

Workforce Performance Report

February 2024

Based on January 2024 data

Looking after
our people

Belonging
in the NHS

Growing for
the future

New ways of
working and
delivering care

Workforce Performance Indicators

KPI	Jan 22	Jan 23	Dec 23	Jan 24	Target	Performance against Target	Difference to Last Month	Difference to Last Year
Staff Turnover Rate (Rolling 12 months)	14.15%	24.35%	19.50%	19.34%	10%	● 9.34%	● -0.16%	● -5.01%
% staff leaving within the first year (excl fixed term contracts)	23.77%	37.29%	24.83%	22.72%	10%	● 12.72%	● -2.12%	● -14.58%
Stability Index (Rolling 12 months)	86.54%	78.43%	81.58%	81.76%	90%	● -8.24%	● 0.18%	● 3.33%
Sickness Rate (monthly)	9.03%	6.10%	7.73%	8.69%	4.5%	● 4.19%	● 0.96%	● 2.59%
Appraisal Rate (Rolling 12 months)	55.22%	16.61%	87.70%	83.33%	75%	● 8.33%	● -4.37%	● 66.72%
Mandatory Training (Rolling 12 months)	75.00%	86.00%	90.00%	90.00%	60%	● 30.00%	● 0.00%	● 4.00%
Vacancy Rate	9.91%	12.87%	8.25%	6.98%	13.1%	● -6.12%	● -1.26%	● -5.89%

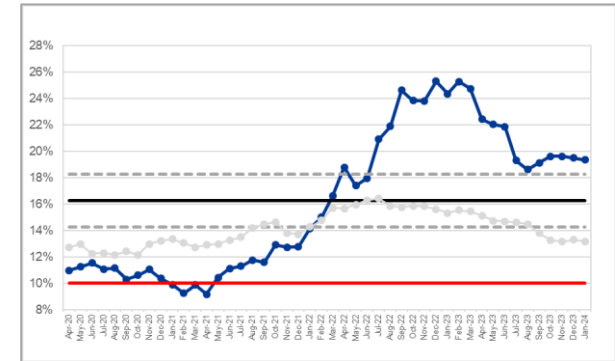
Executive Summary

- Turnover has remained at a relatively stable position since October and is 19.34% in January, which is a small decrease from 19.50% last month.
- The turnover rate of those within the first year of service is 22.72% in January, which is a small decrease from 24.83% last month.
- The stability index is 81.76%, which remains at a similar level compared to last month which was 81.58%.
- Sickness rates have seen a further great increase in January from 7.73% to 8.69%.
- Short term sickness has increased from 3.16% to 4.88%, however long term sickness has decreased from 4.57% to 3.82%.
- The appraisal rate has decreased by 4.37% in January and is 83.33%.
- The training data shown is for the Mandatory training compliance for the end of January. The overall compliance rate for substantive staff in HIF is 90% and is compliant against the target of 60%.
- The vacancy rate in January is 6.98%, which is a decrease compared to last month's vacancy rate of 8.25%. This equates to 22.56wte vacancies.
- All metrics for January 2022 have seen improvement compared to the previous month, with the exception of sickness and appraisal rates.

SPC Charts Key

Commentary

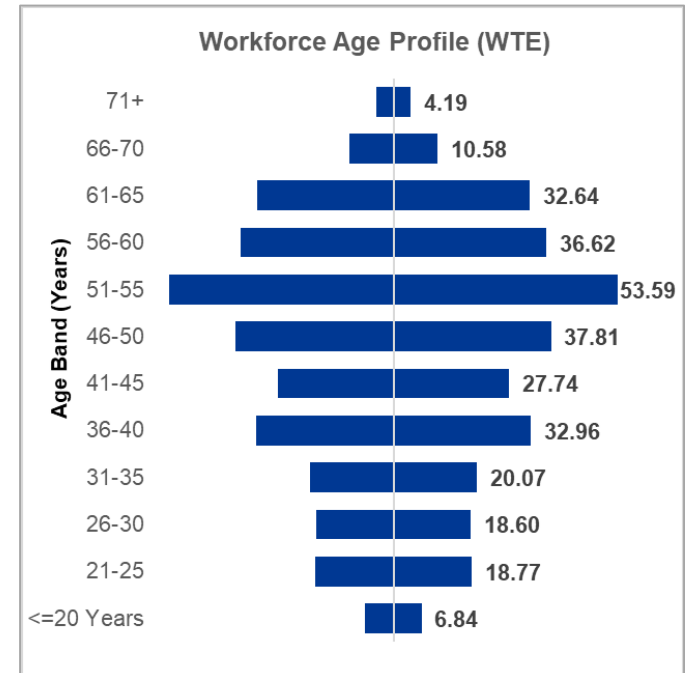
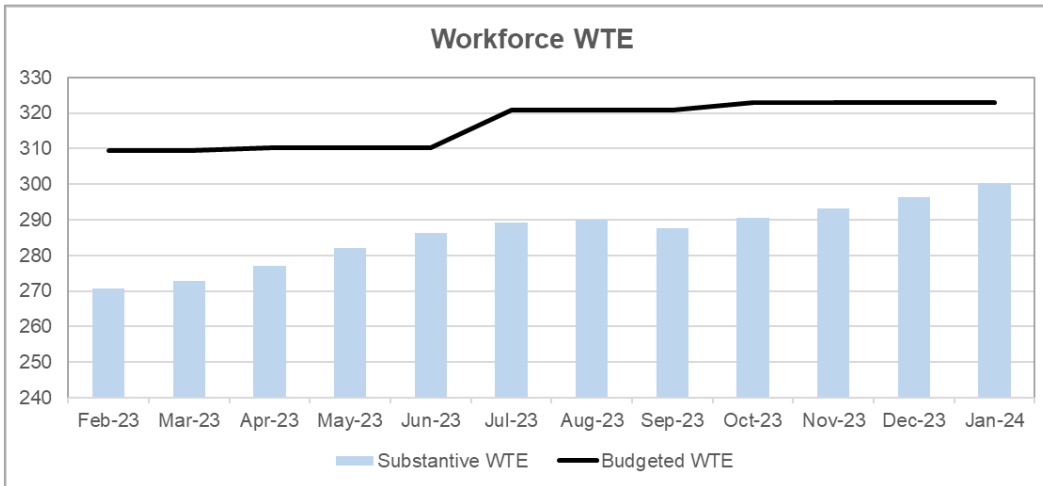
- The Workforce Performance Report includes SPC charts for each of the metrics.
- The key below demonstrates what each of the lines represent.
- The graph to the right shows an example SPC chart for reference against the key.



KEY

- **Value** – The dark blue line with the circle marker denotes the value of the metric for the HIF company.
- **HIF Mean** – The black line denotes the average value of the metric for the entire timeframe.
- **LCL** – The ‘Lower Control Limit’ denotes the lower boundary for expected deviation in the metric.
- **UCL** – The ‘Upper Control Limit’ denotes the upper boundary for expected deviation in the metric.
- **Target** – The red line denotes the target of the metric for the HIF company.
- **Trust** – The grey line with the circle marker denoted the value of the metric for the HDFT Trust as a comparison.

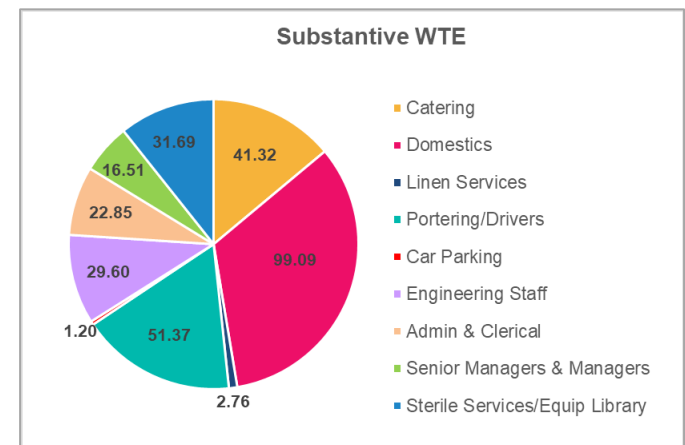
1. Total Workforce



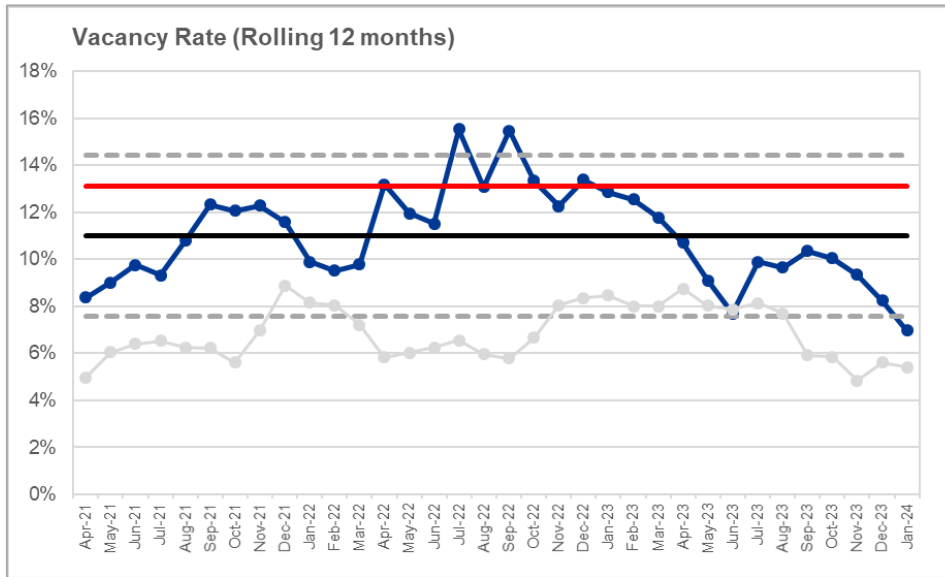
Workforce Indicator	Budget WTE	Substantive WTE	Difference WTE
Workforce Total	322.95	300.39	22.56
AfC Contract		94.92	
HIF Contract		172.26	
Hybrid Contract		33.21	

Commentary

- The organisation has seen a further small growth in January from 296.31wte to 300.39wte.
- 11% of the substantive workforce are now on a Hybrid contract.
- 15.8% of the workforce are aged 61 and over.



2. Vacancies

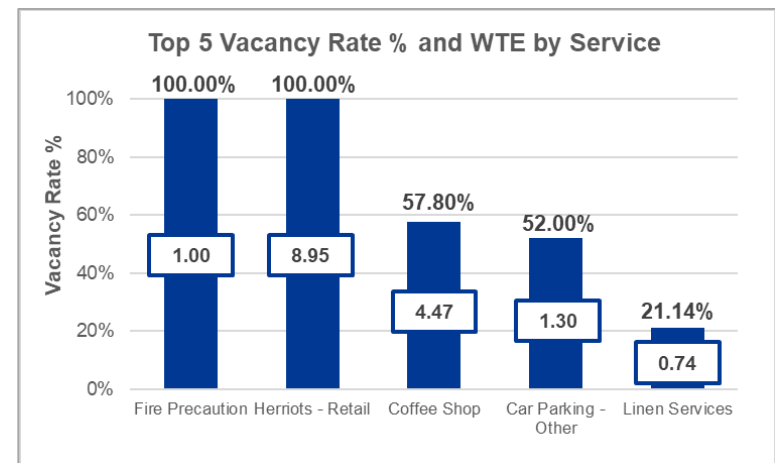


Pay Grade (AfC and HIF combined)	Vacancy WTE	Vacancy %
Band 2	11.92	6.02%
Band 3	4.56	7.57%
Band 4	1.75	8.92%
Band 5	7.40	33.64%
Band 6	1.40	23.33%
Band 7	1.20	13.64%
Band 8a	0.00	0.00%
Band 8b	1.00	25.00%
Band 8c	-2.00	0.00%
Band 8d	0.00	0.00%
Band 9	0.00	0.00%
Non Executive Directors	0.00	0.00%

Workforce Indicator	Vacancy Rate	Vacancies WTE	Pipeline WTE
Vacancies	6.98%	22.56	5.46

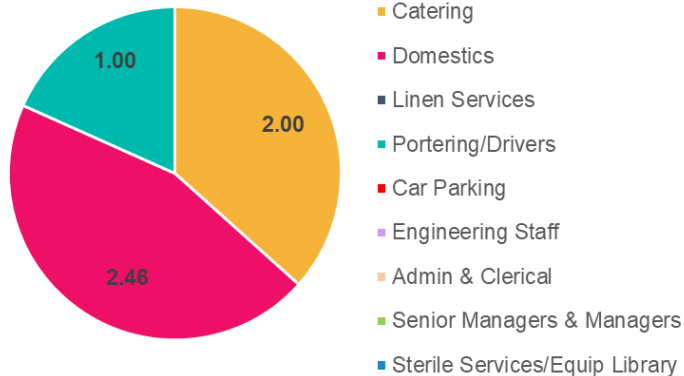
Commentary

- HIF's vacancy rate has seen a decreasing trend since September 2023 and this month is at 6.98%. This equates to 22.56wte vacancies.
- The greatest vacancies are within Band 5 within the 'Engineering Staff' cost centre (6.40wte vacancies) and Band 2 'Domestics - H.D.H.' (5.10wte vacancies).
- A negative vacancy position denotes an over-establishment.



3. Recruitment Activity

Pipeline WTE



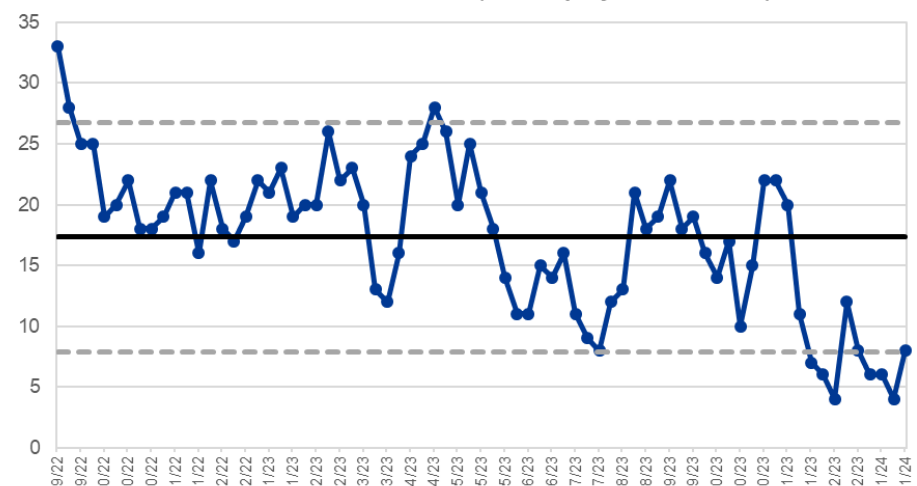
Role	Vacancy WTE	Pipeline WTE
Catering	7.66	2.00
Domestics	16.45	2.46
Linen Services	0.74	0.00
Portering/Drivers	5.54	1.00
Car Parking	1.30	0.00
Engineering Staff	-0.75	0.00
Admin & Clerical	-1.99	0.00
Senior Managers & Managers	-5.15	0.00
Sterile Services/Equip Library	-1.24	0.00

Workforce Indicator	Candidates in Process	Candidates with Start Date	Live Adverts
Recruitment	10	5	4

Commentary

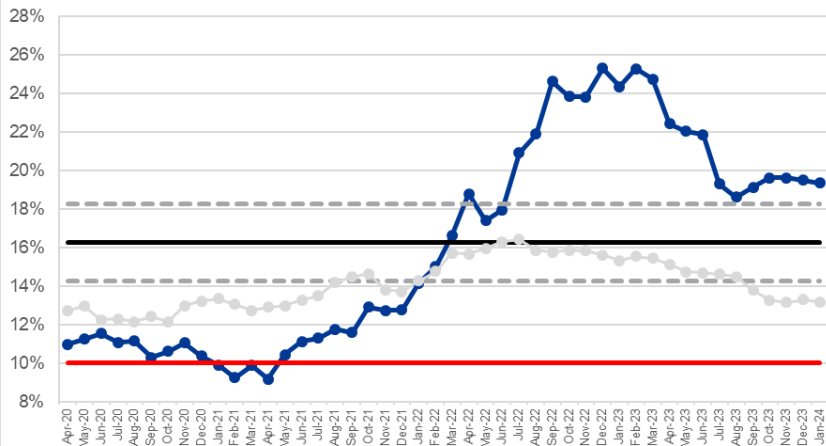
- The table directly above relates to recruitment data as at 22nd January 2024.
- 'Candidates in Process' in the table above are candidates undergoing pre-employment checks and waiting for a start date, this is in addition to those with a confirmed start date. The graph to the right are candidates going through pre-employment checks only.

Recruitment - Candidates in Process (Pre-employment Checks)



4a. Turnover

Staff Turnover Rate (Rolling 12 months)

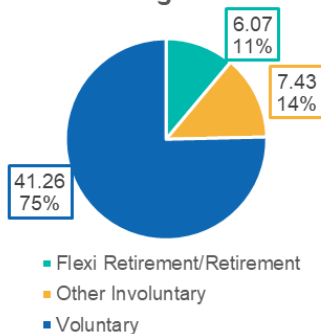


Commentary

- Turnover has remained at a relatively stable position since October and is 19.34% in January, which is a small decrease from 19.50% last month.
- Turnover is greatest within HIF Bands 2 and 3, with turnover rates of 31.89% and 22.51% respectively. This is an increase within HIF Band 2 compared to last month, which had a turnover rate of 30.63%. HIF Band 3 remains at a similar level when compared to the previous month. This is based on an average headcount of 10 employees or more.
- 'Hotel Services Management' has seen the greatest increase in turnover in January, seeing an increase from 0.00% to 17.24%, due to a 1.00wte leaver in the month.

Workforce Indicator	Target %	Actual %	Difference %
Turnover	10.00%	19.34%	+9.34%

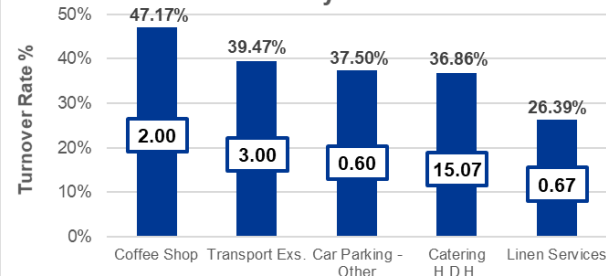
Leaving Reasons



Voluntary Resignations



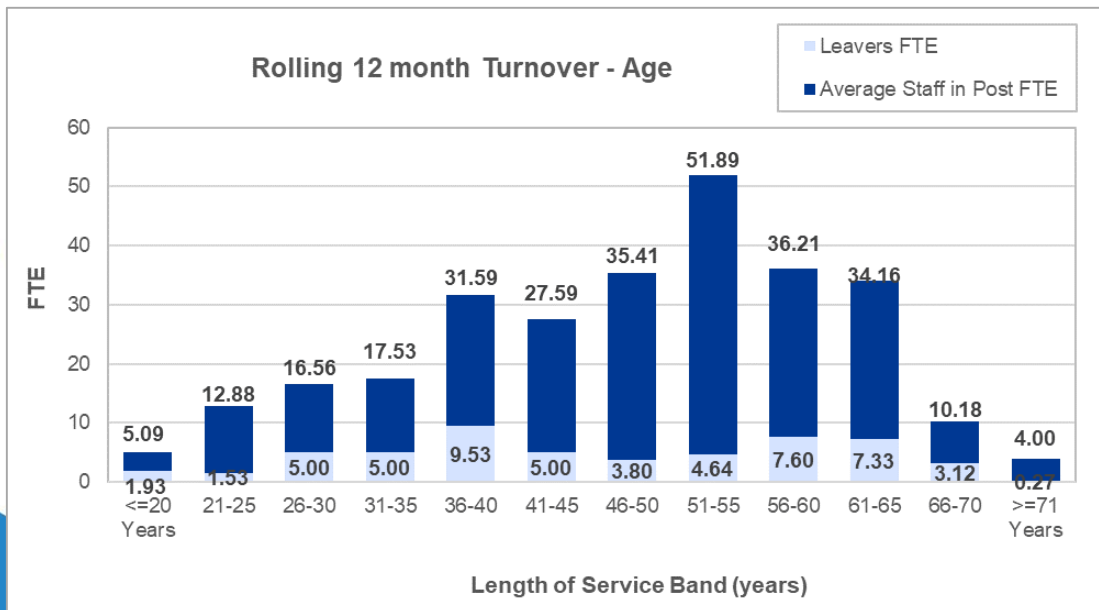
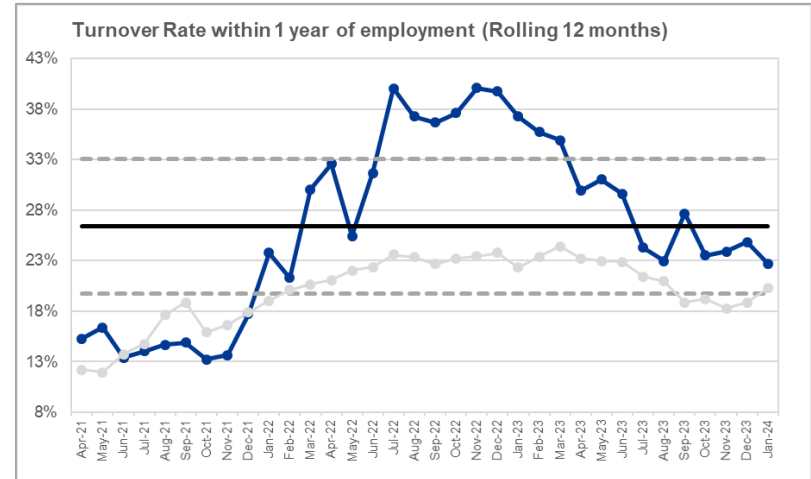
Top 5 Turnover Rate % and Leavers WTE by Service



4b. Turnover – Less than one year’s service and Age

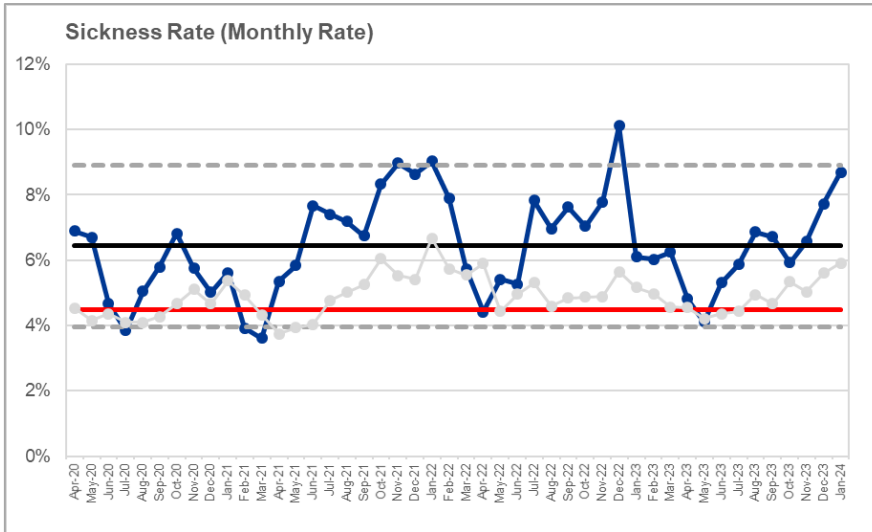
Commentary

- The turnover rate of those within the first year of service is 22.72% in January, which is a small decrease from 24.83% last month.
- 68% of leavers over the rolling 12 month period with less than 1 year’s service were on a HIF Band 2 and 5 of the 17 leavers were within the Domestics department.
- Turnover rates are more than double for those who are on a HIF payscale compared to those on an Agenda for Change payscale. Turnover of those on a HIF payscale is 25.38% and 11.47% for those on an Agenda for Change payscale.



Age Band (Years)	Leavers WTE	Turnover %
20 Years and under	1.93	38.01%
21-25	1.53	11.90%
26-30	5.00	30.19%
31-35	5.00	28.52%
36-40	9.53	30.18%
41-45	5.00	18.12%
46-50	3.80	10.73%
51-55	4.64	8.94%
56-60	7.60	20.99%
61-65	7.33	21.45%
66-70	3.12	30.64%
71 Years and over	0.27	6.67%

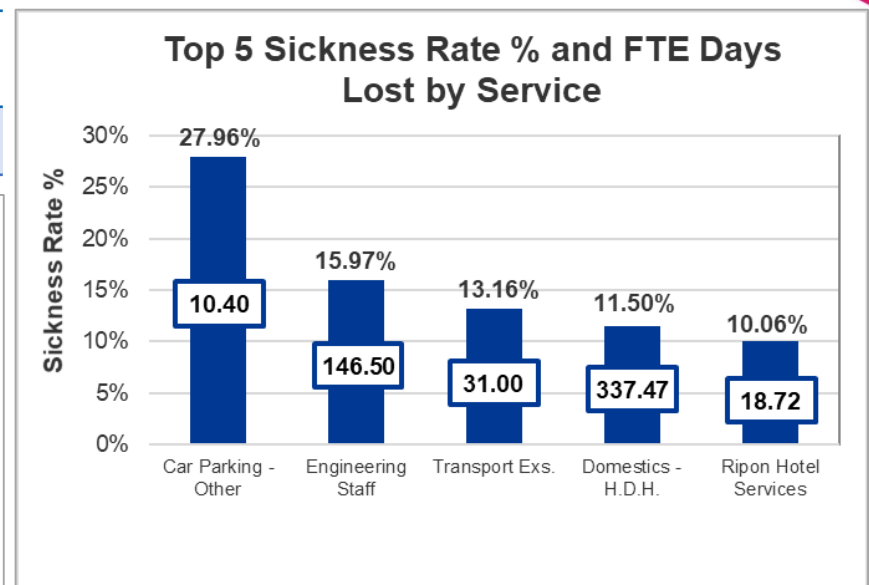
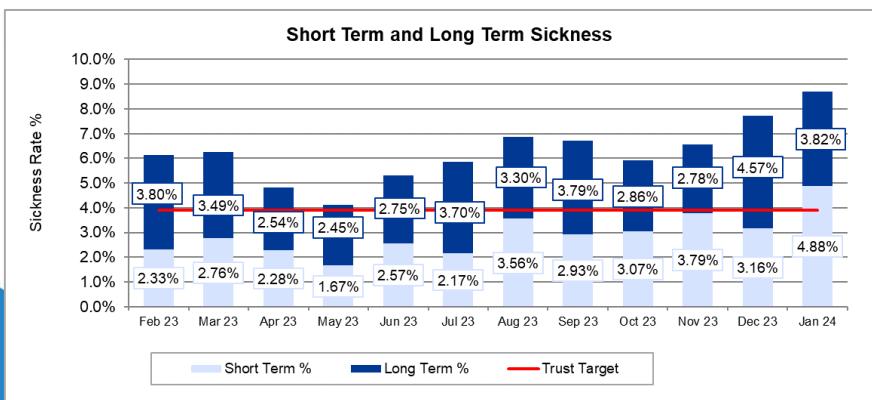
5a. Sickness



Commentary

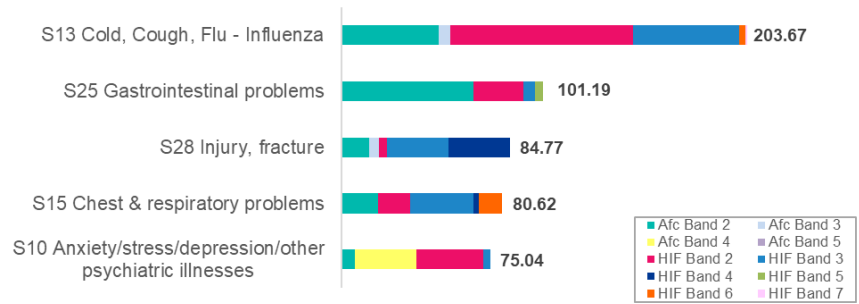
- Sickness rates have seen a further great increase in January from 7.73% to 8.69%.
- Short term sickness has increased from 3.16% to 4.88%, however long term sickness has decreased from 4.57% to 3.82%.
- Based on departments with an average of 10 or more employees, 'Engineering Staff' has the greatest sickness rate of 15.97% in January and this is an increase from last month which was 11.60%.
- The teams which have contributed the greatest to the increase in sickness rates this month are 'Domestics - H.D.H', 'Portering Services' and 'Engineering Staff'.

Workforce Indicator	Target %	Actual %	Difference %
Sickness	4.50%	8.69%	+4.19%



5b. Sickness – Sickness Reasons

Top 5 Sickness Reasons (January 2024)



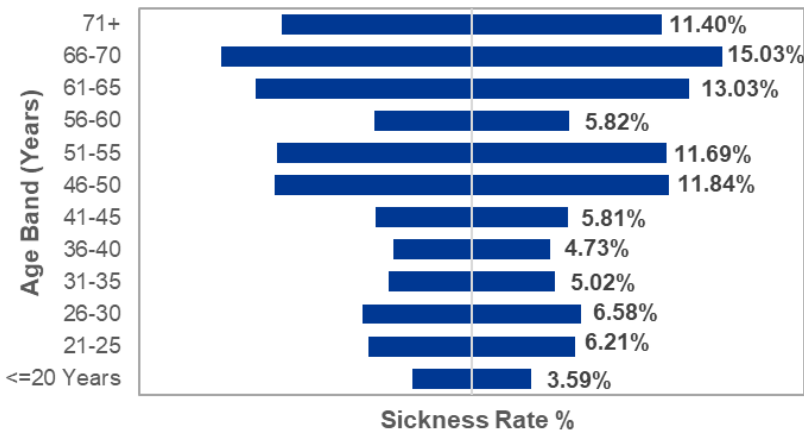
Sickness by Contract (January 2024)

Contract Type	Sickness %
Agenda for Change	9.19%
HIF	9.30%
Hybrid	3.66%

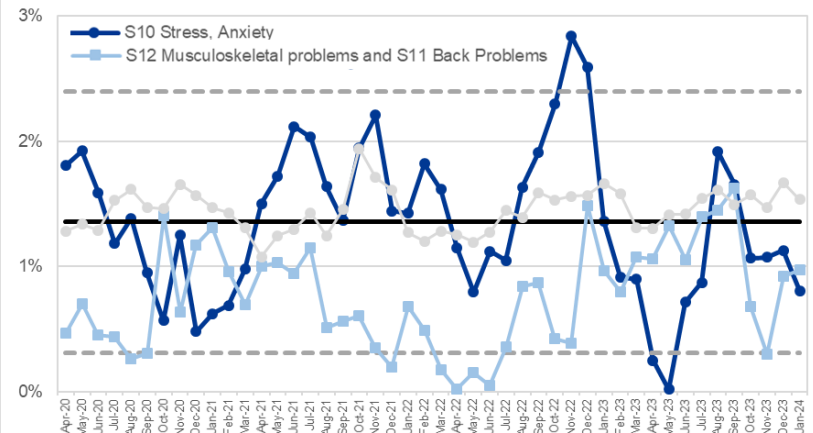
Commentary

- Sickness due to S13 Cold, Cough, Flu - Influenza is the top reason for sickness this month and accounts for 25% of overall sickness within HIF.
- HIF Band 2 is represented across all of the top 5 sickness reasons and accounts to 32% of this sickness, however it should be noted 31% of the workforce are on this payscale.
- The sickness rate of those on a HIF contract (9.30%) is just slightly higher than those on an A4C contract (9.17%). There are 39 colleagues who are on a hybrid contract, which has a sickness rates of 3.66%.
- Sickness rates in January are highest within the 61-70 years and above age brackets.

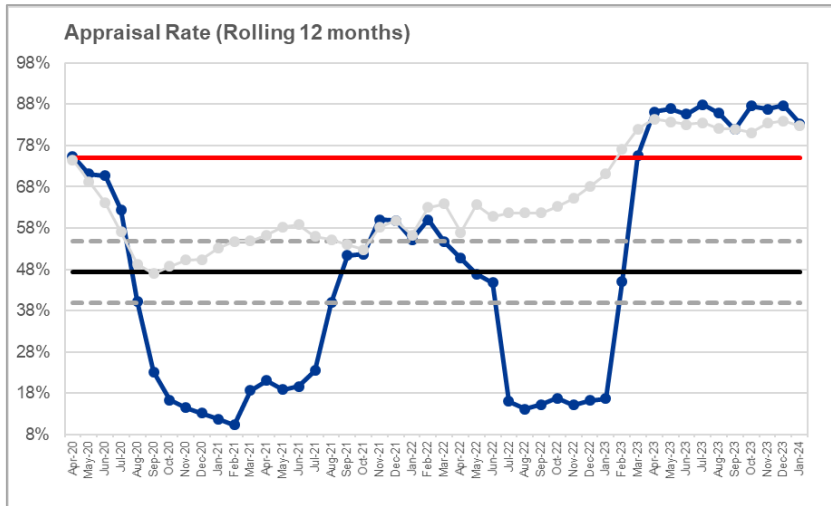
Sickness Rate Age Profile



S10 Stress, Anxiety, Depression Sickness Rate (Monthly Rate)



6. Appraisals



Workforce Indicator	Target %	Actual %	Difference %
Appraisals	75.00%	87.70%	+12.70%

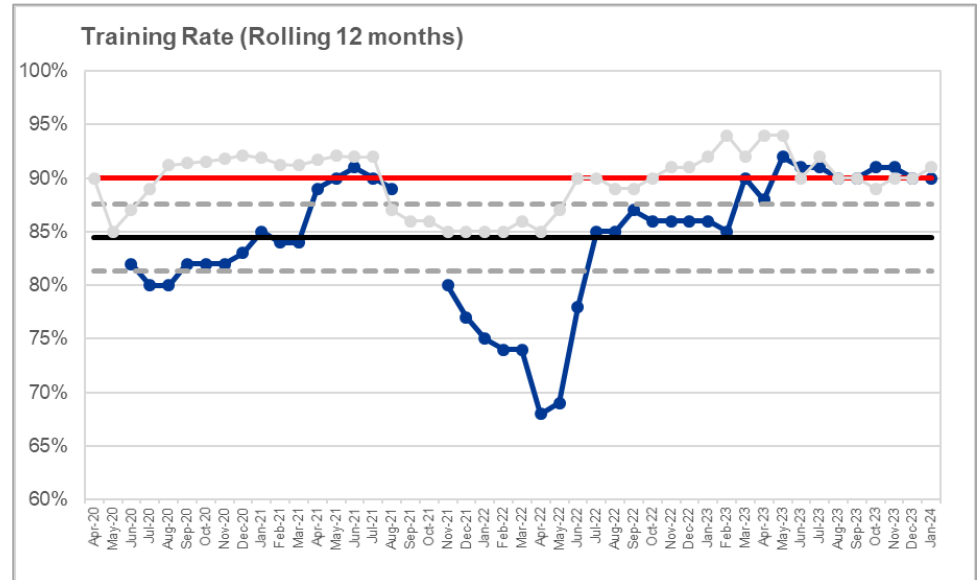
Commentary

- The appraisal rate in January is 83.33%, which is a small decrease of 4.37% in comparison to December, which saw an appraisal rate of 87.70%.
- 43 appraisals are still outstanding as at 31st January 2024.

Service	Appraisals Overdue	Appraisal %
HIF Administration	3	25%
HIF Board of Directors	2	50%
HIF Car Parking – Other	0	100%
HIF Catering H.D.H.	5	84%
HIF Coffee Shop	3	25%
HIF Domestics - H.D.H.	8	91%
HIF Engineering Staff	6	75%
HIF Estates Management	1	88%
HIF Healthcare Waste Management	0	100%
HIF Hotel Services Management	3	50%
HIF Linen Services	0	100%
HIF Management Team	0	100%
HIF Portering Services	3	89%
HIF Ripon Hotel Services	2	75%
HIF Staff Accommodation	0	100%
HIF Sterile Services	5	85%
HIF Transport Exs.	2	71%

7. Mandatory Training

Service	% Compliance
HIF Administration	97%
HIF Bank	73%
HIF Board of Directors	54%
HIF Car Parking – Other	89%
HIF Catering H.D.H.	87%
HIF Coffee Shop	92%
HIF Domestics - H.D.H.	94%
HIF Engineering Staff	95%
HIF Estates Management	79%
HIF Healthcare Waste Management	71%
HIF Hotel Services Management	92%
HIF Linen Services	97%
HIF Management Team	94%
HIF Portering Services	83%
HIF Ripon Hotel Services	92%
HIF Staff Accommodation	100%
HIF Sterile Services	99%
HIF Sterile Services Bank	97%
HIF Transport Exs.	75%



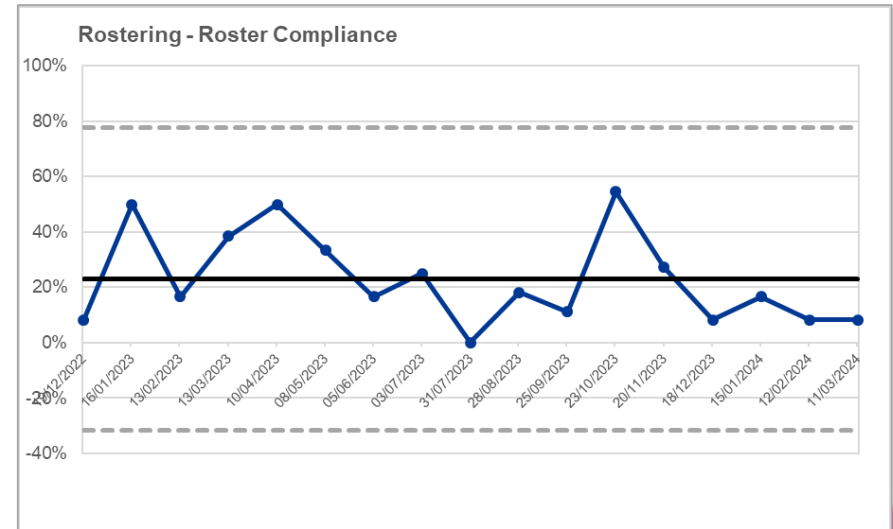
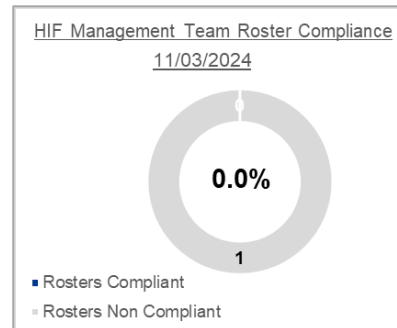
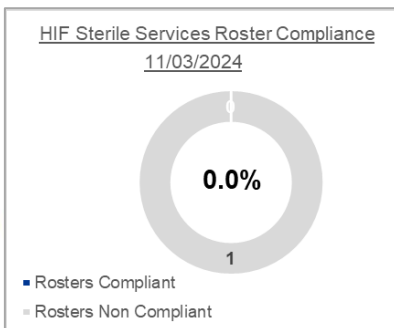
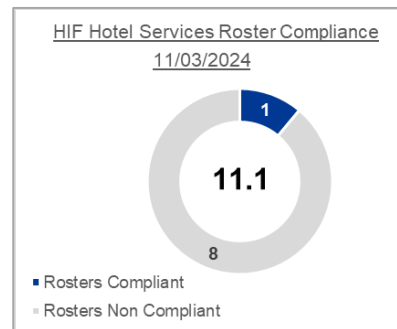
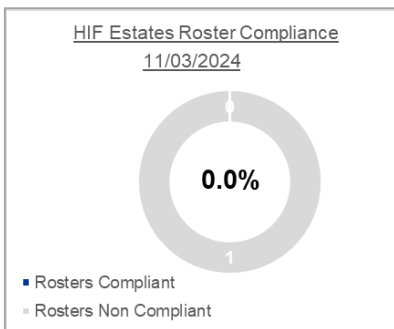
Workforce Indicator	Target %	Actual %	Difference %
Training	60.0%	90%	+30%

Commentary

- The data shown is for the Mandatory training compliance of substantive staff for the end of January.
- The company's Role Specific Training compliance of substantive staff is 90% in January.
- The data for September 2021 and October 2021 is not available, this is due to the migration of training from ESR to Learning Lab.

8a. Rostering – Publication Compliance

Workforce Indicator	Rosters Compliant	Total Rosters	Publication Compliance
Rostering Publication	1	12	8.3%



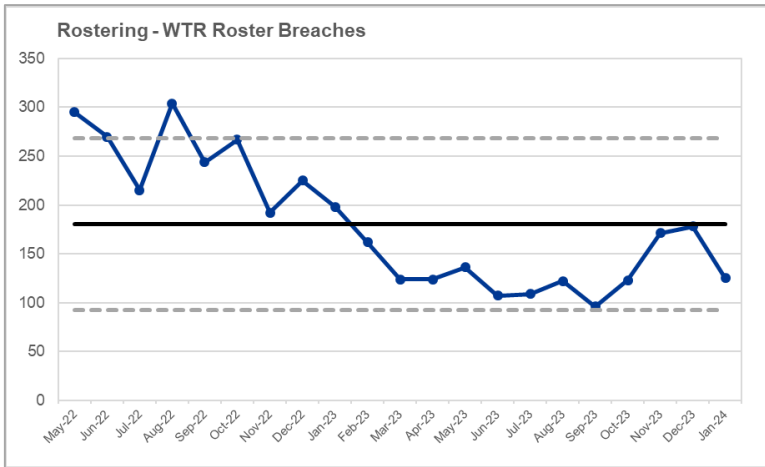
Departments with the Lowest Roster Publication Compliance in Rolling 12 Month period

Department	%
HIF Administration	0.0%
HIF Car Parking – Other	0.0%
HIF Management Team	0.0%
HIF Ripon Hotel Services	0.0%
HIF Engineering Staff	9.1%
HIF Domestic - H.D.H.	16.7%
HIF Healthcare Waste Management Team	16.7%
HIF Linen Services	16.7%
HIF Transport Exs.	16.7%
HIF Sterile Services	25.0%

Commentary

- 11 of the 12th March rosters were not published by 29th January.
- The 1 department which was compliant with roster publication this month was HIF Catering H.D.H.

8b. Rostering - Breaches



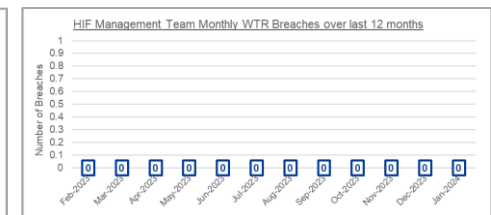
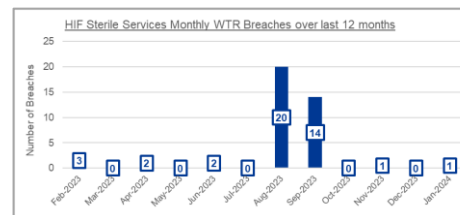
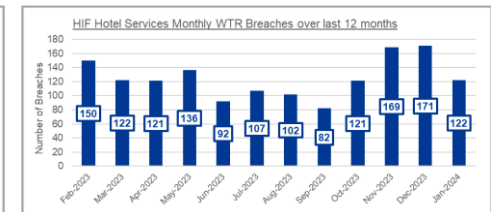
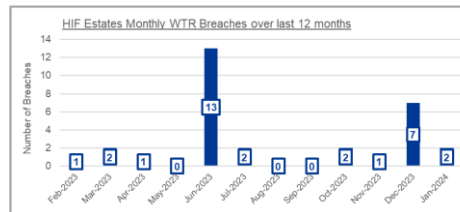
Commentary

- 32% of the breaches in January were due to staff not achieving a minimum of 2 days off in 14 or 1 in 7.
- The 'Working Hours Exceed 60 in any individual week' has been added into the data from July 2023 onwards.

Top 5 Departments of greatest Roster Breaches in January 2024

Top 5 Departments of greatest Roster Breaches in January 2024	Number of Breaches
HIF Catering H.D.H.	52
HIF Domestic - H.D.H.	44
HIF Transport Exs.	19
HIF Healthcare Waste Management Team	3
HIF Linen Services	3

Workforce Indicator	Number of Breaches
Total Rostering Breaches (Current month)	125
Exceeded average of 48 hours over 17 week reference period	37
Working Hours Exceed 60 in any individual week	10
Not achieving a minimum of 2 days off in 14 or 1 in 7	40
Less than 11 hours between end of duty and commencing another	30
The worker has not received a minimum rest period in the shift of 20 minutes	8



9. Inpulse Survey – Areas of Low Response

Workforce Indicator	Expected Responses	Actual Responses	%
Inpulse Survey (Kindness)	341	47	14%

Commentary

- The Inpulse Survey information is based on the latest survey 'Kindness'.
- The company had a response rate of 14%, which is a decrease compared to the previous Inpulse Survey for 'Teamwork', which saw a response rate of 33%.
- The table in the top right displays the departments which have 10 or more staff in post, but had less than 10 responses to the survey.
- There are no departments with 10 or more staff that had no responses.
- 'Management Team', 'General Office & Security' and 'Sterile Services & Medical Equipment Library' had the greatest response rates of 100%, 50% and 35% respectively.

Responses of less than 10 for Departments with 10 or more staff	Expected Responses	Actual Responses
Estates	42	6
Domestic Services	114	5
Catering Services	50	2
Hotel Services	27	3
Portering & Logistics	48	2

