

**AGENDA ITEM**

4.7

**PEOPLE & CULTURE COMMITTEE**
**WORKFORCE METRICS REPORT**

<b>Date of meeting</b>	10 <sup>th</sup> August 2022
<b>FOI Status</b>	Open/Public
<b>If closed please indicate reason</b>	Not Applicable - Public Report
<b>Prepared by</b>	Tanya Challenger, Workforce Information Manager / Sharon Page, Workforce Efficiency Manager
<b>Presented by</b>	Hywel Daniel, Executive Director for People
<b>Approving Executive Sponsor</b>	Executive Director for People
<b>Report purpose</b>	FOR NOTING

<b>Engagement (internal/external) undertaken to date (including receipt/consideration at Committee/group)</b>		
<b>Committee/Group/Individuals</b>	<b>Date</b>	<b>Outcome</b>
(Insert Name)	(DD/MM/YYYY)	Choose an item.

<b>ACRONYMS</b>	
CTM	Cwm Taf Morgannwg
HR	Human Resources
OD	Organisational Development
ILG	Integrated Locality Group
FTE	Full Time Equivalent
BILG	Bridgend ILG
M&CILG	Merthyr & Cynon ILG
RTEILG	Rhondda Taf Ely ILG



CILG	Corporate ILG
DEILG	Delivery Executive ILG
HILG	Hosted Organisations ILG
APST	Add Prof Scientific and Technical
ACS	Additional Clinical Services
A&C	Administrative and Clerical
AHP	Allied Health Professionals
E&A	Estates and Ancillary
HS	Healthcare Scientists
M&D	Medical and Dental
NMC	Nursing and Midwifery Registered
NWSSP	NHS Wales Shared Services Partnership
ST	Students

## 1. SITUATION/BACKGROUND

To update the Committee on the key workforce metrics for May / June 2022, with historic trends shown as appropriate.

## 2. SPECIFIC MATTERS FOR CONSIDERATION BY THIS MEETING (ASSESSMENT)

The following narrative describes the high and low lights of the current workforce metrics, as contained within the appendix. An additional appendix is included with data definitions.

### 2.1 *What's gone well*

**Topic:** Medical and Dental FTE

**Narrative:** The FTE has gradually reduced over the last few months – this reduction is as a result of the Single Lead Employer transition for trainees. This means trainees have a single employer throughout their training scheme, reducing the levels of change and bureaucracy and improving their working experience. With the exception of a small number of individuals (namely those on maternity leave), CTM has fully transitioned to the Single Lead Employer scheme for trainees.

**Topic:** Sickness levels

**Narrative:** There has been a reduction in sickness levels in May. Hopefully, this reflects a dip in Covid levels, although close monitoring is required given the increased rates across CTM's communities.

**Topic:** Job Planning progress

**Narrative:** The number of signed off job plans is steadily increasing. This is as a result of consistent efforts to promote job planning through training and support from Medical Workforce, along with HR teams highlighting rates at ILG Senior Team meetings. Future actions include the rollout of the job planning standard operating procedure/guidance, local engagement and training, communication from the Medical Director's office, support from the eSystems team, and continued input to the senior ILG leadership groups via the Heads of Workforce and OD.

## 2.2 **Areas for Improvement**

**Issue:** Nursing and Midwifery staffing levels

**Narrative:** Staffing levels for this group have decreased over a number of months. Retirements accounted for 44% of the nursing and midwifery leavers during the period of decline. This is followed by work life balance (15%), relocation (15%) then promotion (7%). The current Overseas Nurse Recruitment Project is scheduled to bring in 97 band 5 nurses this year, and student streamlining allocations are going through pre-employment checks ready for target start dates in September/October 2022. Monitoring staffing levels will also form part of the Nursing Productivity Group's agenda.

**Issue:** Exit questionnaires

**Planned Intervention:** The number of questionnaires returned is very low. A project has been underway to redesign the exit questionnaire process, including updating the questions, making the form more accessible, and promoting this component of someone's moving on journey. Once the redesign is agreed, the target go live date is 1 October 2022.

**Issue:** Recruitment performance

**Planned Intervention:** As part of the Recruitment Modernisation programme, NWSSP Recruitment Services are now able to progress work around changing the internal fast track process for internal to organisation and internal to NHS Wales moves. The Occupational Health pre-employment process changes as of 4 July, which introduced an extended self-declaration process which will reduce the number of clearances that need to be submitted to the Occupational Health team. Future steps include changes to re-usability of ID checks, plus changes to qualification checks, reference checks, and the removal of the unconditional offer letter. Moving to a single offer letter will allow managers to agree a target start date with the appointee and reduce any time spent waiting for notice periods.



### 3. IMPACT ASSESSMENT

<b>Quality/Safety/Patient Experience implications</b>	Yes (Please see detail below)
	The quality, safety, patient experience implications result from the availability of the right staff being available with the right skills, at the right place and time to deliver effective safe patient care.
<b>Related Health and Care standard(s)</b>	Staff and Resources
	Staying Healthy Safe Care Effective Care Dignified Care Timely Care Individual Care
<b>Equality Impact Assessment (EIA) completed - Please note EIAs are required for <u>all</u> new, changed or withdrawn policies and services.</b>	No (Include further detail below)
	The report covers the presentation of workforce related data, there is no policy or service change included.
<b>Legal implications / impact</b>	There are no specific legal implications related to the activity outlined in this report.
<b>Resource (Capital/Revenue £/Workforce) implications / Impact</b>	There is no direct impact on resources as a result of the activity outlined in this report.
<b>Link to Strategic Goals</b>	Sustaining our Future

### 4. RECOMMENDATION

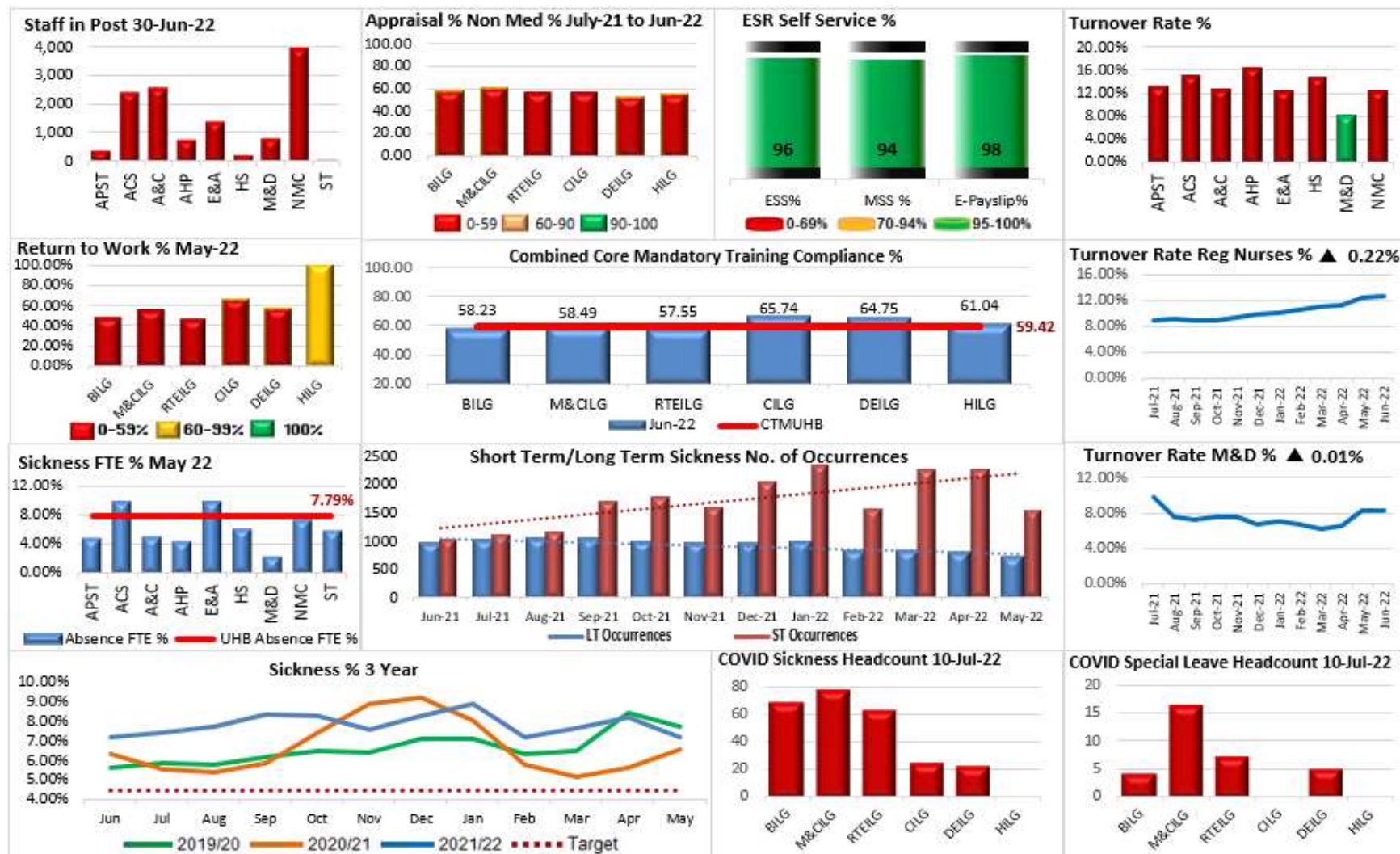
The Committee are asked to:

- Discuss the report and associated metrics and report and **NOTE** the detail.



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University Health Board



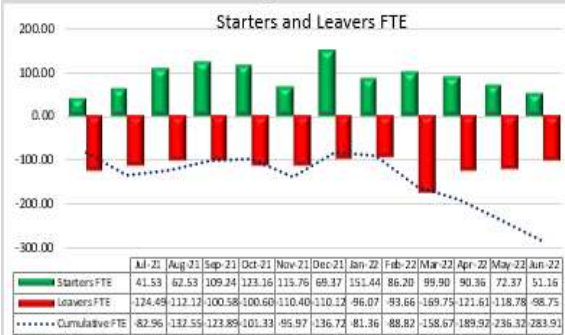




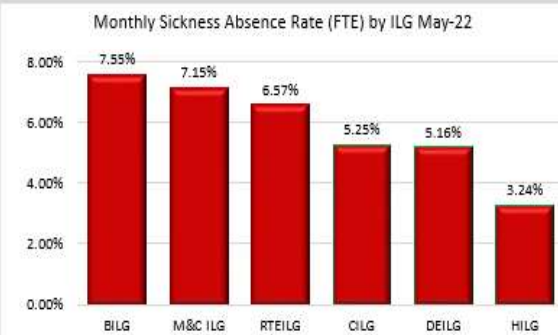
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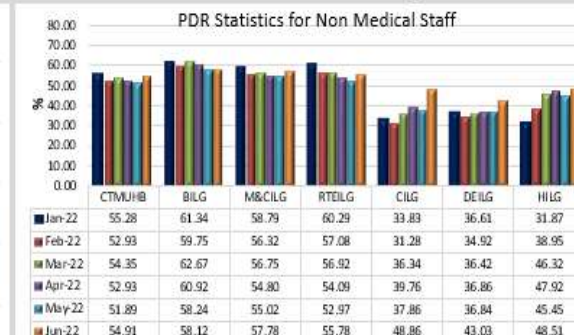
## Resourcing & Recruitment



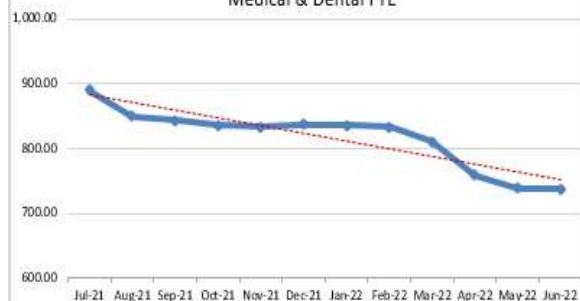
## Sickness Absence & COVID



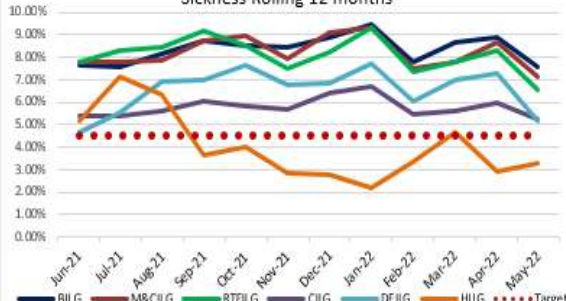
## PDR & Job Planning



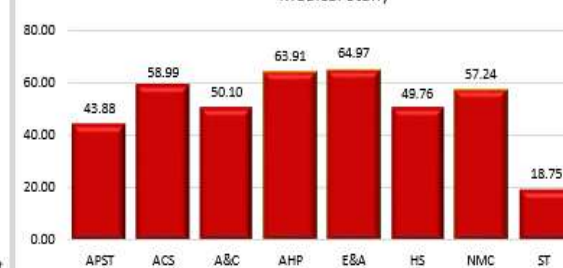
## Medical & Dental FTE



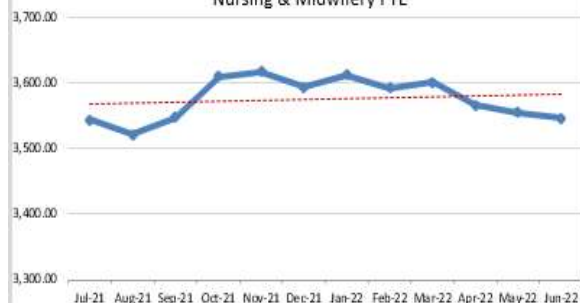
## Sickness Rolling 12 months



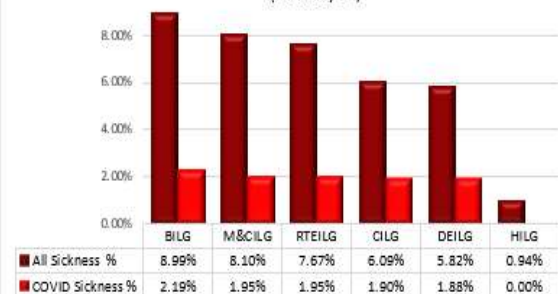
## % Appraisal Reviews Completed by Staff Group (Non Medical Staff)



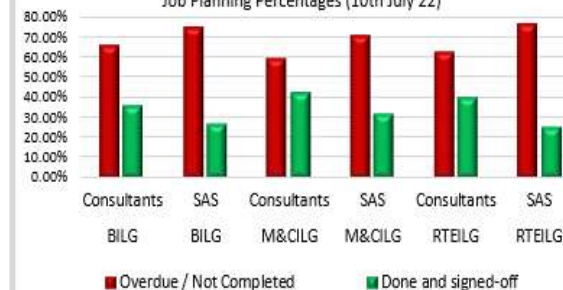
## Nursing & Midwifery FTE



## All Sickness Headcount compared to all Covid Sickness Headcount (10th July 22)



## Job Planning Percentages (10th July 22)





### Exit Questionnaire & Efficiency of Recruitment Process

Recruitment Volumes	2016-17 totals (6m)	2017-18 totals	2018-19 totals	2019-20 totals	2020-21 totals	2021-22 totals	Jun-22	2022-23 total YTD	Trac Report Code	Target Times	Responsibility	Trac Recruitment Health Check Average Times in Working Days	Average 16/17 (6m)	Average 17/18	Average 18/19	Average 19/20	Average 20/21	Average 21/22	Jun-22	Average YTD
Number of Vacancies Raised	678	1311	1713	2759	2715	2993	213	684												
Number of FTE Raised	1064.78	2041.12	2479.97	3905.88	4634.7	4632	385.5	1165.3												
Number of posts advertised New 2021/2	-	-	-	-	-	2982	264	822												
Number of FTE advertised New 2021/2	-	-	-	-	-	4044.8	354.5	1057.3												
Number of Conditional Offers Sent	629	1213	1346	2271	2859	3800	446	899												
Number of ID Checks Completed	649	1163	1364	2272	2491	3743	335	806												
Number of Occupational Health Clearance	526	1043	1254	2012	2203	3069	168	492												
Number of Sponsorships Requested	0	0	0	0	0	18	16	50												
Number of References Received	627	1179	1278	1998	2213	3284	287	730												
Number of DBS Checks	0	0	812	1372	1925	2926	258	663												
Number of all checks compl New 2021/2	-	-	-	-	-	2977	191	590												
Number of Start Dates Requested	605	1118	1222	2082	2271	2971	192	602												
Number of Contracts Issued	727	1169	1140	2049	2150	1976	665	1517												
Number of Ad Hoc DBS Checks	50	67	35	42	16	35	0	4												

**Reason for Leaving**

T0a	5	Manager	Notice Date to authorisation start date		36.6	41.0	41.9	42.9	35.8	40.3	51.2
T1a	10	Org	Time to approve vacancy request	14.2	12.9	10.6	14.1	14.3	14.1	25.6	23.7
T1b	2	NWSSP	Time to advertise	2.0	1.7	1.6	1.6	2.5	2.2	1.3	1.5
T3	Variable	Manager	Duration of advertising	9.2	8.8	8.3	8.7	8.4	9.2	9.3	8.8
T3a	2	NWSSP	Time to move to shortlisting	1.7	1.0	1.0	1.0	1.0	1.0	1.0	1.1
T4	3	Manager	Time to Shortlist (original)	10.1	8.8	6.8	7.9	9.3	8.2	8.0	8.1
T4	3	Manager	Time to Shortlist (cleansed)			4.7	5.2	6.2	6.1	6.6	6.1
T5	2	NWSSP	Time to send interview invites	1.0	1.3	1.0	1.0	1.5	1.0	0.8	0.9
T5a	Variable	All	Notification given to applicants for interview	8.9	9.5	8.9	9.2	8.8	8.4	6.7	8.5
T5b	3	Manager	Time to update interview outcomes	4.8	4.7	2.5	3.4	2.7	2.4	2.7	2.1
T6	5	NWSSP	Time to send conditional offer	3.3	3.6	3.8	3.6	3.4	4.1	3.5	3.4
T7	3	Candidate	Conditional Offer to ID appointment booked	4.1	6.3	5.9	3.7	5.6	5.0	5.8	7.1
T7a	10	Candidate	Conditional Offer to ID appointment attended	8.1	10.1	8.6	7.8	8.7	8.6	9.7	9.4
T7b	7	Candidate	ID appointment booked to ID appointment attended	5.7	5.8	5.1	6.0	5.2	5.7	6.7	5.0
T7c	1	Candidate	ID appointment attended to DBS form submitted	5.6	3.2	3.7	3.3	3.8	11.6	9.4	9.8
T7d	Variable	DBS Agency	DBS Form sent to DBS to DBS result received			4.7	4.7	4.8	6.8	6.0	8.2
T8		Candidate/OH	Conditional offer to OH clearance					17.3	22.6	32.0	27.4
T12e	Variable	All	Checks ok to start date	17.2	14.4	18.9	18.8	20.1	28.1	22.8	22.8
T12	2	NWSSP	Checks ok to unconditional offer	3.3	1.7	1.6	1.7	1.8	5.8	1.8	2.0
T13	44	All	Vacancy Creation to conditional offer	51.6	51.1	40.8	44.6	46.8	46.4	64.5	53.4
T10	49	All	Advertising start date to checks ok						76.0	101.8	87.4
T14	71	All	Vacancy Creation to unconditional offer	88.7	92.3	74.7	76.9	80.1	85.4	116.4	104.1
T23	27	All	From conditional offer to unconditional offer without outliers	25.0	27.3	21.6	21.9	21.7	36.3	23.9	24.8
T23	27	All	From conditional offer to unconditional offer with outliers	40.8	41.0	32.7	33.4	33.2	40.9	62.0	53.0
T26	Variable	All	Unconditional Offer to start date	15.7	18.3	19.1	17.6	19.0	19.6	21.6	21.4