



AGENDA ITEM

3.2.6

PEOPLE & CULTURE COMMITTEE

**WORKFORCE AND ORGANISATIONAL DEVELOPMENT
METRICS REPORT**

Date of meeting	11 th May 2022
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
Presented by	Hywel Daniel, Executive Director for People
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	
CTM	Cwm Taf Morgannwg
NWSSP	NHS Wales Shared Services Partnership
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
ST	Students

1. SITUATION/BACKGROUND

To update the Committee on the key workforce metrics for March / April 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: Reduction in Covid special leave (staff in isolation due to contact)

Narrative: There has been a significant reduction in the number of staff on special leave due to being exposed to Covid. This means a number of staff are back at work, which is critical to both our services and the wellbeing of these staff and their teams.

Topic: PDR (Personal Development Review) compliance

Narrative: We have seen a slight improvement in the non-medical PDR compliance levels since the last report. With the recent launch of the revised PDR process, 'Your Conversation', and the planned workshops and training sessions running over the next few months, we expect to see further improvement.

Topic: Reduction in long term sickness

Narrative: There has been a significant reduction in the numbers of long-term sickness absences through the close management of this group and improvements in the Occupational Health referral process. Short term sickness, however, has increased, this is in part due to Covid related sickness as we continue to see high community infection rates.

Topic: Job Planning progress

Narrative: There has been a significant increase in job planning compliance from the low point of the last report, which had been a result of pausing job planning due the pandemic. There has been a concerted effort between the Medical Directors office, Medical Workforce and the eSystems team to improve job plans being completed and signed off. It is expected that this improvement will continue due to multiple factors.

- The Medical Director has made it a standing item on the Medical Workforce Sustainability Group, where the job planning rates will be scrutinised bi-monthly with the ILG directors responsible for ensuring high levels of compliance.
- The Heads of Workforce are now taking job planning data to their respective ILG senior meetings to share and scrutinise.
- Transition of staff to the new SAS contract is dependent upon having a current and signed off job plan.
- Training is being provided on contractual elements of job planning by Medical Workforce
- Guidance documentation has been developed and issued by Medical Workforce on job planning
- Guidance documentation has been developed on direct clinical care and supporting professional activity by the Assistant Medical Director for Workforce.
- Training on the eJP package is being provided regularly by the eSystems team.

2.2 Areas for Improvement

Topic: Turnover

Narrative: Turnover has increased for all areas except Healthcare Sciences since the last report. Higher levels of turnover have been expected as we move away from the Covid environment as we know a number of staff returned to us to support the pandemic response, along with a number who postponed retirement. In relation to nursing and midwifery, CTM is actively involved in two all Wales projects – overseas nurse recruitment has recently

recommended, and work is underway to model the nursing midwifery workforce demand and position over the next 3 to 5 years. For AHP, nursing, midwifery, and biomedical sciences, CTM is also involved with student streamlining to attract graduates to join our organisation.

Issue: Statutory and Mandatory training

Planned Intervention: This compliance has remained largely static since the last report, but with Adult Learning Week (16-27 May) approaching, there will be opportunities to attend development sessions related to the statutory and mandatory subjects. As a result, an improvement in the overall position is anticipated.

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. As well as considering changes to the pre-employment checks that are mandatory before an appointee starts, they are looking at those that can be undertaken after the start date using a risk-based approach. This area is one of the prioritised areas of focus as it will bring the biggest benefits to both managers and applicants in terms of streamlining and reducing the time to hire. When combined with planned changes to the Occupational Health pre-employment screening process, this should deliver improvements in onboarding appointees.

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
Equality Impact Assessment (EIA) completed - Please note EIAs are required for <u>all</u> new, changed or withdrawn policies and services.	No (Include further detail below)
	The report covers the presentation of workforce related data, there is no policy or service change included.



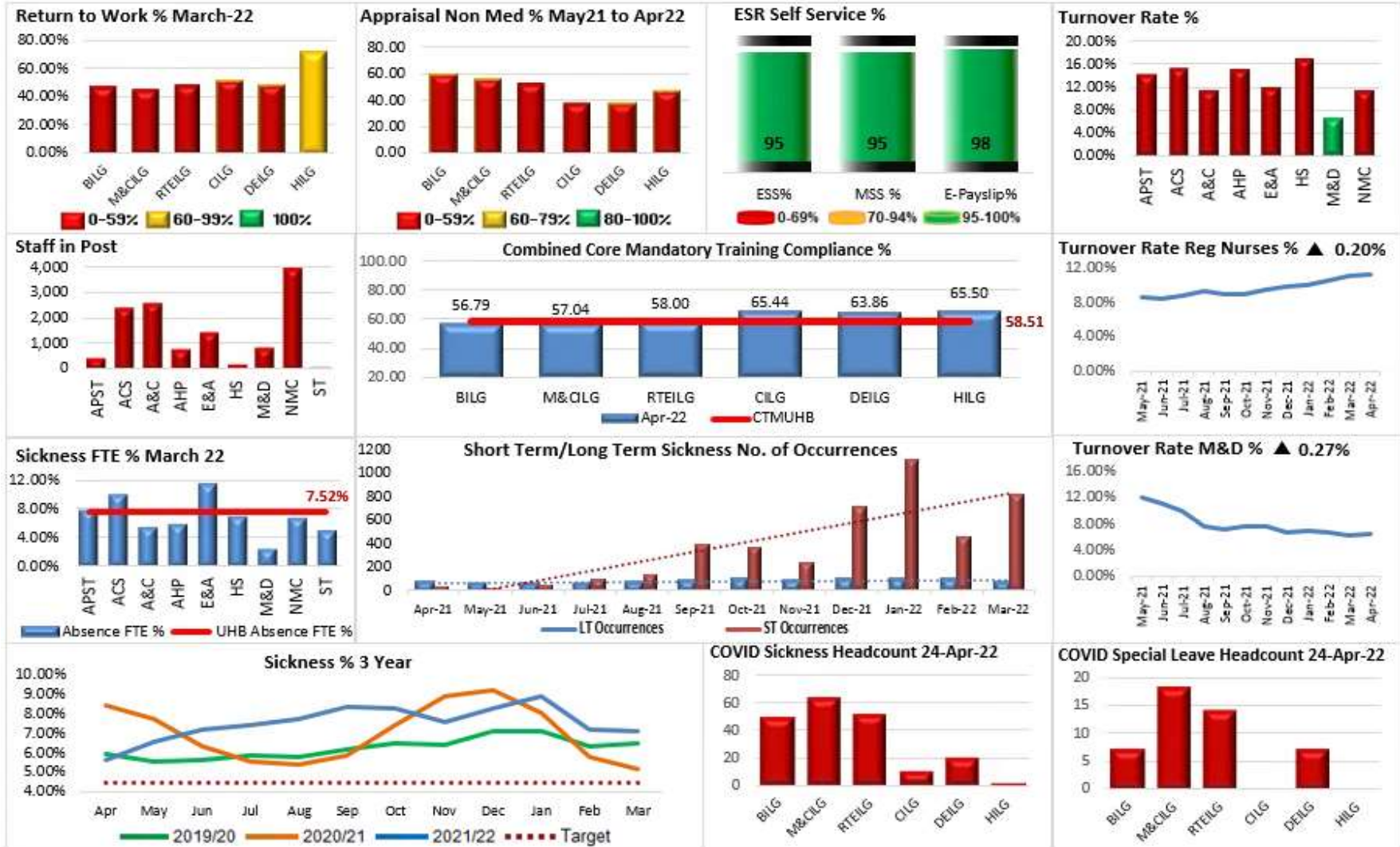
Legal implications / impact	There are no specific legal implications related to the activity outlined in this report.
Resource (Capital/Revenue £/Workforce) implications / Impact	There is no direct impact on resources as a result of the activity outlined in this report.
Link to Strategic Goals	Sustaining our Future

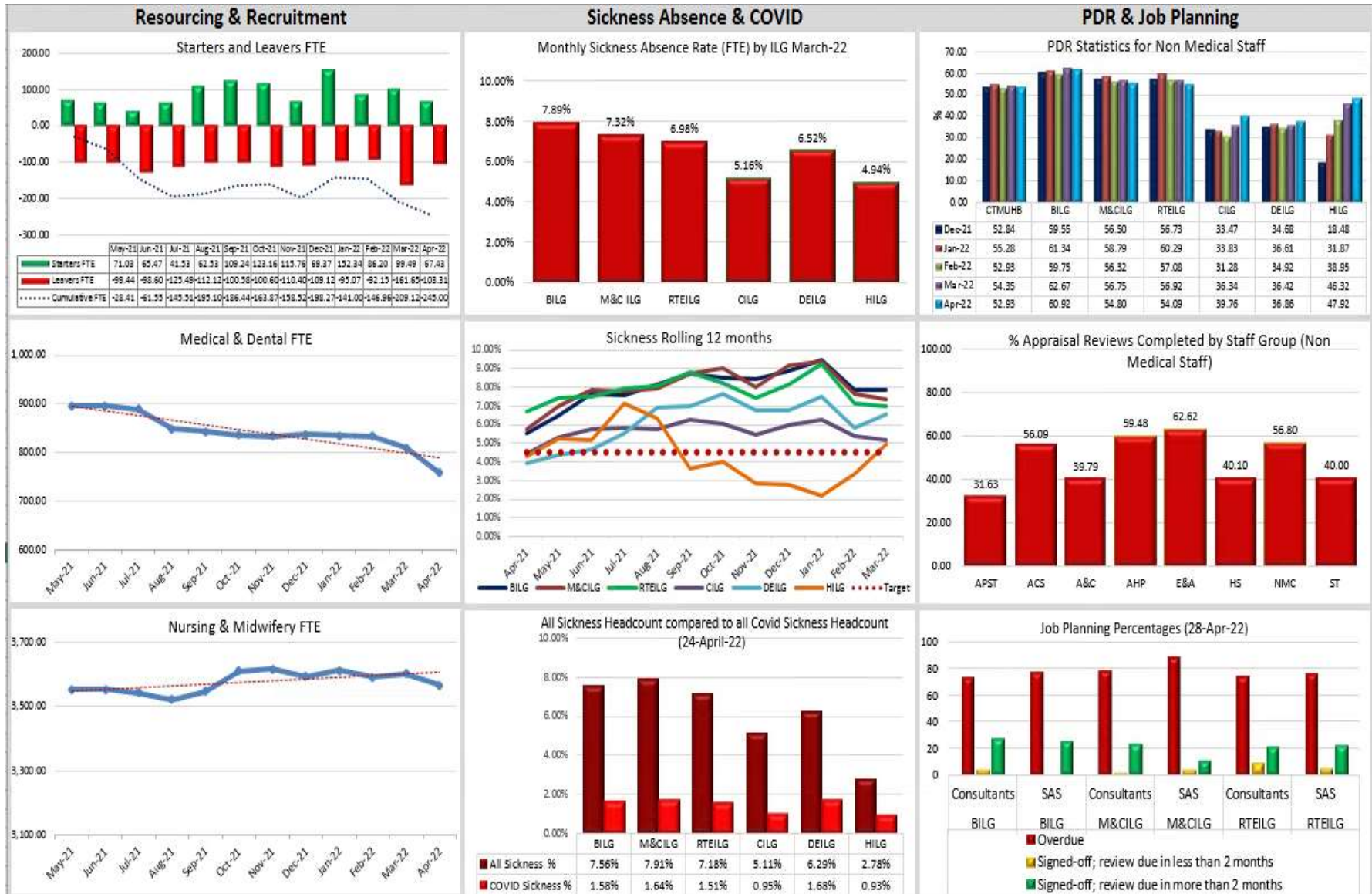
4. RECOMMENDATION

The Committee is asked to: Discuss the report and associated metrics and report and **NOTE** the detail.



Appendix 1 - Dashboards

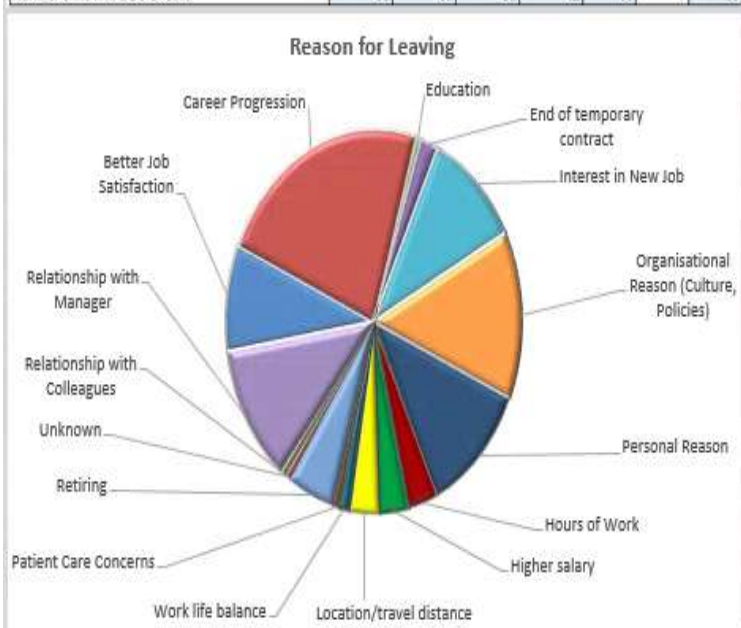






Exit Questionnaire & Efficiency of Recruitment Process

Recruitment Volumes	2016-17 totals (6m)	2017-18 totals	2018-19 totals	2019-20 totals	2020-21 totals	Mar-22	2021-22 totals
Number of Vacancies Raised	678	1311	1713	2759	2715	204	2993
Number of FTE Raised	1064.78	2041.12	2479.97	3905.88	4634.7	261.5	4632
Number of posts advertised New 2021/2	-	-	-	-	-	232.0	2982
Number of FTE advertised New 2021/2	-	-	-	-	-	320.4	4044.8
Number of Conditional Offers Sent	629	1213	1346	2271	2859	318	3800
Number of ID Checks Completed	649	1163	1364	2272	2491	282	3743
Number of Occupational Health Clearances Received	526	1043	1254	2012	2203	288	3069
Number of Sponsorships Requested	0	0	0	0	0	18	18
Number of References Received	627	1179	1278	1998	2213	268	3284
Number of DBS Checks	0	0	812	1372	1925	272	2926
Number of all checks compl New 2021/2	-	-	-	-	-	282	2977
Number of Start Dates Requested	605	1118	1222	2082	2271	306	2971
Number of Contracts Issued	727	1169	1140	2049	2150	484	1976
Number of Ad Hoc DBS Checks	50	67	35	42	16	7	35



Trac Report Code	Target Times	Responsibility	Trac Recruitment Health Check Average Times in Working Days	Average 18/19	Average 19/20	Average 20/21	Mar-22	Average 21/22
T0a	5	Manager	Notice Date to authorisation start date	41.0	41.9	42.9	53.1	35.8
T1a	10	Org	Time to approve vacancy request	10.6	14.1	14.3	17.0	14.1
T1b	2	NWSSP	Time to advertise	1.6	1.6	2.5	1.8	2.2
T3	Variable	Manager	Duration of advertising	8.3	8.7	8.4	10.2	9.2
T3a	2	NWSSP	Time to move to shortlisting	1.0	1.0	1.0	1.0	1.0
T4	3	Manager	Time to Shortlist (original)	6.8	7.9	9.3	8.5	8.2
T4	3	Manager	Time to Shortlist (cleansed)	4.7	5.2	6.2	6.9	6.1
T5	2	NWSSP	Time to send interview invites	1.0	1.0	1.5	1.5	1.0
T5a	Variable	All	Notification given to applicants for interview	8.9	9.2	8.8	8.8	8.4
T5b	3	Manager	Time to update interview outcomes	2.5	3.4	2.7	2.4	2.4
T6	5	NWSSP	Time to send conditional offer	3.8	3.6	3.4	3.5	4.1
T7	3	Candidate	Conditional Offer to ID appointment booked	5.9	3.7	5.6	7.2	5.0
T7a	10	Candidate	Conditional Offer to ID appointment attended	8.6	7.8	8.7	10.5	8.6
T7b	7	Candidate	ID appointment booked to ID appointment attended	5.1	6.0	5.2	4.5	5.7
T7c	1	Candidate	ID appointment attended to DBS form submitted	3.7	3.3	3.8	6.8	11.6
T7d	Variable	DBS Agency	DBS Form sent to DBS to DBS result received	4.7	4.7	4.8	8.8	6.8
T8		Candidate/OH	Conditional offer to OH clearance			17.3	24.9	22.6
T12e	Variable	All	Checks ok to start date	18.9	18.8	20.1	19.0	28.1
T12	2	NWSSP	Checks ok to unconditional offer	1.6	1.7	1.8	3.0	5.8
T13	44	All	Vacancy Creation to conditional offer	40.8	44.6	46.8	44.1	46.4
T10	49	All	Advertising start date to checks ok				80.7	76.0
T14	71	All	Vacancy Creation to unconditional offer	74.7	76.9	80.1	97.3	85.4
T23	27	All	From conditional offer to unconditional offer without outliers	21.6	21.9	21.7	24.6	36.3
T23	27	All	From conditional offer to unconditional offer with outliers	32.7	33.4	33.2	46.4	40.9
T26	Variable	All	Unconditional Offer to start date	19.1	17.6	19.0	16.0	19.6

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