

# Executive Summary Workforce Report January 2018



Agenda Item No: 9.4

## Trust Board Report

<b>Meeting Date:</b>	29 <sup>th</sup> January 2018
<b>Title:</b>	Executive Summary Workforce Report
<b>Executive Summary:</b>	<p>This report provides updates on progress on the delivery of the People and Organisation Development Strategy 2016 - 2020, and specifically:</p> <ol style="list-style-type: none"> <li>1. Engagement &amp; Culture</li> <li>2. Future Workforce             <ul style="list-style-type: none"> <li>- Nursing Workforce Summary</li> <li>- Medical Workforce Summary</li> </ul> </li> <li>3. Organisation Development</li> <li>4. Workforce Intelligence and Planning</li> <li>5. Underpinning Workforce Assurance</li> </ol> <p>This report provides an update on the actions completed in the delivery of the People and Organisation Development Strategy and provides an update on metrics to provide the Board with assurance relating to the Strategy and the mitigation of risks relating to Board Assurance Framework - Strategic Risk 1. The Workforce and Organisation Development Committee also receive regular reports on Workforce Metrics.</p>
<b>Report of:</b>	Alan Duffell - Director of Workforce
<b>Action Requested:</b>	<b>Receive and note</b>
<b>For the attention of the Board</b>	The report provides an update on activity to reach Trust targets on the Workforce Metrics measuring the delivery of the People and Organisation Development Strategy 2016 - 2020
<b>Assure</b>	<ul style="list-style-type: none"> <li>• Actions on Recruitment, Retention and Engagement to mitigate SR1 on Board Assurance Framework.</li> </ul>
<b>Advise</b>	<ul style="list-style-type: none"> <li>• Progress on delivery of the actions within the People and Organisation Development Strategy 2016 – 2020 to support with the approach to OD.</li> </ul>
<b>Alert</b>	<ul style="list-style-type: none"> <li>• Items of immediate and pressing concern relating to workforce metrics are highlighted within the report and attributed a red rating for board attention.</li> <li>• The Trust performance on 12 month rolling sickness absence against target is red rated.</li> <li>• The December starter/leaver variance against target is red rated.</li> </ul>
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<b>Links to Trust Strategic Objectives</b>	4. Attract, retain and develop our staff, and improve employee engagement. 6. Be in the top 25% of all key performance indicators.
<b>Resource Implications:</b>	NONE
<b>CQC Domains</b>	<b>Well-led:</b> the leadership, management and governance of the organisation make sure it's providing high-quality care that's based around individual needs, that it encourages learning and innovation, and that it promotes an open and fair culture.
<b>Equality and Diversity Impact</b>	The Trust Approach to Equality, Diversity and Inclusion addresses actions for WRES, EDS2 and WDES and the Trust approach to EDI and the provisions of the Equality Act 2010 as part of the People and Organisation Development Strategy 2016-2020.
<b>Risks: BAF/ TRR</b>	BAF Strategic Risk 1 – Workforce
<b>Risk: Appetite</b>	The report seeks to provide Board Assurance and to decrease the Workforce Risks within the Trust.
<b>Public or Private:</b>	PUBLIC
<b>Other formal bodies involved:</b>	Workforce & Organisational Committee (WODC)
<b>References</b>	NONE – National Workforce Strategy currently in consultation phase.
<b>NHS Constitution:</b>	In determining this matter, the Board should have regard to the Core principles contained in the Constitution of: <ul style="list-style-type: none"> <li>• Equality of treatment and access to services</li> <li>• High standards of excellence and professionalism</li> <li>• Service user preferences</li> <li>• Cross community working</li> <li>• Best Value</li> <li>• Accountability through local influence and scrutiny</li> </ul>

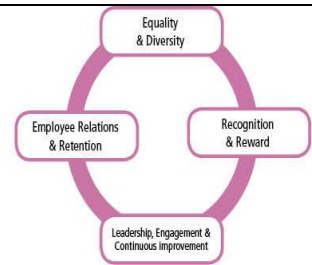
# People and Organisation Development Strategy 2016-2020

## Summary

The People and Organisation Development Strategy 2016 – 2020 sets out the framework for the effective management of resources and reporting on outcomes achieved and metrics aims to assure the Trust Board and Trust Management Committee that action is being taken to mitigate strategic risk one on the Board Assurance Framework.

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## Engagement and Culture



1.1

### Equality, Diversity and Inclusion

1.1.1

The Trust is the first in the West Midlands to pledge its support for “Step Into Health” and will use the logo below on advertising to signal and promote this. Step into Health is a first access pathway from the military into the numerous career opportunities available within the NHS and is supported by his Royal Highness the Duke of Cambridge’s Charity The Royal Foundation.

Around 50 health trusts nationally have joined the pilot programme, which has so far helped personnel from across all ranks and branches of the military, from combat infantry soldiers to a Royal Navy Commodore. Vacancies filled in the NHS include a number of clinical and non-clinical jobs, ranging from ambulance staff to operating practitioners and porters to departmental directors. The scheme has spread across every type of NHS provider – acute, community, mental health, ambulance services, and a number of community interest companies (CICs) and commissioning support units (CSUs).




1.1.2

Following on from the Trust's Equality, Diversity and Inclusion Conference in December, a number of EDI events have been planned and delivered during January including a World Religions Event held on 17th January 2018 and a Financial Health Roadshow on 18th January 2018.


1.1.3

The work to establish 'Employee Voice Networks' was initiated in January 2018 with staff showing interest in establishing a Black and Ethnic Minority Network, Disability Network and Male Nurse Discussion Group. The frameworks are in place now to support self-managing staff groups with the aim of increasing employee engagement levels within the Trust.

1.2	<b>Recognition and Reward</b>
1.2.1	The approach to recognition and reward is being refreshed with plans for procuring a new Staff Benefits portal in the new financial year and launching a new approach to employee recognition.
1.3	<b>Employee Relations and Retention</b>
1.3.1	The Cultural Ambassador programme will be launched within the Trust in April 2018 following an extensive training programme for those interested in becoming a cultural ambassadors and supporting the scheme which was designed to identify and address potential cultural bias within the disciplinary process.
1.3.2	The Prevention of Bullying and Harassment policy has been updated and will be replaced by a new Dignity at Work policy - a comprehensive training programme will support implementation aimed at encouraging respect for all at work.
1.3.3	The Grievance policy has been updated and will be replaced by the new Conflict Resolution policy - a comprehensive training programme will support implementation aimed at resolving potential conflict informally and at the earliest opportunity.
1.3.4	The Attract and Retain Steering group focussed on retention this month. Previous work on monitoring reasons for leaving indicated that work life balance was one of the key reasons for staff leaving the Trust. The exit interview form is available on the intranet however is not well used currently - a further targeted exercise is being completed during the month to gather further intelligence.
2	<p data-bbox="245 1350 507 1473"><b>Future Workforce</b></p>  <p data-bbox="245 1563 938 1592"><b>Organisational Resourcing and Vacancy Position</b></p>
2.1.	<p data-bbox="245 1630 1046 1659"><b>Advertising Summary – NHS Jobs At 31<sup>st</sup> December 2017</b></p> <p data-bbox="245 1704 1445 1800">A total of 87 vacancies were advertised in December, most 27 related to Administrative and Clerical Roles, 26 related to Nursing and Midwifery Roles (15 of which are on-going adverts for Band 5 jobs) and 8 related to Medical and Dental.</p> <p data-bbox="245 1839 1445 1899">A total of 80 offers were completed 51 of which related to external candidates, the remainder were internal.</p> <p data-bbox="245 1937 1445 2033">There has been an increase in the number of Nurse Vacancies open across the Trust from 173.23 to 184.67 WTE. The main hot spots for Nursing roles continue to be in the areas of Paediatrics, Stroke, and Orthopaedics.</p>

	Refer to Appendix 1 for summary of current unfilled vacancies.
2.2	<p><b>Future Promotion and Attraction activity</b></p> <ul style="list-style-type: none"> <li>A Open Day Recruitment event held on 16<sup>th</sup> January was well attended and resulted in 6 offers being made (4 offers, 1 bank, 1 internal transfer opportunity) and a further event is planned for 27<sup>th</sup> January at the WMI aimed at promoting opportunities within the new Stroke Unit.</li> </ul> <p>The communications team have been supporting promotional activities with proactive promotion via social media platforms.</p>
2.3	<p><b>International Recruitment</b></p> <p>The remaining 4 Philippine nurses arrived w/c 8<sup>th</sup> January 2018, this takes the number in post to 54 and completes the Philippine campaign.</p>
2.4	<p><b>Temporary Staff Bank</b></p> <p>The December 2017 figures are showing a slight increase in the number of requests for unqualified shifts compared with November. There is a corresponding reduction in the number of qualified shifts requested over the past 2 months. Hots spots are in ED, AMU, ICCU, A23 and A9 which is consistent with responding to winter pressures.</p>
2.5	<p><b>Recruitment to Temporary Bank</b></p> <p>Following interviews held on 4<sup>th</sup> January 15 candidates have been appointed to the administrative bank subject to completion of pre-employment checks. Further interviews are due to take place on Friday 12<sup>th</sup> January 2018.</p>
2.6	<p><b>Health Roster – Performance Update</b></p> <p><b>Unused Hours</b> The number of unused hours for all the rostered units are now within agreed thresholds and rated green with the exception of one unit which is amber rated. The amber rating is acceptable and indicates number of unused hours is within mid to max range.</p> <p><b>Roster Approval Lead Time</b> There has been a vast improvement in this metric with 40% of units fully approving rosters on or before the deadline this time compared to 7.69% of units during the last reporting period.</p> <p><b>Additional Duties</b> There has been a slight increase (6.21%) in the number of additional duties created this month with an additional 788.4 hours defined as relating to either high acuity or specialising. The figures still represents an improvement on the previous year-end figures.</p> <p>A planned skill mix review is scheduled to take place for In-patient units and this may impact on the creation of additional duties as the existing template will not accommodate the demand for example in ASU.</p>

2.7	<p><b>Medical Workforce Update at 31<sup>st</sup> December 2017</b></p> <p>An overview of the establishment vs. vacancies can be found at Appendix 2. A summary of key current recruitment activity is detailed below:</p> <p><b>Division One</b> Recruitment is in progress for a number of Consultant posts including:</p> <ul style="list-style-type: none"> <li>• Consultant in Haematology</li> <li>• Consultant in Paediatrics Community &amp; Audio</li> <li>• Locum Consultant in Paediatrics – Community &amp; Audio</li> <li>• Locum Consultant Anaesthetics</li> <li>• Locum Cardiology</li> <li>• Consultant in Radiology</li> </ul> <p><b>Division Two</b> Recruitment in progress for the following posts:</p> <ul style="list-style-type: none"> <li>• Consultant Stroke</li> <li>• Consultant Emergency Medicine.</li> <li>• Consultant Gastroenterology</li> <li>• Specialty Doctor Oncology</li> </ul> <p>Recruitment is also in progress across the divisions for the following Clinical/Senior Fellow Senior Clinical roles including:</p> <ul style="list-style-type: none"> <li>• Urology</li> <li>• Community Paediatrics</li> <li>• Senior Clinical Fellow Cardiology</li> <li>• Senior Clinical Fellow CT Anaesthetics</li> <li>• T &amp; O</li> </ul>
2.8	<p><b>Clinical Fellow Programme</b></p> <p>Recruitment within Division Two is ongoing and following interviews in December a further 11 offers have been made. Last month 15 offers were made to Nigerian candidates following a targeted campaign.</p>
2.9	<p><b>UKVI – Applications for Restricted Certificate of Sponsorship</b></p> <p>The Trust had applications rejected for restricted certificates to facilitate the employment of a number of Clinical Fellow roles. This is understood to be due to the fact that nationally the number of applications received in December and January exceeded the number of certificates that were available to allocate. Where the number of applications exceed the number available, the UKVI rank the requests on the basis of the total points scored. The situation is being monitored closely and raises risks to the pipeline of Clinical Fellows and potentially to other International recruitment. Mitigating actions are being reviewed and may include the use of the MTI programme for Clinical Fellows in particular.</p>
2.10	<p><b>Temporary Medical Staffing</b></p> <p>There were 2010 shifts requested in the period ended 31st December 2017. A total of 802 shifts were filled by Agency workers, 488 were filled by Bank staff and 25 were unfilled. The</p>

	<p>overall fill rate of 88% was lower than last month which was 89%. There continues to be regular reliance on agency workers related to Consultant cover in Neurology, Respiratory, Emergency Medicine, Stroke, Paediatrics and T&amp;O. As previously reported recruitment is in progress for a number of Consultant posts with interviews planned during January 2018 and this includes Stroke and Emergency Medicine.</p>
2.11	<p><b>West Midlands Collaborative Project – Locum Agency Use and Rates of Pay</b></p> <p>The Trust in accordance with the aims of the project has been working hard to secure bookings in line with agreed contract rates, this has proved challenging in some specialties and whilst it has been possible to secure some Locums within the rate they have now finished their assignments. Early information regarding the performance to date within the Collaborative Project indicates there is variance within the region on rates and the performance of the framework agencies is variable (particularly relating to observing agreed rates). Cluster partners and Health Trust Europe will be meeting with the agencies to review and challenge performance where poor, however will also include learning from the best in class agency performers. Savings in commission and hourly rates for some Trusts are already evident. It is still early days for the project and further intelligence from February and March will provide a more in depth and evidenced picture, this will be made available as soon as possible.</p>
3.	<p><b>Organisation Development</b></p> 
3.1	<p><b>Leadership and Workforce Development</b></p>
3.1.1	<p><b>Apprenticeships</b></p> <ul style="list-style-type: none"> <li>The RWT approach to apprenticeships has been widely consulted on, and a paper detailing the approach will be presented to WOD in February.</li> <li>The current achievement of apprenticeship numbers against plan shows a gap – 48 apprentices in post compared to 56 planned by December 2017. This gap is mainly attributed to a low start rate over the summer period, however since that point the numbers have either met or exceeded plan and the gap is expected to narrow further by March 2018.</li> </ul>
3.1.2	<p><b>Leadership</b></p> <ul style="list-style-type: none"> <li>The Draft Leadership approach for RWT is being collated into a paper which will be presented to WOD in February. This is the combined work between the Education and Training Directorate and the Nurse Education team. It builds on a set of agreed strategic principles, a revised and more comprehensive portfolio of leadership offers, and greater clarity for staff around how leadership offers can support career pathways.</li> </ul>



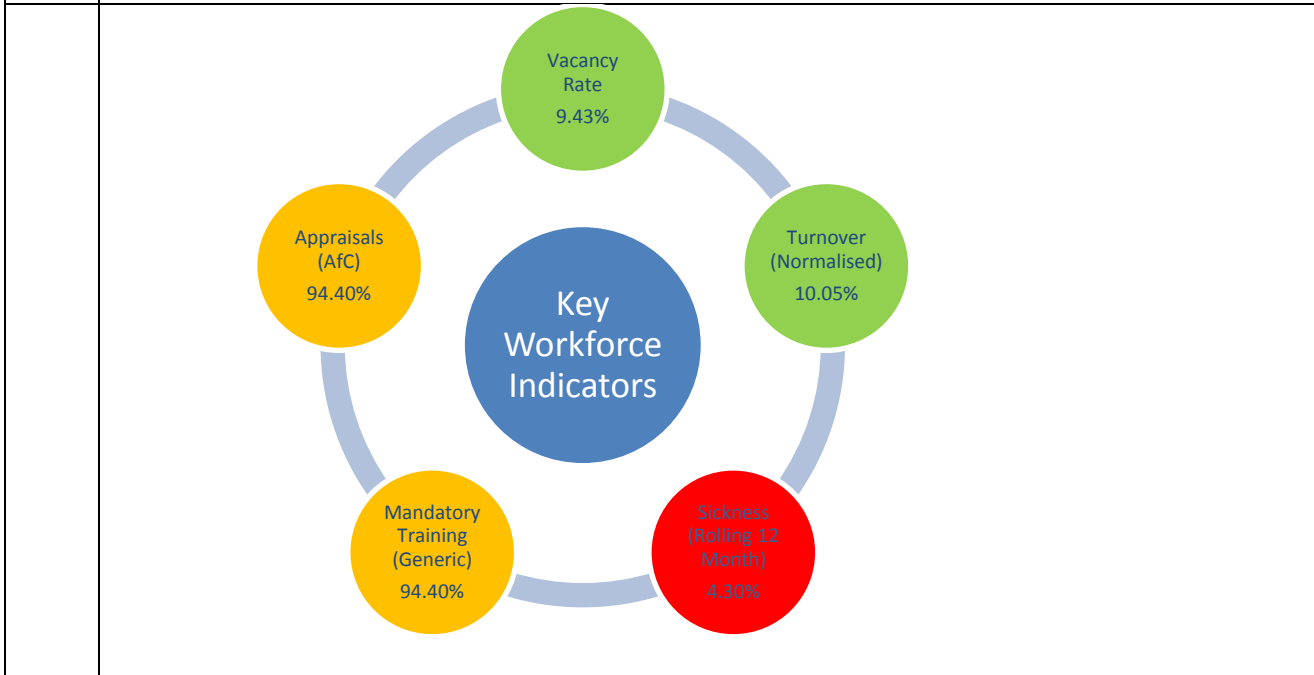
3.1. 3	<p><b>Education and Training</b></p> <ul style="list-style-type: none"> <li>The refresh of the Education and Training Strategy has been completed and is now out for wider consultation on the policies and strategies consultation page on the intranet and through the various faculties within the Education Academy. The draft Strategy will be brought to WOD and Academy Steering group (ASG) in February</li> </ul>
3.2	<p><b><u>Health Wellbeing and Resilience</u></b></p>
3.2. 1	<p><b>Wellbeing – Phase 2</b></p> <ul style="list-style-type: none"> <li>Work on a phase 2 Action Plan for embedding the Health and Wellbeing Approach within the Trust is advancing. Plans are being developed to extend the approach to Employee benefits as well as supporting staff with financial wellbeing. The project plan actions are all on track and the plan covers the period to March 2019.</li> </ul>
3.2. 2	<p><b>Improving Uptake in Flu Vaccinations</b></p> <ul style="list-style-type: none"> <li>The 2017/2018 campaign is being managed through the Trust’s Flu Board; OH&amp;WB is represented on the Board with Infection Prevention &amp; HR involvement.</li> </ul>
3.2. 3	<p><b>Occupational Health and Wellbeing Work Programme</b></p> <ul style="list-style-type: none"> <li>Occupational Health is planning for the re-accreditation of the Trust (all sites) in the national Health and Wellbeing Charter due in May 2018. A risk assessment on the project plan will be completed during January and will include the resource plan for delivery.</li> </ul>

4. **Workforce Intelligence and Planning**



4.1 **Current Position & Key Issues**

This report includes Workforce Performance Data which monitors the Trust’s performance against the HR key performance indicators contained within the People and Organisation Development Strategy 2016 - 2020. The indicators are RAG rated to provide the Board with assurance and/or to highlight areas of high risk.



4.1.1 **Vacancy Rate** *Data Owner: Finance & Workforce Planning & Business Intelligence Teams*

The Workforce Planning & Business Intelligence team will be working alongside Finance during final budget setting meetings to be held in Quarter 4 to align the budgets within Finance to ESR. This will provide greater assurance relating to Establishment Control.

The overall **Vacancy Rate** for the Trust is **9.43%**; this is within the Trust target of 10.50%.

**Hotspot Areas**

Staffing Group	Vacancy Rate %
Allied Health Professionals	12.10%
NHS Infrastructure *	11.54%
Medical & Dental	12.95%

\* Non patient facing admin/clerical and estates/ancillary staff groups.

4.1.  
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Data Owner: Workforce Planning & Business Intelligence Team

The **12 Month Rolling Normalised Turnover** is currently **10.05%**, within the Trust target of 10.50%. This excludes Rotational Doctors, Students, other Fixed-Term Contracts, and TUPE Transfers leaving the Trust.

There has been a steady decline in turnover since April 2017 from 10.89%. It is too soon to attribute this to improved retention; however further analysis of the data will be reported to verify this. In addition, further work is taking place on the high turnover areas to validate reasons.

### Areas of Highest Turnover

Any areas with less than 25.0 WTE have been excluded due to the magnified effect of leavers.

Department Level	Average WTE (12 Months)	Leavers WTE (12 Months)	Turnover % (12 Months)
Acute Stroke Unit	36.11	9.55	26.44%
Clinical Haematology Unit & Day Case	34.05	8.61	25.30%
Ward C19	29.57	6.63	22.42%
Endoscopy Department	28.04	6.00	21.39%
Emergency Department - Nursing	121.14	25.81	21.30%

### Hotspots

There are two Staff Groups which consistently exceed the target of 10.5% on the workforce metrics shown at appendix 3 - Nursing & Midwifery and Allied Health Professionals.

Analysis of the Nursing & Midwifery Staff Group indicates that 28.5% of leavers were due to Relocation, 22.2% were due to Work-Life Balance, and 15.5% were of Retirement Age. 5% indicated Flexi-Retirement where the member of staff returns after a short-term absence.

Within the Allied Health Professional Staff Group, over the past 12 months, 24% of leavers attributed their reason for leaving as Work-Life Balance. This is across the areas of specialty. The Service showing the highest turnover is Therapies, with a normalised turnover of 14.17%. This Staff Group also exceeds the Trust target for Vacancy Rate.

4.1.  
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Data Owner: Workforce Planning & Business Intelligence Team

The **12 Month Rolling Sickness Rate** for the Trust over a rolling 12 month period between December 2016 and November 2017 is **4.30%**.

This is higher than the Trust target of 3.24% by 1.06%, however this shows a decrease from last year, which for the same period last year was 4.53%.

The **In-Month Sickness Rate** for the Trust for November 2017 is **4.54%**. This was made up of **1.60% Short Term Sickness** and **2.94% Long Term Sickness**.

### Areas of Highest (Rolling 12 Month) Sickness:

Any areas with less than 25.0 WTE have been excluded due to the magnified effect of sickness.

Services	Sickness % 12 Months	Sickness % Nov 17	Sickness % Oct 17	Sickness % Sep 17
Catering	7.19%	7.20%	10.09%	10.46%
Endoscopy	7.04%	7.45%	7.25%	6.75%
Domestics	6.18%	7.46%	6.36%	5.90%
Porters	5.81%	3.91%	4.23%	4.73%
General Surgery	5.49%	6.62%	5.98%	4.78%

### Hotspots

Across the Trust, 20 out of 57 Service level areas meet the 3.24% sickness target. The Managing Attendance Policy has now been in place for 10 months, and has reduced sickness levels, with focus on the following:

- Long Term Sickness cases in order to offer support and conclude where appropriate.
- Staff Health and Wellbeing with a range of initiatives to maximise attendance at work.
- Persistent short term or long term sickness where attendance falls outside of the Trust target.
- Support to Divisions through training, Attendance workshops, and focused interventions.

Work continues at Divisional level to identify causes and interventions for the service areas listed above with high sickness absence. The main causes for absence Trust wide are musculoskeletal (including back), anxiety and stress and gastro-intestinal and musculoskeletal is reflected in the manual areas detailed above as top reason for absence.

4.1.  
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Data Owner: Education & Training

The overall **Mandatory Training for Generic** topics is **94.4%**, just outside the Trust target of 95.0%, and within 10% of the target.



The primary cause for the decrease from 96.8% in November was the change of renewal period for Safeguarding Adults Level 1, from “once only” to every 3 years.

4.1.  
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Data Owner: Education & Training

The **Appraisal Rate for Agenda for Change** staff was **85.6%** for December 2017, an increase from 83.6% in November 2017. This is below the Trust target of 90.0% but within 10% of the target.

<p>4.1. 6</p>	<p><b>Additional Point to note:</b></p> <div data-bbox="252 183 438 367">  <p>Appraisals: Medical</p> </div> <p><i>Data Owner: Education &amp; Training</i></p> <p>The <b>Medical Appraisal Rate</b> was <b>97.80%</b> for December 2017, a slight decrease from 99.10% in November 2017 but still above the Trust target of 90%. There was only one area which did not achieve the 90% target (Contraception and Sexual Health, 85.71%) but there was only one person out of seven in this area that was non-compliant.</p>
<p>4.1. 7</p>	<p><b>Additional Point to note:</b></p> <div data-bbox="242 654 427 837">  <p>In month Starter/ Leaver variance</p> </div> <p><b>Starter / Leaver Variance</b></p> <p>There were fewer <b>Starters</b> than <b>Leavers</b> during December 2017, with a shortfall of 8.34 WTE. We aim to start 10% more staff than leave, as a buffer, so there was a gap of 14.19 WTE from this target.</p> <p>This variance will be monitored closely over the coming months to understand whether this was due to seasonal variance.</p> <p><b>The full metric data set is found at appendix 3.</b></p>

**Nursing Workforce Summary**

**Appendix 1**

**Update on Unfilled Nursing Posts at 31<sup>st</sup> December 2017**

	<b>Total - All Unfilled Posts (Including those with offers in progress)</b>				
	<b>Qualified Nurses</b>	<b>Unqualified / HCA</b>	<b>Total - Qual + HCA</b>	<b>Others</b>	<b>Total - Qual + HCA + Others</b>
<b>Div-1</b>	93.90	14.66	108.56	8.03	116.59
<b>Div-2</b>	69.05	38.81	107.86	15.39	123.25
<b>Midwives</b>	2.56	8.53	11.09	0.02	11.11
<b>Community</b>	19.16	9.08	28.24	0.20	28.44
<b>Totals</b>	184.67	71.08	255.75	23.64	279.39

The table indicates there are more whole time equivalent vacancies (WTE) 184.67 registered nurse vacancies open across the Trust (including those who are starting not yet in post) this is an increase on November figures which were 173.23.

**Medical Workforce Establishment 31/12/17**

**Appendix 2**

Division 1				
<b>Grade</b>	<b>Establishment</b>	<b>Vacancies</b>	<b>Nov 17</b>	<b>Dec 17</b>
<b>Consultant</b>	236	20	8.47%	8.37%
<b>SAS Grades</b>	50	9	18.00%	17.65%
<b>Training Grades</b>	182	20	10.99%	10.00%
<b>Non Training Grades</b>	79	20	25.32%	20.25%
<b>TOTALS</b>	547	69	12.61%	11.48%
<b>Division 2</b>				
<b>Grade</b>	<b>Establishment</b>	<b>Vacancies</b>	<b>Nov 17</b>	
<b>Consultant</b>	126.2	22.2	17.59%	19.18%
<b>SAS Grades</b>	22.72	7	30.81%	35.21%
<b>Training Grades</b>	163	12.2	7.48%	7.48%
<b>Non Training Grades</b>	39	4	10.26%	10.26%
<b>TOTALS</b>	350.92	45.4	12.94%	13.79%

The Table indicates a slight reduction in the percentage of vacancies across all grades in Division One resulting in an overall reduction. Division 2 has seen an increase across Consultant and SAS level posts with no change across Training/Non Training Grades. The overall impact is an increase on vacancy level in Division 2

## Workforce Information Metrics - Board

Data Effective 31st December 2017

## Full Trust

B01	Workforce Profile	2016-17 Position	Target	2017 - 18												YTD Change since 31st Mar 17	Comments
				Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		
B01.1	Substantive Staff WTE	7150.11		7135.38	7137.14	7136.91	7144.72	7147.22	7201.33	7252.61	7271.50	7260.46				110.35	
B01.2	Substantive Staff WTE (Exc Rotational Doctors)	6861.66		6849.03	6855.79	6857.56	6869.17	6855.30	6905.85	6955.02	6978.91	6970.57				108.91	Inc Permanent, Fixed Term, & Locums with WTE on Payroll
B01.3	Substantive Staff Headcount	8300		8293	8294	8295	8302	8301	8358	8417	8433	8410				110.00	
B01.4	Bank Staff Only Headcount	1192		1239	1271	1258	1289	1314	1318	1375	1348	1377				185	Inc Bank Only with 0.00 WTE on Payroll
B01.5	% Staff from a BME background	25.48%		25.64%	25.96%	26.03%	26.22%	26.43%	26.63%	26.67%	26.52%	26.69%				1.21%	
Data Owner: Workforce Planning & Business Information																	
B02	Workforce Profile by Staff Group	2016-17 Position	Target	2017 - 18												YTD Change since 31st Mar 17	Comments
				Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		
B02.1	Change in Workforce Profile WTE (Exc Rotational Doctors)	-		-12.62	6.76	1.78	11.61	-13.87	50.55	49.16	23.89	-8.34				108.91	Exc Rotational Doctors
B02.2	Starters WTE (Exc Rotational Doctors)	-	10% > Leavers	47.86	59.26	58.57	77.29	60.67	138.50	100.66	75.61	50.18				668.59	Exc Rotational Doctors; Inc Internal Movements
B02.3	Leavers WTE (Exc Rotational Doctors)	-	57.15	60.48	52.50	56.79	65.68	74.54	87.95	51.50	51.72	58.52				559.68	Exc Rotational Doctors
B02.4	TUPE Starters WTE	-		8.60	0.00	0.00	7.61	0.00	15.36	17.35	0.89	0.00				49.81	Identifies change in WTE due to TUPE
B02.5	TUPE Leavers WTE	-		1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00				2.00	Identifies change in WTE due to TUPE
Data Owner: Workforce Planning & Business Information																	
B03	Workforce Profile by Staff Group	2016-17 Position	Target	2017 - 18												YTD Change since 31st Mar 17	Comments
				Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		
B03.1	Additional Professional, Scientific, and Technical WTE	231.51		230.06			230.72			231.94						0.43	
B03.2	Additional Clinical Services WTE	1242.02		1242.89			1250.93			1241.54						-0.48	
B03.3	Administrative and Clerical WTE	1537.87		1528.91			1541.13			1578.33						40.46	
B03.4	Allied Health Professionals WTE	401.77		396.14			382.16			393.88						-7.89	
B03.5	Estates and Ancillary WTE	559.13		559.48			556.60			557.55						-1.58	Inc Permanent, Fixed Term, & Locums with WTE on Payroll
B03.6	Healthcare Scientists WTE	239.88		243.01			249.00			252.15						12.28	
B03.7	Medical and Dental WTE	768.38		767.43			771.65			814.35						45.97	
B03.8	Nursing and Midwifery Registered WTE	2129.56		2128.46			2128.52			2151.88						22.32	
B03.9	Students WTE	40.00		41.00			34.00			31.00						-9.00	
Data Owner: Workforce Planning & Business Information																	
B04	Vacancy Rate	2016-17 Position	Target	2017 - 18												YTD Position	Comments
				Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		
B04.1	Total	8.70%	10.50%	10.32%	10.21%	9.98%	9.78%	10.21%	9.70%	9.68%	9.14%	9.43%				9.43%	
B04.2	Registered Nursing, Midwifery and Health Visiting Staff	9.67%	10.50%	10.54%	9.72%	8.82%	8.44%	9.81%	9.87%	8.45%	8.12%	8.39%				8.39%	
B04.3	Qualified AHP	-	10.50%	13.87%	14.62%	14.55%	12.65%	14.61%	12.54%	13.46%	11.96%	12.10%				12.10%	WTE Staff in Post in ESR vs Budgeted in Finance
B04.4	Support to Clinical Staff	10.11%	10.50%	9.93%	10.23%	7.52%	6.14%	7.76%	6.03%	10.07%	10.30%	9.75%				9.75%	Staff Group definitions determined by NHS Improvement
B04.5	NHS Infrastructure	5.51%	10.50%	11.01%	10.31%	13.53%	15.52%	15.38%	15.85%	12.87%	10.93%	11.54%				11.54%	
B04.6	Medical Staff	12.33%	10.50%	15.48%	16.15%	16.44%	16.58%	14.68%	13.55%	12.08%	12.26%	12.95%				12.95%	
Data Owners: Finance & Workforce Planning & Business Intelligence																	
B05	Turnover (Rolling Previous 12 Months)	2016-17 Position	Target	2017 - 18												YTD Position	Comments
				Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		
B05.1	% Total Workforce Turnover	12.19%		12.02%	11.91%	11.87%	11.68%	11.46%	11.09%	11.00%	10.73%	10.96%				10.96%	Exc Rotational Drs (reflects NHS Digital Benchmarked data)
B05.2	% Normalised Workforce Turnover	10.89%	10.50%	10.89%	10.24%	10.95%	10.40%	9.82%	9.93%	9.82%	8.31%	10.05%				10.05%	
B05.3	% Normalised: Additional Professional, Scientific, and Technical	-	10.50%	11.48%	10.30%	10.73%	10.26%	10.81%	9.82%	9.28%	8.07%	8.72%				8.72%	
B05.4	% Normalised: Additional Clinical Services	-	10.50%	9.77%	9.85%	9.76%	9.46%	9.64%	10.01%	10.34%	10.16%	10.15%				10.15%	
B05.5	% Normalised: Administrative and Clerical	-	10.50%	10.20%	10.51%	10.09%	9.53%	9.18%	8.91%	8.94%	8.67%	9.22%				9.22%	
B05.6	% Normalised: Allied Health Professionals	-	10.50%	10.43%	11.70%	11.14%	11.90%	10.15%	11.72%	11.95%	12.22%	12.38%				12.38%	Exc Rotational Drs, Students, TUPE Transfers, End of Fixed Term Contracts
B05.7	% Normalised: Estates and Ancillary	-	10.50%	6.17%	6.19%	7.00%	7.22%	7.44%	7.56%	7.40%	8.25%	8.05%				8.05%	
B05.8	% Normalised: Healthcare Scientists	-	10.50%	10.21%	9.36%	8.58%	8.51%	8.22%	7.62%	7.56%	7.61%	7.60%				7.60%	
B05.9	% Normalised: Medical and Dental	-	10.50%	7.05%	11.24%	7.58%	8.85%	6.71%	6.61%	5.67%	5.02%	8.50%				8.50%	
B05.10	% Normalised: Nursing and Midwifery Registered	-	10.50%	11.06%	10.92%	10.97%	11.18%	11.62%	11.96%	11.76%	11.46%	11.45%				11.45%	
Data Owner: Workforce Planning & Business Information																	
B06	Retention Rate	2016-17 Position	Target	2017 - 18												YTD Position	Comments
				Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		
B06.1	Retention Rate (12 months)	89.60%		89.54%	89.77%	89.61%	89.82%	90.01%	90.29%	90.48%	90.61%	90.45%				90.45%	No. Employees with 1 or more years service / No. Employees employed 12m ago x 100. Exc Rotational Drs, Students, TUPE Transfers, Clinical Fellows, & Fixed Term Contracts
B06.2	Retention Rate (18 months)	85.46%		85.34%	85.38%	85.45%	85.28%	85.06%	85.13%	85.64%	85.84%	85.14%				85.14%	
B06.3	Retention Rate (24 months)	81.22%		80.86%	81.00%	81.17%	81.21%	81.65%	81.58%	81.87%	81.88%	81.88%				81.88%	
Data Owner: Workforce Planning & Business Information																	

B07	Sickness Absence (1 month in arrears)	2016-17 Position	Target	2017 - 18												YTD Position	Comments
				Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		
B07.1	% Sickness Absence (In Month)	4.13%	3.24%	3.99%	4.08%	4.00%	4.35%	4.30%	4.22%	4.48%	4.54%	Avail Jan				4.54%	
B07.2	% Sickness Absence (Rolling previous 12 months)	4.41%		4.38%	4.37%	4.36%	4.36%	4.36%	4.35%	4.32%	4.30%	Avail Jan				4.30%	
B07.3	WTE Days lost to Sickness	113,628.07		8,512.89	9,002.91	8,563.52	9,621.96	9,531.70	9,087.81	10,032.52	9,864.54	Avail Jan				9,864.54	
B07.4	% Short Term Sickness	1.40%		1.14%	1.26%	1.34%	1.51%	1.20%	1.43%	1.59%	1.60%	Avail Jan				1.60%	
B07.5	% Long Term Sickness	2.74%		2.84%	2.82%	2.66%	2.85%	3.11%	2.79%	2.89%	2.94%	Avail Jan				2.94%	
B07.6	Estimated Cost of Sickness (£)	£8,786,713		£662,632	£690,175	£657,477	£733,244	£739,204	£721,184	£792,375	£801,909	Avail Jan				£801,909	
Data Owner: Workforce Planning & Business Information																	
B08	Agency Usage	2016-17 Position	Target 2017-2018	2017 - 18												YTD Position	Comments
				Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		
B08.1	Total Agency Costs (NHSI 2017/18 target)	£16,047,976	£11,319,000	£1,316,578	£999,751	£983,280	£1,136,463	£976,203	£705,347	£783,203	£769,296	£660,047				£8,330,168	Target uplifted by £719k as agreed with NHSI
B08.2	Total Agency Costs (RWT Target - NHSI Workforce Plan)	£16,047,976	£15,319,000	£1,316,578	£999,751	£983,280	£1,136,463	£976,203	£705,347	£783,203	£769,296	£660,047				£8,330,168	Target uplifted by £719k as agreed with NHSI
B08.3	Admin & Clerical	£1,087,979		£55,206	£71,085	£61,106	£63,423	£68,186	£52,219	£23,503	£17,121	£21,139				£432,987	
B08.4	Ancillary	£205,531		£14,590	£18,490	£38,590	£336	£23,292	-£13,533	£4,962	£7,017	£3,217				£96,961	
B08.5	Scientific, Therapeutic, & Technical	£1,497,295		£74,702	£98,770	£88,574	£81,187	£96,365	£29,661	£29,502	£109,976	-£14,188				£594,550	
B08.6	Nursing & Midwifery	£401,014		£23,231	£43,969	£23,328	£28,347	£12,485	£17,197	£15,934	£22,129	-£2,605				£184,015	
B08.7	Medical & Dental: Consultants	£5,336,394		£383,245	£386,389	£338,585	£438,271	£329,589	£250,771	£202,812	£91,853	£158,304				£2,579,819	
B08.8	Medical & Dental: Career & Other Grades	£0		£40,938	£16,422	£9,149	£40,922	£30,996	-£23,438	£81,556	£48,340	£43,108				£287,993	
B08.9	Medical & Dental: Junior Medical	£7,519,763		£724,668	£364,626	£423,947	£483,978	£415,292	£392,470	£424,935	£472,861	£451,071				£4,153,848	
B08.10	Number of Shifts Off-Framework	-		123	168	134	166	234	141	162	102	93				1323	Submission to NHSI - week ending in relevant month
B08.11	Number of Shifts breaching Agency Price Cap	-		1367	1579	1389	1385	1390	1006	1362	973	864				11315	Submission to NHSI - week ending in relevant month
Data Owner: Finance																	
B09	Bank Usage	2016-17 Position	Target 2017-2018	2017 - 18												YTD Position	Comments
				Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		
B09.1	Total Bank Costs	£10,557,103	£9,203,000	£1,065,110	£908,828	£889,624	£1,065,977	£1,114,646	£1,084,540	£1,149,577	£1,054,992	£1,231,556				£9,564,850	
B09.2	Admin & Clerical	£643,431		£62,311	£44,505	£46,928	£62,311	£53,589	£56,056	£78,159	£65,026	£64,446				£533,330	
B09.3	Ancillary	£1,596,079		£186,357	£118,390	£126,738	£140,297	£142,274.67	£143,278	£136,472	£124,747	£128,065				£1,226,618	
B09.4	Scientific, Therapeutic, & Technical	£44,854		£2,826	£2,858	£2,982	£4,117	£4,819	£2,965	£4,294	£3,892	£3,750				£32,503	
B09.5	Nursing & Midwifery: Qualified Nurses	£2,808,613		£259,883	£179,108	£175,104	£232,984	£213,764	£222,321	£271,393	£238,450	£296,516				£2,089,524	
B09.6	Nursing & Midwifery: Midwives	£293,037		£28,751	£16,238	£27,158	£17,925	£14,812	£18,636	£0	£0	£0				£123,520	
B09.7	Nursing & Midwifery: Unqualified	£3,840,761		£393,554	£250,493	£246,309	£335,480	£280,350	£266,233	£317,060	£251,489	£319,424				£2,660,392	
B09.8	Medical & Dental: Consultants	£316,295		£407,819	£386,422	£329,198	£466,895	£187,401	£63,413	£142,745	£94,119	£182,569				£2,260,580	
B09.9	Medical & Dental: Career & Other Grades	£1,014,032		£0	£0	£0	£0	£7,484.52	£39,924	£19,008	£23,468	£8,671				£98,557	
B09.10	Medical & Dental: Junior Medical	£0		£741,031	£381,015	£442,484	£496,275	£210,151.90	£271,715	£180,447	£253,800	£228,115				£3,205,033	
Data Owner: Finance																	
B10	Open Employee Relations Cases - Number of Cases	2016-17 Position	Target	2017 - 18												YTD Position	Comments
				Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		
B10.1	Open Bullying & Harassment Cases	-														3	
B10.2	Open Capability Cases	-														4	
B10.3	Open Disciplinary Cases	-														25	
B10.4	Open Formal Grievances Cases	-														4	
Data Owner: HR Employee Relations																	
B11	Freedom to Speak Up	2016-17 Position	Target	2017 - 18												YTD Position	Comments
				Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		
B11.1	Number of Whistleblowing Cases Raised in Month	-														0	Cases reviewed and confirmed as Whistleblowing by FTSU Guardian
B11.2	Number of Concerns Raised through FTSU Guardian In Month	-														4	
Data Owner: Freedom to Speak Up Guardian																	
B12	Apprenticeships	2016-17 Position	Target	2017 - 18												YTD Position	Comments
				Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		
B12.1	Actual Apprentices (Cumulative)	-															Reporting to commence from 2018
Data Owner: Apprenticeship Team																	
B13	Education / Organisational Development	2016-17 Position	Target	2017 - 18												YTD Position	Comments
				Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		
B13.1	Trust Induction	-										92.70%	94.50%			94.50%	Excludes CRN
B13.2	Local Induction	-										73.60%	74.60%			74.60%	Excludes CRN
B13.3	Mandatory Training	-															Reporting to commence 2018/19 after review
B13.4	Appraisal - Agenda for Change	-	90.00%									83.60%	85.60%			85.60%	Excludes CRN
B13.5	Appraisal - Medical Staff	-	90.00%									99.10%	97.80%			97.80%	
Data Owner: Education & Training																	
B14	e-Rostering	2016-17 Position	Target	2017 - 18												YTD Position	Comments
				20 Nov 17	17 Dec 17	14 Jan 18	15 Jan 18	11 Feb 18	12 Dec 18	11 Mar 18	12 Mar 18	08 Apr 18					
B14.1	% Rotas Set 6 Weeks in Advance	-														40.00%	Reporting periods consist of 4 weeks (28 days) rather than full months
B14.2	Unused Hours	-														6,119.72	
B14.3	% Staff on Annual Leave	-														12.98%	