



AGENDA ITEM

4.6

PEOPLE & CULTURE COMMITTEE

WORKFORCE METRICS REPORT

Date of meeting	09/11/2022
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 Paul Harrison, Head of Workforce Productivity and eSystems
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	
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 September 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: % appraisal review completed by staff group

Narrative: Since the revision to the PDR process in April 2022 there has been a consistent improvement in PDR completions, with compliance rates at their highest level since 2020 (57%).

The improvements in PDR completion across the Health Board suggests the new process combined with the link to pay progression is beginning to have a positive impact on compliance and awareness of development opportunities for all staff. A revised training package has been released to help all staff carry out their PDR in a constructive way. Quarterly evaluation of the process and compliance metrics continue to ensure completion rates improve further.

There remains progress to be made, but this is a positive position for the UHB to be in and an improvement across the board compared to the last report submitted to the committee.

Topic: Job Planning progress

Narrative: The number of signed off job plans is continuing to improve. With the compliance figures showing the highest rates of sign off since before the pandemic.

As discussed in previous reports, this is as a result of consistent efforts to promote job planning through training and support from Medical Workforce. A job planning standard operating procedure/guidance has now been published and issued to all areas to aid in the process. Clear communication from the Medical Director's office continues to be issued around the importance of job planning to the organisation and the clinical areas the medics work in.

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 and 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.

Core learning compliance for level one is 68% and all areas 61% representing the highest rates in the last 12 months.

2.2 **Areas for Improvement**

Issue: Recruitment performance (A4C substantive)

Narrative: In July, CTM went live with changes to the occupational health pre-employment screening process which allows most clinical roles to be cleared via an extended self-declaration process. This was followed in August by changes to the offer stage, including agreeing a provisional start date at the point the offer letter is sent and a reduction in the number of mandatory pre-employment checks. This change means that mandatory checks have been refined to identity, right to work, professional registration and occupational health. Applicants can start with qualifications and references outstanding, and the DBS Policy risk assessment is available to managers where that check is in progress. CTM has also gone live with a digital solution for identity and right to work checks as the Home Office rules changed as of 29 September to remove the option to carry out checks via MS Teams.

The impact of these changes will be masked by the pre-changes volumes for some time, but the CTM People team are working with the NWSSP Recruitment Services team to review expected performance improvements. The next area to be reviewed will be the authorisation process, with a trial planned and feedback likely early in quarter 4.

Issue: Nursing and Midwifery FTE

Planned Intervention: This is now at the lowest point for the last 12 months. Nursing FTEs inside the UHB have steadily been decreasing over this time, from 3547.2 FTE in Sep-21 to 3494.27 FTE in Sep-22 (reduction of 52.93 FTE). This is reflected in the Nursing and Midwifery turnover which is now at its highest level for the last 12 months (currently 12%, was just over 8% in October 2021).

The UHB has several initiatives underway to improve the FTE Nursing and Midwifery workforce. This starts with retention and moves along to ways to increase numbers in post, such as the overseas projects.

Effective workforce planning is now an essential area for improvement and understanding. Aligning known metrics such as staff age profile and gaps in establishment to effective initiative is needed urgently. This ranges from short-term measures such as overseas recruitment and retention work, to medium and longer term objectives such as accurate streamlining planning.



Issue: Medical turnover

Planned Intervention: Highest for point for 12 months and has been increasing since February 2022. Turnover remained stable from May to July, then increased from August onwards.

As with the Nursing & Midwifery turnover, there is a Programme underway to understand and counteract this trend.

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)
	If yes, please provide a hyperlink to the location of the completed EIA or who it would be available from in the box below.
	If no, please provide reasons why an EIA was not considered to be required in the box below.
Legal implications / impact	The report covers the presentation of workforce related data, there is no policy or service change included.
	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 Goal	Improving Care

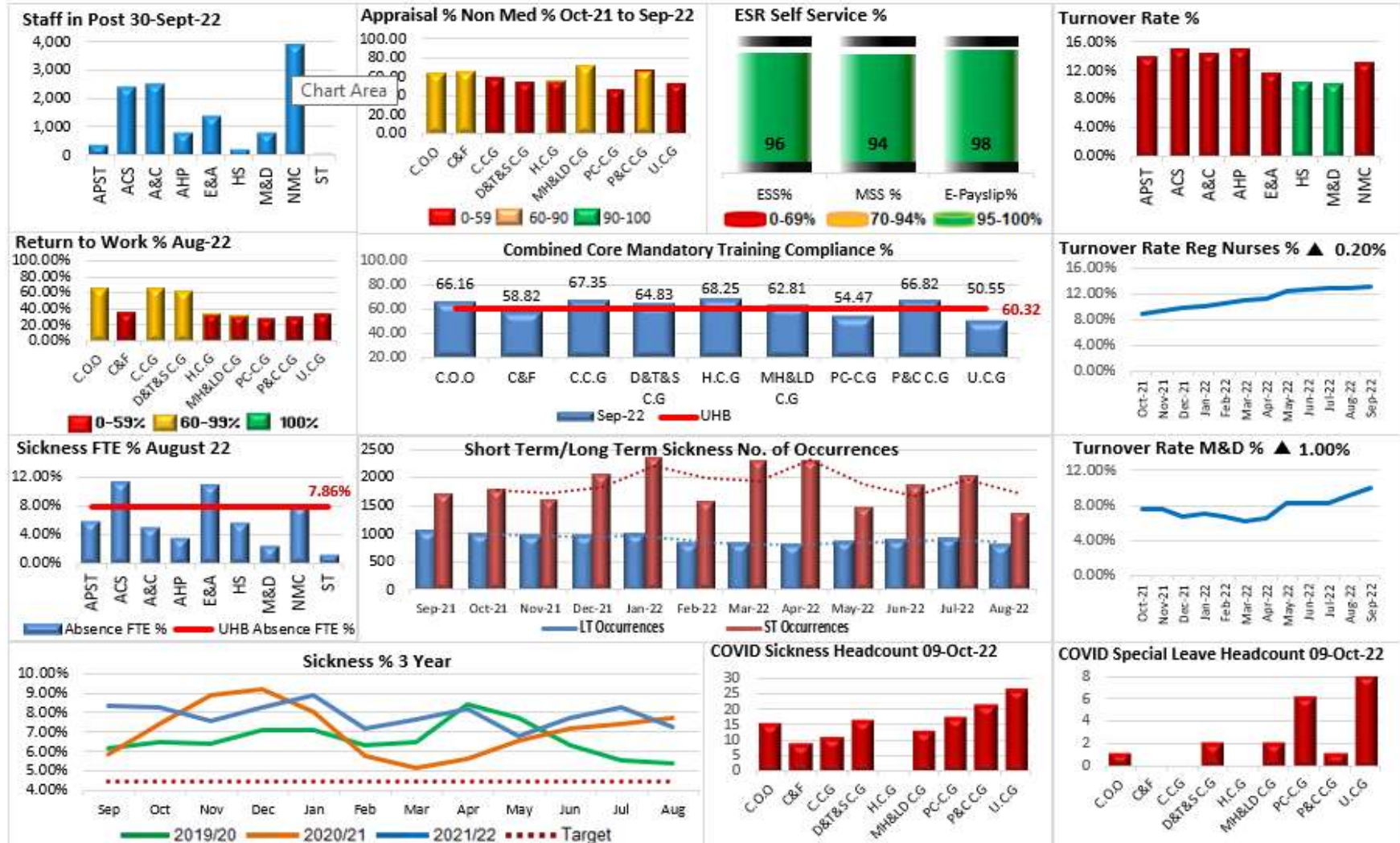
4. RECOMMENDATION

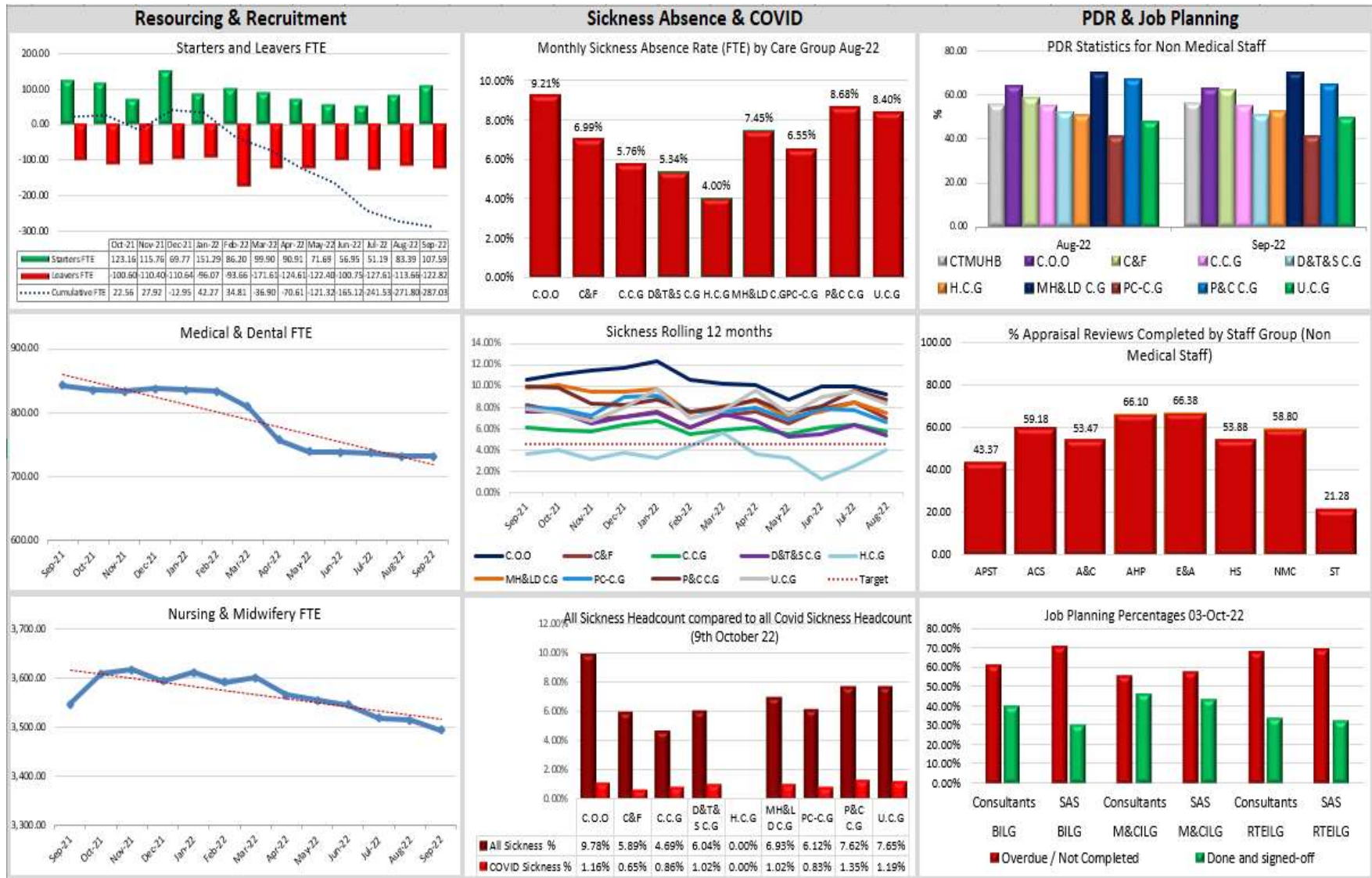
4.1 Discuss the report and associated metrics and report and **NOTE** the detail.



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Cwm Taf Morgannwg
University Health Board

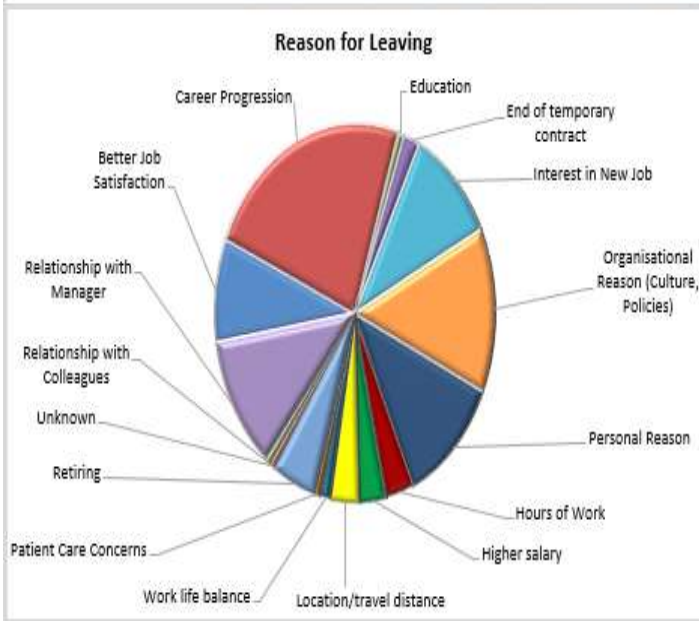






Exit Questionnaire & Efficiency of Recruitment Process

Recruitment Volumes	2016-17 totals (6m)	2017-18 totals	2018-19 totals	2019-20 totals	2020-21 totals	2021-22 totals	Sep-22	2022-23 total YTD
Number of Vacancies Raised	678	1311	1713	2759	2715	2993	683	1836
Number of FTE Raised	1064.78	2041.12	2479.97	3905.88	4634.7	4632	982.8	2892.2
Number of posts advertised New 2021/2	-	-	-	-	-	2982	317.0	1816
Number of FTE advertised New 2021/2	-	-	-	-	-	4044.8	372.9	2272.3
Number of Conditional Offers Sent	629	1213	1346	2271	2859	3800	259	1732
Number of ID Checks Completed	649	1163	1364	2272	2491	3743	277	1844
Number of Occupational Health Clearance	526	1043	1254	2012	2203	3069	300	1547
Number of Sponsorships Requested	0	0	0	0	0	18	4	70
Number of References Received	627	1179	1278	1998	2213	3284	147	1413
Number of DBS Checks	0	0	812	1372	1925	2926	191	1365
Number of all checks compl New 2021/2	-	-	-	-	-	2977	280	1468
Number of Start Dates Requested	605	1118	1222	2082	2271	2971	272	1467
Number of Contracts Issued	727	1169	1140	2049	2150	1976	580	2475
Number of Ad Hoc DBS Checks	50	67	35	42	16	35	2	18



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	Sep-22	Average YTD
T0a	5	Manager	Notice Date to authorisation start date		36.6	41.0	41.9	42.9	35.8	37.6	47.5
T1a	10	Org	Time to approve vacancy request	14.2	12.9	10.6	14.1	14.3	14.1	19.9	21.7
T1b	2	NWSSP	Time to advertise	2.0	1.7	1.6	1.6	2.5	2.2	2.1	1.7
T3	Variable	Manager	Duration of advertising	9.2	8.8	8.3	8.7	8.4	9.2	8.8	8.9
T3a	2	NWSSP	Time to move to shortlisting	1.7	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	8.2	7.4
T4	3	Manager	Time to Shortlist (cleansed)			4.7	5.2	6.2	6.1	5.9	5.7
T5	2	NWSSP	Time to send interview invites	1.0	1.3	1.0	1.0	1.5	1.0	1.3	1.0
T5a	Variable	All	Notification given to applicants for interview	8.9	9.5	8.9	9.2	8.8	8.4	9.0	8.4
T5b	3	Manager	Time to update interview outcomes	4.8	4.7	2.5	3.4	2.7	2.4	3.2	2.3
T6	5	NWSSP	Time to send conditional offer	3.3	3.6	3.8	3.6	3.4	4.1	3.9	3.6
T7	3	Candidate	Conditional Offer to ID appointment booked	4.1	6.3	5.9	3.7	5.6	5.0	9.1	7.4
T7a	10	Candidate	Conditional Offer to ID appointment attended	8.1	10.1	8.6	7.8	8.7	8.6	11.0	9.9
T7b	7	Candidate	ID appointment booked to ID appointment attended	5.7	5.8	5.1	6.0	5.2	5.7	5.6	5.4
T7c	1	Candidate	ID appointment attended to DBS form submitted	5.6	3.2	3.7	3.3	3.8	11.6	16.3	10.8
T7d	Variable	DBS Agency	DBS Form sent to DBS to DBS result received			4.7	4.7	4.8	6.8	6.2	7.2
T8		Candidate/OH	Conditional offer to OH clearance					17.3	22.6	25.8	25.9
T12e	Variable	All	Checks ok to start date	17.2	14.4	18.9	18.8	20.1	28.1	21.6	21.5
T12	2	NWSSP	Checks ok to unconditional offer	3.3	1.7	1.6	1.7	1.8	5.8	1.8	1.9
T13	44	All	Vacancy Creation to conditional offer	51.6	51.1	40.8	44.6	46.8	46.4	55.4	53.2
T10	49	All	Advertising start date to checks ok						76.0	84.4	85.2
T14	71	All	Vacancy Creation to unconditional offer	88.7	92.3	74.7	76.9	80.1	85.4	109.8	105.8
T23	27	All	From conditional offer to unconditional offer without outliers	25.0	27.3	21.6	21.9	21.7	36.3	26.5	25.4
T23	27	All	From conditional offer to unconditional offer with outliers	40.8	41.0	32.7	33.4	33.2	40.9	56.3	54.2
T26	Variable	All	Unconditional Offer to start date	15.7	18.3	19.1	17.6	19.0	19.6	20.3	19.5