

Item: 8.4

Report to:	NHS Hull Clinical Commissioning Group Board
Date of Meeting:	28 September 2018
Subject:	Workforce and Organisational Development Annual Report
Presented by:	Sarah Smyth, Director of Quality & Clinical Governance / Executive Nurse
Author:	Sarah Smyth, Director of Quality & Clinical Governance / Executive Nurse

STATUS OF THE REPORT:

To approve	<input type="checkbox"/>	To endorse	<input checked="" type="checkbox"/>
To ratify	<input type="checkbox"/>	To discuss	<input type="checkbox"/>
To consider	<input type="checkbox"/>	For information	<input type="checkbox"/>
To note	<input checked="" type="checkbox"/>		

PURPOSE OF REPORT:
The purpose of this report is to provide the NHS Hull Clinical Commissioning Group Board (CCGB) with a summary of progress over the last 12 months (April 2017 to March 2018).

CONTEXT
The report will focus on the three key themes of the current Organisational Development (OD) Strategy

The three key themes of the existing OD Strategy are:

- 1) Performance Management
- 2) Organisational Climate, Culture & Employee Engagement
- 3) Organisation Development Needs (CCG-centric)

RECOMMENDATIONS:

a To note the Workforce and OD Annual Report.

REPORT EXEMPT FROM PUBLIC DISCLOSURE No Yes

If yes, grounds for exemption
(FOIA or DPA section reference)

CCG STRATEGIC OBJECTIVE (See guidance notes below)	BOARD ASSURANCE FRAMEWORK SPECIFIC OBJECTIVE (See guidance notes below)
Implement a revised Organisational Development Strategy	

IMPLICATIONS: (summary of key implications, including risks, associated with the paper),	
Finance	The CCG workforce and OD strategy is delivered within a set budget.
HR	The recommendations set out in this paper support the aims of the OD strategy and will form the investment and development direction for embedding the desired culture, strengthening workforce engagement and performance management, identifying talent and planning for organisational succession.
Quality	Improving workforce potential directly influences quality orientation through the development and embedding of a continuous improvement approach and thinking disciplines. Strengthening the organisational climate optimises employee engagement and supports release of creative, innovative potential to achieve our strategic workforce aims.
Safety	Poor performance management and low levels of employee engagement result in less organisational effort, lower levels of realised performance, poor retention and higher turnover, and volatile rigour in health, safety and wellbeing.

ENGAGEMENT: (Explain what engagement has taken place e.g. Partners, patients and the public prior to presenting the paper and the outcome of this)

This annual report has been considered at Senior Leadership Team.

LEGAL ISSUES: (Summarise key legal issues / legislation relevant to the report)

None.

EQUALITY AND DIVERSITY ISSUES: (summary of impact, if any, of CCG's duty to promote equality and diversity based on Equality Impact Analysis (EIA). **All** reports relating to new services, changes to existing services or CCG strategies / policies **must** have a valid EIA and will not be received by the Committee if this is not appended to the report)

	Tick relevant box
An Equality Impact Analysis/Assessment is not required for this report.	X
An Equality Impact Analysis/Assessment has been completed and approved by the lead Director for Equality and Diversity. As a result of performing the analysis/assessment there are no actions arising from the analysis/assessment.	
An Equality Impact Analysis/Assessment has been completed and there are actions arising from the analysis/assessment and these are included in section xx in the enclosed report.	

THE NHS CONSTITUTION: (*How the report supports the NHS Constitution*)

The proposal support delivery of Principle 3 of the NHS Constitution. The NHS aspires to the highest standards of excellence and professionalism.

ANNUAL WORKFORCE AND ORGANISATION DEVELOPMENT REPORT 2017 - 2018

INTRODUCTION

The purpose of this report is to provide the NHS Hull Clinical Commissioning Group Board (CCGB) with a summary of progress over the last 12 months (April 2017 to March 2018).

CONTEXT

The report will focus on the three key themes of the current Organisational Development (OD) Strategy and within it will provide a summary of progress made, implementation of key projects and next steps and priority actions for the following year.

CURRENT OD THEMES

The three key themes of the existing OD Strategy are:

- **Performance Management**

It was widely recognised in consultation for the development of the OD strategy design the importance of leaders understanding the clear links between focused performance management and development of workforce capability. As an 'Outstanding CCG' this is a key theme which will continue to be developed.

- **Organisational Climate, Culture & Employee Engagement**

A key theme of the CCG's OD Strategy was to build and strengthen a culture of high performance, by focusing on Performance Management it will enable us to develop this culture. However there are other key areas that have required targeted actions.

Our OD Strategy states: "People will be our only competitive edge, and employee engagement is the lynchpin for releasing the potential to make efficiencies, improve effective spend of the Hull Pound, develop sustainable healthcare services, and ultimately, impact on the quality of the patient experience. Each of the strategic aims of our OD strategy are interlinked and will support us in our delivery of improving overall organisational performance.

- **Organisation Development Needs (CCG-centric)**

Our OD Strategy states "To ensure we can keep the knowledge skills and expertise we already have in the business, continue to attract high calibre people to bring in new thinking, secure organic succession potential when needed, and grow the culture of a high performing team, the CCG must develop and maintain a compelling employee proposition, at all organisational levels for all roles. To do this, we must set out and/or continue to embed, clearly and concisely for the whole workforce.

Personal Development Review (PDR)

During the year we have continued to develop the PDR process, including an agreed Overall Performance Rating for all staff. In 2017/18 the CCG's PDR completion rate was 100% excluding any new starters or long term sickness absence which is an increase against the 84% achieved last year. The collation of this data has been a manual process of all appraisals being submitted to the Director of Quality and Clinical

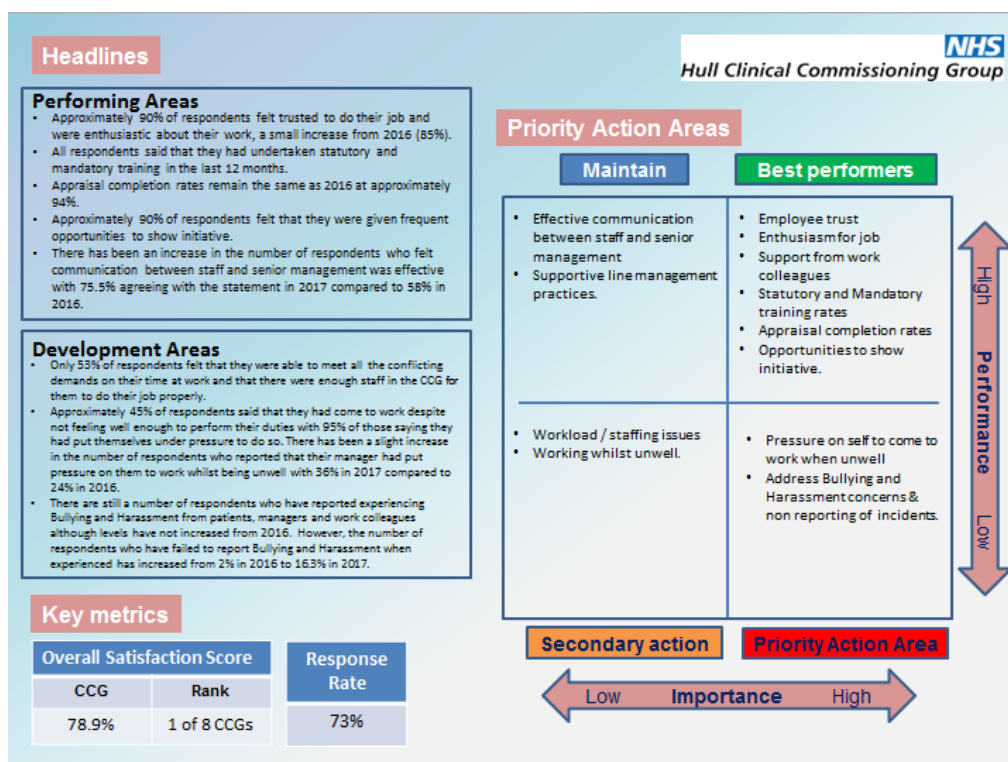
Governance/Executive Nurse. This demonstrates that the appraisal process is becoming embedded into the organisation.

Next Steps

- The establishment of a calibration panel with the intention to then develop a performance management distribution curve of overall performance ratings across the whole organisation and to review the organisation’s talent pool with a view to implementing a talent management plan.
- The roll out ESR – Appraisal is planned to be implemented in 2018 and will enable the recording of performance outcomes achieved for this appraisal year and also the inputting of new objectives going forward. The benefits of this will be to streamline the process, improve efficiency and enable accurate reporting. Line managers and staff will receive training and support on the roll out.

Staff Survey

We use the staff survey annually to gauge our ‘organisational climate’ and the strength of our ‘employee engagement’. The field work period for the barometer staff survey at Hull CCG this time round was October 2017. There was a total response rate of 73%, which is a slight improvement on last year’s 72% return. The survey aimed to measure employee’s responses against the domains of: health, wellbeing and safety, personal development, views about the organisation. Responses are then summarised into an overall ‘satisfaction’ rating. This data was then developed into a ‘balanced scorecard’ summary as below.



The CCG’s 2017 Staff Survey identified an overall satisfaction rate of 78.9% and the CCG was rated highest overall in its peer group for overall satisfaction. There was significant improvement in the areas of communication with managers, support from colleagues and value of work of between 14 and 17%. However there was an indicated increase in cases

of bullying and harrassment, although it should be noted that this is a very small number and work is ongoing to tackle concerns, behaviours and perception.

Employee Engagement

Following the results of the 2016-17 NHS staff survey, a Staff Survey action group was established which later developed into the Staff Health and Wellbeing Group. The group is an active cross-section of CCG staff committed to support and challenge the CCG to make improvements where there areas of concern for staff, as well as developing a proactive approach to staff health and wellbeing. An action plan is in place, and this is regularly reported to the Senior Management Team as well as the Equality & Diversity Review Group.

In January 2018 a dedicated Health and Wellbeing Week offered a series of mindfulness, yoga, reflexology and therapies sessions plus lunchtime walks which were all popular with the CCG wider team.

The CCG has made a commitment as a Mindful Employer to support the mental health and wellbeing of our staff. Nine new Mental Health First Aid champions were trained in February 2018.

The staff Health and Wellbeing Group has incorporated the priority action areas from the Staff Survey into its action plan for 2018-19 and have already had a staff consultation day on these areas of focus.

The CCG was a major sponsor of the 2017 Hull Marathon and six members of staff were part of two relay teams to take part in the event. Staff have also embraced the opportunities offered by Hull being UK City of Culture 2017, with many participating in the Challenge Hull activities and some signing up to the volunteering programme.

The CCG has continued to support and develop its staff and involved them in shaping the organisation's priorities at its annual staff AGM in May 2017.

We offered a year 11 work placement from a local school and have provided work experience for two individuals through the Prince's Trust Get into the NHS programme. A previous work experience trainee from the Prince's Trust successfully obtained an apprenticeship with the CCG and has now been appointed to a full time position.

Staff Consultation

Recognising the benefits of partnership working, Hull CCG is an active member of the North Yorkshire, Humber and Leeds Social Partnership Forum organised by the eMBED Workforce Team. The aim of the Partnership Forum is to provide a formal negotiation and consultation group for the CCGs and the Unions to discuss and debate issues in an environment of mutual trust and respect.

Trade union facility time 2017-18

Trade union facility time	
Number of relevant union officials	1
Full Time Equivalent (FTE) employee number	1

Percentage of time spent on trade union facility time	1-50%
Percentage of pay bill spent on facility time	
Total cost of facility time	£2,240
Total pay bill	£4,517,378
Percentage of total pay bill spent on facility time	0.05%
Paid trade union activities	
Time spent on trade union activities as a percentage of paid facility time	50%

Health and Safety Performance

The CCG continues to foster and encourage a positive health and safety culture within the organisation. All risk assessments for the organisation are up to date and all appropriate control measures are in place, and have been updated in relation to the moves involved during the refurbishment of the second floor.

Training and induction processes continued to be monitored during the year and all new CCG staff received necessary local information within their first week. New staff are expected to complete their statutory/mandatory health and safety training within their first 12 weeks of employment within the organisation.

Ongoing technical issues throughout the year in relation to recording of Statutory and Mandatory training completion on ESR have proved challenging, but at the end of March 2018, the overall compliance for the organisation was 88%. This means the organisation has hit its own compliance target. An action plan is in place to further improve performance by the end of Q1 2018. Also the addition of Conflicts of Interests training is now mandated. The Health and Safety Group has raised the importance of reporting incidents amongst staff, through briefings and training. There were four reported Health & Safety incidents within the organisation in 2017-18. All incidents were thoroughly investigated and none met the external reporting threshold (RIDDOR) and lessons learned have been shared with staff to help prevent re-occurrence.

Promoting Equality

The CCG has embraced its equality duties, rather than simply focus on legal compliance, it has dedicated its efforts to achieving meaningful outcomes for our staff, patients and all those we engage with. Our Equality Information Report published at www.hullccg.nhs.uk demonstrates how the CCG is meeting its public sector equality duties and NHS England equality standards and this is summarised below.

Social, community and human rights obligations

We are committed to promoting equality and eliminating discrimination as an employer, and in ensuring the services we commission are accessible and inclusive. We recognise our duties under the Human Rights Act 1998 and the Equality Act 2010, including the Public Sector General Equality Duty to pay due regard to:

1. Eliminating unlawful discrimination, harassment and victimisation. This includes sexual harassment, direct and indirect discrimination on the grounds of a protected characteristic.
2. Advancing equality of opportunity between people who share a protected characteristic and people who do not share it.
3. Fostering good relations between people who share a protected characteristic and people who do not share it.
4. Having due regard means considering the above in all the decision making, including:
 - How the organisation acts as an employer
 - Developing, reviewing and evaluating policies
 - Designing, delivering and reviewing services
 - Procuring and commissioning
 - Providing equitable access to services

Hull CCG's equality objectives

Our equality objectives were developed through extensive engagement with staff and local interest groups primarily through implementing the Equality Delivery System (EDS2). See <http://www.hullccg.nhs.uk/equality-delivery-system-eds2/> for more information. A summary of progress against the equality objectives and outcomes is considered by the Quality & Performance Committee at regular intervals throughout the year.

Objective 1: Ensure patients and public have improved access to information and minimise communications barriers

Objective 2: To ensure and provide evidence that equality is consciously considered in all commissioning activities and ownership of this is part of everyone's day-to-day job

Objective 3: Recruit and maintain a well-supported, skilled workforce, which is representative of the population we serve

Objective 4: Ensure that NHS Hull Clinical Commissioning Group is welcoming and inclusive to people from all backgrounds and with a range of access needs

As we have developed our equality and inclusion programme, we see that this objective is an overarching vision and aim that is achieved through continued focus on our other objectives, and commitment to continuous review and improvement.

New equality objective for 2019 - 2023

We will continue to deliver against these four Equality objectives. In addition, and recognising the increasing alignment between health and social care services, and other partnerships across the region, we have set an additional objective:

To demonstrate leadership on equality and inclusion and be an active champion of equalities in partnership programmes or arrangements

Workforce Race Equality Standard (WRES)

The CCG has published its Workforce Race Equality Standard (WRES) report and is working with local providers to ensure the WRES is incorporated in a meaningful way (see www.hullccg.nhs.uk)

Gender pay gap reporting

The CCG employed 74 staff as at 31 March 2018 and therefore is not subject to this reporting duty. However, we do regularly analyse our workforce data, including pay band by gender. Salaries are reviewed by our Remuneration Committee, which follows national guidelines and best practice. The CCG pay profile is also reviewed quarterly by the Senior Leadership Team.

Next Steps

- The staff survey action plan and the revised employee health, safety and wellbeing action plan will be incorporated into an updated OD plan for the organisation.
- Embedding of Equality and Diversity objectives as part of the appraisal process with staff.

Staff policies

As an employer the CCG recognises and values people as individuals and accommodates differences wherever possible by making adjustments to working arrangements or practices. We actively work to remove any discriminatory practices, eliminate all forms of harassment and promote equality of opportunity in our recruitment, training, performance management and development practices. Policies and processes in place to support this include:

- Staff Induction
- Bullying and harassment
- NHS Code of Conduct for Managers
- Health policies
- Annual appraisals with staff
- Employment equality monitoring forms

Eight policies were reviewed/developed through to approval in 2017-18:

- Recruitment and selection
- Attendance management
- Substance misuse
- Pay protection
- Redeployment
- Professional registration
- Managing work performance
- Flexitime

Our policies are available at www.hullccg.nhs.uk

Disability policy

As a Disability Confident Level 2 employer, and a member of the This Ability Steering Group and Learning Disability Partnership, Hull CCG is committed to supporting people

with a disability or health condition to find, and stay in, work. To support the recommendations set out by the Stevenson and Farmer Review we have also incorporated actions required to support staff with mental ill health or poor well-being into their overarching Health and Wellbeing plan.

We actively encourage people with disabilities to apply for positions in our organisation and have a commitment to interviewing job applicants with disabilities where they meet the minimum criteria for the job. When candidates are invited to the interview they are asked to contact the HR Team if they require any reasonable adjustments to be made. Staff members who have a disability will be supported with any reasonable adjustments required where recommendations may be made regarding working environment, working patterns, training and development or referrals to other agencies such as Access to Work. Occupational Health will also provide support to staff if they acquire a disability, or should an existing disability or health condition worsen, to enable them to continue in their current role.

Staff members who have disabilities have the opportunity to discuss their development through our Personal Development and Review process. An equality impact analysis is undertaken on all newly proposed Human Resources policies to determine whether it has a disparate impact on disability and, where identified, action is considered to mitigate this.

Should circumstances change with an employee's disability status during their employment then the framework within the Attendance Management Policy would be used. The Attendance Management Policy provides an opportunity through Return to Work interviews to discuss additional support needs which can be sought from Occupational Health if required.

Workforce Performance

WORKFORCE DATA as at 31 March 2018

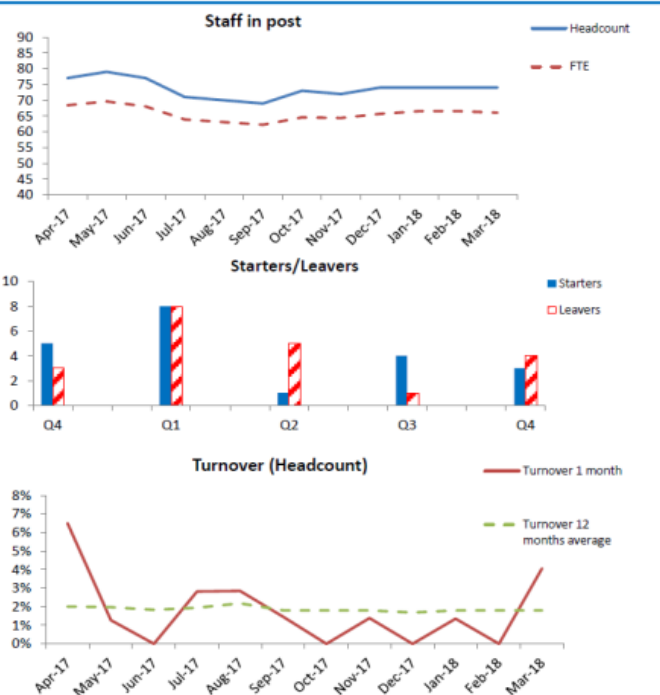
Organisation	
(101) Hull	
Quarter:	Q4
Reporting Period:	Jan - Mar

Staff in post	31 March 2018
FTE	66.1
Headcount	74

Starters/Leavers	Q4
Starters	3
Leavers	4

Starters/Leavers	12 Months
Starters	20
Leavers	20

Turnover	
March 2018	4.05%
12 month average	1.81%



Key data relating to recruitment and retention is reviewed via the workforce report on a quarterly basis. This information identifies any trends or fluctuations which enable to CCG to review practices and processes and ensure any remedial action is taken. The CCG has continued to perform well in these areas over the last year.

Number of senior managers

Please see table below for information on number of senior managers by band and analysed by 'permanently employed' and 'other' staff for NHS Hull CCG in 2017-18.

Pay band	Total
Band 8a	13
Band 8b	9
Band 8c	5
Band 8d	6
Band 9	0
VSM	4
Governing body	11
Any other spot salary	13
Assignment category	Total
Permanent	66
Fixed term	10
Statutory office holders	11
Bank	5
Honorary	3

Gender composition

Between 1 April 2017 and 31 March 2018 the gender composition of the Hull CCG Board and Council of Members was as follows:

	Female	Male
CCG Board (Governing Body)	7	9
CCG Membership (Council of Members)**	8	32

**Council of Members has 40 members in total, with some members representing more than one practice.

The gender composition for NHS Hull CCG employees was as follows:

Pay band	Female	Male
Band 8a	12	1
Band 8b	5	4
Band 8c	4	1
Band 8d	4	2
Band 9	0	0
VSM	4	0
Governing body	2	9
Any other spot salary	7	6
All other employees (including apprentice if applicable)	26	8

Sickness absence information 2017-18

Absence	Total (2016-17)	Total (2017-18)
Average sickness %	4.9%	1.7%
Total number of FTE days lost	1106	402.3

The CCG regularly reviews reasons for absence and all sickness is managed in line with the organisation's Attendance Management Policy which can be found at www.hullccg.nhs.uk We have set ourselves a local target for reducing sickness absence of 2.5 % and the ongoing work to improve staff health and wellbeing supports this aim.

Employee relations cases

SLT have an oversight of these via the quarterly workforce reports and also where applicable on a case by case basis. ER cases are managed throughout the year with the involvement of HR and reviewed as required.

Organisational Change

As required the CCG carries out team re-structures in order to meet operational need. Such reviews are carried out in line with the Change Management policy and fully involve staff, Trade Union Representatives and HR. Within the last year the Contracts, Performance, Procurement and Programme Delivery team successfully implemented a new structure.

Leadership

A number of staff have engaged with the leadership academy programmes and staff have been offered the bitesize leadership sessions via eMBED. In July 2017 nine members of Hull CCG participated in the 'Building Champions' Programme led by former England Rugby League Captain, Jamie Peacock. An introductory group session was held where he presented his inspirational story of 'No White Flag' which then progressed to bi-weekly one-to-one meetings where he set goals specific to the individual and monitored their progress. Through these one to one sessions he supported the staff through their personal challenges reflecting on how the skills he applied during his playing career could be transferred to the professional sphere. Many of the principles have been adapted by the attendees and embedded into their daily working lives; most specifically that of 'Celebrating Your Success' where all CCG staff are now actively encouraged to share their successes with their colleagues. Due to the overwhelming positive feedback from all of the staff who completed the programme, another cohort was ran.

During the spring/summer 2017, support was given to one of the senior managers to develop as a professional coach / mentor. This has led to the development of a 'Humber Coaching Collaborative', with Hull CCG leading and sponsoring a program together with ERoY CCG and NEL CCG to introduce a more 'coaching' culture across the CCGs.

Priority Actions for 2018 / 2019

- Complete OD strategy refresh and focus on organisational development needs moving forward including staff and Board

- Implement a Talent Management tool to enable the development of a CCG succession plan which include key roles such as GP board level, lay members and key posts within the directorates
- With the introduction of the new Head of People post deliver the key requirements of the role and ensure that the CCG has an OD strategy and people plan which supports the direction and organisational aims, values and vision.
- Implement a new operational HR Service at the end of the current eMBED contract
- Continue to monitor workforce turnover and identify trends

CONCLUSION

It is recommended that the CCG Board supports and endorses all of the actions set out in the next steps sections of the report.

It is also recommended that the CCG Board supports the need to develop a new OD Strategy

RECOMMENDATIONS

To note the Workforce and OD Annual Report.