



National Audit Office

2009

CENSUS OF NHS TRUSTS: AGENDA FOR CHANGE

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Census of acute, mental health, care and ambulance NHS trusts conducted as part of the National Audit Office value for money examination: *NHS Pay Modernisation in England: Agenda for Change*

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Census of Acute, Mental Health, Care and Ambulance NHS Trusts

Introduction

Agenda for Change is the name given to the project for reforming pay in the NHS. It applies to 1.1 million employees across all staff in the NHS with the exception of doctors, dentists, very senior managers and directors of NHS organisations.

Methodology

Our census was sent to all 245 acute, mental health, care and ambulance trusts:

- 169 acute trusts (of which 81 have foundation trust status)¹.
- 60 mental health and care trusts (of which 31 have foundation trust status)
- 5 care trusts which are also primary care trusts
- 11 ambulance trusts

We piloted the census with two trusts and received final responses from 189 of 245 (a response rate of 77 per cent) in autumn 2008. We did not send the census to primary care trusts, special health authorities or strategic health authorities as our study wished to focus on nursing. The tabulated responses below have been updated since publication of *NHS Pay Modernisation in England: Agenda for Change* to include a small number of late responses.

The census questions covered the implementation and perceived benefits of Agenda for Change. We asked for the opinion of Directors of Human Resources on behalf of their trusts. We also collected quantitative data on costs, recruitment and retention, sickness absence and use of temporary staff. The responses to these quantitative questions were neither sufficiently complete nor consistent to be used in our value for money study and are not published.

Summary of findings

The need for pay modernisation

- 1.1. Over 90 per cent of trusts agreed or strongly agreed a new contract was needed for staff in grades now covered by Agenda for Change. More than four out of five agreed or strongly agreed that the old pay arrangements were overly complex and 59 per cent that they were insufficiently flexible. Around two-thirds agreed or strongly agreed that the lack of harmonised terms and conditions provided barriers to team working.

¹ At 4 December 2008, MONITOR website.

Implementing Agenda for Change

- 1.2. Just over half of trusts disagreed or strongly disagreed with the statement that the Department and their strategic health authority shared experience from the Early Implementer sites effectively and two-thirds disagreed or strongly disagreed that they had enough staff time to evaluate jobs and assimilate them onto the Agenda for Change pay bands.
- 1.3. Thirty per cent agreed or strongly agreed that their trust had had adequate resources to absorb the one-off costs of transition and 37 per cent agreed or strongly agreed that they had adequate resources to meet the higher pay bill in 2005-06 (rising to 40 per cent by 2007-08). Twenty-two per cent agreed or strongly agreed that the timetable for assimilation was realistic.

Benefits for trusts, staff and patients

- 1.4. Fifty-six per cent agreed or strongly agreed that the Agenda for Change contract enables staff to work flexibly for the benefit of patients. Sixty-three per cent agreed or strongly agreed that partnership working had increased as a result of Agenda for Change. Around two thirds of trusts chose the response that they neither agreed nor disagreed that Agenda for Change had positively affected recruitment and retention or staff morale.
- 1.5. Sixty eight per cent agreed or strongly agreed that Agenda for Change has helped with role specification. Just over half of trusts agreed or strongly agreed that they had used Agenda for Change to improve clinical pathways by creating new roles for nursing staff. Just under half agreed or strongly agreed that Agenda for Change allows them to make changes that will deliver higher quality care but only 14 per cent agreed or strongly agreed that the experience of patients at their trust had already improved as a result of Agenda for Change.

Knowledge and Skills Framework

- 1.6. Around two-thirds of trusts agreed or strongly agreed that the Knowledge and Skills Framework assists career development for most nursing staff (63 per cent for other staff). Sixty-three per cent agreed or strongly agreed that the Knowledge and Skills Framework had made staff performance reviews/appraisals more rigorous. Half of trusts agreed or strongly agreed that the Framework had made review process more artificial/mechanical and 72 per cent that the Framework review arrangements were more difficult for staff to understand.
- 1.7. We asked trusts what proportion of their Agenda for Change staff had had a formal performance review or appraisal during 2007-08. Using trust responses and staff numbers at each trust we calculated a weighted average which was 54 per cent.

Tabulated responses

A new contract for staff in the grades now covered by Agenda for Change was needed		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	1	0.5	0.5	0.5
	disagree	4	2.1	2.1	2.7
	neither agree nor disagree	5	2.6	2.7	5.3
	agree	108	57.1	57.4	62.8
	strongly agree	70	37	37.2	100
	Total	188	99.5	100	
Missing		1	0.5		
Total		189	100		
It was right to introduce the new contract at a national level		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	1	0.5	0.5	0.5
	disagree	4	2.1	2.1	2.7
	neither agree nor disagree	7	3.7	3.7	6.4
	agree	107	56.6	56.9	63.3
	strongly agree	69	36.5	36.7	100
	Total	188	99.5	100	
Missing		1	0.5		
Total		189	100		
The old arrangements were overly complex		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	3	1.6	1.6	1.6
	disagree	8	4.2	4.3	5.9
	neither agree nor disagree	17	9	9	14.9
	agree	86	45.5	45.7	60.6
	strongly agree	74	39.2	39.4	100
	Total	188	99.5	100	
Missing		1	0.5		
Total		189	100		
The old arrangements were insufficiently flexible		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	4	2.1	2.1	2.1
	disagree	36	19	19.3	21.4
	neither agree nor disagree	36	19	19.3	40.6
	agree	71	37.6	38	78.6
	strongly agree	40	21.2	21.4	100
	Total	187	98.9	100	
Missing		2	1.1		
Total		189	100		
The lack of harmonised terms and conditions prior to Agenda for Change provided barriers to team working		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	3	1.6	1.6	1.6
	disagree	26	13.8	13.8	15.4
	neither agree nor disagree	41	21.7	21.8	37.2
	agree	85	45	45.2	82.4
	strongly agree	33	17.5	17.6	100
	Total	188	99.5	100	
Missing		1	0.5		
Total		189	100		

In my view, had we continued with the old pay system, we would have had more equal pay claims		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	2	1.1	1.1	1.1
	disagree	24	12.7	12.8	13.8
	neither agree nor disagree	41	21.7	21.8	35.6
	agree	77	40.7	41	76.6
	strongly agree	44	23.3	23.4	100
	Total	188	99.5	100	
Missing		1	0.5		
Total		189	100		
My Trust had difficulties recruiting due to the old arrangements.		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	8	4.2	4.3	4.3
	disagree	79	41.8	42	46.3
	neither agree nor disagree	73	38.6	38.8	85.1
	agree	26	13.8	13.8	98.9
	strongly agree	2	1.1	1.1	100
	Total	188	99.5	100	
Missing		1	0.5		
Total		189	100		
The Department and SHA had sufficient knowledge of the needs of your type of trust generally when developing Agenda for Change		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	13	6.9	6.9	6.9
	disagree	50	26.5	26.6	33.5
	neither agree nor disagree	58	30.7	30.9	64.4
	agree	65	34.4	34.6	98.9
	strongly agree	2	1.1	1.1	100
	Total	188	99.5	100	
Missing		1	0.5		
Total		189	100		
There were relevant circumstances particular to our individual Trust which the Department and SHA did not account for when developing Agenda for Change		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	3	1.6	1.6	1.6
	disagree	53	28	28.2	29.8
	neither agree nor disagree	65	34.4	34.6	64.4
	agree	51	27	27.1	91.5
	strongly agree	16	8.5	8.5	100
	Total	188	99.5	100	
Missing		1	0.5		
Total		189	100		
The Department and SHA provided adequate guidance during the transition process		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	16	8.5	8.5	8.5
	disagree	66	34.9	35.1	43.6
	neither agree nor disagree	31	16.4	16.5	60.1
	agree	71	37.6	37.8	97.9
	strongly agree	4	2.1	2.1	100
	Total	188	99.5	100	
Missing		1	0.5		
Total		189	100		

National profiles for the great majority of jobs were provided in good time		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	42	22.2	22.3	22.3
	disagree	90	47.6	47.9	70.2
	neither agree nor disagree	8	4.2	4.3	74.5
	agree	45	23.8	23.9	98.4
	strongly agree	3	1.6	1.6	100
	Total	188	99.5	100	
Missing		1	0.5		
Total		189	100		
The Department and SHA shared experience from the Early Implementer sites effectively		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	30	15.9	16	16
	disagree	72	38.1	38.5	54.5
	neither agree nor disagree	33	17.5	17.6	72.2
	agree	45	23.8	24.1	96.3
	strongly agree	7	3.7	3.7	100
	Total	187	98.9	100	
Missing		2	1.1		
Total		189	100		
The Agenda for Change contract is fit for purpose to enable staff to work flexibly for the benefit of patients		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	3	1.6	1.6	1.6
	disagree	27	14.3	14.4	16
	neither agree nor disagree	52	27.5	27.7	43.6
	agree	98	51.9	52.1	95.7
	strongly agree	8	4.2	4.3	100
	Total	188	99.5	100	
Missing		1	0.5		
Total		189	100		
The Trust had enough staff time to carry out the processes of evaluating jobs, assimilating them into the Agenda for Change bands and conducting reviews/appeals		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	39	20.6	20.7	20.7
	disagree	84	44.4	44.7	65.4
	neither agree nor disagree	16	8.5	8.5	73.9
	agree	48	25.4	25.5	99.5
	strongly agree	1	0.5	0.5	100
	Total	188	99.5	100	
Missing		1	0.5		
Total		189	100		
The Trust had adequate financial resources to absorb the one-off costs of managing the transition to Agenda for Change		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	22	11.6	11.8	11.8
	disagree	90	47.6	48.4	60.2
	neither agree nor disagree	18	9.5	9.7	69.9
	agree	56	29.6	30.1	100
	Total	186	98.4	100	
Missing		3	1.6		
Total		189	100		

The Trust had adequate financial resources to meet the higher paybill as a result of implementing Agenda for Change 05-06		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	19	10.1	10.7	10.7
	disagree	69	36.5	38.8	49.4
	neither agree nor disagree	24	12.7	13.5	62.9
	agree	66	34.9	37.1	100
	Total	178	94.2	100	
Missing		11	5.8		
Total		189	100		
The Trust had adequate financial resources to meet the higher pay bill as a result of implementing Agenda for Change 06-07		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	12	6.3	6.8	6.8
	disagree	72	38.1	40.7	47.5
	neither agree nor disagree	26	13.8	14.7	62.1
	agree	67	35.4	37.9	100
	Total	177	93.7	100	
Missing		12	6.3		
Total		189	100		
The Trust had adequate financial resources to meet the higher pay bill as a result of implementing Agenda for Change 07-08		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	13	6.9	7.3	7.3
	disagree	64	33.9	36.2	43.5
	neither agree nor disagree	29	15.3	16.4	59.9
	agree	71	37.6	40.1	100
	Total	177	93.7	100	
Missing		12	6.3		
Total		189	100		
The timetable for assimilation required by the Department/SHA was realistic for our Trust		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	43	22.8	22.9	22.9
	disagree	86	45.5	45.7	68.6
	neither agree nor disagree	18	9.5	9.6	78.2
	agree	40	21.2	21.3	99.5
	strongly agree	1	0.5	0.5	100
	Total	188	99.5	100	
Missing		1	0.5		
Total		189	100		
Agenda for Change has promoted team working within our Trust		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	1	0.5	0.5	0.5
	disagree	38	20.1	20.4	21
	neither agree nor disagree	105	55.6	56.5	77.4
	agree	40	21.2	21.5	98.9
	strongly agree	2	1.1	1.1	100
	Total	186	98.4	100	
Missing		3	1.6		
Total		189	100		

Partnership working between managers and staff has increased as a result of Agenda for Change		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	2	1.1	1.1	1.1
	disagree	23	12.2	12.2	13.3
	neither agree nor disagree	44	23.3	23.4	36.7
	agree	92	48.7	48.9	85.6
	strongly agree	27	14.3	14.4	100
	Total	188	99.5	100	
Missing		1	0.5		
Total		189	100		
Agenda for Change has reduced the HR workload within our organisation		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	48	25.4	25.5	25.5
	disagree	109	57.7	58	83.5
	neither agree nor disagree	25	13.2	13.3	96.8
	agree	6	3.2	3.2	100
	Total	188	99.5	100	
Missing		1	0.5		
Total		189	100		
The job evaluation factors and knowledge and skills framework have helped our Trust with role specification? Nursing staff		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	1	0.5	0.6	0.6
	disagree	21	11.1	11.9	12.4
	neither agree nor disagree	35	18.5	19.8	32.2
	agree	110	58.2	62.1	94.4
	strongly agree	10	5.3	5.6	100
	Total	177	93.7	100	
Missing		12	6.3		
Total		189	100		
The job evaluation factors and knowledge and skills framework have helped our Trust with role specification? Other Agenda for Change staff		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	1	0.5	0.5	0.5
	disagree	24	12.7	13	13.5
	neither agree nor disagree	34	18	18.4	31.9
	agree	116	61.4	62.7	94.6
	strongly agree	10	5.3	5.4	100
	Total	185	97.9	100	
Missing		4	2.1		
Total		189	100		
Recruitment and retention premia under the Agenda for Change regime give the Trust more flexibility than it had previously to tackle local labour issues		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	13	6.9	7	7
	disagree	71	37.6	38	44.9
	neither agree nor disagree	54	28.6	28.9	73.8
	agree	46	24.3	24.6	98.4
	strongly agree	3	1.6	1.6	100
	Total	187	98.9	100	
Missing		2	1.1		
Total		189	100		

Agenda for Change has positively affected our recruitment and retention of staff? Nursing staff		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	disagree	29	15.3	16.4	16.4
	neither agree nor disagree	114	60.3	64.4	80.8
	agree	33	17.5	18.6	99.4
	strongly agree	1	0.5	0.6	100
	Total	177	93.7	100	
Missing		12	6.3		
Total		189	100		
Agenda for Change has positively affected our recruitment and retention of staff? Other Agenda for Change staff		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	1	0.5	0.5	0.5
	disagree	33	17.5	18	18.6
	neither agree nor disagree	101	53.4	55.2	73.8
	agree	48	25.4	26.2	100
	Total	183	96.8	100	
Missing		6	3.2		
Total		189	100		
Staff morale and motivation are better than they would have been had Agenda for Change not been introduced? Nursing staff		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	2	1.1	1.1	1.1
	disagree	37	19.6	21.3	22.4
	neither agree nor disagree	99	52.4	56.9	79.3
	agree	35	18.5	20.1	99.4
	strongly agree	1	0.5	0.6	100
	Total	174	92.1	100	
Missing		15	7.9		
Total		189	100		
Staff morale and motivation are better than they would have been had Agenda for Change not been introduced? Other Agenda for Change staff		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	4	2.1	2.2	2.2
	disagree	43	22.8	23.8	26
	neither agree nor disagree	93	49.2	51.4	77.3
	agree	40	21.2	22.1	99.4
	strongly agree	1	0.5	0.6	100
	Total	181	95.8	100	
Missing		8	4.2		
Total		189	100		
Staff have better prospects of career progression as a result of Agenda for Change? Nursing staff		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	disagree	29	15.3	16.6	16.6
	neither agree nor disagree	69	36.5	39.4	56
	agree	75	39.7	42.9	98.9
	strongly agree	2	1.1	1.1	100
	Total	175	92.6	100	
Missing		14	7.4		
Total		189	100		

Staff have better prospects of career progression as a result of Agenda for Change? Other Agenda for Change staff		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	disagree	27	14.3	14.8	14.8
	neither agree nor disagree	70	37	38.3	53
	agree	83	43.9	45.4	98.4
	strongly agree	3	1.6	1.6	100
	Total	183	96.8	100	
Missing		6	3.2		
Total		189	100		
We have used Agenda for Change to improve clinical pathways by creating new roles for nursing staff		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	disagree	18	9.5	10.3	10.3
	neither agree nor disagree	56	29.6	32.2	42.5
	agree	97	51.3	55.7	98.3
	strongly agree	3	1.6	1.7	100
	Total	174	92.1	100	
Missing		15	7.9		
Total		189	100		
We have used Agenda for Change to improve clinical pathways by creating new roles for other Agenda for Change staff		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	disagree	24	12.7	13.3	13.3
	neither agree nor disagree	59	31.2	32.8	46.1
	agree	92	48.7	51.1	97.2
	strongly agree	5	2.6	2.8	100
	Total	180	95.2	100	
Missing		9	4.8		
Total		189	100		
We have used Agenda for Change to improve clinical pathways by expanding existing roles of nursing staff		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	disagree	14	7.4	8	8
	neither agree nor disagree	76	40.2	43.4	51.4
	agree	83	43.9	47.4	98.9
	strongly agree	2	1.1	1.1	100
	Total	175	92.6	100	
Missing		14	7.4		
Total		189	100		
We have used Agenda for Change to improve clinical pathways by expanding existing roles of other Agenda for Change staff		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	disagree	18	9.5	9.9	9.9
	neither agree nor disagree	84	44.4	46.4	56.4
	agree	76	40.2	42	98.3
	strongly agree	3	1.6	1.7	100
	Total	181	95.8	100	
Missing		8	4.2		
Total		189	100		

Agenda for Change enables our Trust to make changes that will deliver higher quality care		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	1	0.5	0.5	0.5
	disagree	14	7.4	7.6	8.1
	neither agree nor disagree	86	45.5	46.5	54.6
	agree	79	41.8	42.7	97.3
	strongly agree	5	2.6	2.7	100
	Total	185	97.9	100	
Missing		4	2.1		
Total		189	100		
The experience of patients at our Trust has already improved as a direct result of Agenda for Change		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	3	1.6	1.7	1.7
	disagree	30	15.9	16.6	18.2
	neither agree nor disagree	123	65.1	68	86.2
	agree	24	12.7	13.3	99.4
	strongly agree	1	0.5	0.6	100
	Total	181	95.8	100	
Missing		8	4.2		
Total		189	100		
The KSF assists career development for most nursing staff		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	1	0.5	0.6	0.6
	disagree	8	4.2	4.7	5.3
	neither agree nor disagree	49	25.9	28.8	34.1
	agree	105	55.6	61.8	95.9
	strongly agree	7	3.7	4.1	100
	Total	170	89.9	100	
Missing		19	10.1		
Total		189	100		
The KSF assists career development for most other Agenda for Change staff		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	2	1.1	1.1	1.1
	disagree	18	9.5	10.2	11.4
	neither agree nor disagree	45	23.8	25.6	36.9
	agree	102	54	58	94.9
	strongly agree	9	4.8	5.1	100
	Total	176	93.1	100	
Missing		13	6.9		
Total		189	100		
The KSF assists career development for all Agenda for Change staff		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	2	1.1	1.1	1.1
	disagree	18	9.5	10.2	11.3
	neither agree nor disagree	50	26.5	28.2	39.5
	agree	99	52.4	55.9	95.5
	strongly agree	8	4.2	4.5	100
	Total	177	93.7	100	
Missing		12	6.3		
Total		189	100		

The KSF has created barriers for career development for some staff, compared with the old arrangements for nursing staff		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	7	3.7	4.1	4.1
	disagree	94	49.7	55.6	59.8
	neither agree nor disagree	48	25.4	28.4	88.2
	agree	19	10.1	11.2	99.4
	strongly agree	1	0.5	0.6	100
	Total	169	89.4	100	
Missing		20	10.6		
Total		189	100		
The KSF has created barriers for career development for some staff, compared with the old arrangements for other Agenda for Change staff		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	7	3.7	4	4
	disagree	95	50.3	54.3	58.3
	neither agree nor disagree	54	28.6	30.9	89.1
	agree	18	9.5	10.3	99.4
	strongly agree	1	0.5	0.6	100
	Total	175	92.6	100	
Missing		14	7.4		
Total		189	100		
The KSF has created barriers for career development for some staff, compared with the old arrangements for all Agenda for Change staff		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	7	3.7	3.9	3.9
	disagree	94	49.7	52.8	56.7
	neither agree nor disagree	58	30.7	32.6	89.3
	agree	18	9.5	10.1	99.4
	strongly agree	1	0.5	0.6	100
	Total	178	94.2	100	
Missing		11	5.8		
Total		189	100		
The KSF has made staff performance reviews/appraisals more rigorous		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	1	0.5	0.5	0.5
	disagree	25	13.2	13.7	14.2
	neither agree nor disagree	42	22.2	23	37.2
	agree	101	53.4	55.2	92.3
	strongly agree	14	7.4	7.7	100
	Total	183	96.8	100	
Missing		6	3.2		
Total		189	100		

The performance review/appraisal process is a more artificial / mechanical process than the pre- Agenda for Change process		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	2	1.1	1.1	1.1
	disagree	44	23.3	24	25.1
	neither agree nor disagree	47	24.9	25.7	50.8
	agree	75	39.7	41	91.8
	strongly agree	15	7.9	8.2	100
	Total	183	96.8	100	
Missing		6	3.2		
Total		189	100		
The KSF has increased the administrative burden arising from performance reviews/appraisals		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	2	1.1	1.1	1.1
	disagree	10	5.3	5.5	6.6
	neither agree nor disagree	12	6.3	6.6	13.1
	agree	104	55	56.8	69.9
	strongly agree	55	29.1	30.1	100
	Total	183	96.8	100	
Missing		6	3.2		
Total		189	100		
The KSF has made the performance review/appraisal arrangements more difficult to understand for Trust staff		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	2	1.1	1.1	1.1
	disagree	20	10.6	11	12.1
	neither agree nor disagree	29	15.3	15.9	28
	agree	88	46.6	48.4	76.4
	strongly agree	43	22.8	23.6	100
	Total	182	96.3	100	
Missing		7	3.7		
Total		189	100		

Appendix A: Census questionnaire

Agenda for Change (Agenda for Change)

Guidance notes:

The questionnaire covers the following areas

- your details
- the situation before Agenda for Change
- preparing for Agenda for Change
- implementing Agenda for Change
- benefits for your organisation, your staff and your patients
- costs of Agenda for Change
- Knowledge and Skills Framework (KSF) training and development
- KSF performance reviews/appraisals
- use of agency and bank staff
- equal pay claims

There are 16 pages. The survey has been piloted to make it as clear and user-friendly as possible and it has been developed in consultation with The Information Centre for Health and Social Care who consider the data collection to be useful and reasonable (ROCR-Lite/08/010).

The NAO's study is looking at Agenda for Change as a whole, but we would like to look at nursing in extra detail in our report so some questions ask for information to be split between 'nursing staff' and 'other staff'. 'Nursing staff' includes qualified nurses and healthcare assistants.

The survey seeks a mix of qualitative and quantitative information. Where you do not have specific facts and figures available to answer a question we would still welcome your opinion.

While we recognise that more than one person may be involved in the completion of this survey, we will interpret the answers given as representing your trust's response. Please note the House of Commons' Committee of Public Accounts expects a 100 per cent response rate to NAO surveys from publicly funded bodies.

If you would like any assistance with any of the questions please contact Samuel Cook (sam.cook@nao.gsi.gov.uk tel. 020 7798 7565), Christopher Henderson (chris.henderson@nao.gsi.gov.uk 020 7798 5497) or Tracey Payne (tracey.payne@nao.gsi.gov.uk tel. 020 7798 7754) who will be happy to help.

The study team would greatly appreciate the return of the completed questionnaire by **26th August 2008**. It should be emailed to AforC@nao.gsi.gov.uk.

1. Respondent details

Please complete the following questions so that we can contact you in case we need to clarify any answer or if we would like to, for instance, follow up on good practice

1.1 Name of respondent

1.2 Role (Director with responsibility for Human Resources/Workforce)

1.3 Contact telephone number

1.4 Contact email address

1.5 Were you in post when AfC was implemented?

2. Trust details

2.1 Trust name e.g. Oxford Radcliffe Hospital

3. Pre-existing staff terms and conditions

Please indicate your level of agreement with the following statement by selecting an option from the grey box

3.1 A new contract for staff in the grades now covered by Agenda for Change was needed

3.2 It was right to introduce the new contract at a national level

3.3 The old arrangements were overly complex

3.4 The old arrangements were insufficiently flexible

3.5 The lack of harmonised terms and conditions prior to Agenda for Change provided barriers to team working

3.6 In my view, had we continued with the old pay system, we would have had more equal pay claims

3.7 My Trust had difficulties recruiting due to the old arrangements.

Please provide any additional comments you feel are appropriate.

4. Preparing for Agenda for Change

Please indicate your level of agreement with the following statement by selecting an option from the grey box

4.1 The Department and SHA had sufficient knowledge of the needs of your type of trust generally when developing Agenda for Change

4.2 There were relevant circumstances particular to our *individual* Trust which the Department and SHA did not account for when developing Agenda for Change

4.3 The Department and SHA provided adequate guidance during the transition process

4.4 National profiles for the great majority of jobs were provided in good time

4.5 The Department and SHA shared experience from the Early Implementer sites effectively

4.6 The Agenda for Change contract is fit for purpose to enable staff to work flexibly for the benefit of patients

4.7 If your answer to any of the above was 'strongly agree' or 'strongly disagree' please tell us what impact this had on your implementation of Agenda for Change in the space below

5. Implementing Agenda for Change

Please indicate your level of agreement with the following statement by selecting an option from the grey box

5.1 The Trust had enough staff time to carry out the processes of evaluating jobs, assimilating them into the Agenda for Change bands and conducting reviews/appeals

5.2 The Trust had adequate financial resources to absorb the one-off costs of managing the transition to Agenda for Change

5.3 The Trust had adequate financial resources to meet the higher paybill as a result of implementing Agenda for Change

2005-06

2006-07

2007-08

5.4 The timetable for assimilation required by the Department/SHA was realistic for our Trust

5.5 How many staff opted to stay on local terms and conditions rather than opt in to Agenda for Change

5.6 By what date was Agenda for Change assimilation complete (i.e. before appeals)?

nursing staff dd/mm/yy

other AfC staff dd/mm/yy

5.7 How many appeals were there relating to individuals' banding or position on the new pay spine?

N.B. please do not include appeals relating to equal pay claims resulting from Agenda for Change here

nursing staff

other AfC staff

6. Benefits for your organisation	
<i>Please indicate your level of agreement with the following statements by selecting an option from the grey box</i>	
6.1	Agenda for Change has promoted team working within our Trust
6.2	If your answer above was 'strongly agree' or 'agree' please give example(s) in the space below
6.3	Partnership working between managers and staff has increased as a result of Agenda for Change
6.4	If your answer above was 'strongly agree' or 'agree' please give example(s) in the space below
6.5	Agenda for Change has reduced the HR workload within our organisation
6.6	The job evaluation factors and knowledge and skills framework have helped our Trust with role specification nursing staff? other AfC staff?
6.7	Recruitment and retention premia under the Agenda for Change regime give the Trust more flexibility than it had previously to tackle local labour issues

6.8	How many posts in your Trust had been vacant for more than three months at the following dates?	
	nursing staff	other Agenda for Change Staff
	At 31 March 2003	
	At 31 March 2004	
	At 31 March 2005	
	At 31 March 2006	
	At 31 March 2007	
	At 31 March 2008	
6.9	Agenda for Change has positively affected our recruitment and retention of staff	
	nursing staff?	
	other AfC staff?	
6.10	Agenda for Change has improved the efficiency of our organisation	
6.11	If you answered 'strongly agree' or 'strongly disagree' to question 6.10 please give brief details in the space below	

7. Benefits for staff		
<i>Please indicate your level of agreement with the following statements by selecting an option from the grey form box</i>		
7.1	Staff morale and motivation are better than they would have been had Agenda for Change not been introduced	
	nursing staff	
	other AfC staff	
7.2	Staff have better prospects of career progression as a result of Agenda for Change	
	nursing staff	
	other AfC staff	
7.3	When did you start using the Electronic Staff Records system?	dd/mm/yy
<i>Please answer the questions below as indicated</i>		
7.4	What was the percentage sickness absence? (i.e. shifts lost to sickness absence / total number of shifts)	
		nursing staff other Agenda for Change Staff
	2002-03	% %
	2003-04	% %
	2004-05	% %
	2005-06	% %
	2006-07	% %
	2007-08	% %

7.5	How many staff on permanent contracts left your Trust?	nursing staff	other Agenda for Change Staff
	2002-03		
	2003-04		
	2004-05		
	2005-06		
	2006-07		
	2007-08		

8. Benefits for patients	
<i>Please indicate your level of agreement with the following statements by selecting an option from the grey box</i>	
8.1	<p>We have used Agenda for Change to improve clinical pathways by creating new roles</p> <p style="text-align: center;">for nursing staff</p> <p style="text-align: center;">for other AfC staff</p>
8.2	<p>If your answer above was 'strongly agree' or 'agree' please give example(s) in the space below</p>
8.3	<p>We have used Agenda for Change to improve clinical pathways by expanding existing roles</p> <p style="text-align: center;">of nursing staff</p> <p style="text-align: center;">of other AfC staff</p>
8.4	<p>If your answer above was 'strongly agree' or 'agree' please give example(s) in the space below</p>
8.5	<p>Agenda for Change enables our Trust to make changes that will deliver higher quality care</p>
8.6	<p>If your answer above was 'strongly agree' or 'agree' please give example(s) in the space below</p>
8.7	<p>The experience of patients at our Trust has already improved as a direct result of Agenda for Change</p>

8.8 If your answer above was 'strongly agree' or 'agree' please give example(s) in the space below

9. Costs		
9.1	What increase in average cost per whole time equivalent did your Trust plan for as a result of implementing Agenda for Change? (please include pension contributions and employers' national insurance contributions)	
	%	£000s
	2004-05	
	2005-06	
	2006-07	
	2007-08	
9.2	What was the actual increase in average cost per whole time equivalent as a result of implementing Agenda for Change? (please include pension contributions and employers' national insurance contributions)	
	%	£000s
	2004-05	
	2005-06	
	2006-07	
	2007-08	
9.3	How many of your staff were placed on protected pay arrangements following implementation of Agenda for Change?	
	nursing staff	
	other AfC staff	
9.4	Please specify below which groups of staff had most need of pay protection?	
9.5	How long, up to the maximum 5 years, is this protection expected to last?	

9.6	How many staff who were on the maximum of their previous pay scale were assimilated below the maximum of their Agenda for Change band?	number	% of all Agenda for Change staff
	nursing staff		
	other AfC staff		

10. Knowledge and Skills - Training and Development		
10.1	Has the Trust carried out a skills audit of its staff to identify gaps?	
	nursing staff	
	other AfC staff	
10.2	How much was your training budget and how much have you actually spent on training your staff?	
		Budget
		Actual expenditure
		£000s
	2004-05	
	2005-06	
	2006-07	
	2007-08	
10.3	What proportion of staff have an up to date KSF personal development plan	
		%
	nursing staff?	
	other AfC staff?	
	all staff	
<i>Please indicate your level of agreement with the following statements by selecting an option from the grey form box</i>		
10.4	The KSF assists career development for most	
	nursing staff?	
	other AfC staff?	
	all AfC staff	

10.5 The KSF has created barriers for career development for some staff, compared with the old arrangements

nursing staff?

other AfC staff?

All AfC staff

Please provide further detail below if desired.

11. Knowledge and Skills - Performance Reviews/Appraisals

11.1 How many Agenda for Change staff had a formal performance review or appraisal during the 2003-04 year of account?

	number of staff	% of all Agenda for Change staff
nursing staff		
other AfC staff		
all AfC staff		

11.2 How many Agenda for Change staff had a formal performance review or appraisal during the 2007-08 year of account?

	number of staff	% of all Agenda for Change staff
nursing staff		
other AfC staff		
all AfC staff		

11.3 Have you assessed whether the performance appraisal process is more or less time consuming under Agenda for Change than it was before?

If you answered 'no' to question 11.3 please go straight to question 11.6

11.4 Please estimate time spent, on average, to complete and process a single performance review/appraisal **for nurses and other qualified Agenda for Change staff**

	before Agenda for Change	now under Agenda for Change
a. the appraisee		
b. their manager		
c. HR		

11.5	Please estimate time spent, on average, to complete and process a single performance review/appraisal for other Agenda for Change staff	before Agenda for Change	now under Agenda for Change
	a. the appraisee		
	b. their manager		
	c. HR		
11.6	The KSF has made staff performance reviews/appraisals more rigorous		
11.7	The performance review/appraisal process is a more artificial / mechanical process than the pre-Agenda for Change process		
11.8	The KSF has increased the administrative burden arising from performance reviews/appraisals		
11.9	The KSF has made the performance review/appraisal arrangements more difficult to understand for Trust staff		

12. Use of Agency Nursing Staff and 'bank' nursing staff

12.1 Please tell us the number of whole-time equivalent agency nursing staff employed in the following financial years

	WTEs	Total cost exc. any VAT £000s
2003-04		
2004-05		
2005-06		
2006-07		
2007-08		

12.2 Please tell us the number of hours worked by 'bank' nursing staff in the following financial years

	WTEs	Total cost exc. any VAT £000s
2003-04		
2004-05		
2005-06		
2006-07		
2007-08		

13. Equal pay claims

13.1 How many equal pay claims have been made by employees of your Trust?

nursing staff

other Agenda for Change
staff

2002-03

2003-04

2004-05

2005-06

2006-07

2007-08

Please indicate your level of agreement with the following statement by selecting an option from the grey form box

13.2 The Department / SHA provide adequate advice and guidance on how to implement Agenda for Change to minimise equal pay claims?

13.3 The Agenda for Change reforms are likely to minimise equal pay claims in the **long term**? *Please provide further detail below if desired.*

14. If there are issues relating to Agenda for Change which we have not covered which you would like to raise or there are any other comments you wish to make please do so in the box below.