

**BOD 10/2018**

(Agenda item: 12)

# Report to the Meeting of the

# Oxford Health NHS Foundation Trust

# Board of Directors

**31 January 2018**

**Workforce Performance Report**

**For: Information**

This report shows the position on the workforce performance indicators as at the end of December 2017, except for sickness absence which is a month in arrears.

The report includes brief details of actions already in place to address some of the challenges as well as plans being developed.

**Temporary Staffing Spend**

Total temporary staffing spend increased by £376K (1.3%) to £3.35m (17.7%).

Bank spend increased by £300k to £917K (excluding the OOH GP service) £392k more than in Dec 2016 and £135k more than the highest previously achieved in March 2017. Bank spend has increased across all directorates in December in the registered nursing, additional clinical services and allied health professional staffing groups.

In December 50 Pure Flexible offers were made with 20 workers able to start. 68 Substantive Flexible Worker assignments have been processed.

Agency use increased by £89k to £2.08m in December 2017, £71k more than in December 2016. The increase was in Admin and Clerical staff due to a delay in invoice payment reflected in a drop the previous month caused by moving all agency spend onto the Workforce Management System and an increase in Allied Health Professionals agency use. All other staffing groups decreased.

Agency spend has increased significantly in Older Adults and Corporate services.

Agency spend was 123.18% above the ceiling set by NHSI and NHSI Agency rule overrides remain high but fell by 10% to 1183 shifts in the 4 weeks of December compared to the previous 4 weeks.

52% of temporary staffing shifts booked through the WFMS were to cover vacancies.

The Trust has taken the decision to not use agency Health Care Assistants but to require temporary HCA shifts to be filled through the bank. Plans are being developed to ensure that this can be implemented effectively and safely. It is possible that other occupations may follow.

**Vacancy**

The vacancy rate increased slightly to 11.2% in December. The long-term increase in the Trust vacancy rate is driven by the growing shortfall in *Qualified Nursing* staff, most particularly bands 5 and 6. When fluctuations in the Older Peoples directorate are smoothed then it is apparent that the vacancy rate has stabilised at 12% over the last 6 months.

**Recruitment**

In December 50 Pure Flexible offers were made with 20 workers able to start. 68 Substantive Flexible Worker assignments have been processed.

A meeting has been held with Operations, L&D and HR to make plans to mitigate the risk of large numbers bank workers being appointed but unable to commence work due to limitations on the number that can be trained or given appropriate induction support. The concern is that if these bank workers are not offered work, they will become dissatisfied and work elsewhere through agency placement.

A number of new initiatives are underway to create channels of applications to work for the Trust including establishing a “recruitment centre” in Corporate Services building at Littlemore and the “Step Into Health” campaign (a programme to deliver opportunities for the Armed Forces community by supporting them to find second careers in the health service).

We are planning to focus on both recruitment and retention at the March Linking Leaders events, including some case studies of best practice.

**Turnover**

Turnover decreased in December to 14.74%. All directorates have seen a reduction in turnover over the last quarter with long-term reductions in Children & Young Peoples and Adult Services in particular.

**Sickness**

Sickness increased slightly in November and December to stand at 4.54%. The increase has been experienced across all directorates. The current rate is above the Trust target but below comparable periods over the last three previous years. The increase has been driven by short-term episodes of Cold and flu.

Uptake of the ‘flu vaccination has been lower than expected. Increased communications from clinical leaders are being planned. This will focus on encouraging staff to have the vaccine and to report to Occupational Health if they have had the jab outside of the Trust.

**Other Activity**

Gender Pay Gap Reporting – all large employers are required to publish data relating to gender and pay by 31st March 2018 for public sector organisations. For NHS employers, there is an ESR report available. We will be reviewing the data and providing commentary about the results. As employers start to publish the data there is likely to be local and national media interest.

NHS Staff Survey – Initial Staff Survey results for 2017 show very little change compared to the previous year. There are more improvements on 6 questions and deteriorations on just 2, with 80 virtually unchanged. We do remain adrift of other NHS Trusts which use Picker for their survey on more issues than we are ahead of that peer group, so this will help us to identity areas of focus. We should have more specific data by the time of the Board meeting.

Talent and Succession Planning – we are assessing whether a member of staff who has been seconded to the Thames Valley Leadership Academy can play a role for us (perhaps shared between HR and L&D) in addressing these issues. We currently have little capacity or expertise in either team to do this work.

Stress – a further meeting has been held with the Steering Group which includes staff representatives. The former head of Occupational Health has taken up a role supporting the work on stress and other related activity such as specifying an Employee Assistance Programme and making the case for same.

Diversity and Inclusion – the Trust performed significantly better is its second Stonewall assessment, jumping up over 100 places in their league table of employers. This is a good achievement and we now need to build on it and consolidate the work done so far on race and LGBT issues. The Head of Equality now works in HR. The additional focus for 2018 will be on Disability.

Management of concerns (Whistle blowing) – There are currently 2 investigations under the Management of Concerns policy, both in Older People’s Directorate.

**Recommendation**

To note the report for information.

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