

10. WORKFORCE UPDATES AND ACTIONS

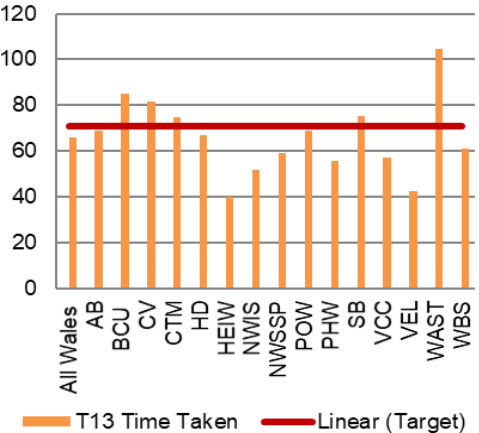
This section of the report provides further detail on key workforce measures.

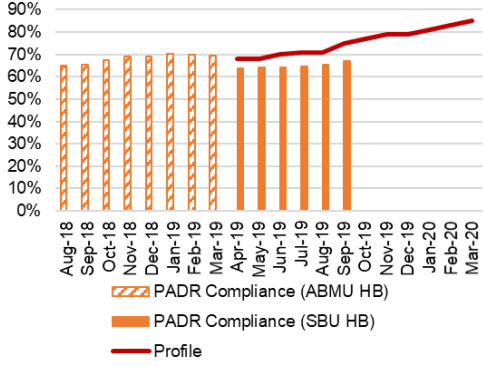
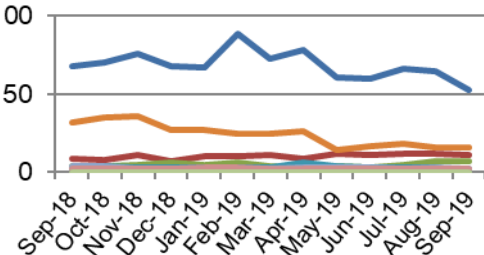
Description	Current Performance	Trend	Actions planned for next period																																										
<p>Staff sickness rates- <i>Percentage of sickness absence rate of staff</i></p>	<ul style="list-style-type: none"> The 12-month rolling performance to the end of August was 5.99%. This is an in-month reduction of 0.02% when compared with August 2019 (6.01% to 5.99%). Our in-month performance has increased from 5.86% in July to 5.95% in August 2019. Primary and Community Services Delivery Unit had the largest in-month improvement with a reduction of 0.48% (from 5.29% to 4.81%). 	<p>% of full time equivalent (FTE) days lost to sickness absence (12 month rolling)</p> <table border="1"> <caption>% of full time equivalent (FTE) days lost to sickness absence (12 month rolling)</caption> <thead> <tr> <th>Month</th> <th>% sickness rate (12 month rolling)</th> <th>% sickness rate (in-month)</th> </tr> </thead> <tbody> <tr><td>Aug-18</td><td>5.99%</td><td>6.01%</td></tr> <tr><td>Sep-18</td><td>5.99%</td><td>5.95%</td></tr> <tr><td>Oct-18</td><td>5.99%</td><td>5.95%</td></tr> <tr><td>Nov-18</td><td>5.99%</td><td>5.95%</td></tr> <tr><td>Dec-18</td><td>5.99%</td><td>5.95%</td></tr> <tr><td>Jan-19</td><td>5.99%</td><td>5.95%</td></tr> <tr><td>Feb-19</td><td>5.99%</td><td>5.95%</td></tr> <tr><td>Mar-19</td><td>5.99%</td><td>5.95%</td></tr> <tr><td>Apr-19</td><td>5.99%</td><td>5.95%</td></tr> <tr><td>May-19</td><td>5.99%</td><td>5.95%</td></tr> <tr><td>Jun-19</td><td>5.99%</td><td>5.95%</td></tr> <tr><td>Jul-19</td><td>5.99%</td><td>5.95%</td></tr> <tr><td>Aug-19</td><td>5.99%</td><td>5.95%</td></tr> </tbody> </table>	Month	% sickness rate (12 month rolling)	% sickness rate (in-month)	Aug-18	5.99%	6.01%	Sep-18	5.99%	5.95%	Oct-18	5.99%	5.95%	Nov-18	5.99%	5.95%	Dec-18	5.99%	5.95%	Jan-19	5.99%	5.95%	Feb-19	5.99%	5.95%	Mar-19	5.99%	5.95%	Apr-19	5.99%	5.95%	May-19	5.99%	5.95%	Jun-19	5.99%	5.95%	Jul-19	5.99%	5.95%	Aug-19	5.99%	5.95%	<ul style="list-style-type: none"> Outputs from the review pilot using early intervention techniques within Morrision Facilities department will be formally reported. This approach is being rolled out across the entire Facilities department and a plan to accelerate this rollout is being worked on. Additional areas to adopt the approach are to be identified. Singleton Delivery Unit absence deep dive- review has been completed and, overall learnings and best practice are to be shared across other units. MAAW policy training – over 100 more managers are planned to be trained throughout October. An all-Wales e-learning package to support this policy training is due to be released over the autumn which will increase our coverage of this training. 4 further Work Related Stress Awareness workshops for managers are planned for Oct/Nov for circa 60 managers. These sessions: <ul style="list-style-type: none"> Promote awareness of work related stress Highlight possible signs of stress Advise and explore ways of using the risk assessment tool Promote ways to make positive collaborate improvements with staff Four further Mental Health Awareness workshops for managers are planned for October/November for circa 60 managers. These sessions: <ul style="list-style-type: none"> These sessions raise general awareness of mental health. Assist in combating stigma in relation to mental health. Provide suggestions on supporting staff and ways to look after your own wellbeing.
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<p>Mandatory & Statutory Training- Percentage compliance for all completed Level 1 competencies within the Core Skills and Training Framework by organisation</p>	<ul style="list-style-type: none"> Over the past month compliance against the 13 core competencies has risen from 79.4% to 79.60%. This is a 0.2% increase from the previous month and a 2.9% rise since April 2019. This takes into account both current employees who are maintaining their compliance as well as those who are new to the Health Board. Medical & Dental are currently the lowest performing area, which stands at 42.03% compliance. This is a 2.62% drop from last month's results. 	<p>% of compliance with Core Skills and Training Framework</p> <table border="1"> <caption>Data for % of compliance with Core Skills and Training Framework</caption> <thead> <tr> <th>Month</th> <th>% Level 1 compliance (ABMU HB)</th> <th>% Level 1 compliance (SBU HB)</th> </tr> </thead> <tbody> <tr><td>Aug-18</td><td>65%</td><td>65%</td></tr> <tr><td>Sep-18</td><td>68%</td><td>68%</td></tr> <tr><td>Oct-18</td><td>70%</td><td>70%</td></tr> <tr><td>Nov-18</td><td>72%</td><td>72%</td></tr> <tr><td>Dec-18</td><td>73%</td><td>73%</td></tr> <tr><td>Jan-19</td><td>74%</td><td>74%</td></tr> <tr><td>Feb-19</td><td>75%</td><td>75%</td></tr> <tr><td>Mar-19</td><td>76%</td><td>76%</td></tr> <tr><td>Apr-19</td><td>77%</td><td>75%</td></tr> <tr><td>May-19</td><td>78%</td><td>76%</td></tr> <tr><td>Jun-19</td><td>79%</td><td>77%</td></tr> <tr><td>Jul-19</td><td>80%</td><td>78%</td></tr> <tr><td>Aug-19</td><td>81%</td><td>79%</td></tr> <tr><td>Sep-19</td><td>82%</td><td>80%</td></tr> <tr><td>Oct-19</td><td>83%</td><td>81%</td></tr> <tr><td>Nov-19</td><td>84%</td><td>82%</td></tr> <tr><td>Dec-19</td><td>85%</td><td>83%</td></tr> <tr><td>Jan-20</td><td>86%</td><td>84%</td></tr> <tr><td>Feb-20</td><td>87%</td><td>85%</td></tr> <tr><td>Mar-20</td><td>88%</td><td>86%</td></tr> </tbody> </table>	Month	% Level 1 compliance (ABMU HB)	% Level 1 compliance (SBU HB)	Aug-18	65%	65%	Sep-18	68%	68%	Oct-18	70%	70%	Nov-18	72%	72%	Dec-18	73%	73%	Jan-19	74%	74%	Feb-19	75%	75%	Mar-19	76%	76%	Apr-19	77%	75%	May-19	78%	76%	Jun-19	79%	77%	Jul-19	80%	78%	Aug-19	81%	79%	Sep-19	82%	80%	Oct-19	83%	81%	Nov-19	84%	82%	Dec-19	85%	83%	Jan-20	86%	84%	Feb-20	87%	85%	Mar-20	88%	86%	<p><i>There has been no change in action since last month as all actions remain relevant.</i></p> <ul style="list-style-type: none"> E-learning drop in sessions are continuing across the current Health Board and all sites on a regular basis. A review of the Mandatory Training framework is currently being undertaken with all relevant Subject Matter Experts examining the current Mandatory Training Framework to ensure it is fit for purpose and to comment on any changes required. It is expected to have all comments returned by Friday 4th October ready for a meeting soon after. A NWSSP Audit is due to take place on Monday 30th September, It have been invited to be on standby to assist with any identified issues. The audit will review access issues identified with e-learning and others conditions relating to the running of ESR & e-learning. The Mandatory Training Governance Committee has met with actions highlighted above. Further meetings are being organised to discuss content, recording, it is planned that regular meetings will continue and will discuss compliance and any changes to the content of the framework. Once clarified, this would then be subject to approval via the Workforce and OD committee on any actions regarding M&S may arise from this meeting.
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Vacancies <i>Medical and Nursing and Midwifery</i>	<ul style="list-style-type: none"> Continue to engage nurses from outside the UK to help mitigate the UK shortage of registered nurses. To date we have in our employ: EU Nurses employed at Band 5 = 70 Philippine nurses arrived in 17/18 & employed at Band 5 = 30 Regionally organised nurse recruitment days which ensure we are not duplicating efforts across hospital sites. These are heavily advertised across social media platforms via our communications team. 11 Health Care Support Workers (HCSW's) recruited to part time degree in nursing. 7 commenced in Sept-17 on a 4 year programme, the remainder commenced in Jan-18 on a 2 year 9 month programme. We have also secured further external funding to offer similar places to 13 HCSW's in 18/19 and recruitment to these places is underway. A further 13 of our HCSW's are currently undertaking a 2 year master's programme. 	Vacancies July/ Aug/Sept 2019. <table border="1" data-bbox="869 252 1384 762"> <thead> <tr> <th>Grade - Medical & Dental</th> <th>Jul-19</th> <th>Aug-19</th> <th>Sep-19</th> </tr> </thead> <tbody> <tr><td>21000-Consultant (M&D)</td><td>-61.19</td><td>-56.72</td><td>-49.62</td></tr> <tr><td>21100-Locum Consultant (M&D)</td><td>0.70</td><td>-1.10</td><td>0.10</td></tr> <tr><td>22110-Associate Specialist (M&D)</td><td>-7.64</td><td>-7.33</td><td>-7.33</td></tr> <tr><td>22200-Locum Associate Specialist (M&D)</td><td>-0.40</td><td>-0.20</td><td></td></tr> <tr><td>22250-Specialist Dental Officer</td><td>-0.80</td><td>-0.80</td><td>-0.40</td></tr> <tr><td>22260-Senior Dental Officer</td><td>-3.61</td><td>-3.82</td><td>-0.80</td></tr> <tr><td>22270-Dental Officer</td><td>-19.26</td><td>-18.26</td><td>-3.82</td></tr> <tr><td>22310-Speciality Doctor (M&D)</td><td>-0.60</td><td>-0.60</td><td>-17.66</td></tr> <tr><td>22320-Locum Speciality Doctor (M&D)</td><td>-124.53</td><td>-89.19</td><td>-0.60</td></tr> <tr><td>23100-Specialty Registrar (M&D)</td><td>25.20</td><td>8.90</td><td>-64.46</td></tr> <tr><td>23120-Locum Specialty Registrar (M&D)</td><td>-6.00</td><td>-6.00</td><td>8.90</td></tr> <tr><td>23200-Specialist Registrar (M&D)</td><td>-0.40</td><td>-0.40</td><td>-6.00</td></tr> <tr><td>23300-Locum Specialist Registrar (M&D)</td><td>-0.91</td><td>-0.65</td><td>-0.40</td></tr> <tr><td>24100-F2 foundation year 2 (M&D)</td><td>3.00</td><td>3.00</td><td>-0.65</td></tr> <tr><td>24110-Locum F2 Foundation year 2 (M&D)</td><td>-9.20</td><td>-10.20</td><td>3.00</td></tr> <tr><td>24400-F1 foundation year 1 (M&D)</td><td>1.00</td><td>0.00</td><td>-6.40</td></tr> <tr><td>24900-Dental Trainees in Hosp Post</td><td>3.21</td><td>-6.24</td><td>0.76</td></tr> <tr><td>25000-Clinical Assistant (M&D)</td><td>-1.09</td><td>-1.09</td><td>-1.09</td></tr> <tr><td>25100-Senior Lecturer (M&D)</td><td>-1.08</td><td>-1.08</td><td>-1.08</td></tr> <tr><td>25300-G.P.Sessions / Staff Fund</td><td>5.08</td><td>5.08</td><td>5.52</td></tr> <tr><td>Total</td><td>-198.52</td><td>-186.72</td><td>-142.04</td></tr> </tbody> </table> <table border="1" data-bbox="869 794 1384 1074"> <thead> <tr> <th>Grade - 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Health Care Support Workers</th> <th>Jul-19</th> <th>Aug-19</th> <th>Sep-19</th> </tr> </thead> <tbody> <tr><td>2AA21-Nursing HCA/HCSW Band 2</td><td>-24.71</td><td>-27.42</td><td>-64.96</td></tr> <tr><td>2AA31-Nursing HCA/HCSW Band 3</td><td>-24.57</td><td>-34.55</td><td>-39.62</td></tr> <tr><td>2AA41-Nursing HCA/HCSW Band 4</td><td>0.10</td><td>-4.58</td><td>3.68</td></tr> <tr><td>Total</td><td>-49.18</td><td>-66.55</td><td>-100.90</td></tr> </tbody> </table>	Grade - Medical & Dental	Jul-19	Aug-19	Sep-19	21000-Consultant (M&D)	-61.19	-56.72	-49.62	21100-Locum Consultant (M&D)	0.70	-1.10	0.10	22110-Associate Specialist (M&D)	-7.64	-7.33	-7.33	22200-Locum Associate Specialist (M&D)	-0.40	-0.20		22250-Specialist Dental Officer	-0.80	-0.80	-0.40	22260-Senior Dental Officer	-3.61	-3.82	-0.80	22270-Dental Officer	-19.26	-18.26	-3.82	22310-Speciality Doctor (M&D)	-0.60	-0.60	-17.66	22320-Locum Speciality Doctor (M&D)	-124.53	-89.19	-0.60	23100-Specialty Registrar (M&D)	25.20	8.90	-64.46	23120-Locum Specialty Registrar (M&D)	-6.00	-6.00	8.90	23200-Specialist Registrar (M&D)	-0.40	-0.40	-6.00	23300-Locum Specialist Registrar (M&D)	-0.91	-0.65	-0.40	24100-F2 foundation year 2 (M&D)	3.00	3.00	-0.65	24110-Locum F2 Foundation year 2 (M&D)	-9.20	-10.20	3.00	24400-F1 foundation year 1 (M&D)	1.00	0.00	-6.40	24900-Dental Trainees in Hosp Post	3.21	-6.24	0.76	25000-Clinical Assistant (M&D)	-1.09	-1.09	-1.09	25100-Senior Lecturer (M&D)	-1.08	-1.08	-1.08	25300-G.P.Sessions / Staff Fund	5.08	5.08	5.52	Total	-198.52	-186.72	-142.04	Grade - Nursing & Midwifery	Jul-19	Aug-19	Sep-19	2A182-Nurse Consultant Band 8B	0.00	0.00	0.00	2A281-Nurse Manager Band 8A	-0.37	-1.81	-2.81	2A282-Nurse Manager Band 8B	6.06	5.66	5.66	2A283-Nurse Manager Band 8C	3.00	3.00	2.00	2A284-Nurse Manager Band 8D	-0.80	-1.80	0.20	2A451-Registered Nurse Band 5	-355.41	-359.71	-367.95	2A461-Registered Nurse Band 6	-37.16	-33.55	-46.91	2A471-Registered Nurse Band 7	-34.96	-36.81	-27.58	2A481-Registered Nurse Band 8A	2.30	2.06	2.42	2A482-Registered Nurse Band 8B	1.00	1.00	1.00	Total	-416.35	-421.96	-433.98	Grade - Health Care Support Workers	Jul-19	Aug-19	Sep-19	2AA21-Nursing HCA/HCSW Band 2	-24.71	-27.42	-64.96	2AA31-Nursing HCA/HCSW Band 3	-24.57	-34.55	-39.62	2AA41-Nursing HCA/HCSW Band 4	0.10	-4.58	3.68	Total	-49.18	-66.55	-100.90	<ul style="list-style-type: none"> Currently exploring further options of nurses from Dubai and India. We are in the process of preparing a mini tendering exercise which will be aimed at suppliers who are able to provide overseas qualified nurses who already have the requisite English language requirements as this has been the time delay to date in our recruitment timeline. The Health Board has been fortunate to receive circa 120 nurses from student streamlining. This is the highest figure to date. The Health Board has recruited 11 IELTS ready nurses from the Philippines who are due to commence in December. Following their onboarding we will assess if we can recruit more. Work is underway to develop a medical recruitment strategy in partnership with the Medical Director/ Deputy Medical Director team. The initial plans were presented to the Workforce and OD committee in February. This is due for discussion at the May Local Nursing Committee (LNC). This will now form part of the work looking at recruitment and retention strategy for the Health Board for all staff groups. This is resource dependant. The HB has recently had an excellent response from Pakistan and Egypt for junior doctor applicants. This is being considered for future overseas recruitment for the medical workforce.
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Total	-198.52	-186.72	-142.04																																																																																																																																																												
Grade - Nursing & Midwifery	Jul-19	Aug-19	Sep-19																																																																																																																																																												
2A182-Nurse Consultant Band 8B	0.00	0.00	0.00																																																																																																																																																												
2A281-Nurse Manager Band 8A	-0.37	-1.81	-2.81																																																																																																																																																												
2A282-Nurse Manager Band 8B	6.06	5.66	5.66																																																																																																																																																												
2A283-Nurse Manager Band 8C	3.00	3.00	2.00																																																																																																																																																												
2A284-Nurse Manager Band 8D	-0.80	-1.80	0.20																																																																																																																																																												
2A451-Registered Nurse Band 5	-355.41	-359.71	-367.95																																																																																																																																																												
2A461-Registered Nurse Band 6	-37.16	-33.55	-46.91																																																																																																																																																												
2A471-Registered Nurse Band 7	-34.96	-36.81	-27.58																																																																																																																																																												
2A481-Registered Nurse Band 8A	2.30	2.06	2.42																																																																																																																																																												
2A482-Registered Nurse Band 8B	1.00	1.00	1.00																																																																																																																																																												
Total	-416.35	-421.96	-433.98																																																																																																																																																												
Grade - Health Care Support Workers	Jul-19	Aug-19	Sep-19																																																																																																																																																												
2AA21-Nursing HCA/HCSW Band 2	-24.71	-27.42	-64.96																																																																																																																																																												
2AA31-Nursing HCA/HCSW Band 3	-24.57	-34.55	-39.62																																																																																																																																																												
2AA41-Nursing HCA/HCSW Band 4	0.10	-4.58	3.68																																																																																																																																																												
Total	-49.18	-66.55	-100.90																																																																																																																																																												

Description	Current Performance	Trend	Actions planned for next period																																												
<p>Recruitment Metrics provided by NWSSP. Comparison with all-Wales benchmarking</p>	<ul style="list-style-type: none"> Swansea Bay UHB overall performance continues to match the target level for NHS Wales when excluding outlier data. <p><i>Recruitment data for September was not available at the time of writing this report</i></p>	<p>Vacancy Creation to Unconditional Offer August 2019 (working days: including outliers) T13</p>  <p>Legend: T13 Time Taken (Orange bar), Linear (Target) (Red line)</p>	<ul style="list-style-type: none"> Outlier data is passed to Delivery Units for review. If Outliers (activity well outside the normal expected timescale) are excluded SBU HB is well under the 71 day target. Action to sanitise the data will improve accuracy of the reports. Main HB issue is time to shortlist which continues to hover between 6-9 days against a target of 3. 																																												
<p>Turnover % turnover by occupational group</p>	<ul style="list-style-type: none"> There has been very little movement in overall turnover in recent years. Headcount turnover remains around 8%. FTE turnover has reduced to the lowest level seen for over two years. Nurse headcount turnover has increased in the last two months to just over 9%, with FTE remaining closer to 8.5%. 	<p>Period Turnover Rate - 01 September 2018 - 31 August 2019 Comparison is with June data</p> <table border="1" data-bbox="869 943 1377 1331"> <thead> <tr> <th>Staff Group</th> <th>FTE</th> <th>Headcount</th> <th>Change Headcount</th> </tr> </thead> <tbody> <tr> <td>Add Prof Scientific & Technic</td> <td>7.60%</td> <td>8.25%</td> <td>↓</td> </tr> <tr> <td>Additional Clinical Services</td> <td>6.08%</td> <td>6.46%</td> <td>↓</td> </tr> <tr> <td>Administrative and Clerical</td> <td>8.53%</td> <td>8.61%</td> <td>↑</td> </tr> <tr> <td>Allied Health Professionals</td> <td>8.07%</td> <td>7.89%</td> <td>↓</td> </tr> <tr> <td>Estates & Ancillary</td> <td>5.30%</td> <td>5.49%</td> <td>↑</td> </tr> <tr> <td>Healthcare Scientists</td> <td>6.64%</td> <td>6.79%</td> <td>↓</td> </tr> <tr> <td>Medical & Dental</td> <td>10.05%</td> <td>11.02%</td> <td>↓</td> </tr> <tr> <td>Nursing & Midwifery Registered</td> <td>8.60%</td> <td>9.11%</td> <td>↓</td> </tr> </tbody> </table> <table border="1" data-bbox="869 1353 1377 1414"> <thead> <tr> <th>Overall Rate</th> <th>FTE</th> <th>Headcount</th> <th>Change Headcount</th> </tr> </thead> <tbody> <tr> <td>Overall Rate</td> <td>7.71%</td> <td>8.03%</td> <td>↓</td> </tr> </tbody> </table>	Staff Group	FTE	Headcount	Change Headcount	Add Prof Scientific & Technic	7.60%	8.25%	↓	Additional Clinical Services	6.08%	6.46%	↓	Administrative and Clerical	8.53%	8.61%	↑	Allied Health Professionals	8.07%	7.89%	↓	Estates & Ancillary	5.30%	5.49%	↑	Healthcare Scientists	6.64%	6.79%	↓	Medical & Dental	10.05%	11.02%	↓	Nursing & Midwifery Registered	8.60%	9.11%	↓	Overall Rate	FTE	Headcount	Change Headcount	Overall Rate	7.71%	8.03%	↓	<ul style="list-style-type: none"> Roll out of exit interviews across the Health Board following the pilot in Nursing is being looked into as well as the use of ESR exit interview functionality. This is being managed on an all-Wales basis.
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<p>PADR <i>% staff who have a current PADR recorded</i></p>	<ul style="list-style-type: none"> Staff who have had a Personal Appraisal and Development Review (PADR) as of September 2019 stands at 67.00%. This is an increase of 1.73% from August's figure of 65.27% Estates and Ancillaries have seen an increase from 42.55% to 47.02% 	<p>% of staff who have had a PADR in previous 12 months</p>  <table border="1"> <caption>Estimated data for PADR Compliance</caption> <thead> <tr> <th>Month</th> <th>PADR Compliance (ABMU HB)</th> <th>PADR Compliance (SBU HB)</th> <th>Profile</th> </tr> </thead> <tbody> <tr><td>Aug-18</td><td>65.27%</td><td>65.27%</td><td>65.27%</td></tr> <tr><td>Sep-18</td><td>65.27%</td><td>65.27%</td><td>65.27%</td></tr> <tr><td>Oct-18</td><td>65.27%</td><td>65.27%</td><td>65.27%</td></tr> <tr><td>Nov-18</td><td>65.27%</td><td>65.27%</td><td>65.27%</td></tr> <tr><td>Dec-18</td><td>65.27%</td><td>65.27%</td><td>65.27%</td></tr> <tr><td>Jan-19</td><td>65.27%</td><td>65.27%</td><td>65.27%</td></tr> <tr><td>Feb-19</td><td>65.27%</td><td>65.27%</td><td>65.27%</td></tr> <tr><td>Mar-19</td><td>65.27%</td><td>65.27%</td><td>65.27%</td></tr> <tr><td>Apr-19</td><td>65.27%</td><td>65.27%</td><td>65.27%</td></tr> <tr><td>May-19</td><td>65.27%</td><td>65.27%</td><td>65.27%</td></tr> <tr><td>Jun-19</td><td>65.27%</td><td>65.27%</td><td>65.27%</td></tr> <tr><td>Jul-19</td><td>65.27%</td><td>65.27%</td><td>65.27%</td></tr> <tr><td>Aug-19</td><td>65.27%</td><td>65.27%</td><td>65.27%</td></tr> <tr><td>Sep-19</td><td>65.27%</td><td>65.27%</td><td>67.00%</td></tr> <tr><td>Oct-19</td><td>65.27%</td><td>65.27%</td><td>67.00%</td></tr> <tr><td>Nov-19</td><td>65.27%</td><td>65.27%</td><td>67.00%</td></tr> <tr><td>Dec-19</td><td>65.27%</td><td>65.27%</td><td>67.00%</td></tr> <tr><td>Jan-20</td><td>65.27%</td><td>65.27%</td><td>67.00%</td></tr> <tr><td>Feb-20</td><td>65.27%</td><td>65.27%</td><td>67.00%</td></tr> <tr><td>Mar-20</td><td>65.27%</td><td>65.27%</td><td>67.00%</td></tr> </tbody> </table>	Month	PADR Compliance (ABMU HB)	PADR Compliance (SBU HB)	Profile	Aug-18	65.27%	65.27%	65.27%	Sep-18	65.27%	65.27%	65.27%	Oct-18	65.27%	65.27%	65.27%	Nov-18	65.27%	65.27%	65.27%	Dec-18	65.27%	65.27%	65.27%	Jan-19	65.27%	65.27%	65.27%	Feb-19	65.27%	65.27%	65.27%	Mar-19	65.27%	65.27%	65.27%	Apr-19	65.27%	65.27%	65.27%	May-19	65.27%	65.27%	65.27%	Jun-19	65.27%	65.27%	65.27%	Jul-19	65.27%	65.27%	65.27%	Aug-19	65.27%	65.27%	65.27%	Sep-19	65.27%	65.27%	67.00%	Oct-19	65.27%	65.27%	67.00%	Nov-19	65.27%	65.27%	67.00%	Dec-19	65.27%	65.27%	67.00%	Jan-20	65.27%	65.27%	67.00%	Feb-20	65.27%	65.27%	67.00%	Mar-20	65.27%	65.27%	67.00%	<ul style="list-style-type: none"> PADR training continues to be a part of the new Managers Pathway and has received positive feedback to date. Feedback is yet to be given on the most recent research project that was completed earlier this year. The outcome of this could have implications for future PADR processes and increases in figures. A PADR steering group will be set up to look at how PADRS will be developed in the HB especially looking at an online version of the process. Difficulties with implementing Supervisor Self Service in connection with ESR is ongoing. There is some ongoing work with areas within the HB that are identified as having low PADR results, which will look to increase compliance over time. Results from this are yet to be seen. 																																																								
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<p>Operational Casework <i>Number of current operational cases.</i></p>	<ul style="list-style-type: none"> There has been a steady and noticeable reduction in live Employee Relations (ER) cases over the last 5 months but volume of activity is still significantly increased on averages pre Mid 2016. There has been a reduction in both Disciplinary cases over time. Numbers of grievances continue to reduce. 	<p>Number of Operational Cases</p>  <table border="1"> <caption>Estimated data for Operational Cases</caption> <thead> <tr> <th>Month</th> <th>Disciplinary cases</th> <th>Staff suspended (> 6 mths)</th> <th>Staff suspended (> 6 mths)</th> <th>Cases continuing for > 2 yrs</th> <th>Dignity at work</th> <th>Grievances</th> <th>ET's</th> <th>Capability</th> <th>Whistleblowing</th> </tr> </thead> <tbody> <tr><td>Sep-18</td><td>65</td><td>10</td><td>10</td><td>10</td><td>10</td><td>30</td><td>10</td><td>10</td><td>10</td></tr> <tr><td>Oct-18</td><td>65</td><td>10</td><td>10</td><td>10</td><td>10</td><td>30</td><td>10</td><td>10</td><td>10</td></tr> <tr><td>Nov-18</td><td>70</td><td>10</td><td>10</td><td>10</td><td>10</td><td>30</td><td>10</td><td>10</td><td>10</td></tr> <tr><td>Dec-18</td><td>65</td><td>10</td><td>10</td><td>10</td><td>10</td><td>30</td><td>10</td><td>10</td><td>10</td></tr> <tr><td>Jan-19</td><td>65</td><td>10</td><td>10</td><td>10</td><td>10</td><td>30</td><td>10</td><td>10</td><td>10</td></tr> <tr><td>Feb-19</td><td>85</td><td>10</td><td>10</td><td>10</td><td>10</td><td>30</td><td>10</td><td>10</td><td>10</td></tr> <tr><td>Mar-19</td><td>70</td><td>10</td><td>10</td><td>10</td><td>10</td><td>30</td><td>10</td><td>10</td><td>10</td></tr> <tr><td>Apr-19</td><td>70</td><td>10</td><td>10</td><td>10</td><td>10</td><td>30</td><td>10</td><td>10</td><td>10</td></tr> <tr><td>May-19</td><td>60</td><td>10</td><td>10</td><td>10</td><td>10</td><td>30</td><td>10</td><td>10</td><td>10</td></tr> <tr><td>Jun-19</td><td>60</td><td>10</td><td>10</td><td>10</td><td>10</td><td>30</td><td>10</td><td>10</td><td>10</td></tr> <tr><td>Jul-19</td><td>65</td><td>10</td><td>10</td><td>10</td><td>10</td><td>30</td><td>10</td><td>10</td><td>10</td></tr> <tr><td>Aug-19</td><td>65</td><td>10</td><td>10</td><td>10</td><td>10</td><td>30</td><td>10</td><td>10</td><td>10</td></tr> <tr><td>Sep-19</td><td>50</td><td>10</td><td>10</td><td>10</td><td>10</td><td>30</td><td>10</td><td>10</td><td>10</td></tr> </tbody> </table>	Month	Disciplinary cases	Staff suspended (> 6 mths)	Staff suspended (> 6 mths)	Cases continuing for > 2 yrs	Dignity at work	Grievances	ET's	Capability	Whistleblowing	Sep-18	65	10	10	10	10	30	10	10	10	Oct-18	65	10	10	10	10	30	10	10	10	Nov-18	70	10	10	10	10	30	10	10	10	Dec-18	65	10	10	10	10	30	10	10	10	Jan-19	65	10	10	10	10	30	10	10	10	Feb-19	85	10	10	10	10	30	10	10	10	Mar-19	70	10	10	10	10	30	10	10	10	Apr-19	70	10	10	10	10	30	10	10	10	May-19	60	10	10	10	10	30	10	10	10	Jun-19	60	10	10	10	10	30	10	10	10	Jul-19	65	10	10	10	10	30	10	10	10	Aug-19	65	10	10	10	10	30	10	10	10	Sep-19	50	10	10	10	10	30	10	10	10	<ul style="list-style-type: none"> ER Tracking System has now gone live following resolution of the IG issues identified. The IO team has started work and cases are now being allocated to them for action. Following ACAS supported training looking at improving partnership working and a programme of work with managers to look at bullying and harassment a summary post events is being prepared.
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