

Report to:	Public Board of Directors	Agenda item:	15
Date of Meeting:	Wednesday 5 May 2021		

Title of Report:	Workforce Report
Status:	Action/Discussion
Board Sponsor:	Claire Radley, Director for People
Author(s):	Workforce Information
Appendices	Appendix 1: Well Led Workforce Performance Summary

1. Executive Summary of the Report

To provide the Board with an overview of the Trust's monthly workforce performance summary and response to actions, to describe key lines of enquiry and agree the key actions that are required for the month ahead.

Key points to note:

Turnover

- Twelve month rolling turnover has continued on a downward trajectory and now stands at 8.03%, which means we have achieved against the target of 11% for the 20/21 financial year.

Vacancy

- The overall vacancy rate of 4.84% is above the end of year target of 4%, although activity continues to reduce the number of vacancies in key staff groups.
- There has been a large increase in the use of Bank staff, which reflects that all Large Vaccination Centre staff across BaNES, Swindon and Wiltshire are hosted by the RUH Bank.

Sickness

- Sickness absence data operates a month in arrears, but the figures for February show a significant reduction from January levels.
- However, it is notable that non-Covid absence data has risen, with a key contributor being stress, anxiety, depression related absence. We have a Breakthrough Objective that is focused specifically on this type of absence and a Trust-wide Health and Wellbeing investment programme has been developed, with particular attention being paid to the long-term emotional impact of the pandemic.

Appraisal

- Appraisal compliance has seen a slight improvement on the past two months but continues to be below the target of 90%.
- The low compliance rate amongst medical and dental staff reflects the national 'pause' of medical appraisal during Covid, but all divisions are now seeing a slight increase as these are re-started.

Training

- Mandatory training compliance remains relatively static, although there has been a slight upturn in IG training compliance. Mandatory training is a focus for all divisions and is being reported through the monthly performance review process.

Agency spend

- Nurse agency spend as a proportion of the total nursing pay bill was 5.36%. A

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review of nursing agency spend is underway, with a further meeting scheduled for 12 May.

2. Recommendations (Note, Approve, Discuss)
The Board is asked to note this month's performance.

3. Legal / Regulatory Implications
None in month.

4. Risk (Threats or opportunities, link to a risk on the Risk Register, Board Assurance Framework etc.)
BAF Strategic Priority: Be an outstanding place to work where staff can flourish (People Committee)

2 related risks:

- Inability to recruit and retain sufficient numbers of registered nurses, doctors and other healthcare professionals
- The experiences of frontline staff during the Covid pandemic could result in longer term health problems leading to extended absences and some deciding to leave the Trust

5. Resources Implications (Financial / staffing)
Managed and overseen via the HR Team.

6. Equality and Diversity
All services are delivered in line with the Trust's Equality and Diversity Policy.

7. References to previous reports
Standing agenda item.

8. Freedom of Information
Public

Indicator	Trust Performance Over Last 12 Months												Q4 Target
	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	
Budgeted Staff in Post (WTE)	4993.65	4978.57	4978.59	4978.59	4978.59	4979.59	4986.19	4986.19	4986.19	4986.19	4986.17	4986.17	
Contracted Staff in Post (WTE)	4650.67	4651.40	4633.00	4676.72	4727.03	4686.16	4705.61	4709.45	4718.41	4728.96	4810.61	4744.87	
Vacancy Rate (%)	6.87	6.57	6.94	6.06	5.05	5.89	5.63	5.55	5.37	5.16	3.52	4.84	4.00
Bank - Admin & Clerical (WTE)	19.80	19.03	31.08	30.10	29.62	31.57	34.97	37.81	36.18	45.47	52.49	82.25	
Bank - Ancillary Staff (WTE)	26.96	35.09	54.62	59.50	61.68	64.07	61.92	55.55	58.27	69.65	83.38	61.47	
Bank - Nursing & Midwifery (WTE)	143.08	171.84	177.59	158.47	152.55	150.66	151.76	131.06	100.25	173.20	175.96	212.34	
Agency - Admin & Clerical (WTE)	2.33	1.10	2.21	1.14	2.21	2.53	6.23	6.34	5.07	8.71	9.74	9.67	
Agency - Ancillary Staff (WTE)	0.78	0.88	5.85	25.69	33.92	36.90	43.28	38.98	36.52	63.24	86.85	101.17	
Agency - Nursing & Midwifery (WTE)	47.93	34.63	41.41	31.34	26.33	39.40	46.46	42.53	35.77	47.45	52.73	52.80	
Agency Spend (% of total pay bill)	2.25	1.48	0.77	1.86	1.93	1.54	2.49	2.84	3.02	4.52	2.50	4.33	2.50
Nurse Agency Spend (% of total Reg Nurse pay bill)	7.27	3.50	5.28	4.03	4.05	5.55	5.13	5.78	6.13	10.88	2.14	5.36	3.00
Rolling 12 Month Turnover (%)	10.69	10.51	10.14	9.92	9.30	8.74	8.64	8.70	8.44	8.21	8.24	8.03	11.00
In Month Turnover (%)	0.55	0.75	0.51	0.51	0.53	0.59	0.53	0.79	0.71	0.68	0.38	0.65	0.92
Rolling 12 Month Sickness Absence (%)	4.13	4.25	4.24	4.22	4.19	4.19	4.19	4.18	4.15	4.22	4.29	4.37	3.85
In Month Sickness Absence (%)	5.19	5.38	3.69	3.57	3.47	3.60	3.77	4.09	4.24	5.17	5.10	4.80	4.40
Staff with Annual Appraisal (%)	75.09	73.25	72.80	72.10	72.60	72.03	70.85	69.35	69.78	66.02	66.66	68.23	90.00
Information Governance Training compliance (%)	87.80	87.20	87.90	85.30	85.60	85.50	84.40	84.20	82.60	79.60	77.80	80.10	95.00
Mandatory Training (%)	86.90	86.10	86.30	86.40	86.40	86.60	86.50	86.70	86.70	85.90	85.80	85.80	90.00

* Bank and Agency Figures were revised from June 2020 due to a new reporting method using Staffing Solutions data

SPC Chart Variation Rules

Common Cause Variation



Latest data point does not trigger any rule and process capable of meeting target.



Latest data point does not trigger any rule but either process is incapable of meeting target or process should be monitored over next few months as future trigger possible.

Special Cause Variation



A single data point outside control limits with green being in the favourable direction (towards or below target) and red being in the unfavourable direction (above or away from target).



Two (or three) data point out of three below the control limits but above the warning limit, with green being in the favourable direction (towards or below target) and red being in the unfavourable direction (above or away from target).



Shift of at least 6 data points all above or all below the mean, with green being in the favourable direction (towards or below target) and red being in the unfavourable direction (above or away from target).

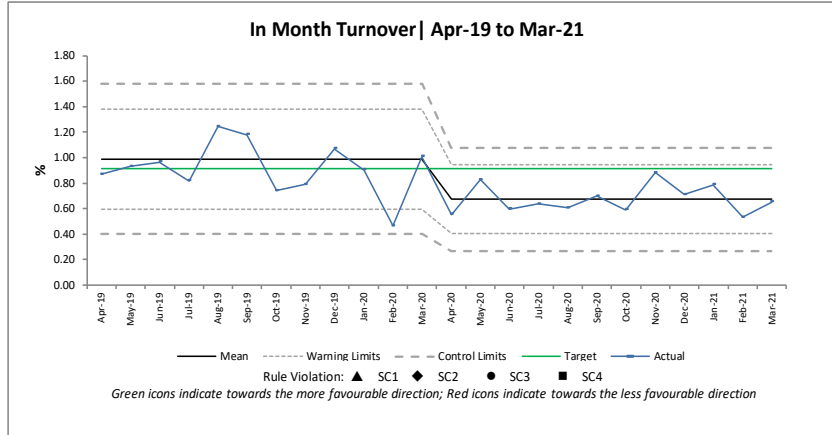


Run of at least 6 data points either all increasing or all decreasing, with green being in the favourable direction (towards or below target) and red being in the unfavourable direction (above or away from target).

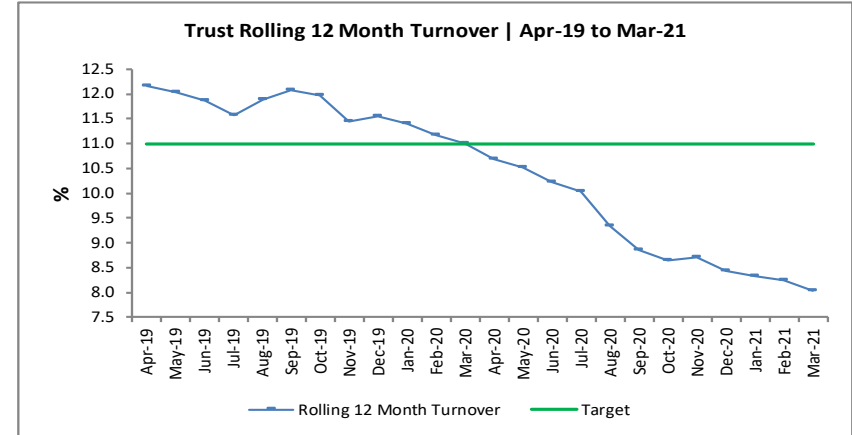
Where data points trigger multiple rules, the order of precedence for Special Cause Variation that has been used is Rule 4, Rule 3, Rule 2 then Rule 1.

Well Led | Workforce | Turnover Rate

In Month Turnover (%)



12 Month Rolling Turnover (%)



Target	Actual	Latest Data Point
0.92	0.65	Cc

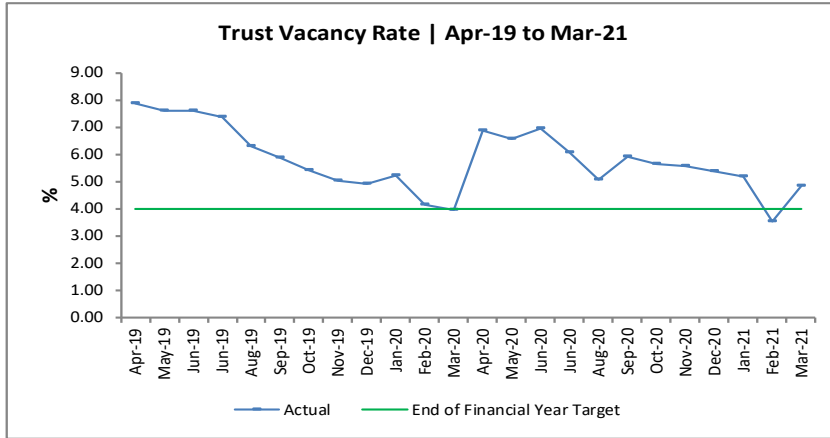
Target	Actual
11.00	8.03

Commentary on Performance

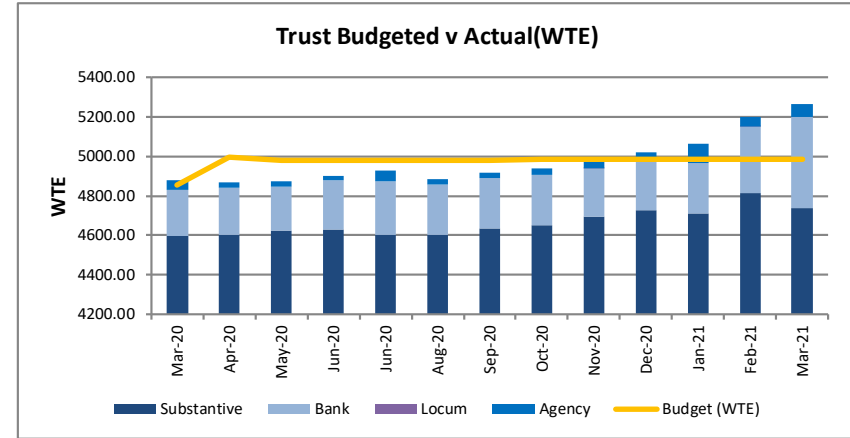
- As it currently stands, in month turnover for March was 0.65% (equivalent to 27.8 WTE leavers). This is not particularly remarkable when compared to recent months during the pandemic; however, it is a notably lower rate than would ordinarily be seen in March - which has historically been a higher turnover month.
- 12 Month Rolling Turnover has continued on its downward trajectory and now stands at 8.03%. However, as lower turnover rates were witnessed from April, it is anticipated that the 12 month rolling turnover rate will begin to level off and potentially increase slightly.
- Retirement (7) and Other/Not Known (8) were the most common reasons for leaving; with both Work-Life Balance (2) and Relocation (2) once again cited less frequently than has historically been the case.

Well Led | Workforce | Vacancy Rate

Vacancy Rate (%)



Budgeted v Contracted WTE



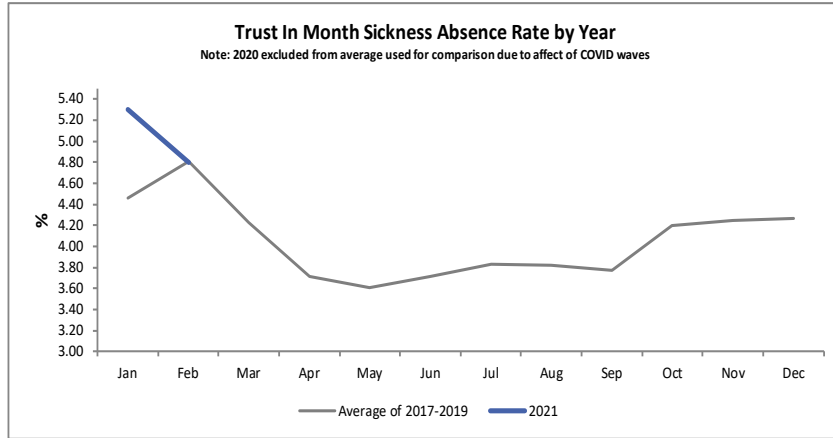
Target	Actual
4.00	4.84

Commentary on Performance

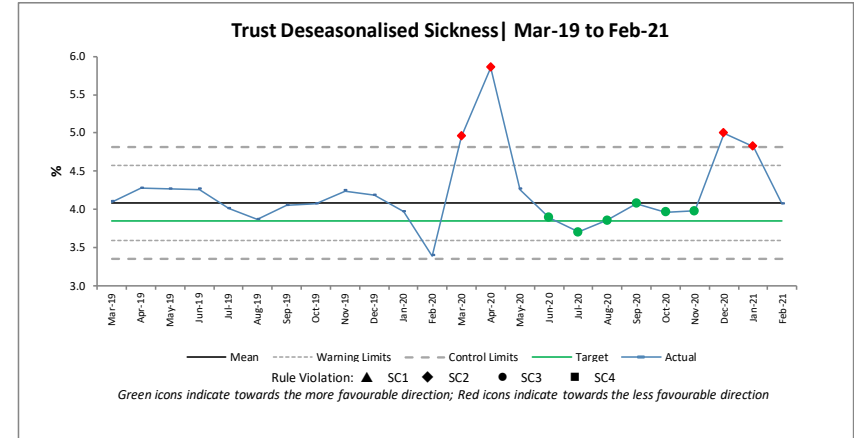
- Based on Finance data, the overall vacancy rate for March was 4.84%. This is a notable rise on last month; however, this may reflect some corrections on February's figures where junior doctor rotations appear to have resulted in an overstated contracted figure.
- This position as stated is above the 4.00% target the Trust had aimed to reach by the end of March 2021.
- Bank and Agency usage includes Covid Vaccination-related activity.

Well Led | Workforce | Sickness Absence Rate

In Month Sickness Absence (%)



Deseasonalised In Month Sickness Absence (%)



Seasonally Adjusted Target	Actual
4.40	4.80

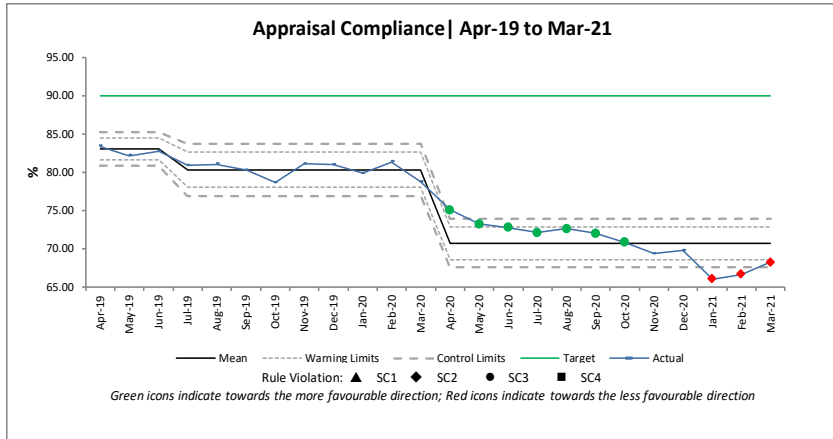
Target	Actual Deseasonalised	Latest Data Point
3.85	4.07	SC ²

Commentary on Performance

- In month sickness during February was 4.80%. This is a notable drop from January's rate and is reflective in a notable drop in COVID-related absence (1.23% vs 2.17% in January).
- It is noteworthy, however, that Non-COVID absence rate has actually risen compared to the past few months. A key contributor to this is absences due to Anxiety, Stress, Depression and Other psychiatric illnesses, where 1629.7 FTE Days were lost. For comparison, in January it was 1492.9 WTE days and in April 2020 at the height of the first wave it was 1529.9 WTE.
- Although the SPC chart does flag a breach of a rule for two out of the past 3 months having unexpectedly high deseasonalised sickness rates, it should be noted that this is based on December and January absence. In February, the deseasonalised figure of 4.07% actually falls within the expected parameters, albeit above the 3.85% target.

Well Led | Workforce | Appraisal Compliance

Appraisal Compliance (%)



Appraisals In and Out of Date

	In Date	Out of Date	% Compliant
Trust	3254	1515	68.23
AfC Staff	3087	1357	69.46
M&D Staff	167	158	51.38
Consultants	132	108	55.00

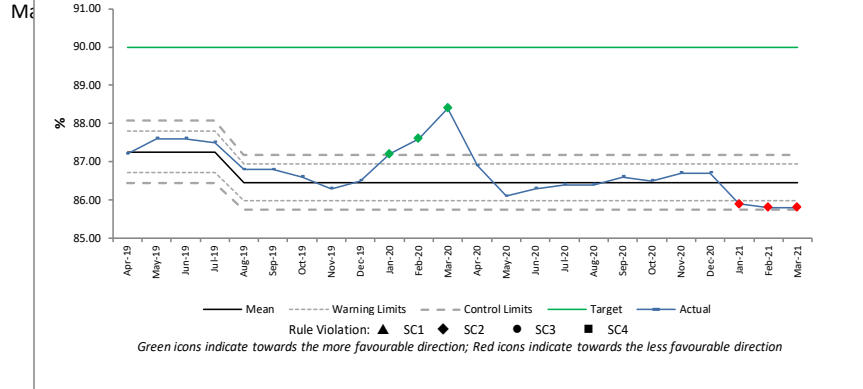
Target	Actual	Latest Data Point
90.00	68.23	Sc ²

Commentary on Performance

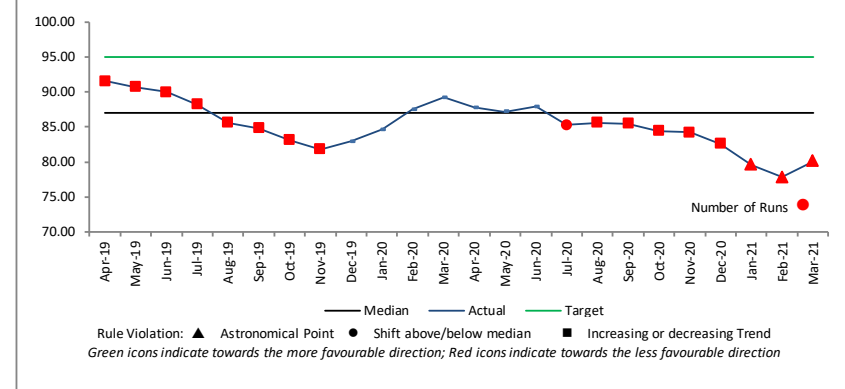
- Overall appraisal compliance for March was 68.23%. Although this is a slight improvement on the past two months, this figure remains below the lower warning limit and an SPC rule therefore continues to be breached.
- This figure is also over 20 percentage points below the target of 90% and confirms that in each of the last five financial years this target level has not been met once. The closest overall compliance came to 90% in those five years was August 2017 when it peaked at 86.47%.
- The compliance rate amongst Medical and Dental staff continues to remain significantly below that of AfC staff (18 percentage points) and is 25 percentage points down on the position at the start of the Financial Year. AfC Staff compliance, in contrast, is only 6.5 percentage points down.
- At Divisional level, all major Divisions have over 60% compliance - although Corporate are only at 60.93%. Only Women and Children's (75.17%) have a compliance over 75%.

Well Led | Workforce | Training Compliance

Trust Mandatory Training Compliance | Apr-19 to Mar-21



Trust Information Governance Compliance | Apr-19 - Mar-21



Target	Actual	Latest Data Point
90.00	85.80	Sc ²

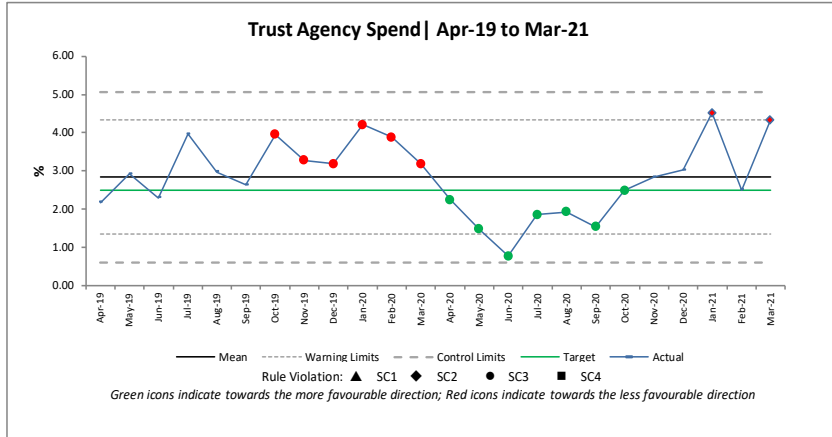
Target	Actual
95.00	80.10

Commentary on Performance

- The overall Mandatory Training compliance rate remained static in March at 85.8%. This data point falls below the lower warning limit, which when combined with the data points for January and February, is sufficient to trigger an SPC rule.
- Overall Information Governance training compliance was 80.1% in March. Although this an improvement on the position last month, the run chart indicates that this point continues to be atypically low. Indeed, it is 9 percentage points lower than the position 12 months ago - a reflection that the typical seasonal spike at the end of the Financial Year has not materialised this year.

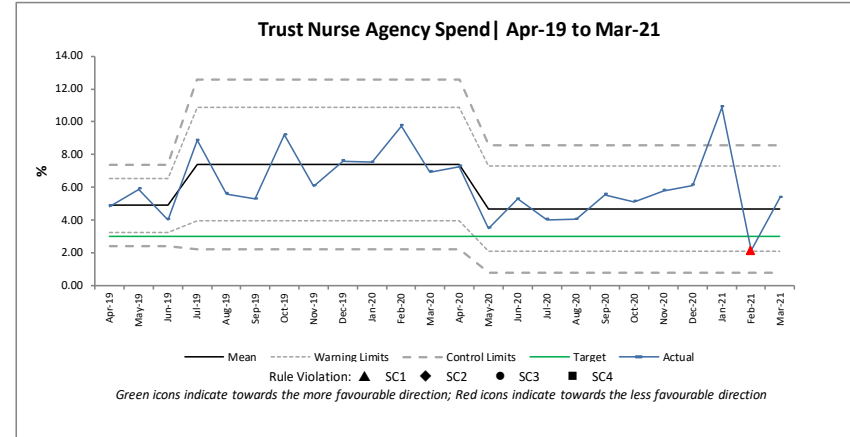
Well Led | Workforce | Agency Spend

Agency Spend as Proportion of Total Pay Bill (%)



Target	Actual	Latest Data Point
2.50	4.33	Sc ²

Nurse Agency Spend as Proportion of Total Registered Nursing Pay Bill (%)



Target	Actual	Latest Data Point
3.00	5.36	Cc

Commentary on Performance

- Agency spend as a proportion of the total pay bill was 4.33% in March. This is just above the upper warning limit and, when January's data point is taken into account, triggers an SPC rule.
- Nurse agency spend as a proportion of the total nursing pay bill was 5.36%. Although this looks to be a reasonable increase on last month, the figures for January and February would seem to be a result of timing. If March's figures are compared to the average of January and February the variation is far less. March's figures also remain within the control parameters.