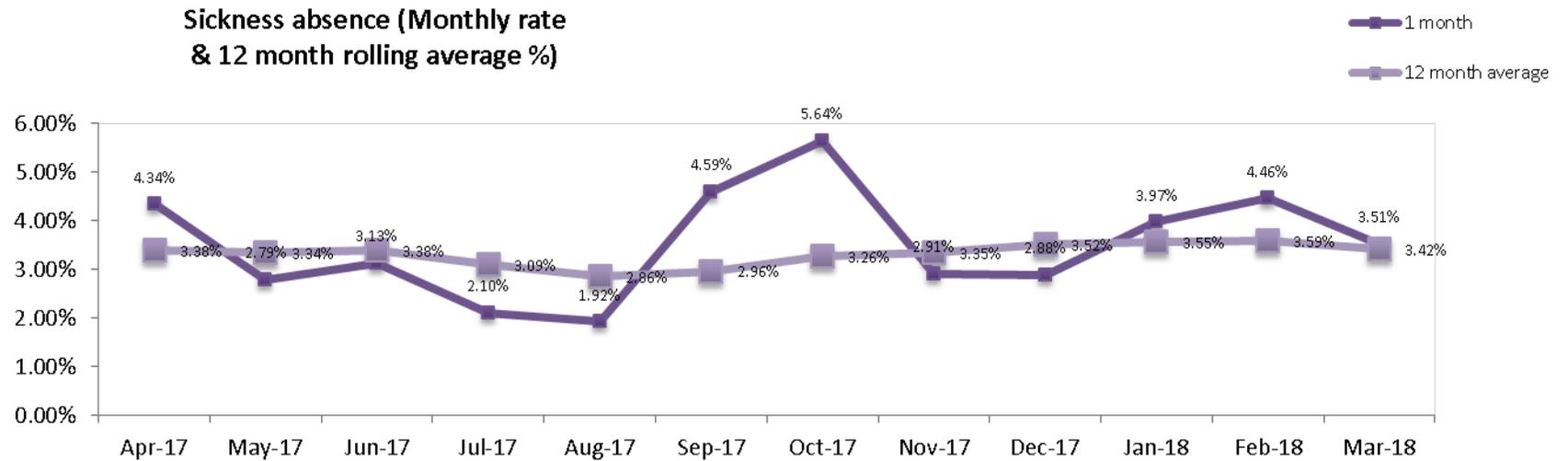
**2. Starters and leavers**



### 3. Turnover



#### 4. Sickness Absence



#### 5. Mandatory and Statutory training at 31-3-18

Directly Employed Stat/Mand completed		Change
Equality and Diversity	93%	No change
Fire Safety	96%	No change
Health and Safety	97%	+2%
Managing Conflicts of Interest *	61%	-
IG-Data Security	96%	-1%

Infection Prevention and Control	92%	+3%
Moving and Handling	89%	-1%
Fraud	97%	No change
Safeguarding Adults	99%	No change
Safeguarding Children	98%	-1%

\*Conflict of Interest Level 1 was a new module with a deadline for completion of 31-5-18.

## 6. EQUALITY & DIVERSITY DATA

	Headcount	%
<b>Gender</b>		
Female	91	76%
Male	28	24%
<b>Sexual Orientation</b>		
Bisexual	0	0%
Gay	2	2%
Heterosexual	98	83.0%
Lesbian	0	0%
Undefined sexual orientation	4	4.0%
I do not wish to disclose my sexual orientation	15	11.0%
<b>Disability</b>		
No	109	92%
Not Declared	6	5%

Undefined		0	0%
Yes		4	3%
<b>Religious Belief</b>			
Atheism		5	4%
Christianity		83	70%
Hinduism		2	2%
Islam		1	1%
I do not wish to disclose my religion		18	14%
Other		6	5%
Sikhism		1	1%
Unspecified		3	3%
<b>Ethnic Origin (headcount)</b>			
White		109	92%
Mixed - Multiple Ethnic Groups		0	0%
Asian / Asian British		5	4%
Black / African / Caribbean / Black British		1	1%
Other ethnic group		0	0%
Undefined/not stated		4	3%
<b>Age (headcount)</b>			
<20		3	3%
21-35		11	9%
36-45		34	28%
46-55		51	43%
56-65		20	17%

65+		0	0%
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### Occupational Health Service 2017-18

Management Referrals	6
Face-to-Face Assessments	2
Remote OHA Assessments (telephone consultations)	4
Health Assessment Questionnaire (new starters)	14
Referral diagnoses	Anxiety, depression, neurological, other
Non attendance	0
Total attendance	7
Work Related and Equality Act Cases	2 (Anxiety, neurological)

### Health Trends and Benchmarking

	Mental Health	MSK	Work related	Equality Act
<b>Public Sector</b>	36%	24%	20%	62%
<b>OH Average</b>	34%	26%	18%	51%
<b>SYB CCGs</b>	46%	16%	21%	41%