





### Workforce Report: September 2016

<b>Trust Board Meeting</b>	<b>Item: 9</b>
<b>28<sup>th</sup> September 2016</b>	<b>Enclosure: E</b>
<b>Purpose of the Report:</b> This report provides an update in respect of performance against agreed workforce targets.	
<b>FOR: Information</b> <input checked="" type="checkbox"/> <b>Assurance</b> <input type="checkbox"/> <b>Discussion and input</b> <input checked="" type="checkbox"/> <b>Decision/approval</b> <input type="checkbox"/>	
<b>Sponsor (Executive Lead):</b>	Paul Hargreaves
<b>Authors:</b>	Roujin Ghamsari & Carolyn Floyd
<b>Author Contact Details:</b>	
<b>Risk Implications – Link to Assurance Framework or Corporate Risk Register:</b>	Staff satisfaction is linked to improved organisational performance and patient outcomes
<b>Link to Relevant Corporate Objective:</b>	Strategic Objective 2 - To have a committed, skilled and highly engaged workforce who feel valued, supported and developed and who work together to care for our patients
<b>Link to Relevant CQC Domain:</b> <b>Safe</b> <input checked="" type="checkbox"/> <b>Effective</b> <input checked="" type="checkbox"/> <b>Caring</b> <input checked="" type="checkbox"/> <b>Responsive</b> <input checked="" type="checkbox"/> <b>Well Led</b> <input checked="" type="checkbox"/>	
<b>Document Previously Considered By:</b>	EMC
<b>Recommendation&amp; Action required by the Trust Board :</b> The Trust Board is invited to a) note the contents of the report b) to confirm support for the actions taken in response to the issues raised.	

An overview of performance against the workforce objectives – August 2016

**Strategic Objective 2 : to have a committed skilled and highly engaged workforce who feel valued, supported and developed and who work together to care for our patients**

Performance Indicator	Target	Position as at Aug-16	Trend	Narrative
Appraisals/PDP	90% by Q3	57%		<ul style="list-style-type: none"> <li>Performance against the targets is monitored at Executive Management Committee (EMC) and Monthly and Divisional Performance Review Meetings (PRMs).</li> <li>APD packs to be launched in September 2016 via team brief to assist managers.</li> <li>On an increasing trajectory, September performance expected to be better.</li> </ul>
Mandatory Training	85%	85.61%		<ul style="list-style-type: none"> <li>HRBPs are working with service lines with a concentrated effort of increasing compliancy through the completion of the booklet and ensuring staff are booked for the upcoming face-to-face training sessions.</li> <li>Some areas have put in place a dedicated person to co-ordinate staff completion of mandatory training which has helped increase compliancy.</li> <li>Local fire training sessions arranged in some areas to increase performance rates.</li> <li>HR KPI reports now include a separate breakdown section for non-compliant areas.</li> </ul>
Turnover	17%	16.92%		<ul style="list-style-type: none"> <li>Trust Turnover rates has improved in the last few months, with the Trust reaching the amber target in Jul-16 and expected to reach the green 17% in Aug-16.</li> <li>Service lines, in conjunction with the HRBPs continue to gather soft data from questionnaires in order to address specific issues identified to improve retention and ensure action plans are in place to continue to support the decrease in the rate.</li> <li><b>Clinical Support Services:</b> 4/ 9 service lines are red rated however a slight improvement is expected in September. Actions that are currently in place to reduce this include career progression roles, staff forums and review of establishment.</li> <li><b>Specialist Services:</b> 4/8 Service lines currently non-compliant; Measures have been put in place to reduce turnover of staff include career progression plans for Admin Bands 2 and 3, Existing and agreed work life balance are being reviewed to accommodate new requests and retain staff with caring responsibilities, flexible arrangements are also being explored to retain staff who are considering retirement; Plans are in place to address other issues highlighted by the staff survey.</li> <li><b>Emergency Services:</b> Turnover rates have continued to improve, on a reducing trajectory and the Service have reached 17% target this month; focus groups arranged in some areas to understand how to retain the new starters that joined the Trust since April 2015.</li> </ul>
Sickness	2.5%	2.62%		<ul style="list-style-type: none"> <li>Non-compliant service lines are being supported by the HR Operations Team to ensure they understand and apply the Sickness Policy consistently.</li> <li><b>Clinical Support Services:</b> continues to be non-compliant; Managers have been coached in using Return To Work interviews to seek further information related to sickness and warnings are being issued for those that have triggered, in line with Trust policy.</li> <li><b>Specialist Services:</b> is currently at 2.75% . New and existing managers are receiving coaching and training to robustly manage sickness absence in line with the Trust’s policy and procedure; Monthly list of staff on sickness absence are sent to managers with action required; Return to Work meetings are utilised to explore reasons for absence and discuss support needed to improve attendance; Early interventions are in place to prevent future absence, including referral to OH to seek medical advice and enable an early return to work.</li> <li><b>Emergency Service:</b> remain green rated for the second month in a row.</li> </ul>

Vacancy	5%	7.42%		<ul style="list-style-type: none"> <li>Overseas nursing recruitment has resulted in 129 nurses starting in the last 12 months and a further 42 nurses expected to start by January 2017.</li> <li>HR working with management to ensure the recruitment process is initiated soon after resignations are received.</li> <li>The job matching panel are meeting on a regular basis to match job descriptions and a further training session arranged to train more job matchers.</li> <li>VCP process is now managed on TRAC and Managers have been trained accordingly, ensuring that vacant posts are authorised in a timely fashion.</li> <li><b>Emergency Services:</b> vacancy rates on a reducing trajectory from 15.21% in April 2016 to 10.17% in Jul- 16. To address high vacancy rates, the Emergency Department are looking at alternatives roles and ways of working to address national medical shortages; to retain new starters, focus groups arranged and currently taking into account feedback from previous sessions.</li> </ul>
Agency	Target mix of temporary staffing spend is 40% agency and 60% bank	47.18%		<ul style="list-style-type: none"> <li>Agency spend reviewed in monthly performance and divisional meetings, where a recovery plan is discussed.</li> <li>Local escalation process in place for Associate Directors and Divisional Directors to review and authorise medical agency spend (outside the establishment).</li> <li>Agency spend is reviewed weekly in recruitment meeting with the executives.</li> <li>A number of essential but difficult to recruit to posts are being covered by agency while service lines are exploring more innovative recruitment processes, career pathways and making posts more attractive (i.e. skill mix reviews, offering training/development/progression, branding).</li> </ul>

Trust Overview

Total Trust Dashboard																						
	Strs/Lvrs		Turnover			Vacancies					Temporary Spend				Sickness				Training	APDs		
	Starters (in month)	Leavers (in month)	Average Heads (in year)	Number of Leavers (in year)	Turnover (rolling year)	Budget Wte (Integra)	Staff In Post Wte (ESR - month end)	Vacant Wte	Vacancy Rate	Active jobs (TRAC)	spend on Agency (Integra)	spend on Bank (Integra)	% Temp Spend on Agency (in month)	Over Budget	Long Term Sick (in month)	Short Term Sick (in month)	Total WTE lost to Sickness (in month)	Sickness Rate	Mandatory Training	Total to do (exclude Drs)	number completed	% Complete
YTD Trend	Data excludes: Docs in Training & Trust Docs																					
Month Trend																						
Target		36		449	17%			146.21	5%			40%					2,002.89	2.50%	85%	2,190	1,971	90% (Q4)
Apr-16	44	23	2,596	489	18.84%	2,924.21	2,670.52	253.69	8.68%	258	£1,211,941	£962,300	55.74%	Over	1,233.93	933.03	2,166.96	2.72%	83.35%		96	4%
May-16	62	38	2,619	482	18.41%	2,930.52	2,696.65	233.87	7.98%	317	£1,001,460	£847,139	54.17%	Over	1,278.83	1,039.96	2,318.79	2.79%	85.43%		393	17%
Jun-16	55	32	2,641	476	18.02%	2,933.86	2,711.98	221.88	7.56%	361	£873,592	£877,443	49.89%	Over	1,307.40	978.17	2,285.57	2.81%	85.21%		767	34%
Jul-16	45	45	2,668	474	17.77%	2,936.47	2,719.27	217.20	7.40%	399	£904,301	£938,257	49.08%	Under	1,410.90	975.01	2,385.91	2.84%	82.42%		1,070	48%
Aug-16	62	40	2,695	456	16.92%	2,948.05	2,729.38	218.67	7.42%	362	£834,647	£934,575	47.18%	Over	1,242.81	968.00	2,210.81	2.62%	85.61%		1,250	57%

Divisional Overviews

Central Directorates Dashboard																						
	Strs/Lvrs		Turnover			Vacancies					Temporary Spend				Sickness				Training	APDs		
	Starters (in month)	Leavers (in month)	Average Heads (in year)	Number of Leavers (in year)	Turnover (rolling year)	Budget Wte (Integra)	Staff In Post Wte (ESR - month end)	Vacant Wte	Vacancy Rate	Active jobs (TRAC)	spend on Agency (Intergra)	spend on Bank (Intergra)	% Temp Spend on Agency (in month)	Over Budget	Long Term Sick (in month)	Short Term Sick (in month)	Total WTE lost to Sickness (in month)	Sickness Rate	Mandatory Training	Total to do (exclude Drs)	number completed	% Complete
YTD Trend	Data excludes: Docs in Training & Trust Docs																		Training			
Month Trend																			Training			
Target		5		56	17%			17.35	5%				40%				248.81	2.50%	85%	302	272	90% (Q4)
Apr-16	9	7	326	63	19.31%	347.00	313.40	33.60	9.68%	47	£143,550	£42,099	77.32%	Under	98.80	65.40	164.20	1.75%	87.82%		12	4%
May-16	5	1	328	56	17.05%	348.16	321.87	26.29	7.55%	27	£72,619	£32,656	68.98%	Under	121.20	91.32	212.52	2.14%	89.31%		47	15%
Jun-16	7	6	331	55	16.62%	347.92	321.05	26.87	7.72%	30	£64,426	£30,818	67.64%	Over	120.00	114.20	234.20	2.43%	87.70%		83	27%
Jul-16	7	2	334	51	15.28%	346.99	323.41	23.58	6.80%	30	£125,387	£32,812	79.26%	Under	109.20	126.19	235.39	2.34%	83.09%		108	35%
Aug-16	6	2	337	45	13.35%	347.45	324.96	22.49	6.47%	31	£108,513	£33,887	76.20%	Over	135.20	60.28	195.48	1.94%	85.05%		120	40%

Clinical Services Divison Dashboard																						
	Strs/Lvrs		Turnover			Vacancies					Temporary Spend				Sickness				Training	APDs		
	Starters (in month)	Leavers (in month)	Average Heads (in year)	Number of Leavers (in year)	Turnover (rolling year)	Budget Wte (Integra)	Staff In Post Wte (ESR - month end)	Vacant Wte	Vacancy Rate	Active jobs (TRAC)	spend on Agency (Intergra)	spend on Bank (Intergra)	% Temp Spend on Agency (in month)	Over Budget	Long Term Sick (in month)	Short Term Sick (in month)	Total WTE lost to Sickness (in month)	Sickness Rate	Mandatory Training	Total to do (exclude Drs)	number completed	% Complete
YTD Trend	Data excludes: Docs in Training & Trust Docs																		Training			
Month Trend																			Training			
Target		11		128	17%			36.89	5%				40%				549.51	2.50%	85%	609	548	90% (Q4)
Apr-16	24	5	746	139	18.63%	737.70	704.50	33.20	4.50%	56	£207,482	£164,193	55.82%	Over	421.99	302.95	724.94	3.44%	83.59%		26	4%
May-16	16	14	749	148	19.76%	738.20	703.99	34.21	4.63%	69	£229,910	£135,349	62.94%	Over	499.03	283.85	782.88	3.73%	86.46%		156	25%
Jun-16	16	8	751	147	19.57%	741.26	709.04	32.22	4.35%	65	£201,267	£153,148	56.79%	Over	465.47	207.31	672.78	3.16%	87.23%		297	48%
Jul-16	8	9	756	137	18.13%	739.03	715.51	23.52	3.18%	57	£200,811	£171,223	53.98%	Over	549.11	251.30	800.41	3.62%	84.29%		340	61%
Aug-16	20	14	761	137	18.01%	739.82	722.94	16.88	2.28%	60	£153,413	£143,383	51.69%	Over	541.97	279.67	821.64	3.67%	85.36%		415	68%

Emergency Care Division Dashboard																						
	Strs/Lvrs		Turnover			Vacancies					Temporary Spend				Sickness				Training	APDs		
	Starters (in month)	Leavers (in month)	Average Heads (in year)	Number of Leavers (in year)	Turnover (rolling year)	Budget Wte (Integra)	Staff In Post Wte (ESR - month end)	Vacant Wte	Vacancy Rate	Active jobs (TRAC)	spend on Agency (Integra)	spend on Bank (Integra)	% Temp Spend on Agency (in month)	Over Budget	Long Term Sick (in month)	Short Term Sick (in month)	Total WTE lost to Sickness (in month)	Sickness Rate	Mandatory Training	Total to do (exclude Drs)	number completed	% Complete
YTD Trend	Data excludes: Docs in Training & Trust Docs																		Training			
Month Trend																						
Target		8		102	17%			40.25	5%			40%					556.58	2.50%	85%	500	450	90% (Q4)
Apr-16	4	4	580	124	21.37%	804.94	682.48	122.46	15.21%	74	£609,522	£459,682	57.01%	Under	281.80	297.45	579.25	2.81%	79.76%		46	8%
May-16	29	9	590	114	19.31%	805.61	701.66	103.95	12.90%	48	£468,474	£430,324	52.12%	Over	286.76	285.39	572.15	2.63%	81.75%		90	17%
Jun-16	20	5	602	107	17.78%	808.22	718.17	90.05	11.14%	42	£383,558	£383,383	50.01%	Over	280.03	268.93	548.96	2.55%	81.37%		159	31%
Jul-16	14	11	614	108	17.59%	808.61	726.37	82.24	10.17%	62	£332,565	£393,333	45.81%	Over	279.89	241.01	520.90	2.34%	78.13%		232	45%
Aug-16	19	15	626	103	16.45%	813.27	722.75	90.52	11.13%	69	£290,796	£433,114	40.17%	Over	268.93	287.32	556.25	2.49%	83.47%		267	53%

Specialist Services Division Dashboard																						
	Strs/Lvrs		Turnover			Vacancies					Temporary Spend				Sickness				Training	APDs		
	Starters (in month)	Leavers (in month)	Average Heads (in year)	Number of Leavers (in year)	Turnover (rolling year)	Budget Wte (Integra)	Staff In Post Wte (ESR - month end)	Vacant Wte	Vacancy Rate	Active jobs (TRAC)	spend on Agency (Integra)	spend on Bank (Integra)	% Temp Spend on Agency (in month)	Over Budget	Long Term Sick (in month)	Short Term Sick (in month)	Total WTE lost to Sickness (in month)	Sickness Rate	Mandatory Training	Total to do (exclude Drs)	number completed	% Complete
YTD Trend	Data excludes: Docs in Training & Trust Docs																		Training			
Month Trend																						
Target		13		163	17%			51.73	5%			40%					746.88	2.50%	85%	779	701	90% (Q4)
Apr-16	7	7	943	163	17.29%	1,034.57	970.14	64.43	6.23%	77	£251,387	£296,326	45.90%	Over	431.34	267.22	698.56	2.41%	84.37%		13	1%
May-16	12	14	951	165	17.35%	1,038.55	969.13	69.42	6.68%	86	£230,458	£248,810	45.90%	Under	344.73	406.40	751.13	2.43%	86.11%		100	12%
Jun-16	12	13	958	167	17.44%	1,036.46	963.72	72.74	7.02%	100	£224,341	£308,369	42.11%	Over	441.90	387.73	829.63	2.87%	85.70%		228	28%
Jul-16	16	23	964	178	18.46%	1,041.84	953.98	87.86	8.43%	98	£245,538	£340,890	41.87%	Over	472.70	356.51	829.21	2.82%	83.84%		232	45%
Aug-16	17	9	971	171	17.61%	1,047.51	958.73	88.78	8.48%	106	£227,470	£324,191	41.23%	Under	296.71	340.73	637.44	2.16%	87.30%		448	58%

## Issues & challenges

Risk	Narrative
Nurse Recruitment	<ul style="list-style-type: none"> <li>Majority of Trust vacancies are qualified nursing posts</li> <li>We continue with our nursing recruitment campaign both overseas and domestically.</li> <li>Domestically the market remains challenging and we have 17 pre-pin and qualified nurses in the pipeline at the moment via the cohort recruitment due to start in the next 2 months</li> <li>Sourcing Accommodation continues to be a challenge and the Trust is working with local providers to ensure all overseas nurses have accommodation.</li> </ul>
Turnover & Retention	<ul style="list-style-type: none"> <li>Staff survey plans underway by Divisions.</li> <li>Focus groups in some areas to identify how to retain new recruits.</li> <li>Learning and Development strategy presented in July 2016 board meeting and implementation plan to be agreed</li> <li>HR Operations Team – to provide a customer focused approach to manager, whilst freeing up the HRBP capacity to enable them to be closer to the management teams.</li> </ul>
Apprentices	<ul style="list-style-type: none"> <li>No funding via Health Education South London to support the achievement of the Apprenticeship levy</li> <li>Ability to recruit sufficient apprentices to offset the cost of Apprenticeship Levy</li> <li>Lack of clarity on how the Apprenticeship Levy will be calculated – Government guidance on this is proposed to be released October 2016</li> <li>External provider to be engaged which will provide support - fee would apply for this service</li> </ul>
Agency spend	<ul style="list-style-type: none"> <li>Agency usage and spend continues to receive weekly focus from the Trust.</li> <li>The National caps on agency as outlined by Monitor are reducing agency spend across all areas but with limited impact on temporary medical staff.</li> <li>South West London Staff Bank Project will slow and ultimately reverse these trends.</li> <li>The aim is to find ways to increase the number of workers wanting/willing to work via Trust banks than via agencies. The project will roll out a technology solution to effectively connect existing Trust staff banks virtually to form what is essentially a regional bank.</li> </ul>
Medical vacancies	<ul style="list-style-type: none"> <li>Since January 2016 14 consultants have been appointed across the Trust. Nationally recognised hard to recruit to areas such as A&amp;E have made 3 appointments (including Clinical director) with a fourth consultant expected to start in early September.</li> <li>Current consultant vacancies stand at 11.38 WTE.</li> </ul>
Junior Doctors Contract	<ul style="list-style-type: none"> <li>The new Junior Doctor contract has been rejected by the British Medical Association members following a ballot. However, the Secretary of State has confirmed that it will still be introduced.</li> <li>As part of the new contract, the Trust has appointed a Guardian of Safe Working, their role being to ensure safe working practices and safe rota's throughout the Trust.</li> <li>An electronic system to capture rota breaches will need to be in place by October 16.</li> <li>The Junior Doctor Programme board is in place to ensure these risks are addressed.</li> </ul>
DBS – change from 5 to 3 year check	<ul style="list-style-type: none"> <li>The move from 5 – 3 years checks has now commenced for staff employed by the Trust. Additional resources have been engaged in order to progress the project.</li> <li>Honorary contracts are being progressed by Post Grad – risks associated with the costs for the recheck as they are not Trust employees</li> </ul>
Staff accommodation	<ul style="list-style-type: none"> <li>As the Trust currently has no vacant accommodation available - a monthly review is undertaken to re-assess the criteria for current tenants to ensure that new starters (particularly overseas new recruits) have priority for accommodation.</li> <li>Accommodation Officer is now in post - responsible for sourcing additional accommodation outside the Trust.</li> </ul>