



PWYLLGOR DIWYLLIANT, POBL A DATBLYGU SEFYDLIADOL PEOPLE, ORGANISATIONAL DEVELOPMENT & CULTURE COMMITTEE

DYDDIAD Y CYFARFOD: DATE OF MEETING:	20 June 2022
TEITL YR ADRODDIAD: TITLE OF REPORT:	Performance Assurance & Workforce Metrics
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lisa Gostling, Director of Workforce and Organisation Development (OD)
SWYDDOG ADRODD: REPORTING OFFICER:	Michelle James, Head of Digital Workforce Solutions

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Er Sicrwydd/For Assurance

ADRODDIAD SCAA

SBAR REPORT

Sefyllfa / Situation

A purpose of the People, Organisational Development & Culture Committee (PODCC) is to provide assurance to the Board on best practice around the workforce and organisational development (OD) agenda.

This report provides assurance of delivery against national delivery framework targets. The dataset presented is accurate as at 30th April 2022.

Cefndir / Background

PODCC is required to provide assurance to the Board on best practice around the workforce and OD agenda. This report provides assurance of delivery against national delivery framework targets.

Asesiad / Assessment

The dashboard in Appendix 1 presents performance against the following national delivery framework targets:

- Overall staff engagement score – scale score method;
- Agency spend as a % of total pay bill;
- Education and Commissioning template to Health Education and Improvement Wales (HEIW) aligned to the Integrated Medium Term Plan (IMTP) submission on an annual basis;
- Data in relation to Health Care Support Worker (HCSW) framework on annual basis and related requirements for funding;
- Percentage Compliance for all completed Level 1 competencies within the Core Skills and Training Framework by organisation;
- Percentage of sickness absence rate of staff;
- Percentage of staff who have had a performance appraisal who agree it helps them improve how they do their job;

- Qualitative report providing evidence of provided learning and development in line with the Good Work – Dementia Learning and Development Framework;
- Percentage of headcount by organisation who have had a Performance Appraisal Development Review (PADR)/medical appraisal in the previous 12 months (excluding doctors and dentists in training);
- Percentage of compliance for staff appointed into new roles where a child barred list check is required;
- Percentage of compliance for staff appointed into new roles where an adult child barred list check is required;
- Percentage of employed National Health Service (NHS) staff completing dementia training at an informed level;
- Variable pay (agency, locum, bank & overtime: monthly position).

The targets are presented in a format which will allow PODCC to assess the alignment between the key performance indicator and the intentions as set out in the 10-year Workforce, Organisational Development & Education Strategy.

Argymhelliad / Recommendation

- Consider the performance NHS Delivery Framework metrics below and advise of any issues arising that are required to be escalated to the next Public Board meeting:
 - PADR/medical appraisal.
 - Sickness absence.
 - % core skills and training framework compliance (level 1 competencies).
 - % staff who come into contact with the public who are trained in an appropriate level of dementia care.
 - Consultants/Staff and Associate Specialist (SAS) doctors with a job plan.
 - Consultants/SAS doctors with an up to date job plan (reviewed within the last 12 months).
- Note the content of the report as assurance of performance in key areas of the Workforce and OD agenda.

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	2.1 To provide assurance to the Board on compliance with legislation, guidance and best practice around the workforce and OD agenda, learning from work undertaken nationally and internationally, ensuring (HDdUHB) is recognised as a leader in this field
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not Applicable

Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	7.1 Workforce 7. Staff and Resources
Amcanion Strategol y BIP: UHB Strategic Objectives:	1. Putting people at the heart of everything we do 2. Working together to be the best we can be
Amcanion Cynllunio Planning Objectives	1A NHS Delivery Framework targets
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2018-2019	2. Develop a skilled and flexible workforce to meet the changing needs of the modern NHS

Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	Data extracted from a range of workforce information systems.
Rhestr Termau: Glossary of Terms:	Included within the body of the report.
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Diwylliant, Pobl a Datblygu Sefydliadol: Parties / Committees consulted prior to People, Organisational Development & Culture Committee:	Not applicable.

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Not applicable.	Not applicable.
Performance reported in a number of the key performance indicators will have an impact on the quality of patient care.	Performance reported in a number of the key performance indicators will have an impact on the quality of patient care.
Gweithlu: Workforce:	All metrics and performance indicators contained in the report have direct relevance to the workforce agenda.
Risg: Risk:	Not applicable.
Cyfreithiol: Legal:	Not applicable.

Enw Da: Reputational:	Not applicable.
Gyfrinachedd: Privacy:	All data presented is anonymous.
Cydraddoldeb: Equality:	Not applicable.

Strategic Planning Objective 1A:
Develop and implement plans to deliver, on a sustainable basis, NHS delivery framework targets related to Workforce within the next 3 years.



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National Delivery Framework Target	Operational Devlivery Lead	Page Number
Overall staff engagement score – scale score method	Head of Culture and Workforce Experience	2
Agency spend as a % of total pay bill	Senior Workforce Manager – Workforce Efficiency	3
Variable pay (Agency, Locum, Bank & Overtime: monthly position)	Senior Workforce Manager – Workforce Efficiency	3
HEIW Planning Objective 3.B: Deliver requirements of regulators – a) Submit Education and Commissioning template to HEIW aligned to IMTP submission on an annual basis	Head of Strategic Workforce Planning and Transformation	4
HEIW Planning Objective 3.B: Deliver requirements of regulators – b) Submit data in relation to HCSW framework on annual basis and related requirements for funding.	Learning & Development Manager	5
Percentage of sickness absence rate of staff	Head of Workforce	6
Qualitative report providing evidence of provided learning and development in line with the Good Work – Dementia Learning and Development Framework	Learning & Development Manager	7
Percentage of employed NHS staff completing dementia training at an informed level	Learning & Development Manager	7
Percentage Compliance for all completed Level 1 competencies within the Core Skills and Training Framework by organisation.	Learning & Development Manager	8
Percentage of headcount by organisation who have had a PADR/medical appraisal in the previous 12 months (exc Drs and Dentists in training)	Head of Culture and Workforce Experience	9
Percentage of staff who have had a performance appraisal who agree it helps them improve how they do their job	Head of Culture and Workforce Experience	9
Percentage of staff who have had a medical appraisal in the previous 12 months (exc Drs and Dentists in training) and Consultant/SAS doctors with a job plan & Consultants/SAS doctors with an up to date job plan (reviewed with the last 12 months).	Head of Medical Education & Professional Standards	10
Percentage of compliance for staff appointed into new roles where a child barred list check is required.	Head of Recruitment and Workforce Equality, Diversity & Inclusion	11

KEY: 8 Statements of Intent Contained within the 10 Year Workforce, Organisational Development(OD) and Education Strategy

- 1 - Delivering Collective and Compassionate Leadership
- 2 - Recruiting and Retaining Great People
- 3 - Engaging our Staff
- 4 - Delivering a Workforce Fit for the Future
- 5 - Enabling Our People to Release Their Potential
- 6 - Developing High Performing Teams
- 7 - Delivering Innovation, System Learning and Change Agility
- 8 - Developing Workforce Efficiency and Effectiveness

NHS delivery framework target: 1.A.i - Develop plans to deliver, on a sustainable basis – Overall staff engagement score – scale score method Strategic Delivery Lead: Assistant Director of Organisation Development; Operational Delivery Lead: Head of Culture and Workforce Experience
This target aligns to the following statement of intent:
3 - Engaging our Staff

Staff Engagement Score Year on Year

Year Of Survey	Sent to	Number Completed	Response Rate	Engagement Score
2016 NHS Wales Staff Survey	4535	1550	34%	74%
2018 NHS Wales Staff Survey	9484	2401	25%	77%
2020 NHS Wales Staff Survey	10533	1759	17%	76%
2021 Sample in December	1171	266	23%	76%
2022 Sample in January	1172	269	23%	77%
2022 Sample in February	1172	237	20%	75%
2022 Sample in March	1169	242	21%	76%
2023 Sample in April	1164	242	21%	74%

Engagement Score by Staff Group

Role	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22
Administrative and Clerical	80%	77%	77%	79%	75%
Allied Health Professionals	79%	78%	78%	79%	71%
Estates, Facilities & Support Services	73%	71%	71%	79%	76%
Healthcare Scientists	78%			75%	72%
Medical and Dental	73%	74%	74%	58%	71%
None of these	80%	77%	77%	81%	84%
Nursing and Midwifery	70%	78%	78%	75%	73%
Other Clinical Services	74%	82%	82%	77%	
Other Scientific and Technical	82%			81%	89%

Note -
Any area with less than 5 responses will not be reported on so as not to identify anyone and respect confidentiality

Current Performance

The current staff engagement score remains consistant with circa 3/4 of the sampled workforce engaged with a 21% response rate to the Board Outcome survey.

Performance Against Trend

The overall staff engagement score remains in the 70s as it has done since Dec 21.

In March there was a 16% reduction in the staff engagement score for the Medical and Dental staff group, which is considerably lower than all the other staff groups, which were 75% or above.

Future Positive Actions

OD will continue to monitor the staff engagement score and feed the data through to the 'A good day at work' dashboard. The dashboard is currently under development and will allow users to look at the staff engagement score by Service, Staff Group\Role, Location, Gender, Trans Status, Sexual Orientation, Disability, Welsh Speaking, Age, Ethnicity and Religion and Belief.

NHS delivery framework target: 1.A.i - Develop plans to deliver, on a sustainable basis – agency spend as a % of total pay bill.

Variable pay (Agency, Locum, Bank & Overtime: monthly position) Strategic Delivery Lead: Assistant Director of Workforce (Resourcing & Utilisation) Operational Delivery Lead: Senior Workforce Manager – Workforce Efficiency

This target aligns to the following statement of intent:
8 - Developing Workforce Efficiency and Effectiveness



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Current Performance

The Health Board are not meeting the 12-month reduction trend for agency spend as percentage of the total pay bill.

The Health Board are not meeting the 12-month reduction trend for variable pay spend.

Performance Against Trend

Agency spend as a percentage of the total pay bill has steadily been reducing since October 2021; dropping from 8.33% in October 2021 to 5.13% in February 2022. April 2022 saw an increase to 6.46%.

This is comparable to the same period last year, when agency spend as a percentage of the total pay bill was 6.84% in April 2021.

The increase in April 2022 is primarily due to the recognition of the additional 6.3% employer pension contribution paid by WG on behalf of the Health Board.

Variable pay in March 2022 was the lowest over the last 12-month rolling period and is comparable to the same period last year.

Future Positive Actions

A workforce efficiency plan has been developed, identifying a number of Health Board-wide schemes that will could deliver results in workforce efficiency and effectiveness. A number of these schemes relate specifically to agency spend for medical, AHP / HSS and nursing staff groups.

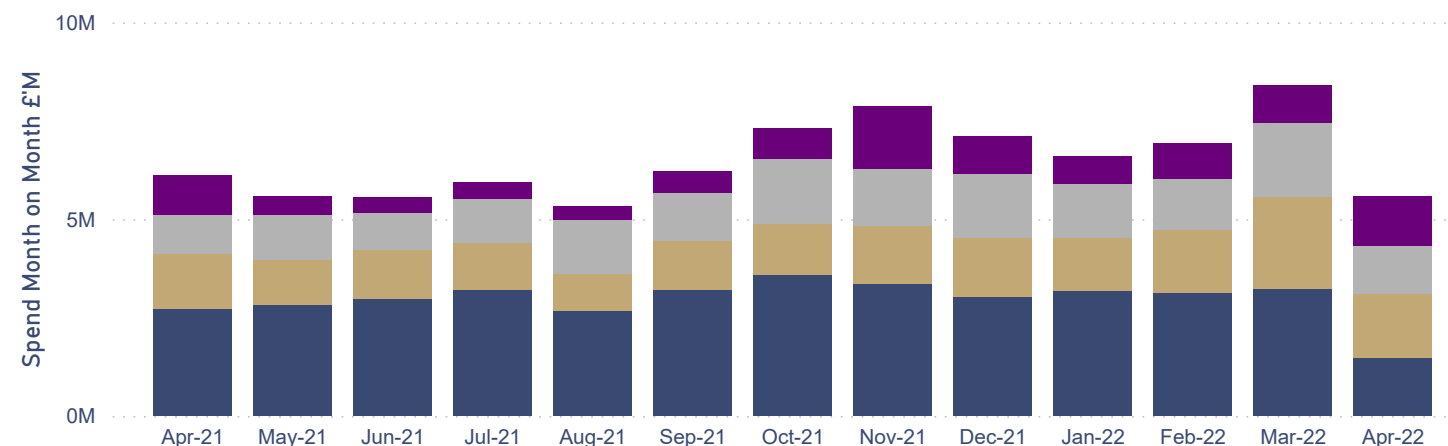
A workforce efficiency plan has been developed, identifying a number of Health Board-wide schemes that will could deliver results in workforce efficiency and effectiveness. Each scheme has been assessed and 12 schemes which have the potential for a high financial return have been identified as priorities for 22/23. Further engagement with W&OD strategic and operational delivery leads will take place to scope other schemes and their financial opportunity.

Agency Spend as a percentage (%) of the total pay bill

Month Name	2020/2021	2021/2022	2022/2023
April	3.36%	6.84%	6.46%
May	3.19%	7.04%	
June	3.45%	7.47%	
July	3.89%	7.95%	
August	4.58%	7.01%	
September	5.07%	6.79%	
October	5.84%	8.33%	
November	6.23%	7.77%	
December	6.07%	7.18%	
January	6.92%	7.15%	
February	3.98%	7.08%	
March	3.12%	5.13%	

Variable Pay Month on Month

● Sum of Agency ● Sum of Bank ● Sum of Locum ● Sum of Overtime



NHS delivery framework target: 3.B: Deliver requirements of regulators – a) Submit Education and Commissioning template to HEIW aligned to IMTP submission on an annual basis Strategic Delivery Lead: Director of Workforce & Organisational Development.

Operational Delivery Lead: Head of Strategic Workforce Planning and Transformation

This target aligns to the following statement of intent:

2 - Recruiting and Retaining Great People & 4 - Delivering a Workforce Fit for the Future



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Current Performance

Submitted in January 2021 by the HEIW deadline

Performance Against Trend

Two ongoing queries to resolve over longer term Physician Associates and WAST Advanced Paramedic Practitioners Pipeline discussions.

Future Positive Actions

▲
Process: Lessons learnt activity from 22/23 commissioning to be undertaken and recommendations implemented for next year. An outcomes based Workforce Interventions Performance Dashboard will be developed to align to this work to track the whole pathway from education & commissioning requirements to placement capacity and recruitment streamlining on an annual basis.

NHS delivery framework target: 3.B: Deliver requirements of regulators – b) Submit data in relation to HCSW framework on annual basis and related requirements for funding. Strategic Delivery Lead: Head of Workforce Education & Development Operational Delivery

Lead: : Learning & Development Manager

This target aligns to the following statement of intent:

2 - Recruiting and Retaining Great People , 4 - Delivering a Workforce Fit for the Future

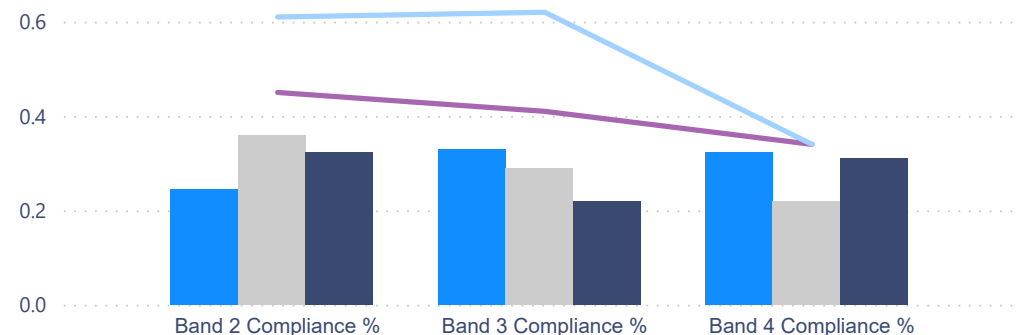


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Career Framework Data

● HDUHB - 2018 ● HDUHB - 2019 ● HDUHB - 2020 — All Wales - 2018 — All Wales - 2019



Current Performance

HDUHB annual performance fluctuates considerably due to Covid-19 mass recruitment and changes in system reporting. The data recording mechanism used is now through ESR, providing accuracy for future data collection.

The ESR reporting was a pilot for HEIW, with only two Health Boards having reached this milestone.

Performance Against Trend

HDUHB data significantly lower than the "All Wales comparison", this is attributed to data reporting issues in previous years and also lack of structure to collect and record data.

We are still awaiting 2020 All Wales data.

Future Positive Actions

L&D continue to cleanse data and input all qualifications towards the framework in ESR, creating one source of truth. A dedicate role is now in place to support services to reach compliance.

Qualifications are being developed to allow for Band 4 achievement.

Attendance at senior management meetings for services to promote All Wales Compliance against Target.

Career Framework- Percentage with requisite level of health related qulaification.

Profession	% Level 2	% Level 3	% Level 4
Bank Staff (on Bank only contracts)	2.1%	8.8%	37.5%
CAMHS	0.0%	58.3%	100.0%
Dietetics	0.0%	0.0%	0.0%
Nursing & Midwifery	25.7%	33.3%	43.2%
Occupational Therapy	0.0%	36.4%	28.6%
Other Allied Health Discipline	0.0%	0.0%	58.3%
Physiotherapy	0.0%	39.1%	57.9%
Podiatry	0.0%	0.0%	0.0%
Radiology	0.0%	14.3%	0.0%
Speech and Language service	0.0%	100.0%	17.6%

Please note that where zero percent is shown; there are minimal staff at this level for these professions.

Please see headcount Table

Headcount

Profession	Headcount B2	Number at L2	Headcount B3	Number at L3	Headcount B4	Number at L4
Bank Staff (on Bank only contracts)	676	14	57	5	8	3
CAMHS	0	0	12	7	2	2
Dietetics	0	0	6	0	1	0
Nursing & Midwifery	1076	277	655	218	95	41
Occupational Therapy	0	0	11	4	49	14
Other Allied Health Discipline	1	0	2	0	12	7
Physiotherapy	4	0	46	18	38	22
Podiatry	0	0	2	0	2	0
Radiology	1	0	28	4	7	0
Speech and Language service	0	0	3	3	17	3
Total	1758	291	822	259	231	92

NHS delivery framework target: 5.A.i - Develop plans to deliver, on a sustainable basis - Percentage of sickness absence rate of staff Strategic Delivery Lead: Deputy Director of Workforce & Organisational Development Operational Delivery Lead: : Head of Workforce

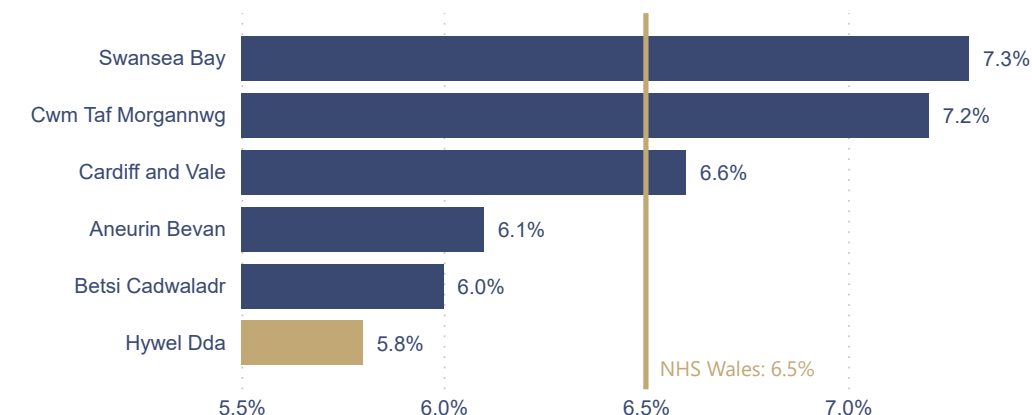
This target aligns to the following statement of intent:
3 - Engaging our Staff



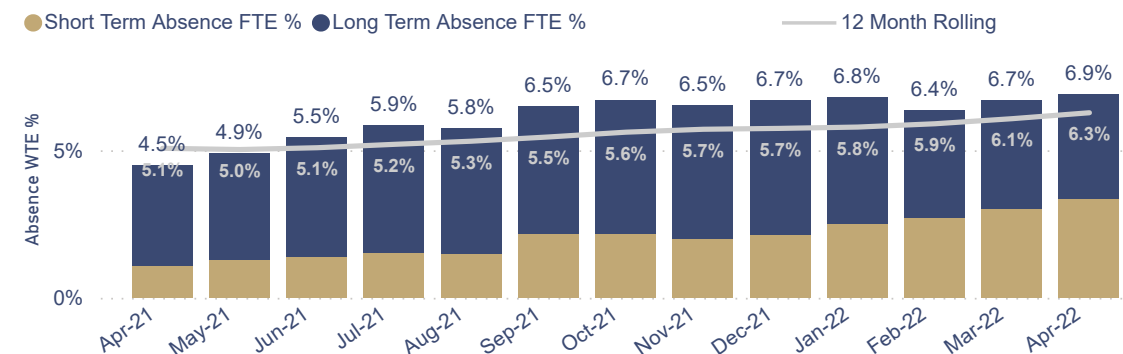
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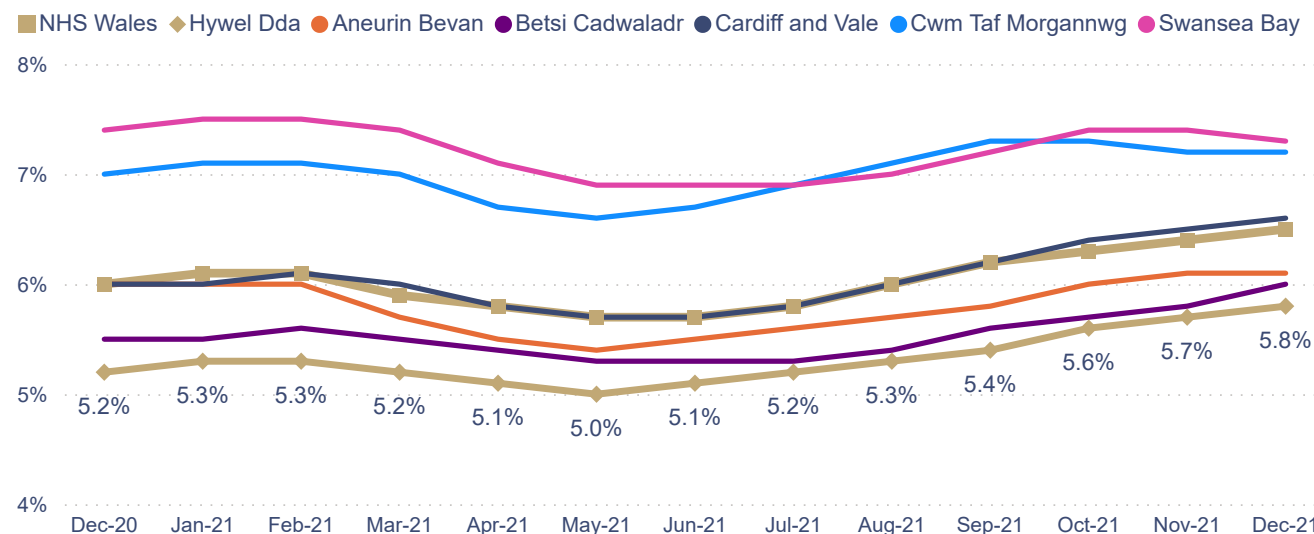
12 month rolling sickness absence rates (UHBs only) to December 2021



Hywel Dda Sickness Absence Month on Month by Long Term & Short Term compared to Rolling 12m



Rolling 12-month sickness absence rates, Dec '20 to Dec '21



Current Performance

HDUHB trend continues to increase and above target.

Performance Against Trend

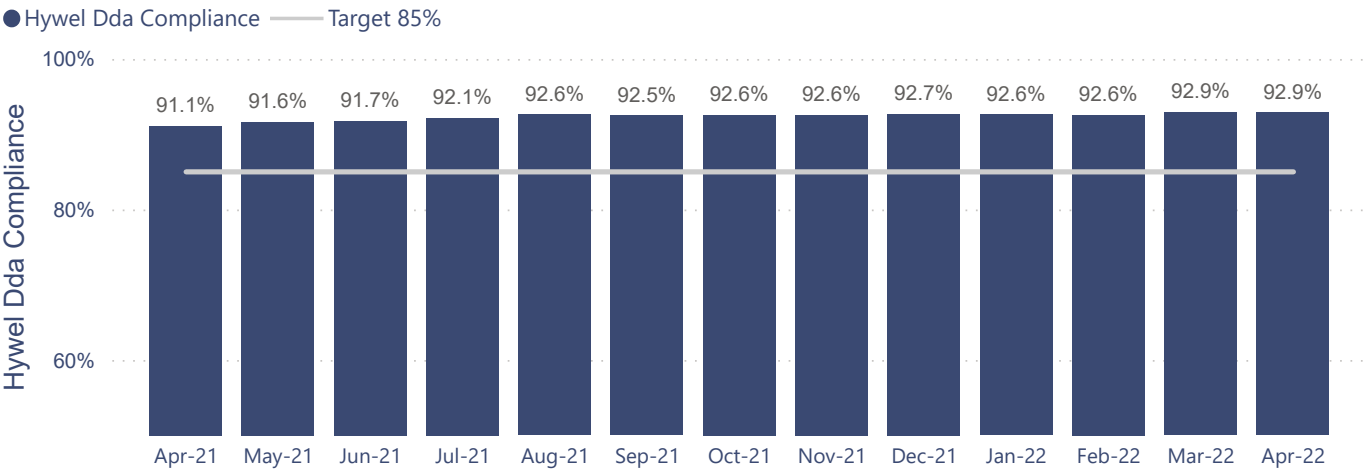
HDUHB data is below the average when compared with the All Wales position.

Future Positive Actions

Workforce will continue to support managers manage their short and term long sickness absence levels.

NHS delivery framework target: 5.A.i - Qualitative report providing evidence of provided learning and development in line with the Good Work – Dementia Learning and Development Framework & Percentage of employed NHS staff completing dementia training at an informed level Strategic Delivery Lead: Head of Workforce Education & Development Operational Delivery Lead: Learning & Development Manager
This target aligns to the following statement of intent:
6 - Developing High Performing Teams

Percentage of Staff completing Dementia Training at an Informed Level



Current Performance

HDUHB trend continues above target at 92.9%

Performance Against Trend

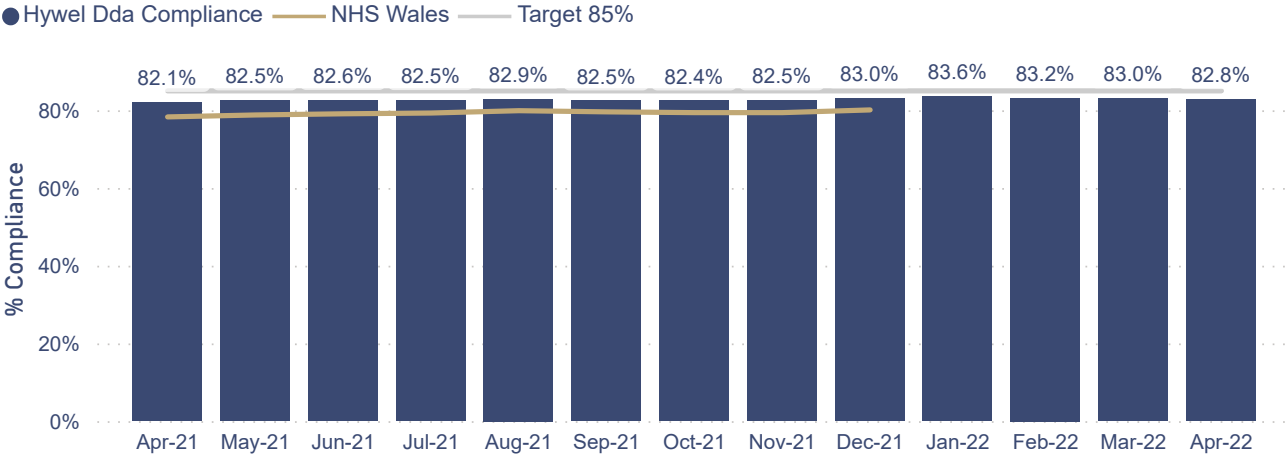
HDUHB are significantly above the Welsh Government target of 85%.

Future Positive Actions

L&D have implemented a support package to drive compliance involving L&D targeted support

Re-focus on the Dementia Training Group being led by the Clinical Education Manager to consider how all dementia training is promoted.

Core Skills Training Framework (CSTF) compared to NHS Wales Performance and Target of 85%



Current Performance

HUHB significantly below the Welsh Government Benchmark at 82.8%

Performance Against Trend

Currently below the 85% target, but maintaining a higher compliance rate when compared to NHS Wales

Future Positive Actions

Global emails featuring specific modules and offer of support to individuals being provided. L&D Digital Learning colleagues are exploring the capacity of the team to arrange live support sessions for staff. In addition a data analysis exercise will be undertaken to identify trends to assist with targeted interventions.

NHS delivery framework target: 5.A.i - Percentage of staff who have had a performance appraisal who agree it helps them improve how they do their job & Percentage of headcount by organisation who have had a PADR/medical appraisal in the previous 12 months (exc Drs and Dentists in training)

Operational Delivery Lead: Head of Culture and Workforce Experience

This target aligns to the following statement of intent:

2 - Recruiting and Retaining Great People, 3 - Engaging our Staff, 4 - Delivering a Workforce Fit for the Future, 5 - Enabling Our People to Release Their Potential & 6 - Developing High Performing Teams



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Current Performance

The current PADR Compliance 62.4% is below the target compliance of 85% and is the lowest it has been since Nov 21. Currently 63.64% of staff agree or strongly agree that they have had a performance appraisal in the last 12 months that has supported their development and provided them with clear objectives aligned to team and organisation goals.

This is the lowest figure recorded since the survey started in Dec 21.

Performance Against Trend

Since Jan 22 where 66.9% of staff agreed that they had a PADR which had supported their development and provided them with clear objectives aligned to team and organisation goals, we have seen a steady decline month on month, a reduction of 3.3% overall. There has been a steady decline in PADR compliance since Dec 21, with a reduction of 3.7% from Dec 21's 66.1%.

There are many challenges to increasing PADR compliance, including a lack of understanding of the benefits in the process, a lack of confidence amongst leaders in having a conversation on performance and leaders and staff not being released to attend the performance management training session.

There are also questions regarding the validity of data within ESR for compliance rates and a lack of engagement in the PADR process for appraisees and appraisers.

Future Positive Actions

The Board Outcome Survey was implemented in December 2021, which asks a question that measures the impact of a PADR conversation.

We are looking to increase compliance to 70%. Ongoing and future positive activities to support this improvement are:

A video that supports successful completion of the PADR has been completed and is available. Awareness raising posters have been designed and will be distributed throughout sites.

The team has produced guidance of how to input dates into ESR following feedback from the training sessions.

All leaders that were on the Managing Performance training waiting list have received the training and sessions are now being run on a weekly basis to allow all staff to attend. 34 staff completed the training in April 2022. Course feedback has been excellent. The Performance Management training will be offered to all new employees as part of the induction programme. The PADR documentation has been simplified as a result of feedback received and uploaded to the intranet.

A new development to help to resolve PADR data entry into ESR is being discussed with the Welsh ESR team. Hywel Dda have volunteered to pilot the new development. The Informatics team are currently working on the HTML file for upload to ESR.

Percentage of Staff from the engagement Survey who Strongly Agree or Agree that their PADR helps improve how they do their job

Dec-21

66.17%

Jan-22

66.91%

Feb-22

65.40%

Mar-22

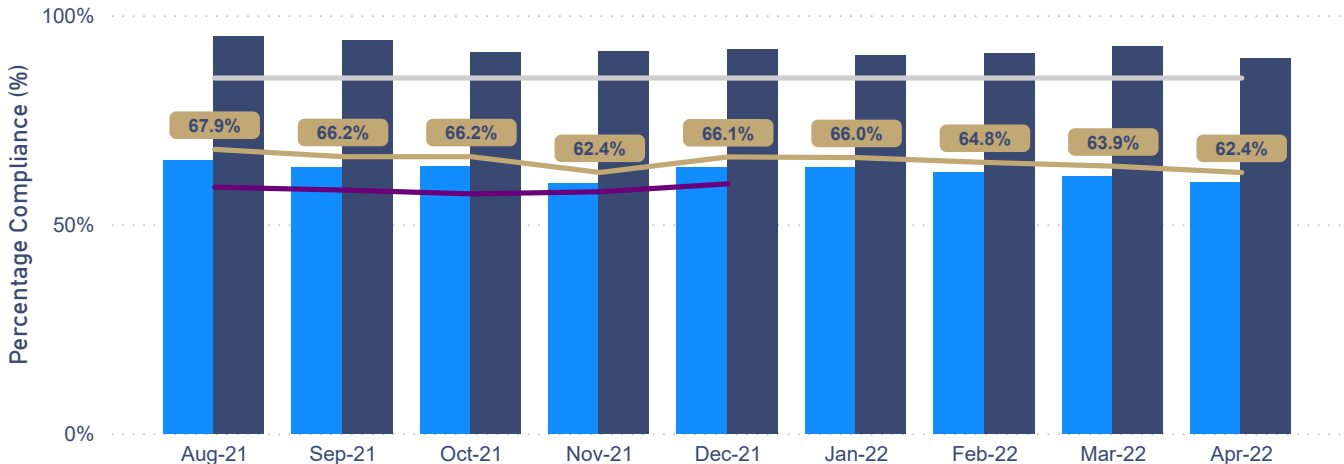
64.46%

Apr-22

63.64%

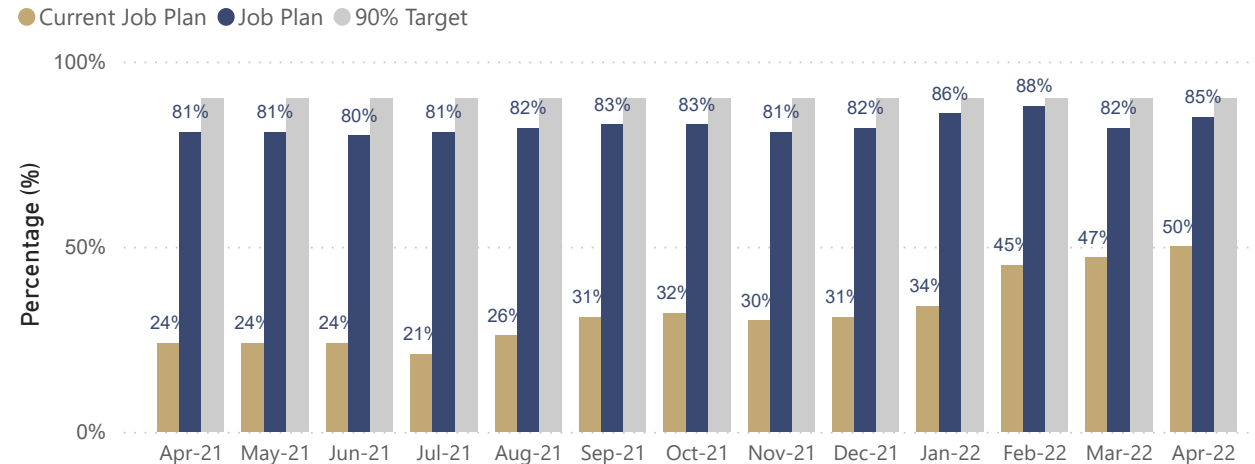
PADR Compliance to NHS Wales Performance and Target of 85%

● PADR AfC Compliance ● M&D Appraisal Compliance — Combined Compliance — NHS Wales — Target 85%



NHS delivery framework target: 5.A.i - Percentage of staff who have had a medical appraisal in the previous 12 months (exc Drs and Dentists in training) and Consultant/SAS doctors with a job plan & Consultants/SAS doctors with an up to date job plan (reviewed with the last 12 months).
Strategic Delivery Lead: Medical Director & Deputy CEO Operational Delivery Lead: Head of Medical Education & Professional Standards
This target aligns to the following statement of intent:
2 - Recruiting and Retaining Great People, 3 - Engaging our Staff, 4 - Delivering a Workforce Fit for the Future, 5 - Enabling Our People to Release Their Potential & 6 - Developing High Performing Teams

Consultants/SAS doctors with a Job Plan (Current is within 12 Months)



Current Performance

Service pressures, including workload and staffing issues are having a significant impact on the time available for the completion of job plan reviews, particularly as services try to return to some normality along with trying to tackle the backlog of patients requiring treatment.

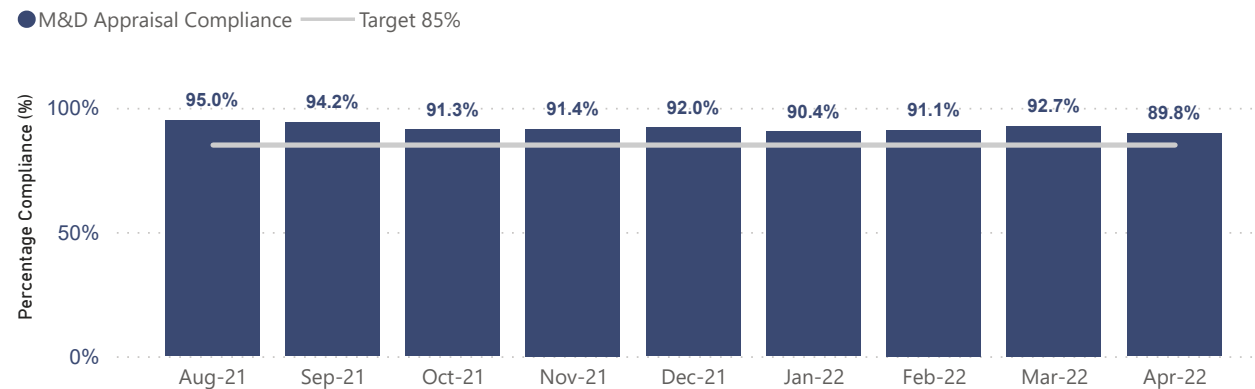
Currently 50% of doctors have a fully signed off, up to date job plan in place. The target of 81% which was set for the end of March 2022 was not met due to service pressures as detailed above however, improvements are being realised on a month by month basis.

Future Positive Actions

In addition to the 50% of doctors working to fully signed off and up to date job plan, there are a further 21% (94) of job plans complete and awaiting sign off and a further 14%(61) of job plans in process on the system. In the event that all these are completed and fully signed off, it will bring the total up to date job plans to 85%.

There are a number of steps involved with the job planning process which mean that there can be slight time delays between each step. For example, the job plan review meeting will go ahead, then a job plan will be drafted, amendments will be made, followed by a three step sign off process. It is a complex and lengthy process to ensure that all relevant parties agree and approve the plan that is put together. With over 444 doctors requiring a job plan review, across a number of sites and specialties, prioritising time for job planning can prove difficult for all involved.

Medical Appraisal Compliance Performance against Target of 85%



Performance Against Trend

Job plans currently awaiting sign-off and in discussion will be targeted for completion. As a rolling programme this action will continue every month.

Job plan progress update is provided on a monthly basis to Service Delivery Managers and Heads of Service to monitor compliance and identify any outstanding job plan reviews.

NHS delivery framework target: 5.B.i Percentage of compliance for staff appointed into new roles where a child barred list check is required. & Percentage of compliance for staff appointed into new roles where an adult child barred list check is required.

Strategic Delivery Lead: Assistant Director of Workforce (Resourcing & Utilisation) Operational Delivery Lead: Head of Recruitment and Workforce Equality, Diversity & Inclusion

This target aligns to the following statement of intent:

6 - Developing High Performing Teams



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DBS Checks Processed

Axis	Adult Barred Lists	Child Barred Lists	Overseas Doctors	% Compliance
Jul-21	119	123	6	100%
Aug-21	134	132	8	100%
Sep-21	180	181	3	100%
Oct-21	151	154	4	100%
Nov-21	143	143	6	100%
Dec-21	84	83	6	100%
Jan-22	176	169	3	100%
Feb-22	128	126	1	100%
Mar-22	149	147	7	100%
Apr-22	130	128	3	100%

Compliance for staff appointed into new roles where an Adult or Child barred list check is required.

Note : All overseas doctors would have provided Overseas Police Checks as they cannot have a DBS until they have been in UK for 6 months

Current Performance

▲
Data set agreed with Workforce Digital Information and monthly reporting confirms HDUHB compliance consistently at 100% for staff appointed via Trac into positions where a child barred list check is required or an adult barred list check is required.

Performance Against Trend

▲
Performance is Consistently 100%

Future Positive Actions

▲
No further actions required as performance is 100%