

# Executive Summary Workforce Report

## 26 March 2018

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Agenda Item No: 9.5

## Trust Board Report

<b>Meeting Date:</b>	26 <sup>th</sup> March 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>• The Trust performance on 12 month rolling sickness absence against target is red rated.</li> </ul>
<b>Author + Contact Details:</b>	Catherine Griffiths, Deputy Director of HR Tel 01902 695430      Email Catherine.Griffiths7@nhs.net
<b>Links to Trust Strategic Objectives</b>	<ol style="list-style-type: none"> <li>4. Attract, retain and develop our staff, and improve employee engagement.</li> <li>6. Be in the top 25% of all key performance indicators.</li> </ol>

<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>

## Report Details

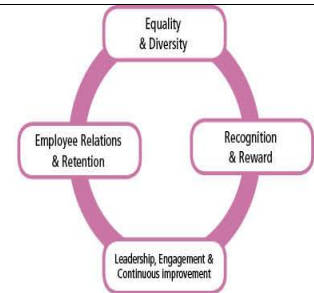
### People and Organisation Development Strategy 2016-2020

#### 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.

1.

## Engagement and Culture



#### 1.1 Equality, Diversity and Inclusion

1.1.1 The national staff survey results are contained within a separate report. The high level results indicate that a higher number staff within the Trust report experiencing discrimination at work than is the case nationally for comparable Trusts. The equality impact of this data, along with the WRES result is being evaluated and this will inform the equality, diversity and inclusion work for the immediate future.

1.1.2 The Cultural Ambassador pilot arrangements are well advanced within the Trust, the interviews have taken place and offers will be made to 11 staff wishing to take up the cultural ambassador role. A comprehensive three-day training program takes place on 26<sup>th</sup> to 28<sup>th</sup> March 2018 and will involve a range of stakeholders including the ambassadors, staff side invitation and human resources. The pilot will start in April 2018.

1.1.3 The Every Voice Matters campaign continues, this is aimed at increasing staff engagement and staff voice within the Trust. There has been strong engagement from staff on getting involved with the self-managed staff groups and staff-side are supportive of developing the partnership approach to working. A calendar of events has been developed in order to celebrate the diversity of the workforce and community, this has been well received by staff.

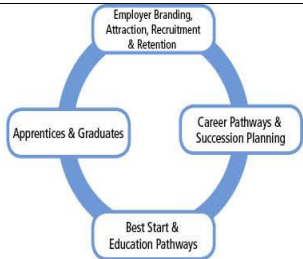
1.1.4 The Trust signed the armed forces covenant on 16<sup>th</sup> March 2018 and celebrated with a staff event with a high level of staff engagement.

1.1.5 The gender pay gap preparation work is on track and reporting on statutory requirements will start in the new financial year.

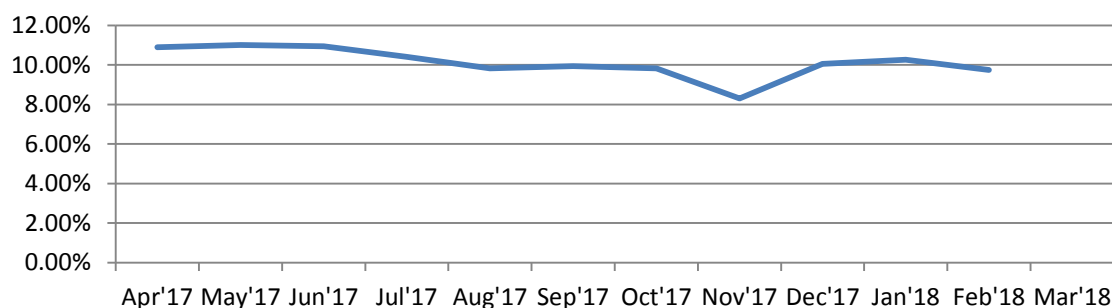
#### 1.2 Workforce Race and Disability Equality Standards and EDS 2

1.2.1 Work has started on collecting data for the WRES and WDES indicators , these are to be incorporated within the Annual Equalities Report along with patient experience data and a review of EDS2 outcomes.

1.2.2 The WRES indicators above national average are on the directorate risk register and the effectiveness of mitigating action taken is being reviewed. In particular the cultural ambassador pilot aims to address the higher likelihood of black and minority ethnic staff to be disciplined at

	work.
1.3	<b>Employee Relations and Retention</b>
1.3.1	The new conflict resolution policy replaces the Trust Grievance Policy and Prevention of Bullying and Harassment Policy, instead providing a framework for dignity at work. The aim of the framework is to encourage and support early resolution of any individual or collective disputes. It provides managers with support tools for mediation and coaching and a comprehensive program of training has been developed for managers to help embed the approach. The policy framework supports dignity at work and is aligned to the Trust approach to equality, diversity and inclusion.
1.3.2	The Attract and Retain Steering Group has initiated a number of approaches aimed at improving retention including a refresh of the approach to exit monitoring and a refresh of the internal transfer pool. Work is progressing on defining consistent job roles, within job families in order to provide career pathways for staff. The appraisal process is currently under review and approaches to incorporating a talent management framework are being considered as part of this.
1.4	<b>Recognition and Reward</b>
1.4.1	The Workplace Wellbeing Group has considered a number of enhancements to the current staff recognition, reward and benefit package. The package includes physical health, mental health, financial health, spiritual health and family life.
1.4.2	The buying and selling of annual leave scheme was evaluated highly by staff last year and the scheme is running again for the 2018 – 2019 leave year. The Wellbeing Group is working to provide further rest facilities for staff including a pilot scheme to evaluate the effectiveness of sleep pods as support for physical wellbeing.
1.4.3	The plan to provide training for managers in mental health awareness has been initiated with a view to introducing further support for staff and managers.
2.	<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="width: 60%;"> <h2 style="color: #4F81BD;">Future Workforce</h2> <p><b>Organisational Resourcing and Vacancy Position</b></p> </div> <div style="width: 35%; text-align: center;">  </div> </div>
2.1	<p>The Attract and Retain Steering Group is a multi-disciplinary task group focused on taking targeted actions to improve staff retention and to monitor turnover and vacancy hotspots within the Trust.</p> <p>Overall, the turnover for the trust is beneath the target (10.5%) and the trend data is positive:</p>

## Normalised Workforce Turnover (Rolling previous 12 months)



However, there are areas where the turnover is higher and not within the sustainability tolerance set. The group has identified the following four hotspot areas within the Trust based on turnover and vacancy metrics for further targeted work:

- Nursing and midwifery
- Medical and dental
- NHS Infrastructure
- AHPs

The group has reviewed the exit data and engagement data available to it in order to explore key trends on retention. The key factors are:

- Work life balance
- The ability to access career progression

2.2	Staff satisfaction levels with work life balance have improved marginally within the Trust compared to last year and the Trust is in line with the national average at a 51% satisfaction rate. However, work life balance has featured in focus group and other engagement work. The exit process has been refreshed to provide more comprehensive data and to focus effort on an earlier intervention 'stay conversation' with staff. Work has started for some of the key groups above nursing and midwifery, business administration to develop career pathways for progression and the ability to transfer within the trust.
2.3	The Trust is a pilot for the national doctors in training streamlining work aimed at improving transfer process, this requirement for a smooth transition applies to other groups and the work on implementing an electronic applicant tracking process (TRAC) has started with the overall aim of reducing time to recruit by 20%, which will have a positive impact on effective resourcing.
2.4	The group has used the national Widening Participation tool in order to review the Trust's workforce data compared to the local population served. This demonstrates that the Trust workforce is largely representative across all sites. The group is developing outcomes for widening participation in line with the Trust approach to equality and diversity, the group is targeting the following indicator in particular, there is under-representation within workforce compared to community served: <ul style="list-style-type: none"> <li>• The percentage of the workforce aged 24 and under.</li> </ul>
2.5	<p><b>Advertising Summary – NHS Jobs At 28<sup>th</sup> February 2018</b></p> <p>A total of 130 vacancies were advertised in February, 34 relating to Administrative and Clerical Roles, with a further 30 related to Nursing and Midwifery Roles, 32 were Medical and Dental, 9 Ancillary and Estates and the remaining 25 relating to Additional clinical roles.</p>

A total of 66 offers were completed 47 of which related to external candidates, the remainder were internal.

There has been an increase of 28.09 Nurse Vacancies open across the Trust from 151.26 WTE to 179.35 WTE.

In regards to the vacancies, points to note are:

- Division 1 has increased due to a number of leavers across ICCU and Ward A9
- Division 2 has increased due to a change in the establishment for AEC/CDU

Refer to Appendix 1 for summary of current unfilled vacancies.

## 2.6 Future Promotion and Attraction Activity

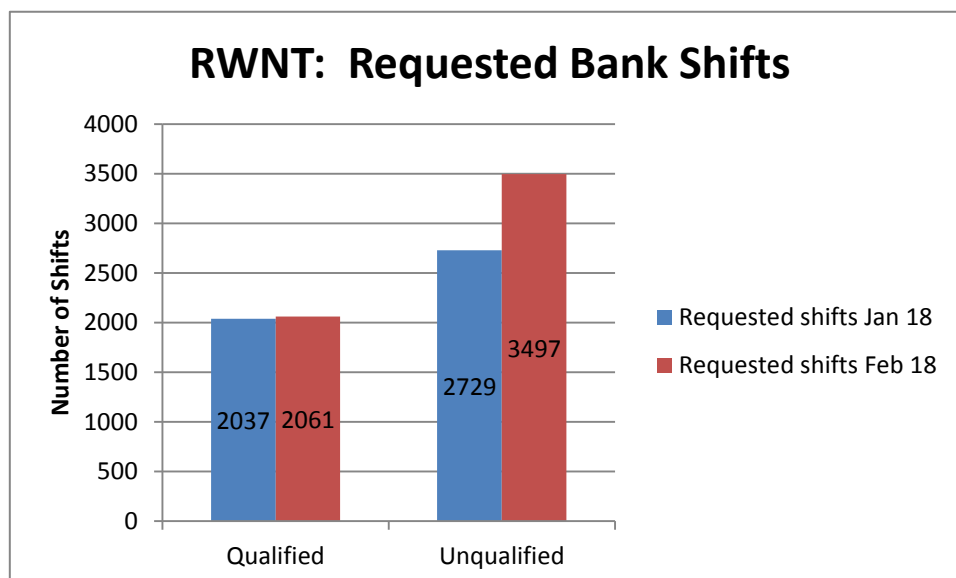
- The Trust attended the annual RCN event in Birmingham on 13<sup>th</sup> March 2018 which was supported by nursing representatives from each Division, Nurse Education and HR staff. Whilst the success of the event is yet to determined, the Trust generated significant interest as follows:
  - 100 people signed up showing interest in the Trust
  - 21 candidates were interviewed on the day with 20 conditional offers made.
  - A further 31 candidates have been offered interview dates in April.

A review of the Trusts recruitment material will be undertaken to further enhance and promote attendance at future events.

## 2.7 Temporary Staff Bank

The number of qualified shifts requested in February has increased for the third consecutive month by 1.18%. The number of unqualified shifts has also increased by 28.14% compared to January 2018 (Refer to 1.1).



### 1.1 Total Number of Bank Shift Requests



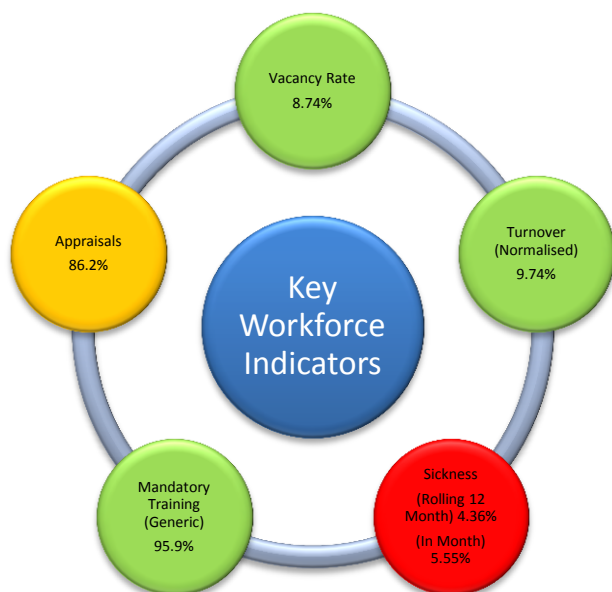
2.7.1	<p><b>Reasons for requests</b></p> <p>The increase in requests for qualified and unqualified shifts is attributed to vacancy, high acuity and winter pressures.</p>																								
2.7.2	<p><b>Trends/Hot spots</b></p> <p>The following table shows the top 3 wards and reasons for requesting high numbers of bank shifts in February 2018 :</p> <table border="1" data-bbox="247 454 1497 786"> <thead> <tr> <th></th> <th>Ward</th> <th>Number of Shifts Requested</th> <th>Rationale</th> </tr> </thead> <tbody> <tr> <td rowspan="3"><b>Registered</b></td> <td>Emergency Dept - Nursing</td> <td>246</td> <td>Vacancy</td> </tr> <tr> <td>A9 (SAU)</td> <td>115</td> <td>High Acuity and Vacancy</td> </tr> <tr> <td>C25</td> <td>82</td> <td>Vacancy</td> </tr> <tr> <td rowspan="3"><b>Unregistered</b></td> <td>Emergency Dept - Nursing</td> <td>221</td> <td>Vacancy</td> </tr> <tr> <td>A9 (SAU)</td> <td>132</td> <td>High Acuity and Vacancy</td> </tr> <tr> <td>A5</td> <td>122</td> <td>High Acuity</td> </tr> </tbody> </table>		Ward	Number of Shifts Requested	Rationale	<b>Registered</b>	Emergency Dept - Nursing	246	Vacancy	A9 (SAU)	115	High Acuity and Vacancy	C25	82	Vacancy	<b>Unregistered</b>	Emergency Dept - Nursing	221	Vacancy	A9 (SAU)	132	High Acuity and Vacancy	A5	122	High Acuity
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2.7.3	<p><b>Recruitment to Temporary Bank</b></p> <p>Bank Admin interviews are due to take place on the 15<sup>th</sup> and 21<sup>st</sup> March – with approx. 36 candidates confirmed.</p> <p>Bank HCA’s interviews are due to take place on the 18<sup>th</sup> and 25<sup>th</sup> April.</p> <p>So far this year the Temporary Staffing Bank have successfully recruited 8 Qualified Nurses – who are currently pending pre-employment checks.</p>																								
2.8	<p><b>Health Roster – Performance Update – Appendix 3 refers</b></p> <p><b>Summary of Unused Hours (for roster period 15 January to 11 February 2018)</b></p> <p>The number of unused hours has decreased by 5.3% since 14 January 2018. Fluctuations are to be expected and presently, Trust wide levels remain within agreed thresholds. Nevertheless the number of unused contracted hours remains a key metric and is reviewed at roster assurance meetings. The units rated amber have been contacted and will be receiving additional support to help identify the root cause and resolve any net hour queries. There were no units rated red.</p>																								
2.8.1	<p><b>Summary of Roster Approval Lead Time – (Appendix 3 Table 3)</b></p> <p><b>RAG Rating (for roster period 15 January to 11 February 2018)</b></p> <table border="1" data-bbox="375 1697 1019 1809"> <thead> <tr> <th colspan="4">Fully Approved</th> </tr> <tr> <th>Red</th> <th>Amber</th> <th>Green</th> <th>Not Approved*</th> </tr> </thead> <tbody> <tr> <td>17</td> <td>11</td> <td>52</td> <td>10</td> </tr> </tbody> </table> <p>There has been continued improvement in the Roster Approval Lead Time with 57.8% (52 out of 90) units approving the roster on or in advance of the deadline compared to 44.4% last reporting period although adherence continues to vary across departments.</p> <p>Units failing to comply with the 6-week advance publication of rosters as per Trust Policy and Lord Carter's recommendations continue to be addressed through escalation to Heads of</p>	Fully Approved				Red	Amber	Green	Not Approved*	17	11	52	10												
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Red	Amber	Green	Not Approved*																						
17	11	52	10																						



	Nursing. Non-compliance issues are also being addressed through relevant assurance meetings.
2.8.2	<p><b>Additional Duties Hours Summary</b></p> <p>There has been an increase in the creation of additional duties this month of 7.03% since 14 January 2018. Those units with a high number of additional duties have been contacted to establish the requirement for use. Communication and education in relation to the appropriate use of additional duties is ongoing.</p>
2.9	<p><b>Medical Workforce Update at 28<sup>TH</sup> February 2018</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>
2.9.1	<p><b>Division One</b></p> <p>Recruitment is in progress for a number of Consultant posts including:</p> <ul style="list-style-type: none"> <li>• Consultant in Surgery</li> <li>• Consultant in CT Surgery</li> <li>• Locum Consultant Paediatric Acute</li> <li>• Consultant in Urology</li> <li>• Consultant Cellular Pathology</li> <li>• Consultant in Paediatrics</li> <li>• GPVI Primary Care consultants and Post CCT Posts in GP</li> </ul>
2.9.2	<p><b>Division Two</b></p> <p>Recruitment in progress for the following posts:</p> <ul style="list-style-type: none"> <li>• Consultant in Neurology</li> <li>• Consultant in Acute Medicine</li> <li>• Consultant in Rheumatology</li> <li>• Consultant in Oncology</li> <li>• Consultant in COE</li> <li>• Consultant in Haematology</li> </ul>
2.9.3	<p>The following junior / middle grade posts are also being recruited to</p> <ul style="list-style-type: none"> <li>• Senior Clinical Fellows in O &amp; G, CT Anaesthetics, Paediatrics, Urology, Cardiology, and</li> <li>• Clinical Fellows in Paediatrics, Radiology, T &amp; O, O &amp; G, Dermatology, Radiology,</li> <li>• Clinical Teaching Fellows</li> <li>• LAS Surgery and ENT</li> </ul>
2.10	<p><b>UKVI – Applications for Restricted Certificate of Sponsorship</b></p> <p>The Trust submitted 14 applications for consideration at February's panel of which 6 were successful. The successful applications were for 5 posts within Division 1 and 1 post in Division 2 as these were able to meet the minimum points threshold due to the inclusion of regular on-call payments. This could not be done for the remainder of the applications for posts in Division 2 as on call payment is not guaranteed for the whole duration of the post.</p>
2.11	<p><b>Temporary Medical Staffing</b></p> <p>There were 1723 shifts requested in the period ended 28 February 2018. A total of 782 shifts were filled by Agency workers, 430 were filled by Bank staff and 59 were unfilled. The overall fill</p>

	rate of 83% was slightly lower than last month which was 90%. There continues to be regular reliance on agency workers related to Consultant cover in Oncology, Respiratory, Emergency Medicine, Stroke, Paediatrics and T&O.
3.	<h2 style="color: green;">Organisation Development</h2> 
3.1	<h3>Health, Wellbeing &amp; Resilience</h3> <p>The work on developing wellbeing at work is progressing to plan. The second phase of the project plan aims to develop a consistent approach towards supporting and improving the health, wellbeing and resilience of the workforce.</p> <p>The Trust is working with other local partners, the university and local authority to share good practice towards achieving level excellence for the re-accreditation of the Workplace Wellbeing Charter due later on in 2018.</p> <p>Occupational Health introduced an employee assistance program accessible to all staff and the evaluation for this support to staff is being evaluated.</p> <p>Schwartz rounds have been operational within the Trust for over 18 months and have evaluated well, the contract has been extended in order to roll-out the approach across Trust sites.</p> <p>The Wellbeing Group is working to provide further rest facilities for staff including a pilot scheme to evaluate the effectiveness of “energy pods” as further support for physical wellbeing.</p> <p>The plan to provide training for managers in mental health awareness has been initiated with a view to providing further support for staff and managers.</p>
3.2	<h3>Leadership and workforce development</h3> <p>The Trust invests in workforce and leadership development and the metrics show that compliance with mandatory training is improving. The hotspot areas and those below target are being reviewed in order to improve performance.</p> <p>The Leadership and Workforce Development Strategy is being refreshed and will be reviewed for assurance purposes at the Workforce and OD Committee.</p>
4.	<h2 style="color: orange;">Workforce Intelligence and Planning</h2> 
4.1	<h3>Managing for Excellent Performance</h3> <p>The workforce metric dashboard, see Appendix 4, provides a high level view of people management performance and the dashboard is also considered at divisional level.</p> <p>The appraisal process is currently being reviewed with a view to explicitly linking talent management and career progression to the process. Compliance with the appraisal process for</p>

agenda for change staff is not at trust target although within tolerance. The review will look at both the compliance rates and the quality of appraisals in order to provide assurance to Board.



4.1.1



Data Owner: Workforce Planning & Business Intelligence Team

The **12 Month Rolling Sickness Rate** for the Trust over a rolling 12 month period between February 2017 and January 2017 is **4.36%**.

This is higher than the Trust target of 3.24% by 1.12%, however this shows a decrease from last year, which for the same period last year was 4.51%. The rolling sickness absence has been decreasing since August 2017 when it was 4.36%, and continues an overall decrease since April 2017 when it was 4.38%.

The **In-Month Sickness Rate** for the Trust for January 2018 is **5.55%**. This was made up of **2.38% Short Term Sickness** and **3.18% Long Term Sickness**. These reflect an increase since last month when it was 4.77% (1.67% short term and 3.04% long term). The in-month sickness has been increasing over the financial year, from 3.99% in April 2017.

#### Hotspots

Staff Group	Sickness % Rolling 12 Months
Additional Clinical Services	6.31%
Estates and Ancillary	5.81
Add Prof Scientific and Technic	5.51%
Nursing and Midwifery Registered	4.91%
Administrative and Clerical	3.93%

Allied Health Professionals (2.28%), Healthcare Scientists (1.91%), Medical & Dental (1.16%), and Students (0.72%) all record sickness levels within the Trust target. These staff groups together account for 20% of the workforce.

The remaining 5 staff groups above, accounting for 80% of the workforce, are in breach of the Trust target. There are two predominant reasons for absence, accounting for 33% of all WTE days lost during 2017: Anxiety / Stress / Depression / Other Psychiatric Illnesses and Other Musculoskeletal Problems. The Workplace Wellbeing Steering Group is reviewing interventions to address these trends.

Work has started on defining differential sickness targets. At Divisional level, regular sickness workshops are facilitated by HR managers to take action to address adverse trends and outliers.

4.1.2



Data Owner: Education & Training

The **Appraisal Rate for Agenda for Change** staff was 86.2% for February 2018, an increase from 86.1% in January 2018. This is below the Trust target of 90.0% but within 10% of the target.

The Appraisal rate in January 2018 was 86.2%, so this represents an increase of 0.1%. This is the highest the compliance has been in the 2017/18 period, and 4.1% higher than February 2017.

**Areas of Lowest Compliance**

Specialty Level	% Compliance
Maintenance Technical Services Sept	40%
Engineering Services	50%
TB nurses	50%
Waste Services	66.7%
Medical Illustration	66.7%

The **Appraisal Rate for Medical & Dental** staff was 99.30% for February 2018, an increase from 95.6% in January 2017, however this is still above the 90.0% target. The Medical & Dental Appraisal rate has consistently held above the target for the financial year.

**Nursing Workforce Summary**

**Update on Unfilled Nursing Posts at 28<sup>th</sup> February 2018**

<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>	84.82	17.59	102.41	11.71	114.12
<b>Div-2</b>	72.41	38.31	110.72	16.41	127.13
<b>Midwives</b>	9.55	7.32	16.87	-0.04	16.83
<b>Community</b>	12.57	11.35	23.92	-3.00	20.92
<b>Totals</b>	179.35	74.57	253.92	25.08	279.00

The table indicates an increase of 28.09 whole time equivalent vacancies (WTE) registered nurse vacancies open across the Trust in February 2018 (including those who are starting not yet in post) compared to 151.26 in January.

**Appendix 2 - Medical Workforce Establishment Summary 28 February 18**

<b>Division 1</b>				
<b>Grade</b>	<b>Establishment</b>	<b>Vacancies</b>	<b>Feb 18</b>	<b>Jan 18</b>
<b>Consultant</b>	248	15	6.05%	7.08%
<b>SAS Grades</b>	46.5	7	15.05%	10.75%
<b>Training Grades</b>	184	24	13.04%	13.59%
<b>Non Training Grades</b>	87	23	26.44%	19.77%
<b>TOTALS</b>	565.5	69	12.20%	11.50%
<b>Division 2</b>				
<b>Grade</b>	<b>Establishment</b>	<b>Vacancies</b>	<b>Feb 18</b>	<b>Jan 18</b>
<b>Consultant</b>	129	15	11.63%	18.38%
<b>SAS Grades</b>	22.72	9	39.61%	39.61%
<b>Training Grades</b>	165	10.4	6.30%	6.83%
<b>Non Training Grades</b>	43	3	6.98%	11.63%
<b>TOTALS</b>	359.72	37.4	10.40%	13.60%

The Table indicates a slight increase in the total establishment across both Divisions this month.

The total number of non-training grade vacancies in Division 1 has increased by 6 posts. Division 2 has seen a reduction in consultant and non-training grade vacancies as a result of successful recruitment to posts within general medical specialties. The rejection of Certificate of Sponsorships has had an impact on recruitment activity as we have been unable to proceed with recruitment for 14 posts in T & O, CT Surgery, Radiology and General Medical Specialties.

Trust wide unused Hours (as at 11/2/18)

Table 3.1

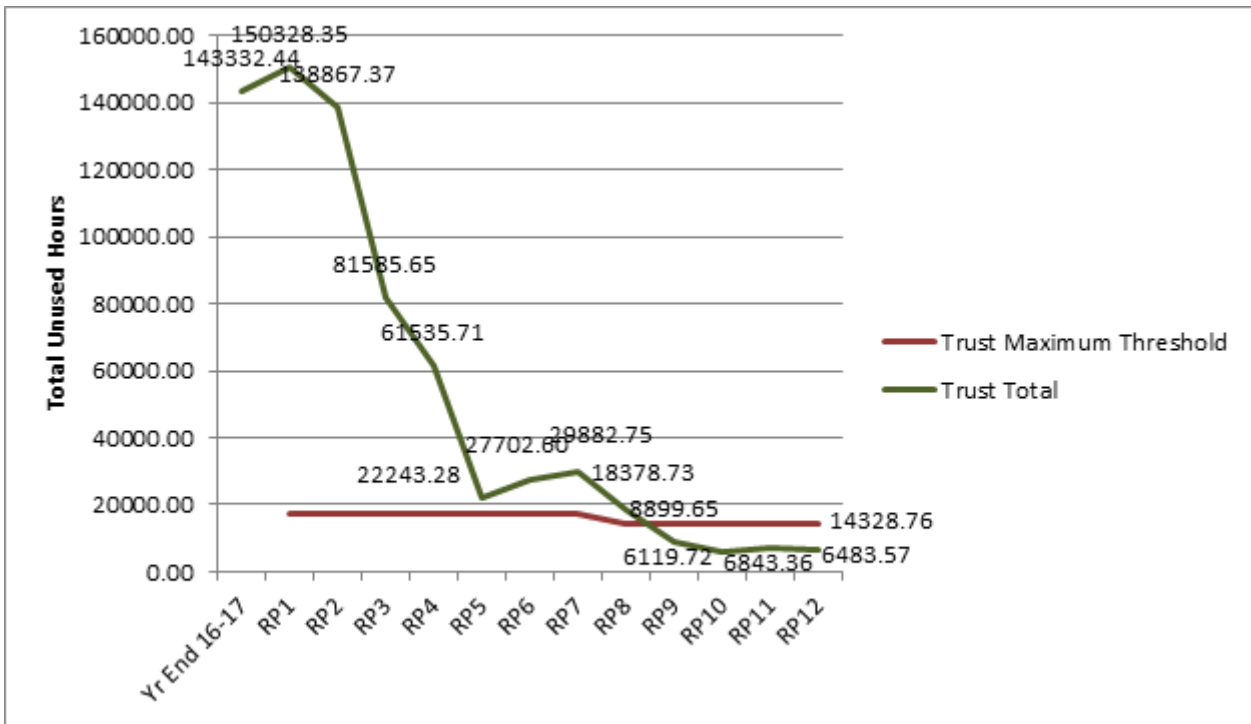
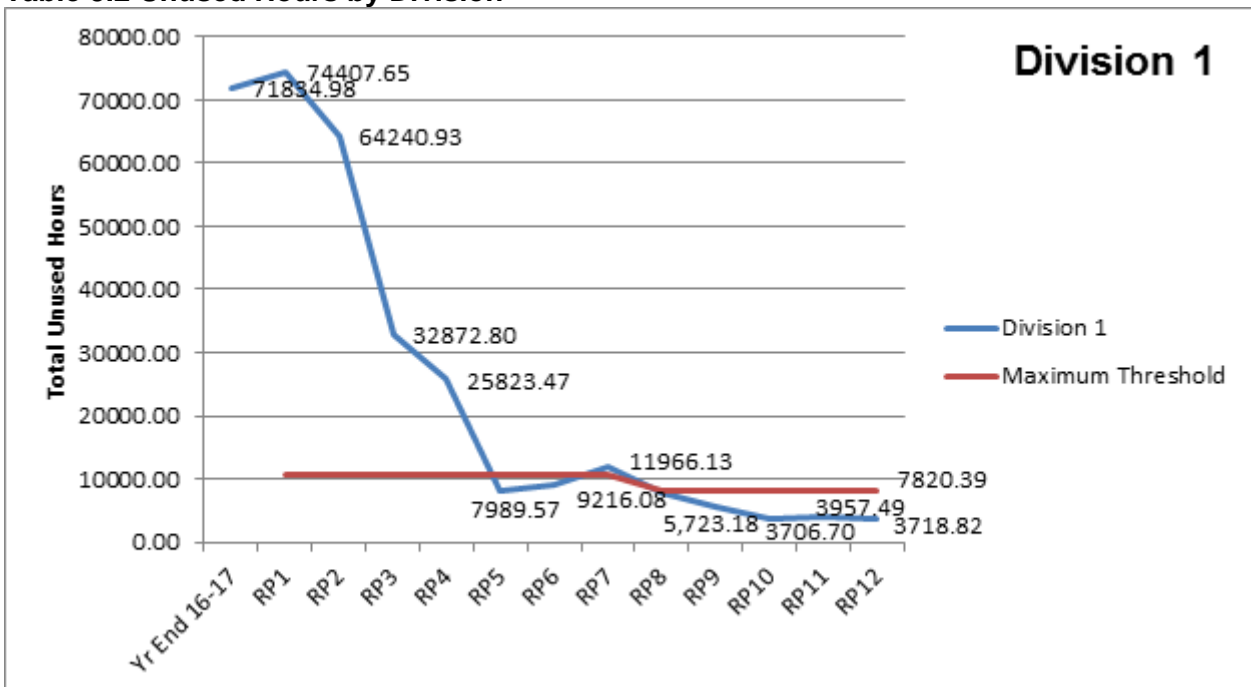
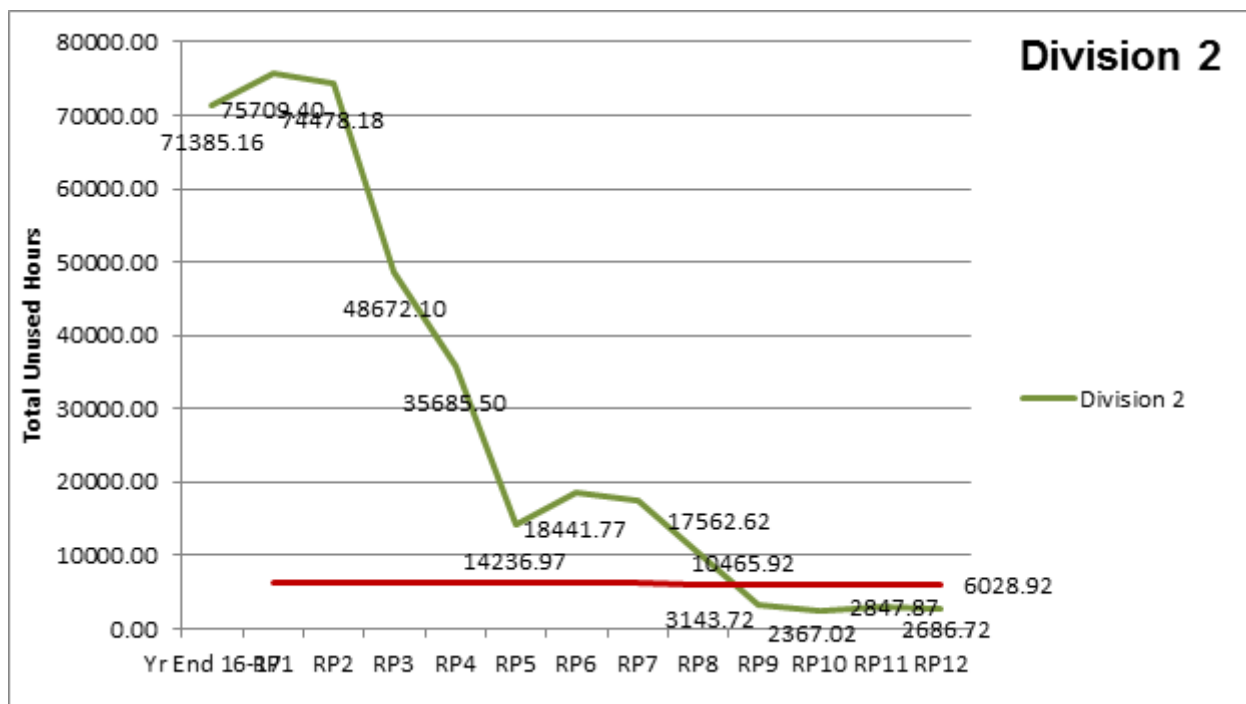


Table 3.2 Unused Hours by Division



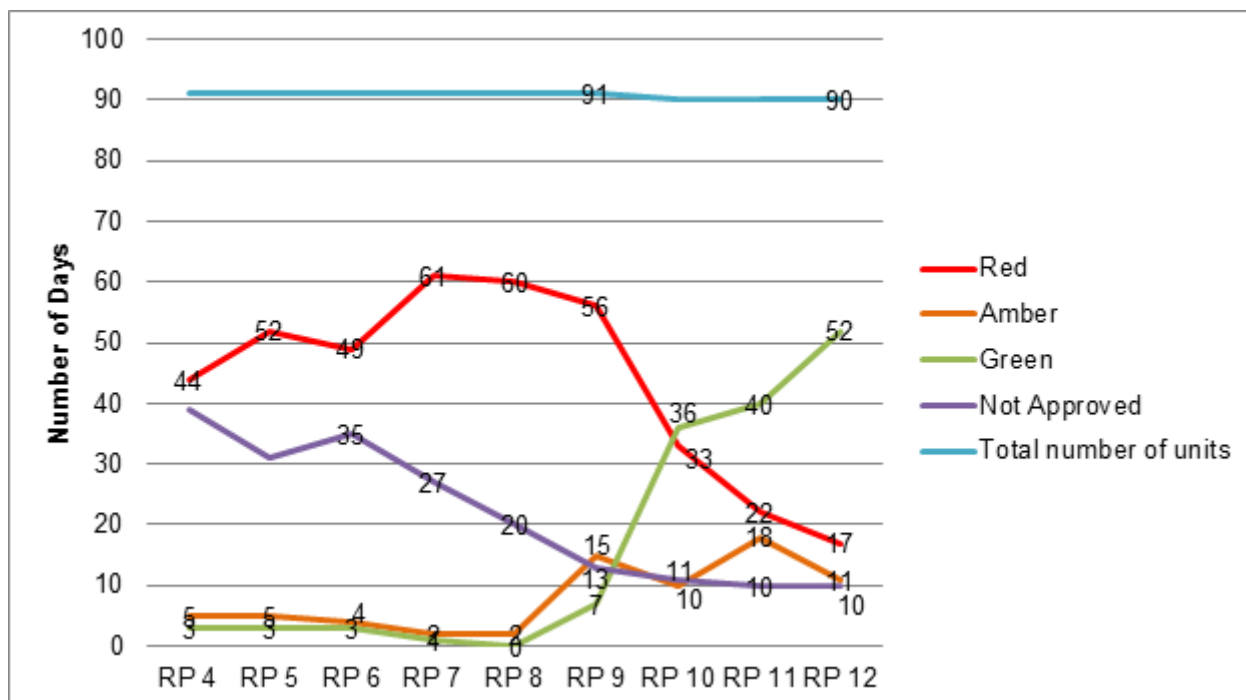
**Table 3.3 Unused Hours by Division**



**Table 3.4 Units not approved at first and second level**

Division 1	Division 2	Corporate
Cannock General Theatres	Endoscopy	Infection Prevention
Cardiothoracic Theatres	Respiratory Nurses	
ENT Theatres		
General Surgery Theatres		
Orthopaedic Theatres		
Upper GI Nurses		

**Table 3.5 Trust Roster Approval Adherence as at 11 February 2018**



## Workforce Information Metrics - Board

Data Effective 28th February 2018

## 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	7295.78	7314.02		163.91	
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	7008.00	7029.56		167.90	Inc Permanent, Fixed Term, & Locums with WTE on Payroll
B01.3	Substantive Staff Headcount	8300		8293	8294	8295	8302	8301	8358	8417	8433	8410	8453	8473		173.00	
B01.4	Bank Staff Only Headcount	1192		1239	1271	1258	1289	1314	1318	1375	1348	1377	1397	1426		234.00	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%	26.78%	26.79%		1.31%	
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	37.43	21.56		167.90	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	82.14	71.82		822.56	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	44.71	64.46		668.85	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	1.00	8.42		59.23	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	0.00	0		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			234.86			3.35	
B03.2	Additional Clinical Services WTE	1242.02		1240.89			1250.93			1241.54			1247.90			5.88	
B03.3	Administrative and Clerical WTE	1537.87		1537.87			1541.13			1578.33			1605.94			68.06	
B03.4	Allied Health Professionals WTE	401.77		396.14			382.16			393.88			396.29			-5.47	
B03.5	Estates and Ancillary WTE	559.13		559.48			556.60			557.55			552.61			-6.51	Inc Permanent, Fixed Term, & Locums with WTE on Payroll
B03.6	Healthcare Scientists WTE	239.88		243.01			249.00			252.15			225.24			-14.64	
B03.7	Medical and Dental WTE	768.38		767.43			771.65			814.35			493.64			-274.74	
B03.8	Nursing and Midwifery Registered WTE	2129.56		2128.46			2128.52			2151.88			2162.72			33.16	
B03.9	Students WTE	40.00		41.00			34.00			31.00			30.00			-10.00	
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%	8.88%	8.74%		8.74%	
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%	8.27%	7.52%		7.52%	
B04.3	Qualified AHP	-	10.50%	13.87%	14.62%	14.55%	12.65%	14.61%	12.54%	13.46%	11.96%	12.10%	8.72%	9.01%		9.01%	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%	9.05%	8.65%		8.65%	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%	10.77%	10.10%		10.10%	
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%	12.63%	12.85%		12.85%	
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%	10.82%	10.27%		10.27%	Exc Rotational Drs (reflects NHS Digital Benchmarked data)
B05.2	% Normalised Workforce Turnover	10.89%		10.89%	10.24%	10.95%	10.40%	9.82%	9.93%	9.82%	8.31%	10.05%	10.26%	9.74%		9.74%	
B05.3	% Normalised: Additional Professional, Scientific, and Technic	-	10.50%	11.48%	10.30%	10.73%	10.26%	10.81%	9.82%	9.28%	8.07%	8.72%	8.94%	8.82%		8.82%	
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%	1.04%	10.01%		10.01%	
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%	9.08%	8.77%		8.77%	
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%	13.00%	12.33%		12.33%	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%	8.35%	7.65%		7.65%	
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%	6.57%	5.88%		5.88%	
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%	10.83%	6.45%		6.45%	
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%	11.65%	11.51%		11.51%	
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%	90.49%	90.50%		90.50%	No. Employees with 1 or more years service / No. Employees employed
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%	85.81%	87.21%		87.21%	12m ago x 100. Exc Rotational Drs, Students, TUPE Transfers, Clinical Fellows, & Fixed Term Contracts
B06.3	Retention Rate (24 months)	81.22%		80.86%	81.00%	81.17%	81.21%	81.65%	81.58%	81.87%	81.88%	81.78%	81.60%		81.60%		
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%	4.71%	5.55%	Avail Mar	5.55%		
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%	4.29%	4.36%	Avail Mar	4.36%		
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	10,575.37	12,492.33	Avail Mar	12492.33		
B07.4	% Short Term Sickness	1.40%		1.14%	1.26%	1.34%	1.51%	1.20%	1.43%	1.59%	1.67%	1.67%	2.38%	Avail Mar	2.38%		
B07.5	% Long Term Sickness	2.74%		2.84%	2.82%	2.66%	2.85%	3.11%	2.79%	2.89%	2.94%	3.04%	3.18%	Avail Mar	3.18%		
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	£861,768	£1,036,932	Avail Mar	£1,036,932		
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	£820,436	£728,705	£9,879,309	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	£820,436	£728,705	£9,879,309	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	£22,130	£2,609	£457,726		
B08.4	Ancillary	£205,531		£14,590	£18,490	£38,590	£36	£23,292	£13,533	£4,962	£7,017	£3,217	£15,666	£11,579	£124,206		
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	£82,564	£54,557	£731,671		
B08.6	Nursing & Midwifery	£401,014		£23,231	£43,969	£23,328	£28,347	£12,485	£17,197	£15,934	£22,129	£2,605	£21,598	£2,475	£208,088		
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	£175,041	£201,018	£2,955,878		
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	£46,098	£53,966	£388,057		
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	£457,339	£402,501	£5,013,688		
B08.10	Number of Shifts Off-Framework	-		123	168	134	166	234	141	162	102	93	58	94	1,475	Submission to NHSI - week ending in relevant month	
B08.11	Number of Shifts breaching Agency Price Cap	-		1,367	1,579	1,389	1,385	1,390	1,006	1,362	973	864	592	742	12,649	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	£1,310,837	£1,274,963	£12,150,650		
B09.2	Admin & Clerical	£643,431		£62,311	£44,505	£46,928	£62,311	£53,589	£56,056	£78,159	£65,026	£64,446	£70,598	£73,182	£677,110		
B09.3	Ancillary	£1,596,079		£166,357	£118,390	£126,738	£140,297	£142,274.67	£143,278	£136,472	£124,747	£128,065	£123,014	£142,897	£1,492,529		
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	£2,067	£1,289	£35,859		
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	£253,559	£266,121	£2,609,204		
B09.6	Nursing & Midwifery: Midwives	£293,037		£28,751	£16,238	£27,158	£17,925	£14,812	£18,636	£0	£0	£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	£273,591	£276,164	£3,210,147		
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	£248,317	£228,251	£2,737,148		
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	£15,674	£7,797	£122,029		
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	£324,018	£279,261	£3,808,312		
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	4	4	
B10.2	Open Capability Cases	-												4	4	4	
B10.3	Open Disciplinary Cases	-												25	20	20	
B10.4	Open Formal Grievances Cases	-												4	4	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	1	0	
B11.2	Number of Concerns Raised through FTSU Guardian In Month	-												4	9	0	
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	New Apprentices (Cumulative)	-												33	33	33	
B12.2	Existing Staff Converted to Apprentices (Cumulative)	-												32	34	32	
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%	94.10%	93.70%	93.70%	From January 2018 inc LCRN; exc Primary Care
B13.2	Local Induction	-										73.60%	74.60%	75.20%	75.10%	75.10%	From January 2018 inc LCRN; exc Primary Care
B13.3	Mandatory Training - Generic	-	95.00%									96.80%	94.40%	95.20%	95.90%	95.90%	From January 2018 inc LCRN; exc Primary Care
B13.4	Mandatory Training - Specific	-	95.00%									90.90%	91.80%	92.40%	91.70%	91.70%	From January 2018 inc LCRN; exc Primary Care
B13.5	Appraisal - Agenda for Change	-	90.00%									83.60%	85.60%	86.10%	86.20%	86.20%	From January 2018 inc LCRN; exc Primary Care
B13.6	Appraisal - Medical Staff	-	90.00%									99.10%	97.80%	95.60%	99.30%	99.30%	
B13.7	Revalidation Lapses - Medical & Dental	-															To follow
B13.8	Revalidation Lapses - Nursing & Midwifery	-															To follow
Data Owner: Education & Training																	
B14	e-Rostering	2016-17 Position	Target	2017 - 18												YTD Position	Comments
				20 Nov 17	18 Dec 17	18 Dec 17	14 Jan 18	15 Jan 18	11 Feb 18	12 Dec 17	11 Mar 18	12 Mar 18	08 Apr 18				
B14.1	% Rotas Set 6 Weeks in Advance	-															57.80%
B14.2	Unused Hours	-															6483.57
B14.3	% Staff on Annual Leave	-															10.80%
Data Owner: Health Roster / Resourcing Team																	