

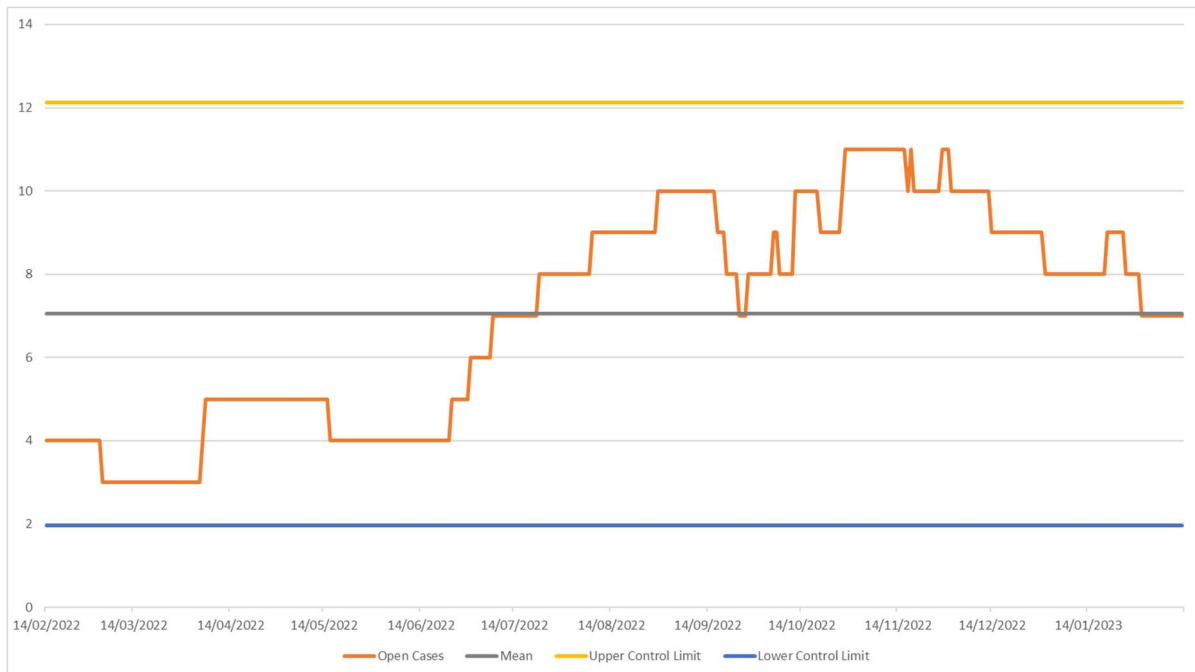
		Agenda No	78/22
Name of meeting	Workforce & Wellbeing Committee		
Date	16 Feb 2023		
Name of paper	External HR Review Actions		
Responsible Executive	Executive Director of HR & OD		
Identified gap in assurance:	<p><u>Purpose:</u> To update on the implementation of the actions related to employee relations (ER) cases.</p> <p><u>Assurance:</u> To seek assurance that there is clarity about each of the open cases and effective plans to conclude each one, including assurance on the business case to increase capacity given the high number of cases.</p>		
Management Response	<ol style="list-style-type: none"> <li>1. In November and December 2022, a review of open ER cases took place with the assistance of an external HRD.</li> <li>2. Five complex ER cases were identified; of which one was a grievance and four were disciplinaries.</li> <li>3. Each case was reviewed and an action plan agreed for rapid resolution.</li> <li>4. As at February 13<sup>th</sup>, two have been concluded. The remainder will be concluded by the end of March, as some cases have external dependencies.</li> <li>5. The CQC HR review identified that additional capacity was required in the HR Business Partnering function to support the reduction in the number of cases (many of which are complex and multi-stranded). A business change for additional capacity to support a continued reduction and early resolution of ER cases is being finalised and will be submitted by the end of February to the Senior Management Group (SMG). The business change template calls for time limited investment in to the HRBP function of four HR Managers (band seven), three HRAs (band six), and three band three HR administrator.</li> <li>6. Appendix One through Three shows the statistical process control charts for volume and duration of suspension, grievance, and disciplinary cases for February 2022 to February 2023. For noting, the Trust has 172 ER open cases as at February 13<sup>th</sup> for a team that was structured for no more than 15 open ER cases at any one time:               <ol style="list-style-type: none"> <li>a. Suspension: Over the period the Trust has averaged seven active suspensions at any one time. Many of these suspensions have external dependencies (e.g. criminal investigations) that directly impact on the Trust's ability to conclude these cases. However, all cases are reviewed at weekly Executive suspension review meeting by the Directors of Operations and HR.</li> <li>b. Grievance: Prior to the external HR review, the Trust saw an increase in the number of formal grievances that were lodged. The review identified that many of these had not attempted informal resolution in line with Trust policy and</li> </ol> </li> </ol>		

	<p>ACAS code of practice. Now all grievances must evidence that informal resolution has been attempted before HR will initiate formal grievance proceedings. The duration to close formal grievances has increased as a function of the increased number of formal grievances and is above the policy standard of 93 days. However, with the action to increase the number that are resolved informally increases, the Trust can allocate resources to resolve formal grievances sooner.</p> <p>c. Disciplinary: The Trust has an average of 28 open disciplinary cases at any one time, with an average duration of 134 days. In November 2022 15 new cases were opened and the majority of which were in 111 Urgent Care. This increase in the number of cases in November has seen an upwards trajectory of the time to resolve since.</p>
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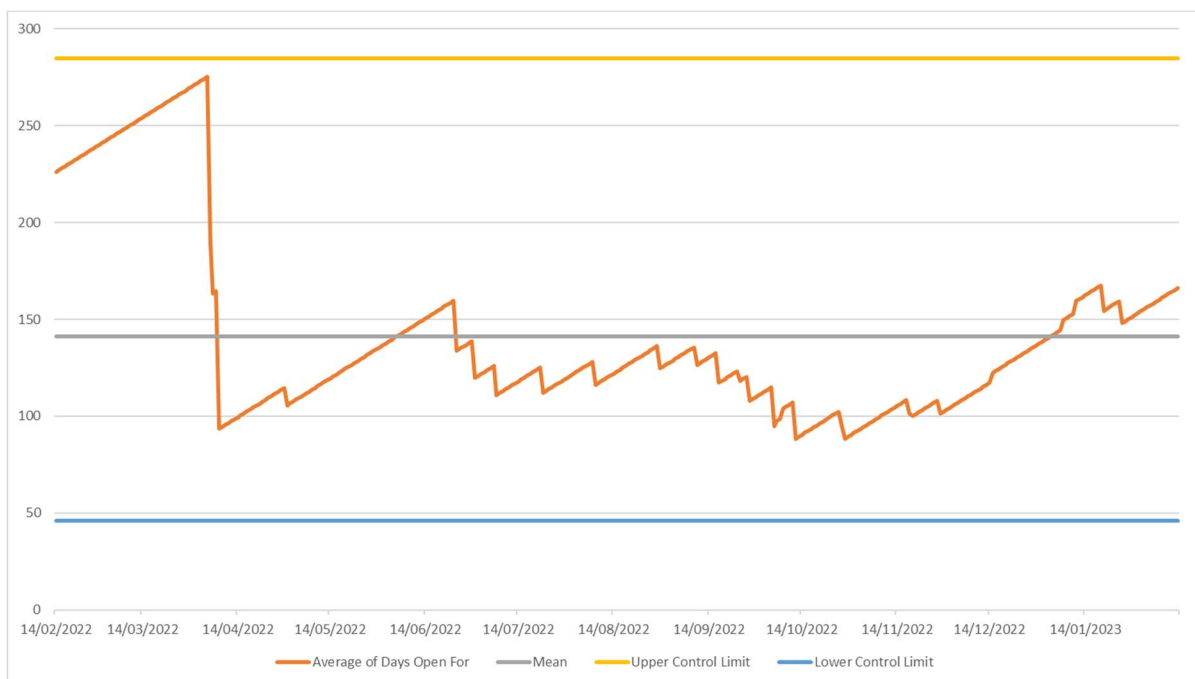
## Appendix One – Suspensions

The following charts show data from February 1<sup>st</sup>, 2022 to February 10<sup>th</sup>, 2023.

### Volume



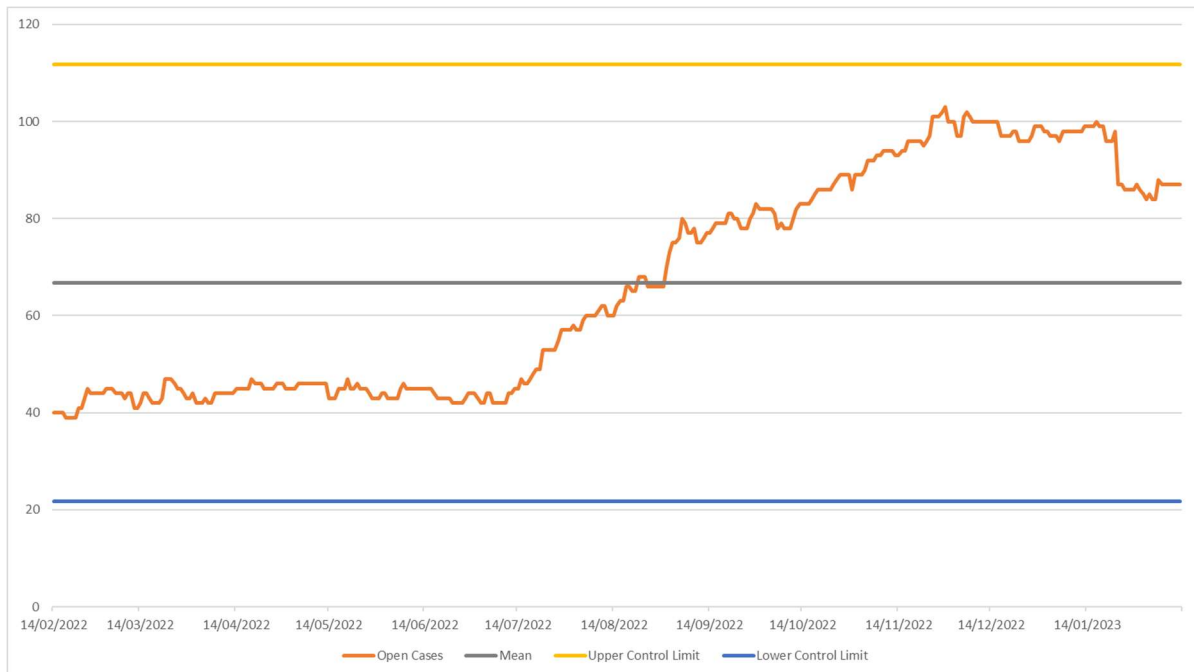
### Duration



## Appendix Two - Grievances

The following charts show data from February 1<sup>st</sup>, 2022 to February 10<sup>th</sup>, 2023.

### Volume



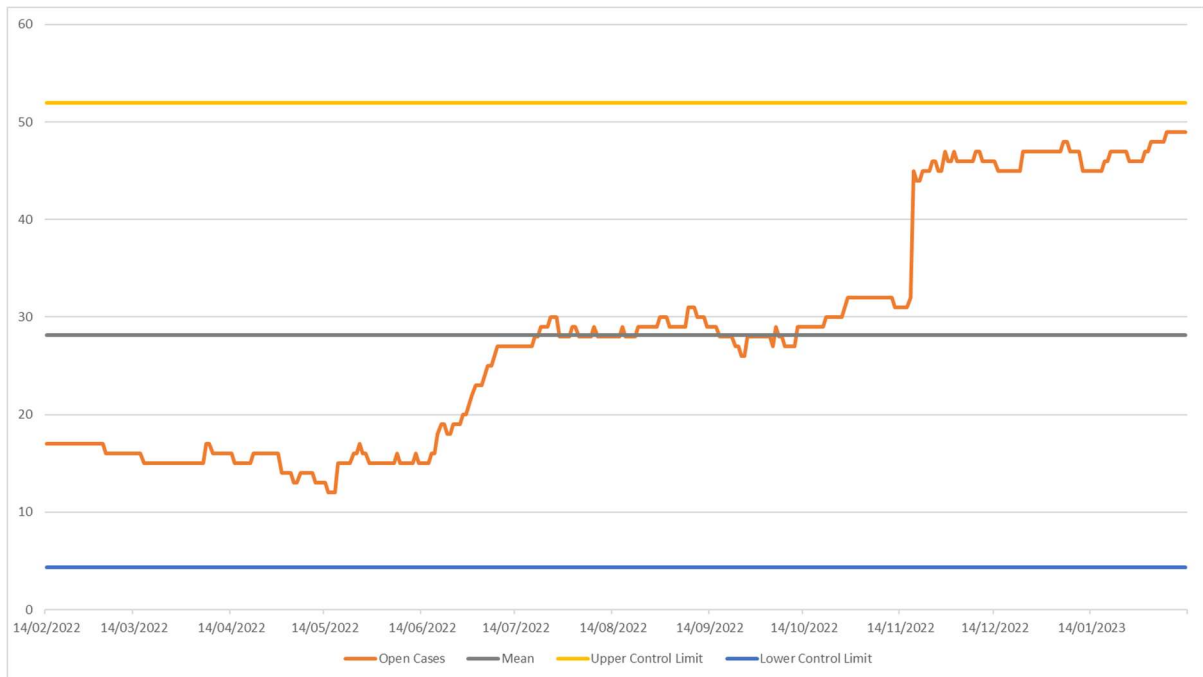
### Duration



## Appendix Three – Disciplinaries

The following charts show data from February 1<sup>st</sup>, 2022 to February 10<sup>th</sup>, 2023.

### Volume



### Duration

