



**AGENDA ITEM  
6.1**

**PEOPLE & CULTURE COMMITTEE**

**WORKFORCE AND ORGANISATIONAL DEVELOPMENT  
METRICS REPORT**

<b>Date of meeting</b>	14/07/2021
<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

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

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

**ACRONYMS**

ILG	Integrated Locality Group
FTE	Full Time Equivalent
HCSW	Healthcare Support Workers
NWSSP	NHS Wales Shared Services Partnership
WOD	Workforce and Organisational Development
CSG	Clinical Service Group



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
NMR	Nursing and Midwifery Registered
ST	Students

## **1. SITUATION/BACKGROUND**

To update the Committee on the key workforce metrics for April / May 2021, 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:** Premium rate agency nurse (nursing)

**Narrative:** This is reduced significantly in the April/May, down from 41.89 FTE in January to 2.25 FTE in May. Alongside this, there has been a reducing in the overall temporary staffing demand for both registered and HCSW staff.

**Topic:** Medical/Dental FTE

**Narrative:** The decrease in FTE over the last year is as a result of the Single Lead Employer status embedding. This is where NWSSP take the role of lead employer for doctors in training. This is more efficient for the Health Board and the doctor, it provides consistency and improved oversight throughout the training. It also prevents situations such as emergency tax codes when they rotate, thus giving them greater financial stability.

**Topic:** Recording of Covid absence

**Narrative:** The continued reporting of Covid related absence, including isolation, has provided essential information to ILGs and managers. The self-isolation figures include those who are considered to be in vulnerable category, so this figure will reduce as the guidance around working arrangements for these groups.

## 2.2 **Areas for Improvement**

**Issue:** Job Planning

**Planned Intervention:** Job planning is a core contractual requirement for consultants and SAS doctors, and the requirement is for job plans to be reviewed annually. This has never been achieved across the board in CTM or its predecessor organisations. At the height of emphasis on job planning and with considerable input from support staff in WOD, a figure of 67% was achieved in September 2017, i.e. 67% of consultants and SAS doctors had a job plan which was signed-off and dated within the previous 12 months. The current figures are 17% (consultants) and 19% SAS doctors with a signed-off job plan within the last 12 months. Behind what are very disappointing figures, there is some positive news. A number of new CSG directors and managers have recently had job planning training, both on the theory of job plan and the use of the e-Job Planning System (eJP). Also, there are many doctors with an out of date job plan on eJP; turning these into up to date signed-off job plans is not a mammoth task. Conversely, these figures also hide some doctors who have not had job plan reviews for many years.

**Issue:** Appraisals

**Planned Intervention:** Whilst further work is required to improve the overall appraisal level (currently 54.57%), this is an improvement on the previous report of the March position.



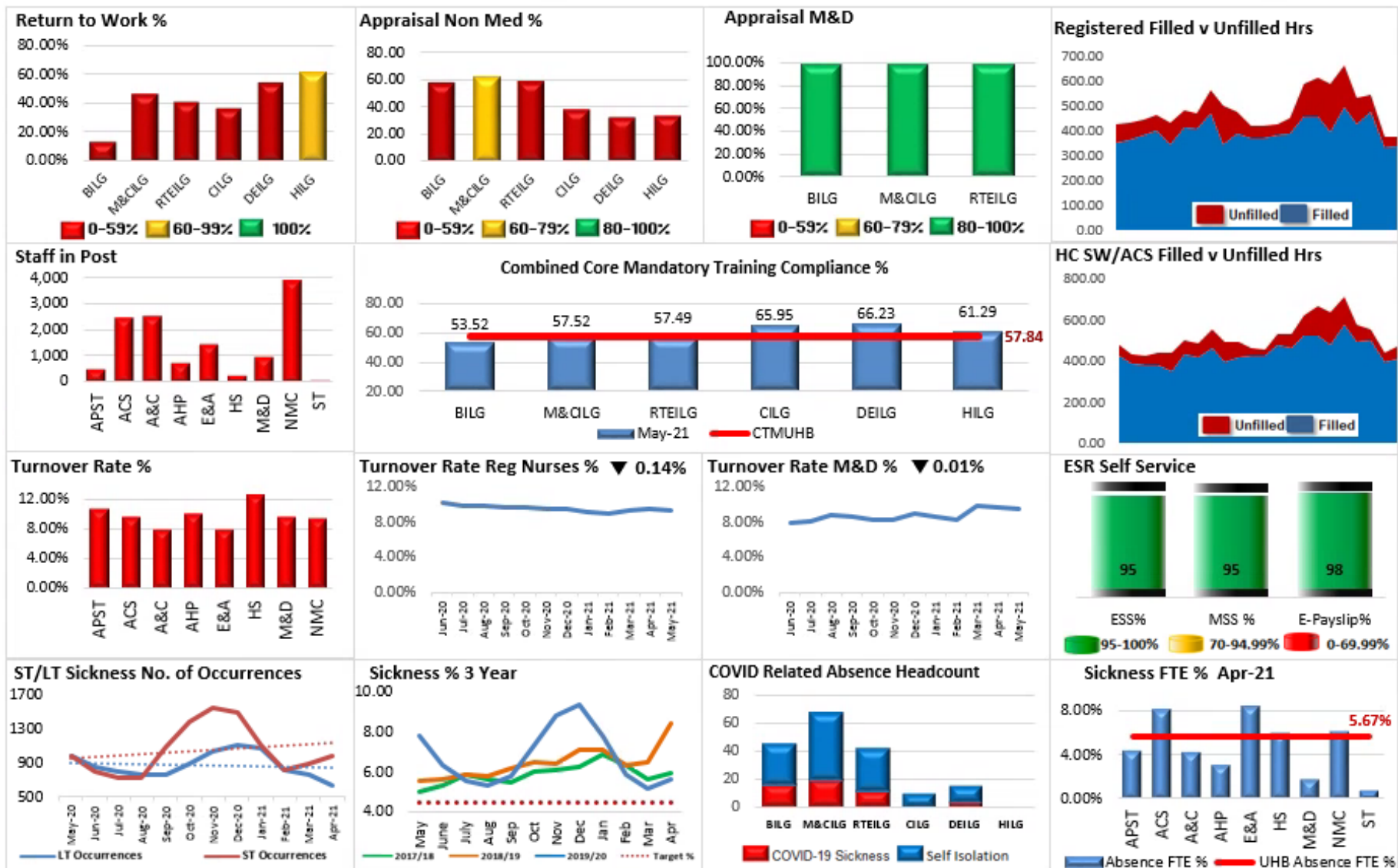
### 3. IMPACT ASSESSMENT

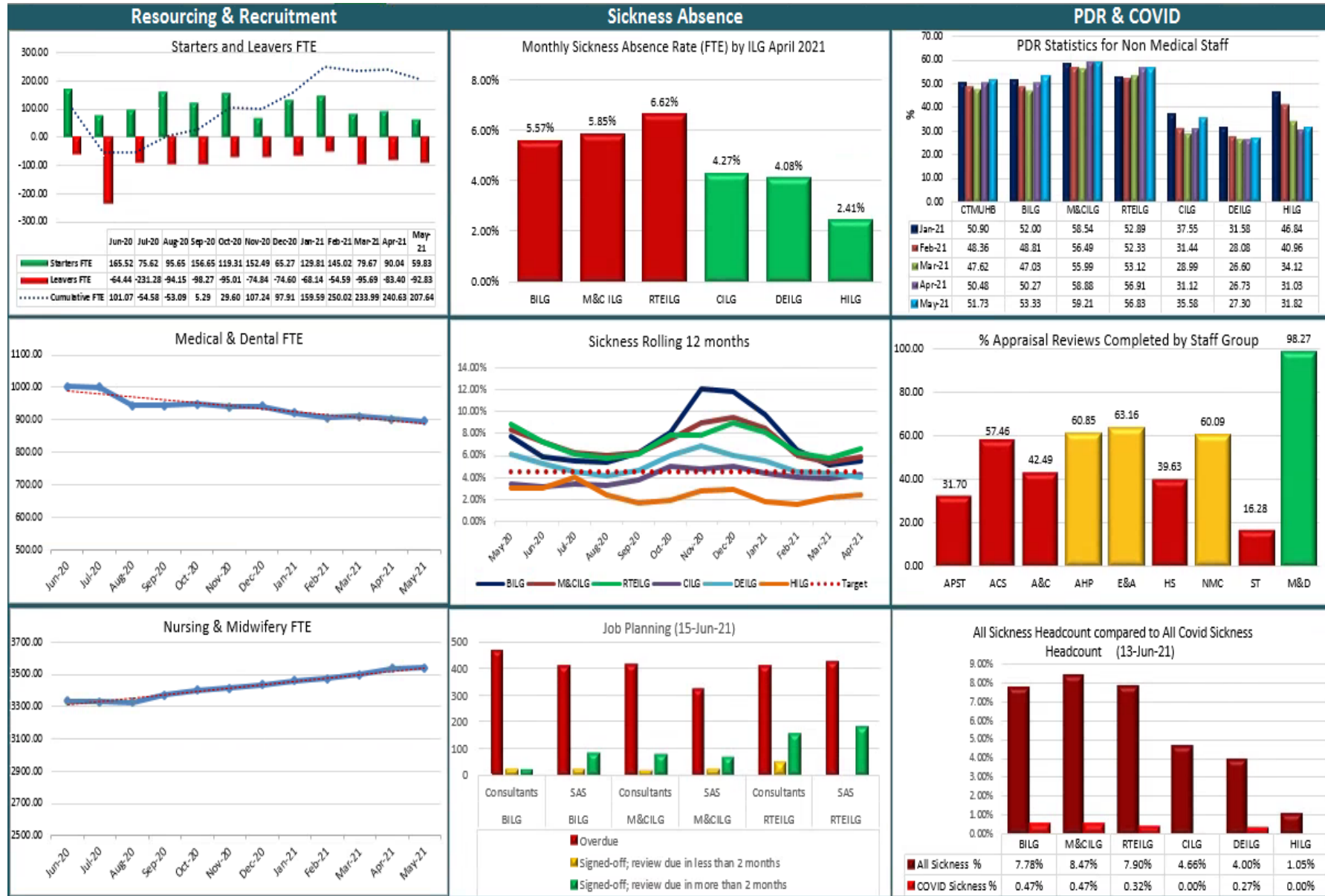
<b>Quality/Safety/Patient Experience implications</b>	Yes (Please see detail below)
	The quality, safety, patient experience implications result from the availability of the right staff being available with the right skills, at the right place and time to deliver effective safe patient care.
<b>Related 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 Well-being Objectives</b>	Provide high quality, evidence based, and accessible care

### 4. RECOMMENDATION

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

## Appendix 1 - Dashboards



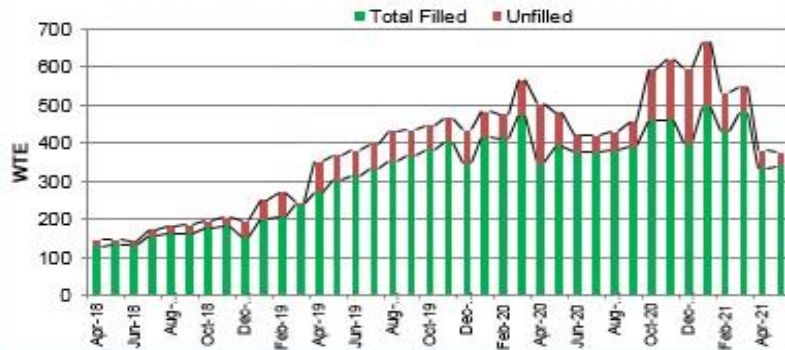




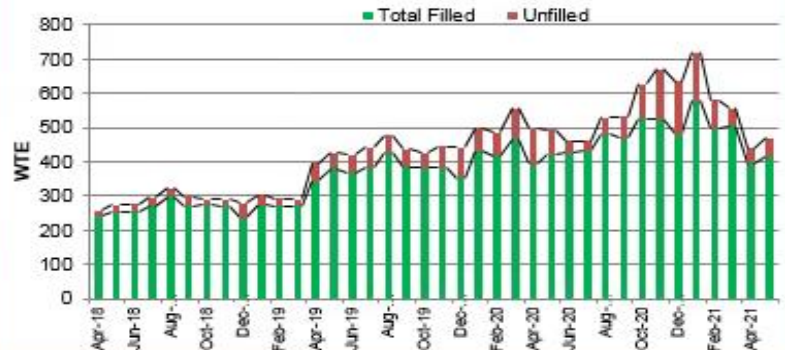
### Workforce Utilisation & Exit Questionnaire

### Efficiency of Recruitment Process

Registered Nursing/Midwifery filled versus unfilled hours



HCSW/ACS filled versus unfilled hours



Recruitment Volumes	2016-17 totals	2017-18 totals	2018-19 totals	2019-20 totals	2020-21 totals	2021-22 YTD
Number of Vacancies Raised	678	1311	1713	2759	2715	539
Number of FTE Raised	1064.78	2041.12	2479.97	3905.88	4634.68	801.7
Number of posts advertised New 2021/2	-	-	-	-	-	381
Number of FTE advertised New 2021/2	-	-	-	-	-	437.8
Number of Conditional Offers Sent	629	1213	1346	2271	2859	354
Number of ID Checks Completed	649	1163	1364	2272	2491	181
Number of Occupational Health Clearances	526	1043	1254	2012	2203	341
Number of Sponsorships Requested	0	0	0	0	0	0
Number of References Received	627	1179	1278	1998	2213	351
Number of DBS Checks	0	0	812	1372	1925	276
Number of Start Dates Requested	605	1118	1222	2082	2271	352
Number of Contracts Issued	727	1169	1140	2049	2150	503
Number of Ad Hoc DBS Checks	50	67	35	42	16	1

Trac Report Code	Target Times	Responsibility	Trac Recruitment Health Check Average Times in Working Days	Average 17/18	Average 18/19	Average 19/20	Average 20/21	May-21	Average YTD
T0a	5	Manager	Notice Date to authorisation start date	36.6	41.0	41.9	42.9	38.0	40.8
T1a	10	Org	Time to approve vacancy request	12.9	10.6	14.1	14.3	15.2	15.2
T1b	2	NWSSP	Time to advertise	1.7	1.6	1.6	2.5	1.7	1.7
T3	Variable	Manager	Duration of advertising	8.8	8.3	8.7	8.4	8.8	8.3
T3a	2	NWSSP	Time to move to shortlisting	1.0	1.0	1.0	1.0	1.0	1.0
T4	3	Manager	Time to Shortlist (original)	8.8	6.8	7.9	9.3	6.5	7.4
T4	3	Manager	Time to Shortlist (cleansed)	-	4.7	5.2	6.2	5.7	5.8
T5	2	NWSSP	Time to send interview invites	1.3	1.0	1.0	1.5	0.9	0.9
T5a	Variable	All	Notification given to applicants for interview	9.5	8.9	9.2	8.8	7.5	8.0
T5b	3	Manager	Time to update interview outcomes	4.7	2.5	3.4	2.7	2.3	2.2
T6	5	NWSSP	Time to send conditional offer	3.6	3.8	3.6	3.4	3.5	3.5
T7	3	Candidate	Conditional Offer to ID appointment booked	6.3	5.9	3.7	5.6	3.7	4.3
T7a	10	Candidate	Conditional Offer to ID appointment attended	10.1	8.6	7.8	8.7	5.5	7.1
T7b	7	Candidate	ID appointment booked to ID appointment attended	5.8	5.1	6.0	5.2	4.5	4.5
T7c	1	Candidate	ID appointment attended to DBS form submitted	3.2	3.7	3.3	3.8	4.9	6.0
T7d	Variable	DBS Agency	DBS Form sent to DBS to DBS result received	-	4.7	4.7	4.8	7.2	5.9
T8	Variable	Candidate/OH	Conditional offer to OH clearance	-	-	-	17.3	19.8	18.2
T12e	Variable	All	Checks ok to start date	14.4	18.9	18.8	20.1	19.8	19.8
T12	2	NWSSP	Checks ok to unconditional offer	1.7	1.6	1.7	1.8	1.7	1.7
T13	44	All	Vacancy Creation to conditional offer	51.1	40.8	44.6	45.8	45.7	45.7
T14	71	All	Vacancy Creation to unconditional offer	92.3	74.7	76.9	80.1	66.4	63.1
T23	27	All	From conditional offer to unconditional offer without outliers	27.3	21.6	21.9	21.7	83.0	79.1
T23	27	All	From conditional offer to unconditional offer with outliers	41.8	32.7	33.4	33.2	23.4	22.8
T26	Variable	All	Unconditional Offer to start date	18.3	19.1	17.6	19.0	19.3	19.0



## Appendix 2 – Data Definitions

Appraisal Rate	The percentage of employees that have a completed appraisal for a selected period. (Appraisals Completed / Headcount) * 100
Mandatory Training	The percentage of employees that have a completed the mandatory training for a selected period. (Training Completed / Headcount) * 100
Job Planning	The number of Signed/Unsigned and Overdue Job Plans
ESR Self Service	The percentage of staff who are able to access ESR via Employee Self Service; Percentage of staff who have a valid ESR Supervisor; percentage of staff who have an online payslip.
FTE - Medical & Dental / Nursing & Midwifery	Total FTE of Medical & Dental / Nursing & Midwifery at selected date (monthly)
PDR Rate - Non Medical Staff	The percentage of employees that have a completed PDR for a selected period. (PDR Completed / Headcount) * 100
COVID Related Absence	The headcount of both the COVID sickness related absence and COVID self-isolation related absence for a selected period.
Short Term / Long Term Sickness	Long Term and Short Term Absence - Number of Absence Occurrences for a selected period.
Sickness % 3 Year	The sickness percentage during a specified 3 year period. (FTE * Calendar Absence Days Lost) / (FTE * Calendar Days in Period) * 100
12 Month Rolling Sickness	Running sum of (FTE * Calendar Absence Days Lost) / (FTE * Calendar Days in Period) * 100 for a selected period
Staff in Post	The number of staff employed by the CTMUHB at a selected date. Headcount / SUM(Headcount) * 100
Turnover Rate	An overall turnover rate for a selected period. (Number of Leavers / Average Employee Headcount) * 100
Filled versus Unfilled Hours	Filled – FTE delivered by bank, overtime, and agency workers Unfilled – FTE requested but not filled by any of the above sources
Reason for Leaving	Number of exit questionnaires received with the various leaving reason quoted
Recruitment Volumes	Number of activities completed by the Recruitment Services team (excludes Bank and Medical/Dental). FTE where stated for advertising.
Recruitment Health Check	Working days to complete the various performance indicators