



AGENDA ITEM

4.7

PEOPLE & CULTURE COMMITTEE

Workforce Metrics Report

Date of meeting	08/02/2023
FOI Status	Open/Public
If closed please indicate reason	Not Applicable - Public Report
Prepared by	Tanya Challenger, Workforce Information Manager Sharon Page, Workforce Efficiency Manager Paul Harrison, Head of Workforce Productivity and eSystems
Presented by	Natalie Price, Assistant Director Strategic Workforce Planning
Approving Executive Sponsor	Executive Director for People
Report purpose	FOR NOTING

Engagement (internal/external) undertaken to date (including receipt/consideration at Committee/group)

Committee/Group/Individuals	Date	Outcome
(Insert Name)	(DD/MM/YYYY)	Choose an item.

ACRONYMS

CG	Care Group
FTE	Full Time Equivalent



C.O.O	Chief Operating Officer Care Group
C&F	Children & Families Care Group
C.C.G	Corporates Care Group
D&T&S	Diagnostics, Therapies & Specialties Care Group
H.C.G	Hosted Organisations Care Group
MH&LD C.G	Mental Health & Learning Disabilities Care Group
PC-C.G	Planned Care - Care Group
P&C C.G	Primary & Community Care Group
U.C.G	Unscheduled Care - Care Group
A4C	Agenda for Change
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
ST	Students

1. SITUATION/BACKGROUND

1.1 To update the Committee on the key workforce metrics for November/December 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: Job Planning

Narrative: With the exception of Consultants in Bridgend, all areas have shown improvement. With the SAS grade especially, there has been consistent pressure from the Medical Director, the eSystems team, and Heads of People, as having an in date job plan is a requirement for transition to the new contract.

Topic: Core mandatory training compliance

Narrative: This has improved across the care groups. There has been a positive shift in compliance due to a concerted effort from the People Directorate and wider colleagues in the UHB to push the importance of these core modules. This comprises of highlighting how essential they are to allow for the safe running of our wards and operational areas. Work on this will continue, as the place we currently find ourselves is not where we want to eventually be.

Topic: Recruitment performance (A4C substantive)

Narrative: The recruitment modernisation changes came into effect in CTM in late August 2022. The measure most affected by these changes is the *offer letter to checks OK (T11)*. Whilst the overall performance is still reported as outside the KPI target, when we break this down to review only the records progressed under the new process, the performance shows a significant improvement (36.3 days overall versus 26.35 days in December for new process records).

The People team are continuing to monitor progress and performance, and it is acknowledged that older records need to be reviewed and cleansed.

In addition to the changes around pre-employment checks, a trial is underway in a single care group to reduce the number of A4C vacancy authorisers required – this is due to run until the end February 2023.



2.2 Areas for Improvement

Issue: Turnover

Narrative: The turnover has increased across all staff groups except Estates and Ancillary and Nursing Midwifery Registered (where the reductions in turnover are minor). All staff groups have seen an increase in total FTE across the last 3 months – the most significant increases are Nursing Midwifery Registered (up 116.81 FTE) which is likely due to overseas nurses obtaining registration and newly registered nurses from the September cohort joining, and Administrative and Clerical (up 57.89 FTE). Work by the employee experience team is ongoing to create a mechanism to collect data from staff leaving, to allow for a better understanding of why we have such high rates currently.

Issue: % appraisal review completed by staff group

Narrative: After previously seeing an increase in compliance rates, the last quarter has seen a slight reduction in compliance. This is likely, at least in part, a reflection of the pressures experienced across the services during the winter period.

Issue: Return to work

Narrative: In all areas this is less than 80%. In the majority of areas it is less than 60%. Improvement is required on this and the People Services team will engage with Care Groups to explain the importance of the process. Additionally, guides will be shared and signposted that are already available from the ESR website, this will allow less confident staff to have a reference on how to complete the process.

3. IMPACT ASSESSMENT

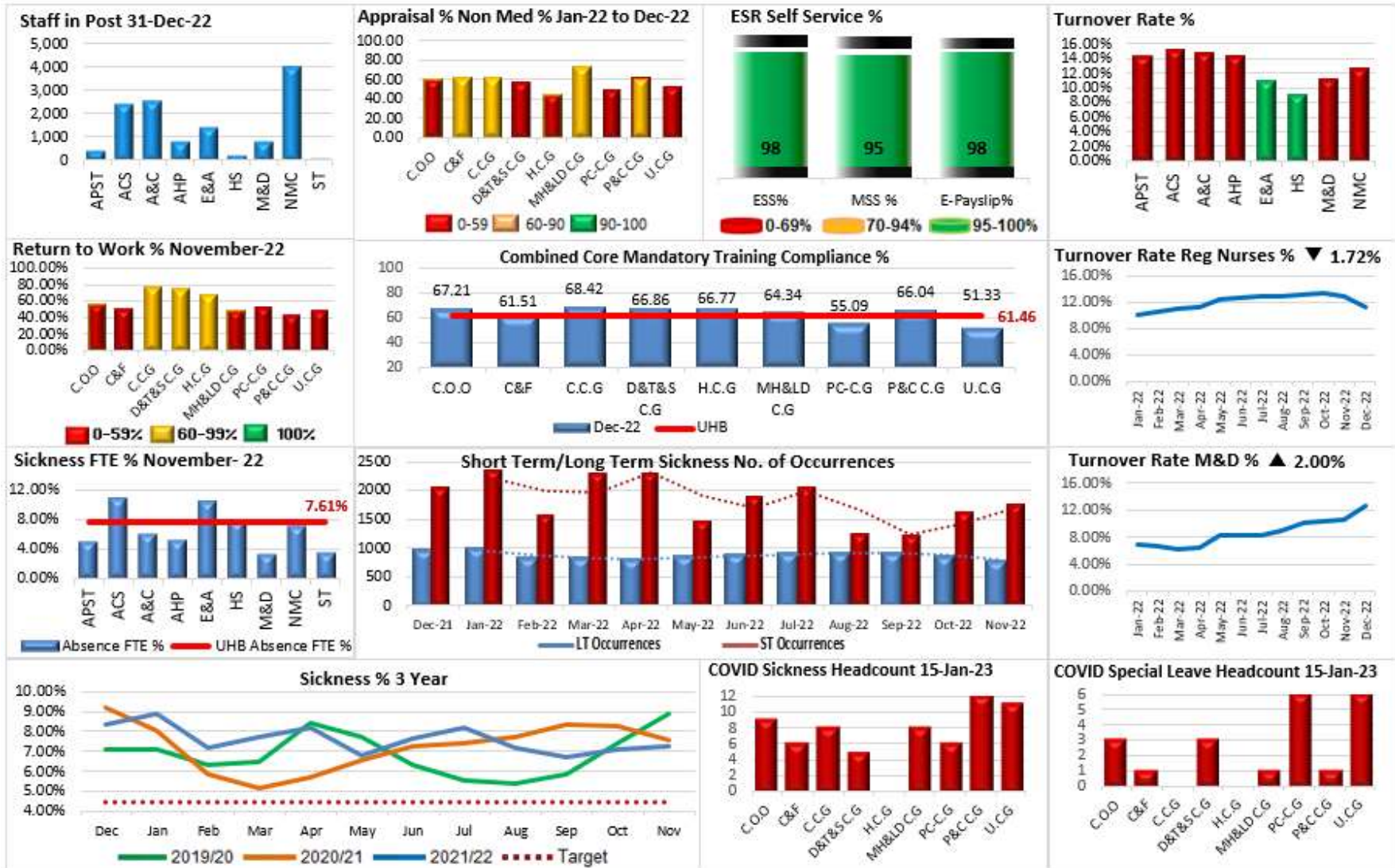
Quality/Safety/Patient Experience implications	Yes (Please see detail below)
	The quality, safety, patient experience implications result from the availability of the right staff being available with the right skills, at the right place and time to deliver effective safe patient care.
Related Health and Care standard(s)	Staff and Resources
	Staying Healthy, Safe Care, Effective Care Dignified Care, Timely Care, Individual Care

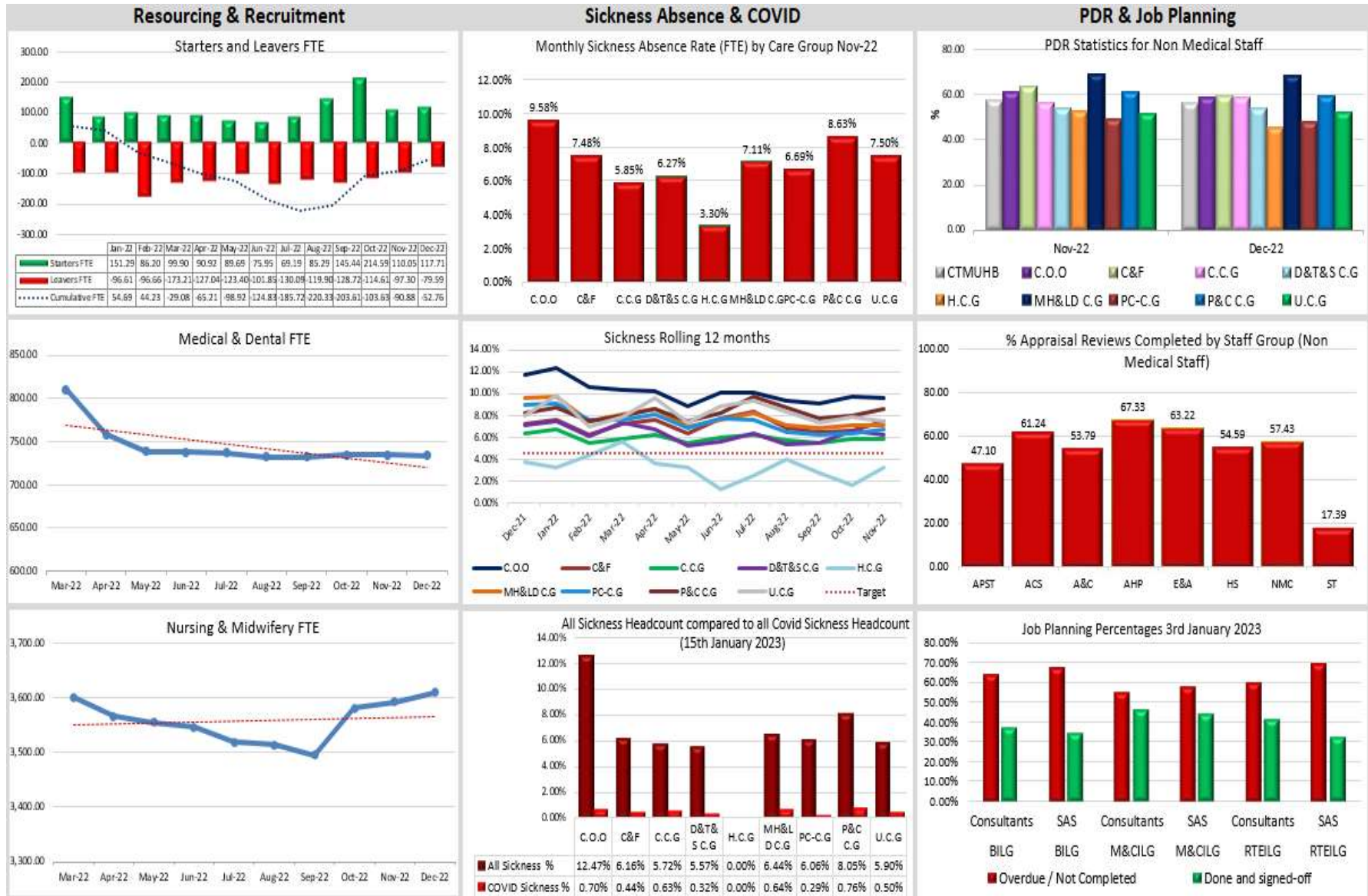


<p>Equality Impact Assessment (EIA) completed - Please note EIAs are required for <u>all</u> new, changed or withdrawn policies and services.</p>	<p>No (Include further detail below)</p> <p>If yes, please provide a hyperlink to the location of the completed EIA or who it would be available from in the box below.</p> <p>If no, please provide reasons why an EIA was not considered to be required in the box below.</p> <p>The report covers the presentation of workforce related data, there is no policy or service change included.</p>
<p>Legal implications / impact</p>	<p>There are no specific legal implications related to the activity outlined in this report.</p>
<p>Resource (Capital/Revenue £/Workforce) implications / Impact</p>	<p>There is no direct impact on resources as a result of the activity outlined in this report.</p>
<p>Link to Strategic Goal</p>	<p>Inspiring People</p>

4. RECOMMENDATION

4.1 THE Committee are asked to discuss the report and associated metrics and **NOTE** the detail.

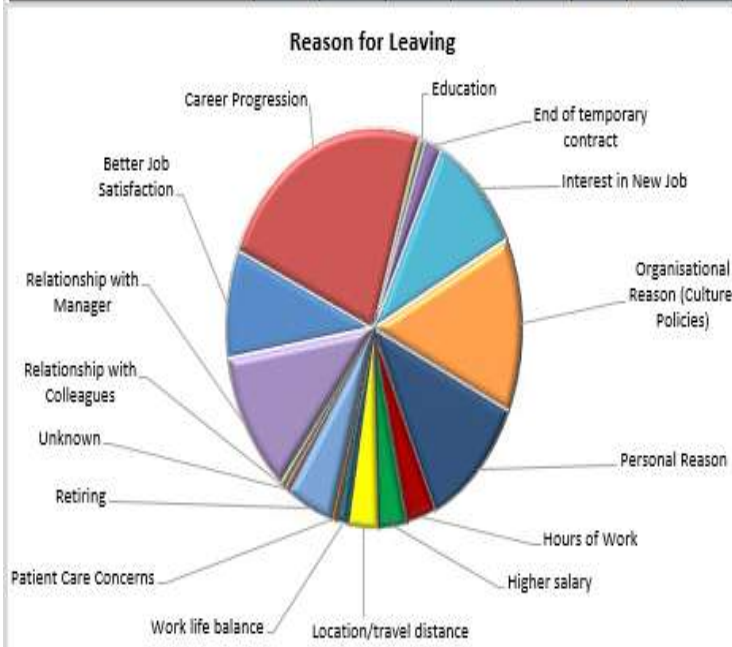






Exit Questionnaire & Efficiency of Recruitment Process

Recruitment Volumes	2016-17 totals (6m)	2017-18 totals	2018-19 totals	2019-20 totals	2020-21 totals	2021-22 totals	Dec-22	2022-23 total YTD
Number of Vacancies Raised	678	1311	1713	2759	2715	2993	615	3986
Number of FTE Raised	1064.78	2041.12	2479.97	3905.88	4634.7	4632	815.3	5750.4
Number of posts advertised	-	-	-	-	-	2982	384	3040
Number of FTE advertised	-	-	-	-	-	4044.8	473.3	3840.3
Number of Conditional Offers Sent	629	1213	1346	2271	2859	3800	377	2800
Number of ID Checks Completed	649	1163	1364	2272	2491	3743	152	2332
Number of Occupational Health Clearances	526	1043	1254	2012	2203	3069	225	2418
Number of Sponsorships Requested	0	0	0	0	0	18	0	78
Number of References Received	627	1179	1278	1998	2213	3284	188	1935
Number of DBS Checks	0	0	812	1372	1925	2926	203	1982
Number of all checks compl New 2021/2	-	-	-	-	-	2977	171	2300
Number of Start Dates Requested	605	1118	1222	2082	2271	2971	203	2327
Number of Contracts Issued	727	1169	1140	2049	2150	1976	303	3380
Number of Ad Hoc DBS Checks	50	67	35	42	16	35	27	78



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	Oct-22	Nov-22	Dec-22	Average YTD
T0a	5	Manager	Notice Date to authorisation start date		36.6	41.0	41.9	42.9	35.8	50.7	43.8	38.0	46.4
T1a	10	Org	Time to approve vacancy request	14.2	12.9	10.6	14.1	14.3	14.1	21.3	22.0	17.2	21.2
T1b	2	NWSSP	Time to advertise	2.0	1.7	1.6	1.6	2.5	2.2	1.9	2.0	1.7	1.7
T3	Variable	Manager	Duration of advertising	9.2	8.8	8.3	8.7	8.4	9.2	8.8	8.6	8.6	8.8
T3a	2	NWSSP	Time to move to shortlisting	1.7	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
T4	3	Manager	Time to Shortlist (original)	10.1	8.8	6.8	7.9	9.3	8.2	7.6	7.0	7.8	7.4
T4	3	Manager	Time to Shortlist (cleansed)	-	-	4.7	5.2	6.2	6.1	5.5	4.6	6.6	5.7
T5	2	NWSSP	Time to send interview invites	1.0	1.3	1.0	1.0	1.5	1.0	0.9	0.8	0.7	0.9
T5a	Variable	All	Notification given to applicants for interview	8.9	9.5	8.9	9.2	8.8	8.4	8.0	7.5	7.9	8.2
T5b	3	Manager	Time to update interview outcomes	4.8	4.7	2.5	3.4	2.7	2.4	3.6	4.7	3.1	2.8
T6	5	NWSSP	Time to send conditional offer	3.3	3.6	3.8	3.6	3.4	4.1	3.6	3.5	3.5	3.6
T7	3	Candidate	Conditional Offer to ID appointment booked	4.1	6.3	5.9	3.7	5.6	5.0	18.4	16.6	12.5	10.2
T7a	10	Candidate	Conditional Offer to ID appointment attended	8.1	10.1	8.6	7.8	8.7	8.6	12.6	11.9	8.6	10.3
T7b	7	Candidate	ID appointment booked to ID appointment attended	5.7	5.8	5.1	6.0	5.2	5.7	3.4	3.9	2.8	4.7
T7c	1	Candidate	ID appointment attended to DBS form submitted	5.6	3.2	3.7	3.3	3.8	11.6	10.6	12.9	6.8	10.5
T7d	Variable	DBS Agency	DBS Form sent to DBS to DBS result received			4.7	4.7	4.8	6.8	5.9	8.5	6.9	7.2
T8		Candidate/OH	Conditional offer to OH clearance				17.3	22.6	24.0	12.6	10.0	22.4	
T12e	Variable	All	Checks ok to start date	17.2	14.4	18.9	18.8	20.1	28.1	15.8	16.7	20.3	20.1
T12	2	NWSSP	Checks ok to unconditional offer	3.3	1.7	1.6	1.7	1.8	5.8	1.8	1.8	1.8	1.9
T13	44	All	Vacancy Creation to conditional offer	51.6	51.1	40.8	44.6	46.8	46.4	53.7	48.9	51.9	52.6
T10	49	All	Advertising start date to checks ok						76.0	75.4	74.1	66.9	80.8
T11	25	All	Conditional offer letter to Checks OK							42.2	45.3	36.3	49.9
T14	71	All	Vacancy Creation to unconditional offer	88.7	92.3	74.7	76.9	80.1	85.4	93.6	100.5	83.1	102.0
T23	27	All	From conditional offer to unconditional offer without outliers	25.0	27.3	21.6	21.9	21.7	36.3	22.0	22.0	22.8	24.4
T23	27	All	From conditional offer to unconditional offer with outliers	40.8	41.0	32.7	33.4	33.2	40.9	42.1	49.7	35.5	50.3
T26	Variable	All	Unconditional Offer to start date	15.7	18.3	19.1	17.6	19.0	19.6	14.6	16.0	18.3	18.4