

# Executive Summary Workforce Report 1 October 2018



Agenda Item No: 9.3

## Trust Board Report

<b>Meeting Date:</b>	1 <sup>st</sup> October 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</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> <li>• WRES indicators 2 and 3 are on divisional risk register.</li> </ul>
<b>Author + Contact Details:</b>	Daniela Locke, Head of Workforce and OD Tel 01902 695438      Email d.locke@nhs.net
<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>

# Executive Workforce Report

Trust Board  
1<sup>st</sup> October 2018



Safe & Effective | Kind & Caring | Exceeding Expectation

Alan Duffell  
Director of Workforce

## Executive Summary

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The following report is and provides information and assurance on key workforce metrics for period August 2018, and an update on key workforce matters:

- All of the key workforce metrics improved in month and for some indicators there is a sustained improvement (turnover and vacancy rate). Appraisal rate, mandatory training and 24 month retention rate have also improved in month and are rated amber, interventions to improve these to meet target have been initiated.
- The Sickness absence rate (12 month rolling average) decreased slightly to 4.26% (in month 3.70%) this indicator remains red rated because it is above the target set for the rolling 12 month average at 3.85%. The Managing Attendance policy was reviewed by a multi-disciplinary group of managers and staff side and the targets and triggers have been left in place following this review.
- Stress, Anxiety and Depression remains the single largest category for absence. The Trust has 3 Mental Health First Aid trainers who are able to deliver accredited training within the Trust, training started in August 2018.
- The second phase of the Workplace Wellbeing project has been initiated. The main focus for this will be a review of the Trust's performance against NHS England's Workforce Health and Wellbeing Framework.
- The Workforce stability target is based on 24 months in post the target is set at 85% and performance is currently at 81.38%, this performance is an improvement on previous month. Data from the exit interview process indicates that work life balance is a major contributor to the decision to leave. The leave policy including flexible working has been reviewed in month and approved at Trust Policy Group, with final TMC approval at the 21<sup>st</sup> September 2018 meeting.
- The target for workforce appraisal for Agenda for Change staff is at 90%, current performance is improved at 85.2%, the indicator remains amber rated as it is currently within 10% tolerance of target. The approach to appraisal has been reviewed in order to improve quality and to introduce a talent management approach to support the new pay deal and improve compliance rates.
- The target for mandatory training is 95%, current performance is improved at 94.5%, work continues to bring this indicator to reach the target set. The Academy Steering Group has reviewed all generic and mandatory training for the Trust and approved the baseline requirement.

## Executive Summary

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[Continued ...]

- The E-rostering performance continues to progress with areas close to reaching targets, a business case to extend the approach to the medical workforce has been approved at TMC and the implementation plan is being developed.
- The implementation of the TRAC system and Centralised Resourcing commenced on 12<sup>th</sup> September 2018, recruiting manager engagement and training sessions are well under way - having started at the beginning of September. Dates for the sessions have been published Trust wide, with 150 plus staff involved in recruiting having booked onto the training.
- A new Trust Recruitment Brochure has been produced in conjunction with the Communications team and this is being launched alongside the TRAC and Centralised Resourcing initiatives.
- The Recruitment team is participating in two external Jobs Fairs during September and held an internal jobs fair for registered nurses and Healthcare Assistants on the 15<sup>th</sup> September 2018. The event was well attended and attracted interest from both active and passive job seekers; 7 Registered Nurses and 2 HCAs have been conditionally offered posts.
- Overall, recent HCA and qualified Nurse recruitment campaigns have been successful with 93 conditional offers processed across the nursing and support workforce.
- The City Jobs Fair took place on 14<sup>th</sup> September 2018 and the Trust was well represented at this event by representatives from the Resourcing, Apprenticeships and Work-based Learning teams, resulting in many job seekers expressing an interest in the Trust Apprenticeship Programme, Volunteering opportunities and also registering with the Temporary Staffing Bank. This has proved to be a very successful engagement with the local community.

# Key Workforce Metrics



Overall, the key workforce metrics show a stabilising and improving trend however there has been an in month deterioration in one of the key indicators.

Continued improvement can be seen for the vacancy rate. Turnover has decreased slightly.

The appraisal rate is significantly below target , although this has improved slightly in month. Appraisal compliance is an integral part of the pay settlement and work is underway to put in place a suitable electronic system for monitoring. The appraisal policy is also being refreshed in line with new requirements.

The mandatory training target is 95%, performance has increased again in month and is closer to reaching target.

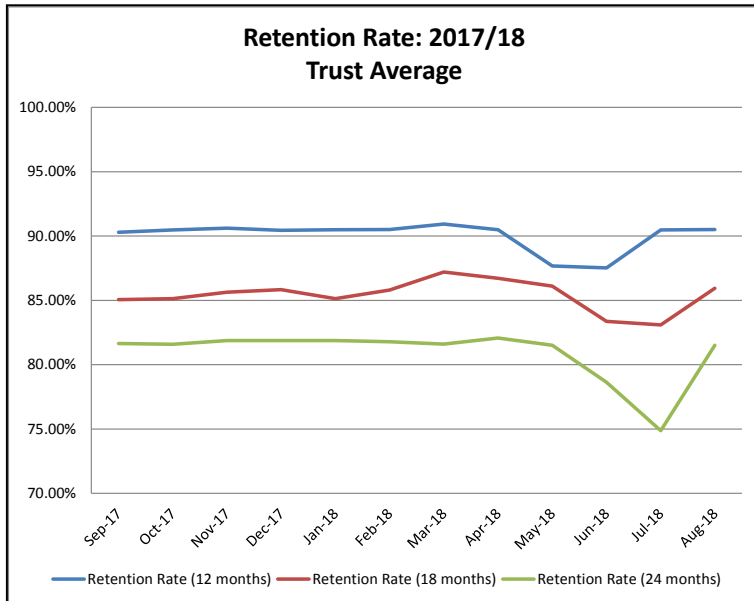
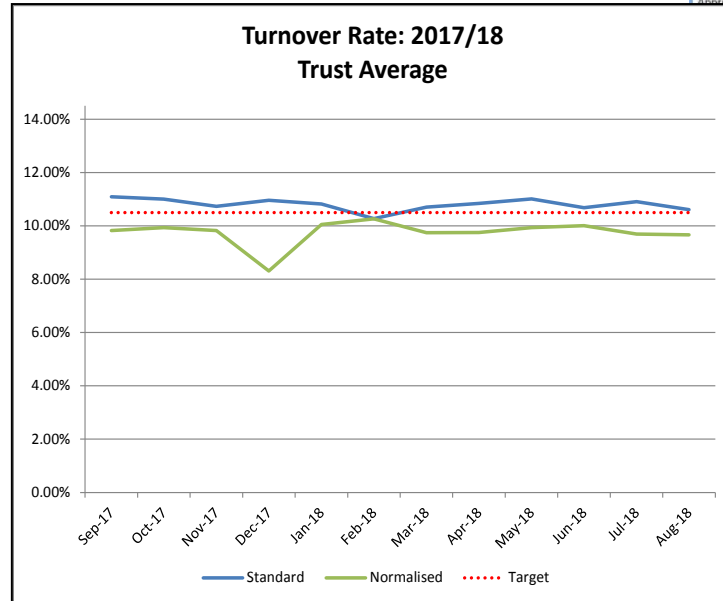
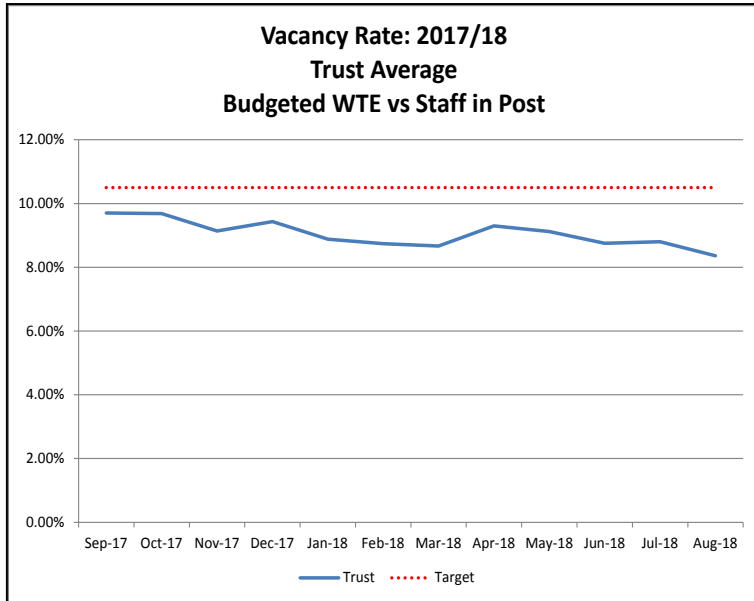
The stability indicator (retention) at 24 months tenure, has improved again slightly in month.

The sickness absence rate has increased from 3.70% to 4.04% in month with a minimal reduction in the 12 months rolling figure.

The action plan for achieving target includes action on persistent short-term absence cases and a review of the impact of long term absence. The stakeholder review of the management of sickness was completed in July 2018, the targets and triggers remain in place.

See Appendix two for the full set of Workforce Metrics.

# Attract, Recruit & Retain



### Key Issues & Challenges

- To achieve retention targets across the Trust in order to further improve workforce resourcing.
- To respond to the exit data available and improve workforce perception and experience of work life balance within the Trust.

### Key Actions & Progress

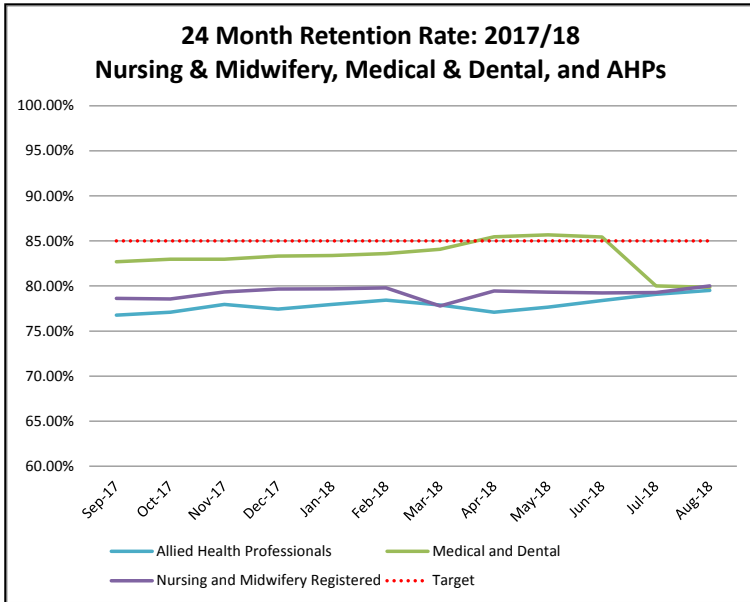
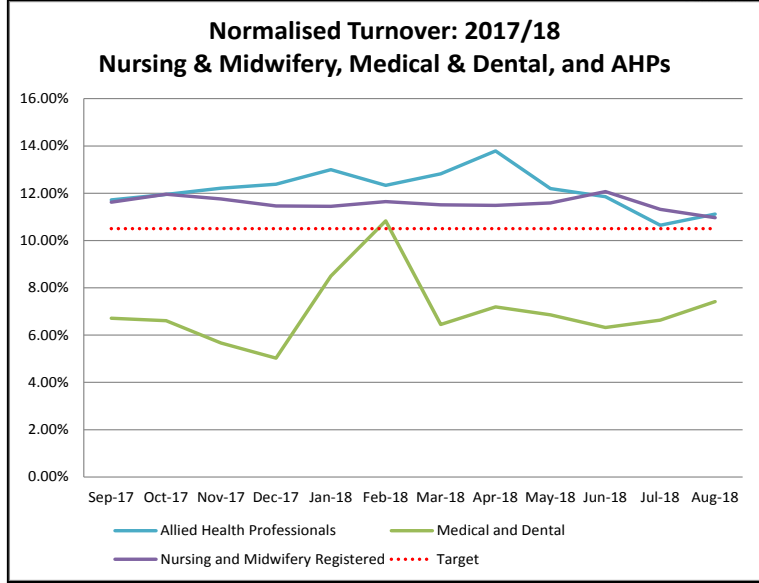
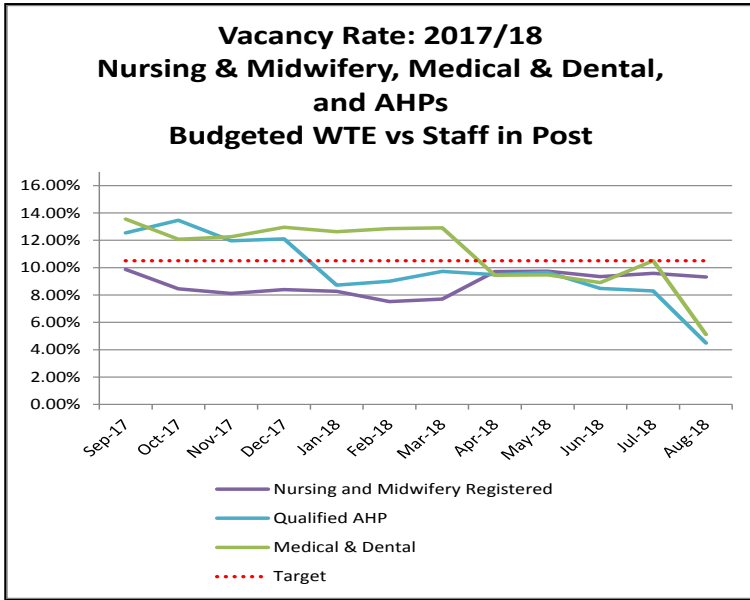
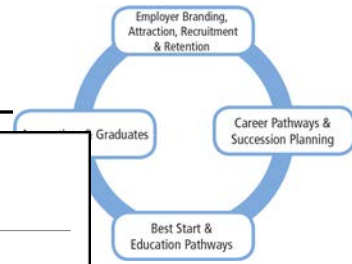
- The vacancy rate has held stable for the past 12 months and normalised turnover remains within target.
- The retention rate for 12, 18 and 24 months has seen improvement, further improvement is required.
- Data from the recent new electronic exit monitoring exercise indicates the importance of work life balance as the most frequently cited reason for leaving.

### Supporting Narrative

- Implementation of the TRAC system and Centralised Resourcing commenced on 12<sup>th</sup> September 2018; engagement sessions are well under way. A new Trust Recruitment brochure has been produced recently and will be launched alongside the TRAC and Centralised Resourcing initiatives.



# Attract, Recruit & Retain



### Key Issues & Challenges

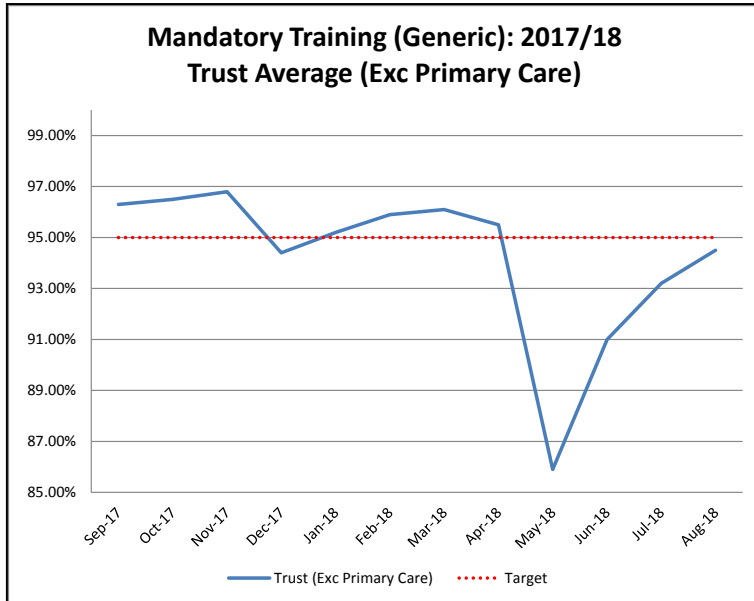
- To achieve retention targets across the Trust in order to further improve workforce resourcing.
- Despite improvements in some workgroups, none are achieving the 24 month retention target.

### Key Actions & Progress

- The medical and dental vacancy and turnover rate remains within target. The Clinical Fellows programme has had a positive impact and further work will take place to increase the permanent workforce and to improve the 24 month retention rate.
- The retention rate slightly improved slightly for key front-line staff, Allied Health professionals, Nursing and Midwifery; see appendix 3 for establishment.

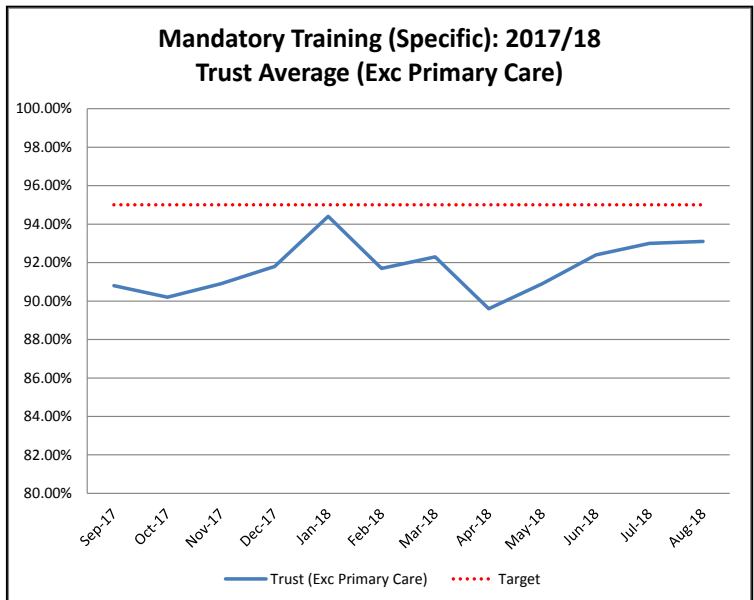
### Supporting Narrative

- During September, we are participating in two external Jobs Fairs and we ran an internal Nursing jobs fair which has attracted interest and resulted in job offers. Recent HCA and qualified Nurse recruitment campaigns have been successful with 93 conditional offers processed across the nursing and support workforce.



## Key Issues & Challenges

- Despite improvement since May 2018, the performance on both Generic and Specific Mandatory training remains below the Trust target.
- The performance for Mandatory training specific has been below target for the 12 month period.
- The Agenda for Change pay deal links mandatory training compliance to pay and there will be significant impact based on current levels of compliance.



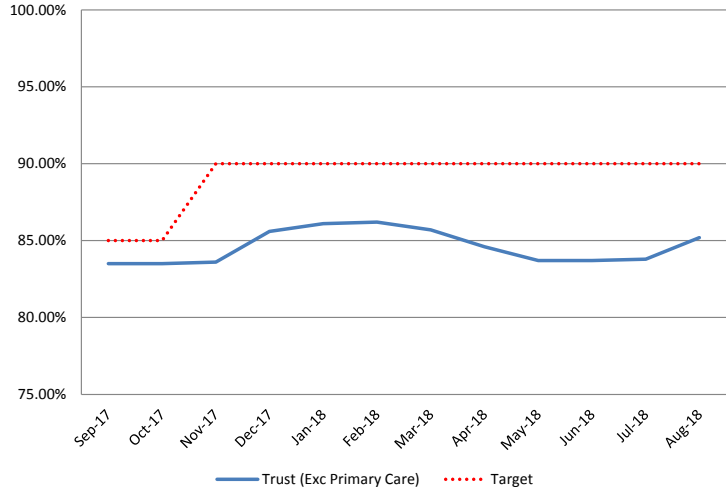
## Key Actions & Progress

- The Academy Steering Group has reviewed all generic and mandatory training for the Trust and approved the baseline requirement.
- The mandatory training provision within the Trust has been aligned with the national provision.
- Work continues on compliance and a project team has reviewed the approach taken by Northumbria NHS Trust to improve the recording of mandatory training.

# Staff Training & Development



**Annual Appraisal Rate: 2017/18  
Trust Average (Exc Primary Care)**



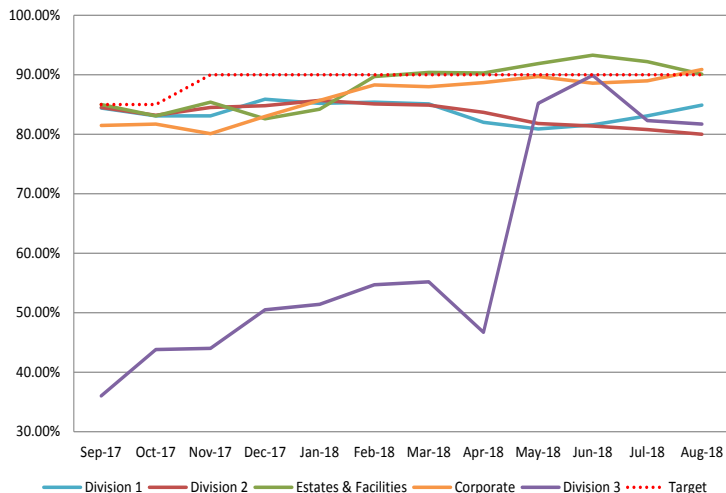
## Key Issues & Challenges

- The Trust compliance with appraisal rates remain below the Trust target of 90%.
- The Agenda for Change pay deal links completion of appraisal to pay progression and hence the impact of non-compliance will be significant based on current levels of compliance.

## Key Actions & Progress

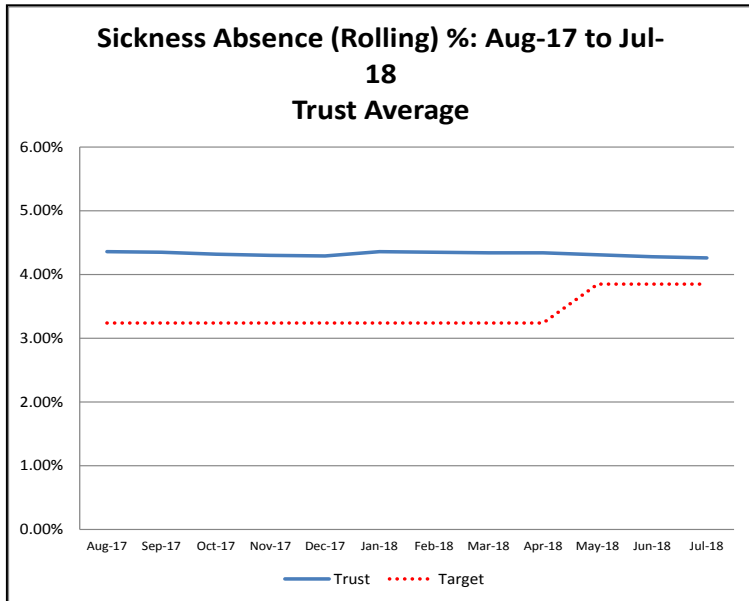
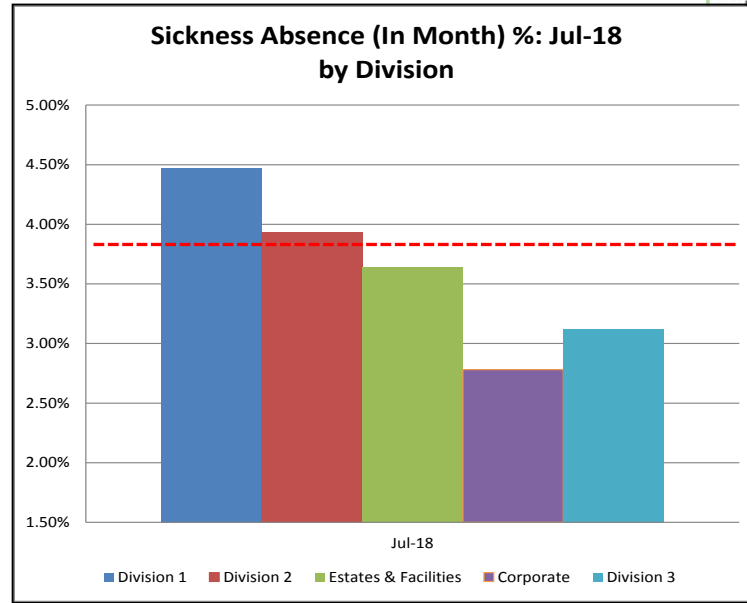
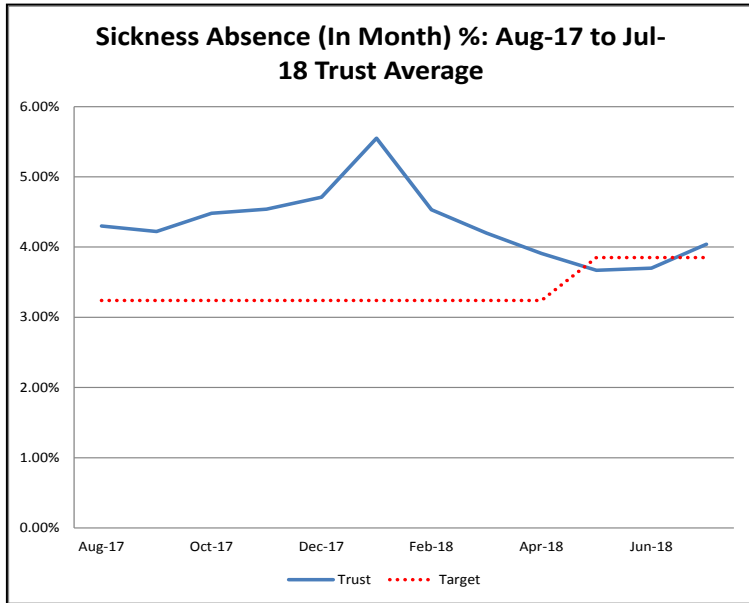
- Primary Care compliance continues to make significant improvement and has achieved Trust target.
- The Appraisal Policy review has been initiated in order to meet the requirements of a modern appraisal system to incorporate the requirements of the pay framework, including incorporating elements of performance and a structure for talent management.

**Annual Appraisal Rate: 2017/18  
by Division**



## Supporting Narrative

- Work is advanced on reviewing the appraisal policy and supporting processes to enhance the quality of appraisals.
- Appraisal compliance is an integral part of the pay settlement and work is underway to ensure the ESR system is capable of monitoring compliance and quality electronically with the aim of having a fully electronic appraisal system by December 2018.



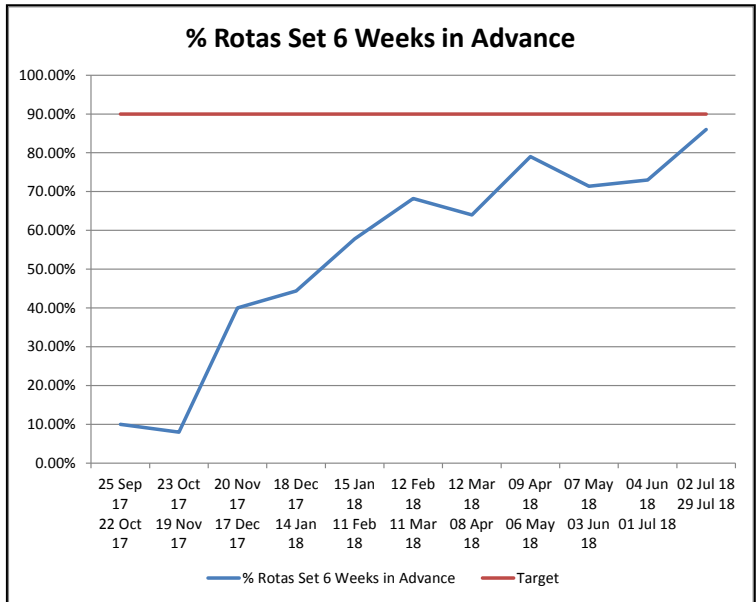
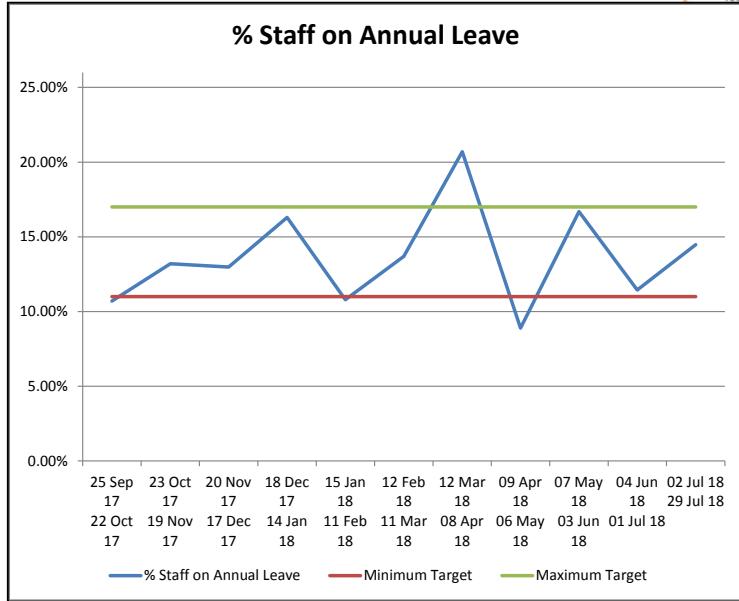
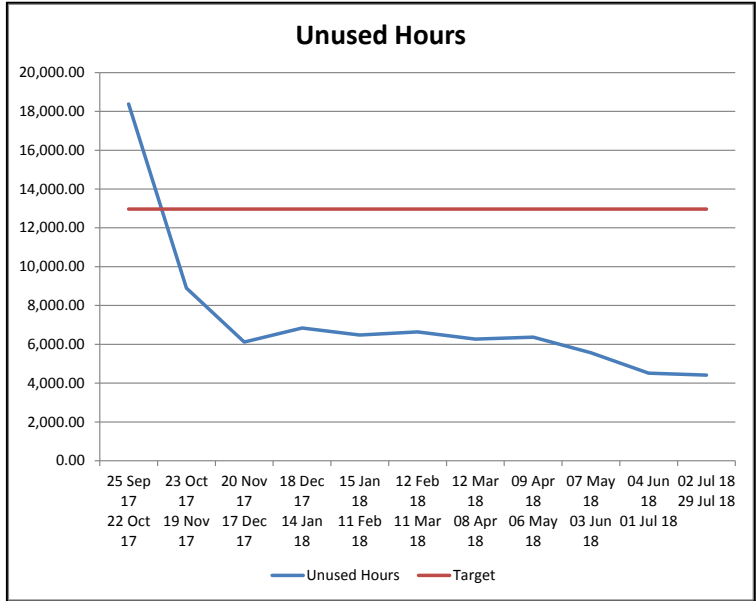
### Key Issues & Challenges

- To achieve the new sickness target requires a Trust wide improvement of 0.41% on the rolling 12 months performance, currently at 4.26%.

### Key Actions & Progress

- The action plan for achieving target includes action on persistent short-term absence cases and a review of the impact of long term absence.
- The differential targets have been modelled at service level and are part of the discussions at divisional level.
- The stakeholder review of the management of sickness was completed in July 2018, the targets and triggers remain in place.
- The Trust has three individuals trained as Mental Health First Aid trainers. Stress, anxiety and depression remains the highest category of sickness absence.
- The second phase of the Workplace Wellbeing project has started with the aim of having a positive impact on attendance and retention.

# Productivity – e-Rostering



### Supporting Narrative

- Overall, unused hours are within Trust threshold there is a robust exception reporting process.
- The Trust target for rotas being set 6 weeks in advance is 90%, the Trust has reached 80% compliance and is on course to meet target within 18 months of go-live.
- The annual leave target is 15% with a tolerance range between 11 to 17 % - the Trust trend is on target with this, despite breaching the upper limit in March and lower limit in April.
- The E-roster system is stable and is bedding in well, exception and escalation mechanisms are established.
- A business case for extending the E-rostering approach to other job groups (medical) has been approved at TMC and work to implement has been initiated.

## Appendix 2 – Workforce Metrics – Trust Board

### Workforce Metrics - Trust Board M01: Data Effective 31st August 2018 Full Trust

B01	Workforce Profile	31st Mar 2018 Out-turn	Target	2018 - 19					YTD Change since 31st Mar 18	Comments
				Apr	May	Jun	Jul	Aug		
B01.1	Substantive Staff WTE	7328.40		7328.30	7333.07	7358.72	7381.57	7437.92	4.67	Inc Permanent, Fixed Term, & Locums with WTE on Payroll
B01.2	Substantive Staff WTE (Exc Rotational Doctors)	7045.16		7046.05	7054.18	7080.74	7105.99	7136.92	9.02	Inc Permanent, Fixed Term, & Locums; Exc Rotational Drs
B01.3	Substantive Staff Headcount	8484		8,504	8,509	8,532	8,563	8,610	25	Inc Permanent, Fixed Term, & Locums with WTE on Payroll
B01.4	Bank Staff Only Headcount	1442		1,419	1,437	1,457	1,494	1,573	0	
B01.5	Agency LMS Headcount	465		446	459	473	478	473	1	
B01.6	% Staff from a BME background	26.74%		26.89%	26.99%	27.04%	27.22%	27.20%	0.00%	

Data Owner: Workforce Planning & Business Intelligence

B02	Changes to Workforce Profile	31st Mar 2018 Out-turn	Target	2018 - 19					YTD Change since 31st Mar 18	Comments
				Apr	May	Jun	Jul	Aug		
B02.1	Change in Workforce Profile WTE (Exc Rotational Doctors)	-		0.89	4.76	25.65	22.85	56.35	4.67	
B02.2	Starters WTE (Exc Rotational Doctors)	1029.4903	10% > Leavers	73.15	43.57	60.55	66.73	66.91	310.91	
B02.3	Leavers WTE (Exc Rotational Doctors)	740.15204	> 10.5% Staff Group	61.30	59.81	41.35	63.79	50.41	276.66	
B02.4	TUPE In WTE	-		1.00	0.00	0.00	0.00	0.00	0.00	
B02.5	TUPE Out WTE	-		0.00	0.00	0.00	0.00	0.00	0.00	

Data Owner: Workforce Planning & Business Intelligence

B03	Workforce Profile by Staff Group	31st Mar 2018 Out-turn	Target	2018 - 19					YTD Change since 31st Mar 18	Comments
				Apr	May	Jun	Jul	Aug		
B03.1	Add Prof Scientific and Technic WTE	234.82		240.49			270.43		4.67	
B03.2	Additional Clinical Services WTE	1252.91		1,262.82			1,255.12		21.89	
B03.3	Add Clin Serv: Newly Qualified / Overseas Nurses Awaiting PIN	6.53		6.53			0.80		-2.81	
B03.4	Administrative and Clerical WTE	1624.38		1,631.05			1,646.41		8.53	
B03.5	Allied Health Professionals WTE	391.26		385.76			391.04		-7.15	
B03.6	Estates and Ancillary WTE	552.00		554.55			557.46		3.01	
B03.7	Healthcare Scientists WTE	254.84		255.23			264.04		2.51	
B03.8	Medical and Dental WTE (Exc Rotational Doctors)	526.19		524.45			535.64		1.18	
B03.9	Medical and Dental WTE (Rotational Doctors)	283.24		282.26			275.58		-4.35	
B03.10	Nursing and Midwifery Registered WTE	2177.76		2,160.70			2,158.84		-21.61	
B03.11	Students WTE	31.00		31.00			27.00		-4.00	

Data Owner: Workforce Planning & Business Intelligence

B04	Vacancy Rate	31st Mar 2018 Out-turn	Target	2018 - 19					2018-19 Average	Comments
				Apr	May	Jun	Jul	Aug		
B04.1	Total	8.66%	10.50%	9.30%	9.12%	8.75%	8.80%	8.36%	8.87%	
B04.2	Registered Nursing, Midwifery and Health Visiting Staff	7.70%	10.50%	9.71%	9.74%	9.35%	9.58%	9.31%	9.54%	
B04.3	Qualified AHP	9.73%	10.50%	9.49%	9.66%	8.48%	8.30%	4.49%	8.08%	Staff in Post in ESR vs Budgeted in Finance
B04.4	Support to Clinical Staff	8.35%	10.50%	8.81%	8.49%	7.67%	8.27%	8.43%	8.33%	Staff Group definitions determined by NHS Improvement
B04.5	NHS Infrastructure	10.30%	10.50%	13.16%	12.57%	13.48%	11.20%	13.74%	12.83%	
B04.6	Medical Staff	12.92%	10.50%	9.45%	9.47%	8.91%	10.50%	5.11%	8.69%	

Data Owners: Finance & Workforce Planning & Business Intelligence

B05	Turnover	31st Mar 2018 Out-turn	Target	2018 - 19					2018-19 Average	Comments
				Apr	May	Jun	Jul	Aug		
B05.1	% Total Workforce Turnover (Rolling previous 12 months)	10.41%		10.84%	11.01%	10.68%	10.91%	10.61%	10.81%	Exc Rotational Drs (reflects NHS Digital Benchmarked data)  N.B. March 2018 Out-turn recalculated for new divisional split
B05.2	% Normalised Workforce Turnover (Rolling previous 12 months)	9.75%	10.50%	9.93%	10.01%	9.69%	9.66%	9.56%	9.77%	
B05.3	% Normalised: Additional Professional, Scientific, and Technical	7.81%	10.50%	8.17%	9.69%	9.60%	9.40%	8.62%	9.10%	
B05.4	% Normalised: Additional Clinical Services	9.84%	10.50%	9.66%	9.47%	9.42%	9.74%	9.45%	9.55%	
B05.5	% Normalised: Administrative and Clerical	8.50%	10.50%	8.81%	9.01%	8.93%	9.28%	9.44%	9.09%	
B05.6	% Normalised: Allied Health Professionals	12.82%	10.50%	13.79%	12.20%	11.85%	10.65%	11.12%	11.92%	
B05.7	% Normalised: Estates and Ancillary	8.62%	10.50%	9.22%	9.13%	8.75%	8.35%	8.24%	8.74%	
B05.8	% Normalised: Healthcare Scientists	5.54%	10.50%	5.91%	6.13%	5.97%	5.68%	6.39%	6.02%	
B05.9	% Normalised: Medical and Dental (Exc Rotation Drs & Clinical Fellows)	7.19%	10.50%	6.86%	6.32%	6.63%	7.42%	7.63%	6.97%	
B05.10	% Normalised: Nursing and Midwifery Registered	11.49%	10.50%	11.59%	12.07%	11.32%	10.97%	10.61%	11.31%	

Data Owner: Workforce Planning & Business Intelligence

B06	Retention Rate	31st Mar 2018 Out-turn	Target	2018 - 19					2018-19 Average	Comments
				Apr	May	Jun	Jul	Aug		
B06.1	Retention Rate (12 months)	89.60%		90.49%	87.67%	87.52%	90.47%	90.51%	89.33%	No. Employees with 1 or more years service now / No. Employees employed one year ago x 100. Exc Rotational Drs, Students, TUPE Transfers, Clinical Fellows, & Fixed Term
B06.2	Retention Rate (18 months)	85.46%		86.10%	83.37%	83.10%	85.94%	85.99%	84.90%	
B06.3	Retention Rate (24 months)	81.22%	85.00%	81.51%	78.64%	74.87%	81.51%	81.83%	79.67%	

Data Owner: Workforce Planning & Business Intelligence

B07	Agency Usage	2017-18 Total	Target	2018 - 19					2018-19 Cumulative	Comments
				Apr	May	Jun	Jul	Aug		
B07.1	Total Agency Costs (NHSI 2017/18 target)	£10,610,690	£11,319,000	£701,630	£797,905	£855,921	£1,012,065	£679,394	£4,046,916	Target uplifted by £719k as agreed with NHSI
B07.3	Admin & Clerical	£462,692		£20,937	£15,420	£18,525	£1,024	£10,451	£45,455	
B07.4	Ancillary	£113,337		£493	£946	£2,235	£14,656	£15,360	£93	
B07.5	Scientific, Therapeutic, & Technical	£829,111		£23,148	£58,295	£66,044	£72,559	£91,759	£311,805	
B07.6	Nursing & Midwifery	£217,438		£0	£8,510	£221	£1,205	£0	£9,936	
B07.7	Medical & Dental: Consultants	£3,123,813		£94,352	£205,448	£246,980	£270,705	£296,721	£1,114,205	
B07.8	Medical & Dental: Career & Other Grades	£420,299		£0	£64,528	£30,902	£47,855	£59,845	£203,129	
B07.9	Medical & Dental: Junior Medical	£5,444,001		£563,220	£446,219	£490,605	£603,524	£256,338	£2,359,906	
B07.10	Number of Shifts Off-Framework	£1,494		42	78	70	84	£74	348	
B07.11	Number of Shifts Breaching Agency Price Cap	£13,476		909	918	884	971	£1,243	4,925	

Data Owner: Finance

B08	Bank Usage	2017-18 Total	Target	2018 - 19					2018-19 Cumulative	Comments
				Apr	May	Jun	Jul	Aug		
B08.1	Total Bank Costs	£13,649,081	£9,203,000	£1,614,045	£1,411,735	£1,243,824	£1,522,201	£1,615,041	£7,406,847	
B08.2	Admin & Clerical	£750,156		£94,343	£62,018	£73,871	£107,798	£103,710	£441,739	
B08.3	Ancillary	£1,633,029		£166,514	£124,285	£139,018	£171,806	£204,577	£806,200	
B08.4	Scientific, Therapeutic, & Technical	£36,652		£3,824	£3,106	£2,225	£2,785	£3,910	£15,850	
B08.5	Nursing & Midwifery: Qualified Nurses	£3,082,681		£400,316	£259,124	£255,270	£351,515	£303,145	£1,569,370	
B08.6	Nursing & Midwifery: Midwives	£0		£0	£0	£0	£0	£0	£0	
B08.7	Nursing & Midwifery: Unqualified	£3,525,240		£352,394	£249,335	£250,259	£339,772	£369,402	£1,561,163	
B08.8	Medical & Dental: Consultants	£1,718,652		£270,441	£273,037	£194,311	£237,351	£228,676	£1,203,816	
B08.9	Medical & Dental: Career & Other Grades	£119,461		£6,561	£5,464	£9,245	£10,447	£3,269	£34,986	
B08.10	Medical & Dental: Junior Medical	£2,783,210		£319,652	£435,365	£319,625	£300,727	£398,353	£1,773,722	

Data Owner: Finance

B09	Sickness Absence (1 month in arrears)	31st March 2018 Out-turn	Target	2018 - 19					2018-19 Average	Comments
				Apr	May	Jun	Jul	Aug		
B09.1	% Sickness Absence (In Month)	4.20%	3.85%	3.91%	3.67%	3.70%	4.04%	Avail Sept	15.32%	
B09.2	% Sickness Absence (Rolling previous 12 months)	4.35%	3.85%	4.34%	4.31%	4.28%	4.26%	Avail Sept	17.19%	
B09.3	WTE Days lost to Sickness	114432.22		8603.15	836240.00%	8157.01	9228.34	Avail Sept		
B09.4	% Short Term Sickness	1.58%		1.26%	1.25%	1.26%	1.26%	Avail Sept		
B09.5	% Long Term Sickness	2.76%		2.65%	2.42%	2.45%	2.78%	Avail Sept		
B09.6	Estimated Cost of Sickness (£)	£9,225,854.51		£734,428	£704,169	£696,935	£770,875	Avail Sept		

Data Owner: Workforce Planning & Business Intelligence

B10	Open Employee Relations Cases - Number of Cases	31st Mar 18 Out-turn	Target	2018 - 19					2018-19 Average	Comments
				Apr	May	Jun	Jul	Aug		
B10.1	Open Bullying & Harassment Cases	-		1	1	1	1	0	0.80	
B10.2	Open Capability Cases	-		2	2	2	1	1	1.60	
B10.3	Open Disciplinary Cases	-		24	26	18	23	26	23.40	
B10.4	Open Formal Grievances Cases	-		6	7	7	7	6	6.60	

Data Owner: HR Employee Relations

B11	Freedom to Speak Up	31st Mar 18 Out-turn	Target	2018 - 19					2018-19 Average	Comments
				Apr	May	Jun	Jul	Aug		
B11.1	New Genuine Whistleblowing Cases Raised	-		0	1	0	1	2	0.80	Cases reviewed and confirmed as Whistleblowing by FTSU Guardian
B11.2	Number of Concerns Raised through FTSU Guardian in Month	-		1	1	3	1	0	1.20	

Data Owner: Freedom to Speak Up Guardian

B12	Apprenticeships	31st March 2018 Out-turn	Target	2018 - 19					2018-19 Cumulative	Comments
				Apr	May	Jun	Jul	Aug		
B12.1	Number of New Apprentices	40		44	50	58	66	70	44	
B12.2	Number of Existing Staff Converted to Apprentices	34		51	51	55	55	55	51	

Data Owner: Education & Training

B13	Education / Organisational Development	31st March 2018 Out-turn	Target	2018 - 19					2018-19 Average	Comments
				Apr	May	Jun	Jul	Aug		
B13.1	Trust Induction	93.50%	95.00%	92.20%	91.30%	92.90%	93.50%	94.80%	92.94%	
B13.2	Local Induction	76.00%	95.00%	70.40%	70.00%	71.50%	73.30%	69.90%	71.02%	
B13.3	Mandatory Training - Generic	96.10%	95.00%	95.50%	85.90%	91.00%	93.20%	94.50%	92.02%	
B13.4	Mandatory Training - Specific	92.30%	95.00%	89.60%	90.90%	92.40%	93.00%	93.10%	91.80%	
B13.5	Appraisal	85.70%	90.00%	84.60%	83.70%	83.70%	83.80%	85.20%	84.20%	

Data Owner: Education & Training

B14	e-Rostering	8th April 2018 Out-turn	Target	2018 - 19						2018-19 Average	Comments
				12 Mar 18 08 Apr 18	09 Apr 18 06 May 18	07 May 18 03 Jun 18	04 Jun 18 01 Jul 18	02 Jul 18 29 Jul 18	11 Feb 19 10 Mar 19		
B14.1	% Rotas Set 6 Weeks in Advance	64.00%	90.00%	64.00%	79.00%	71.40%	73.00%	86.00%		74.68%	Reporting periods 4 weeks (28 days). Divisional restructure applied from 9th April 18. N.B. Unused Hours data incomplete so RAG status to follow
B14.2	Unused Hours	6264.45	e-Roster WTE * 6hrs	6,264.45	6,366.77	5,563.22	4,512.47	4,411.11		5,423.60	
B14.3	% Staff on Annual Leave	20.70%	11.00% - 17.00%	20.70%	8.90%	16.69%	11.45%	14.48%		14.44%	

Data Owner: e-Rostering



**Nursing Workforce Summary**

Update on Unfilled Nursing Posts at 12<sup>th</sup> September 2018

The table below confirms a significant decrease in unfilled nursing posts from July 2018 to August 2018 of 79.3 WTE relating to Band 2 to Band 8. Contained within these figures is a significant decrease of 44.32 WTE in unfilled nursing posts at Band 5 level across the Trust. These figures are a result of the introduction of newly qualified nurses into the Trust during September Induction and the contribution of the specific recruitment campaign to address previous shortfalls in HCA vacancies. The campaign focused on recruiting Band 2 HCAs via a high volume recruitment project.

	<b>Total - All Unfilled Posts (Open Vacancies + Pending Starters)</b>						
	<b>Qualified Nurses</b>				<b>Unqualified / HCA</b>	<b>Others</b>	<b>Total</b>
	<b>Band 5</b>	<b>Band 6</b>	<b>Band 7</b>	<b>Band 8</b>			
<b>Div-1</b>	56.49	-7.82	-3.58	-4.85	14.98	-4.87	50.35
<b>Div-2</b>	64.42	4.83	0.58	2.81	27.35	5.00	104.99
<b>Div-3</b>	38.63	3.90	-0.92	-2.10	13.16	-2.37	50.30
<b>Totals</b>	159.54	0.91	-3.92	-4.14	55.49	-2.24	205.64

## Appendix 3 continued – Nursing and Medical Workforce Establishment

### Medical Workforce Staff in Post Summary as at 30 August 2018

<b>Division 1</b>				
<b>Grade</b>	<b>Establishment</b>	<b>Vacancies</b>	<b>August 18</b>	<b>July 18</b>
Consultant	220	10	4.55%	4.57%
SAS Grades	42.5	3	7.06%	14.12%
Training Grades	152	13	8.55%	13.70%
Non Training Grades	88	20	22.73%	24.39%
<b>TOTALS</b>	502.5	46	9.15%	11.44%
<b>Division 2</b>				
<b>Grade</b>	<b>Establishment</b>	<b>Vacancies</b>	<b>August 18</b>	<b>July 18</b>
Consultant	115	14	12.17%	11.11%
SAS Grades	17	7	41.18%	41.18%
Training Grades	151	11	7.28%	6.49%
Non Training Grades	40	3	7.50%	11.90%
<b>TOTALS</b>	323	35	10.84%	10.61%
<b>Division 3</b>				
<b>Grade</b>	<b>Establishment</b>	<b>Vacancies</b>	<b>August 18</b>	<b>July 18</b>
Consultant(Inc GP's)	89	15	16.85%	16.85%
SAS Grades	7.72	2	25.91%	25.91%
Training Grades	50	7	14.00%	15.38%
Non Training Grades	17	3	17.65%	37.50%
<b>TOTALS</b>	163.72	27	16.49%	18.21%