NHS
The Queen Elizabeth Hospital King's Lynn
NHS Foundation Trust

REPORT TO THE BOARD OF DIRECTORS (IN PUBLIC)

RESPONSIBLE DIRECTORS:	REPORT FOR:		IMPACT ON BUSINESS:		
Emma Hardwick: Chief Nurse	Decision		High	Med	Low
	Discussion		✓		
	Information	✓			
LEAD MANAGER:	**REPORT TYPE:**		**BAF REFERENCES & RAG:**		
Val Newton: Deputy Chief Nurse	Strategic	✓			
	Operational				
	Governance		**RELATED WORK: (PREVIOUS PAPERS TO COMMITTEE)**		
PEER ASSIST:	**PEER REVIEW:**				
Debbie Frost: Recruitment and Retention Sister Margaret Ojelade: Senior E Rostering System Administrator					
CQC Domain: (safe, caring, effective, responsive, well-led)	12: Safe care and treatment 18: Staffing				

Meeting Date: 27th March 2018
Report Title: Safe Nurse Staffing Report

PURPOSE:

To provide the Board with the monthly Nurse Safe Staffing Exception

SUMMARY:

This paper sets out the regular nursing and midwifery retrospective staffing report for the month of February 2018.

The overall RN/RM fill rate was **91.7%**
RM fill rate within CDS/Castleacre **93.6%**
Night time planned versus actual RN/RM fill **98.5%**
Trust vacancy rate for registered staff is 14.04% & 6.49% for unregistered staff

All wards achieved an overall rate of >80% except Shouldham (73.3%)
Fourteen wards did not achieve 90% - West Newton, Necton, Windsor, Stanhoe, Tilney, West Raynham, Shouldham, MAU, Terrington, Ed Obs Ward, Marham, Elm, Gayton, Critical Care & SAU.

FINANCIAL IMPLICATIONS / EFFICIENCY SAVINGS / QUALITY IMPROVEMENT:

The Recruitment and Retention of Registered Nurses and Midwives has both implications for the quality of patient care and financial implications associated with recruitment, staff development and further implications with the costs associated with agency nurse usage.

RISK ASSESSMENT (CROSS-REFERENCE WITH RISK REGISTER WHERE APPROPRIATE):

Strategic / External	Operational/ Organisational	Financial	Clinical	Legal/ Regulatory	Reputational / Patient Experience
	√		√		√

RECOMMENDATIONS:

- To note the actual and planned staffing levels and the exception report for the calendar month of February 2018 in Appendix 1.
- Note the staffing exception report included in Appendix 2.
- Note the Care Hours per Patient Day (CHPPD) information included in Appendix 3.
- Note the registered and unregistered vacancy & turnover data in Appendix 4 & 5.

REPORT TO THE TRUST BOARD
SAFE NURSE STAFFING REPORT – FEBRUARY 2018

1.0 INTRODUCTION

1.1 This paper provides an update to the Board on the monthly national submission of Nursing and Midwifery staffing levels (a requirement set out by the Department of Health in Hard Truths: the Journey to Putting Patients First, January 2014) and provides the planned versus actual nursing and midwifery staffing levels for the calendar month of February 2018.

1.2 The report highlights areas of concern in relation to nurse staffing, and provides an update with regard to the nursing vacancy rate.

1.3 The paper also provides an update in relation to Care Hours per Patient Day (CHPPD), both the national position and an analysis of the measure at The Queen Elizabeth Hospital King's Lynn NHS Foundation Trust.

2.0 ACTUAL AND PLANNED STAFFING REPORT (APPENDIX 1)

2.1 This report provides an analysis based on planned versus actual coverage in hours for the calendar month of February 2018. This is the same dataset that is submitted nationally via UNIFY and forms the basis of the CHPPD metric.

2.2 This report includes additional shifts that have been worked due to increased workload (activity, patient dependency and/or acuity) or 1:1 patient supervision (specialling). As the requirement for additional shifts is not static and fluctuates, these shifts are not planned in advance (i.e. when the rota is published), it is possible for a rota to have >100% fill (as seen particularly in the care worker fill within this report in some areas for the night shift).

2.3 The trend analysis of the actual versus filled rate is monitored and used to inform the twice yearly establishment review. This was presented to the Trust Board in October 2017 and the next establishment review using the Safer Nurse Care tool (SNCT), will take place in spring 2018 and be reported to the board once completed.

2.4 The UNIFY return is for in-patient areas only. It excludes day care areas e.g. the emergency department and ambulatory care areas. A planned versus actual staffing hours for these areas are included in Appendix 1.

3.0 STAFFING EXCEPTION REPORTING (APPENDIX 2)

3.1 Throughout the data monitoring period, wards with an overall rota fill of < 90%, or where the trained nursing rota was <90%, or the ward had been a concern to the Associate Chief Nurse for any other reason, an individual written summary is reported - see Appendix 2.

3.2 The overall RN/RM fill rate for February day shifts was 91.7%

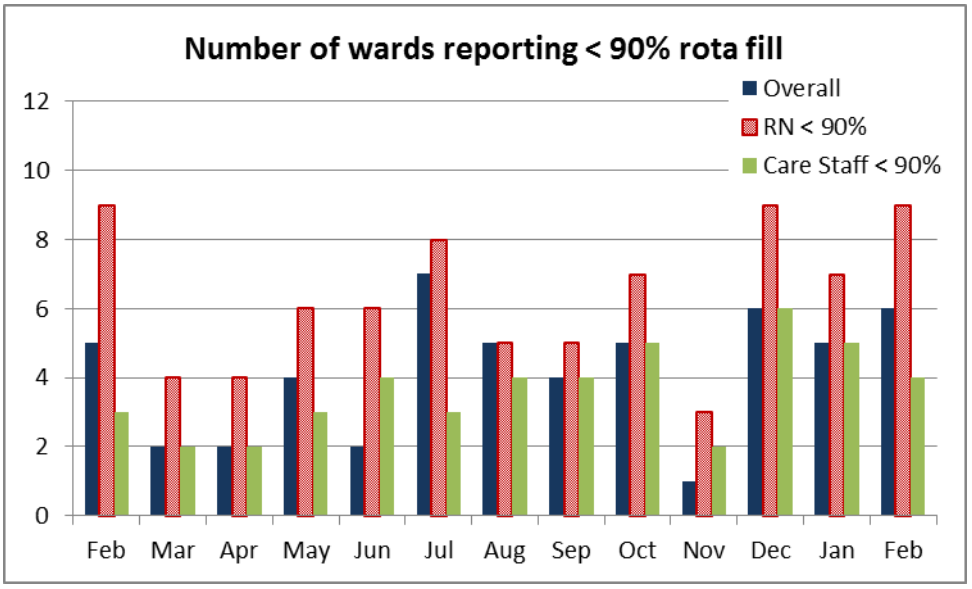
3.3 The RM fill rate within CDS/Castleacre 93.6%

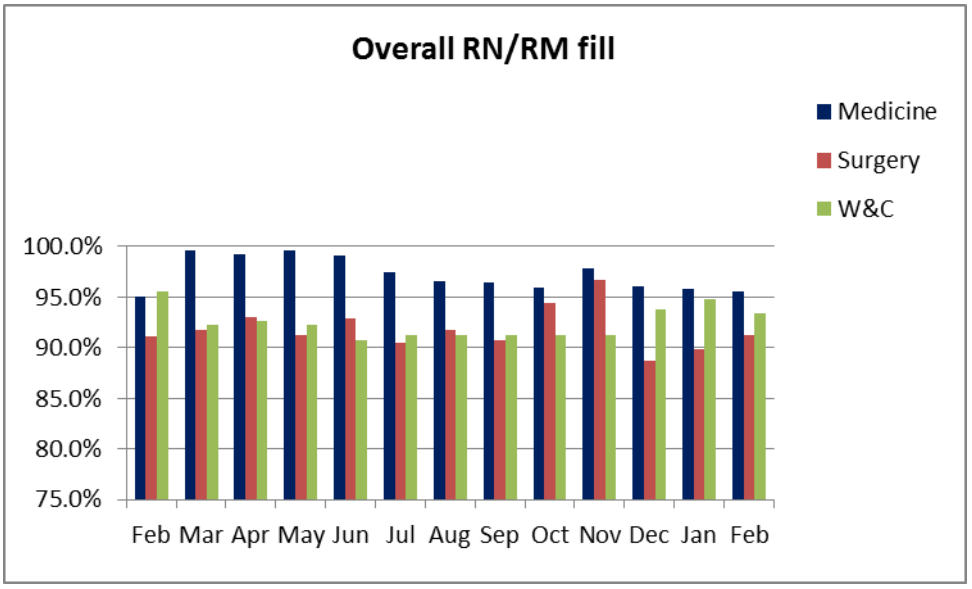
3.4 Analysis of our February night time planned versus actual RN/RM fill was **98.5%**

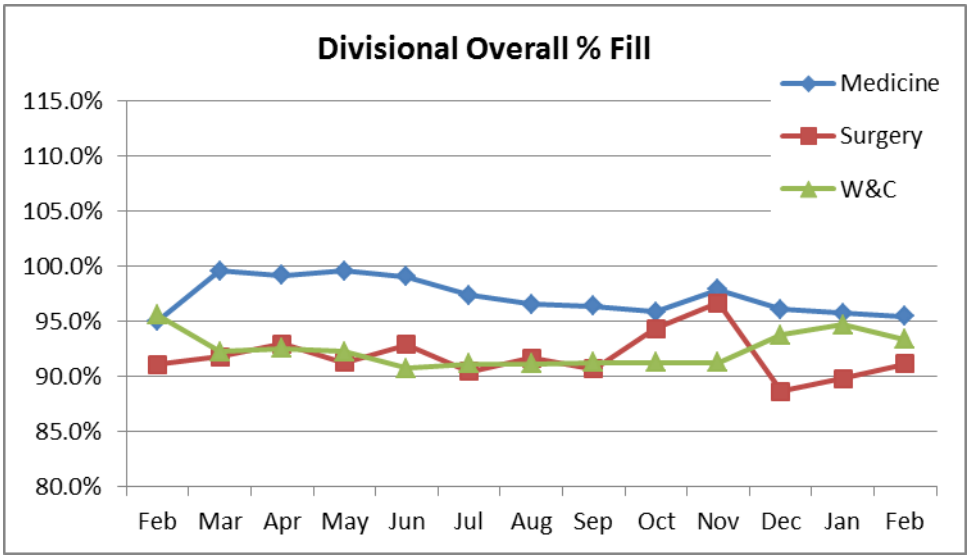
3.5 All wards achieved an overall rate of >80% except Shouldham ward (73.3%) in February

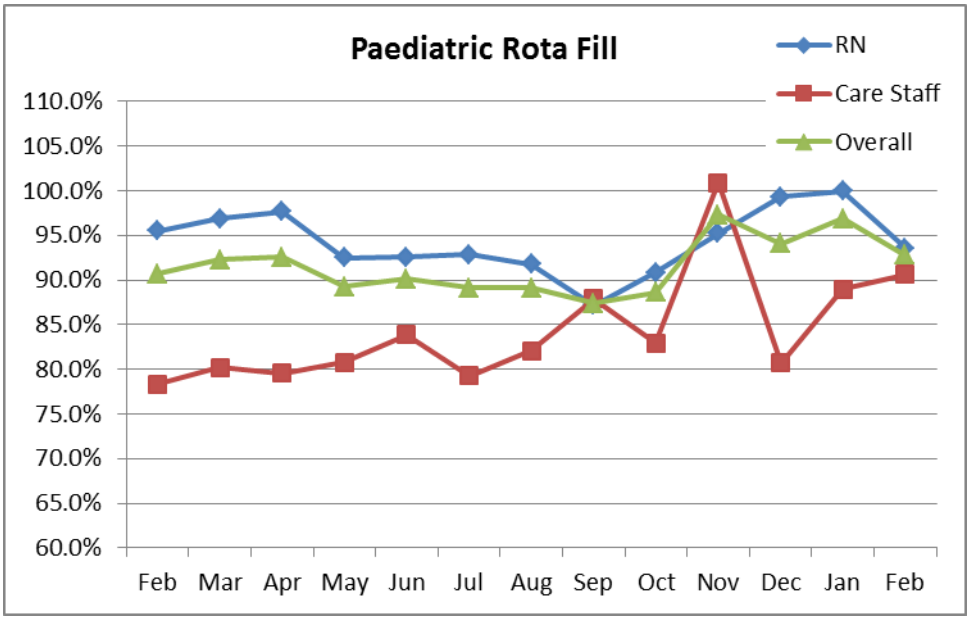
3.6 Fourteen wards did not achieve 90% - West Newton, Necton, Windsor, Stanhoe, Tilney, West Raynham, Shouldham, MAU, Terrington, Ed Obs Ward, Marham, Elm, Gayton, Critical Care & SAU.

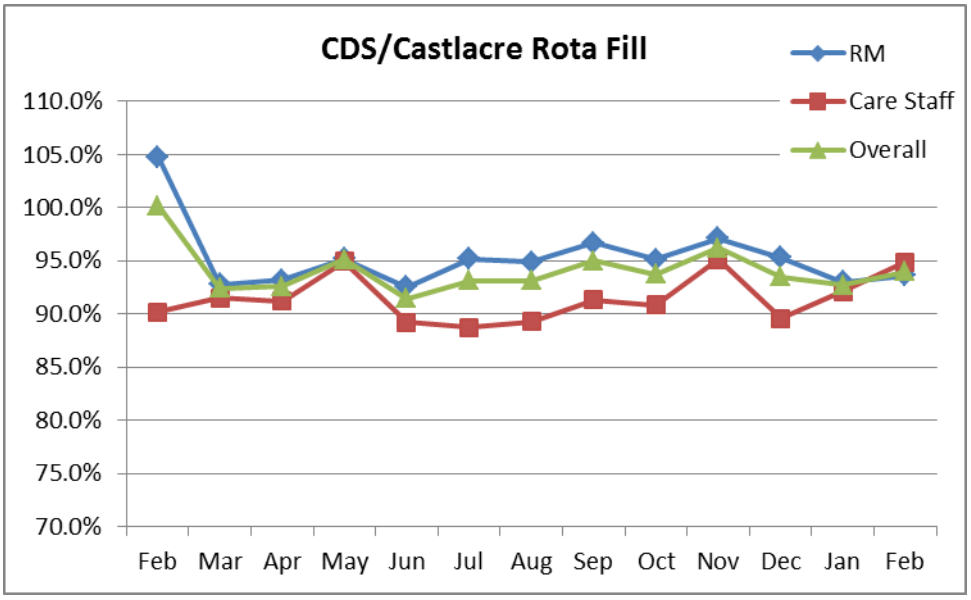
3.7 Trend data for February 2018 is included in the following graphs:

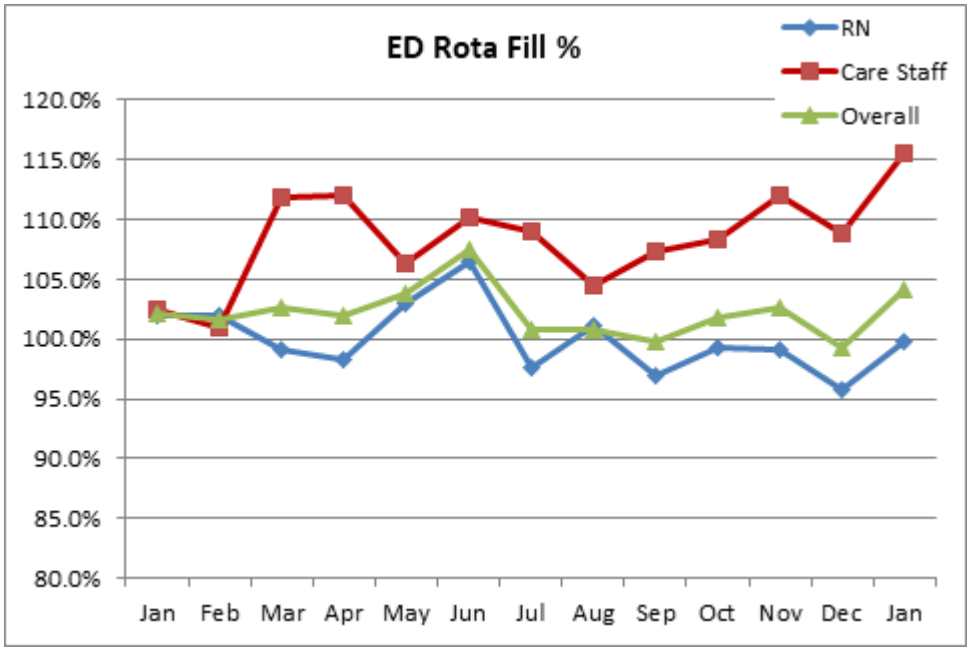







Paediatric Rota Fill
RN
Care Staff
Overall
110.0%
105.0%
100.0%
95.0%
90.0%
85.0%
80.0%
75.0%
70.0%
65.0%
60.0%
Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb


CDS/Castlacre Rota Fill
RM
Care Staff
Overall
110.0%
105.0%
100.0%
95.0%
90.0%
85.0%
80.0%
75.0%
70.0%
Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb


ED Rota Fill %
RN
Care Staff
Overall
120.0%
115.0%
110.0%
105.0%
100.0%
95.0%
90.0%
85.0%
80.0%
Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan

3.8 Following discussion with the senior sister in ED it is evident that the overfill rate in the department is to cover the 16 hours per week that is required to cover the CDU area within ED. This is currently not within the funded establishment, but the hours are required to maintain the opening hours of CDU to achieve prompt assessment of patient who meet the criteria within the department.

3.9 Adult Critical Care Unit: achieved 86.5% fill rate for registered nurses in the month of February. To ensure compliance with ICS core standards, Critical Care RN staffing was reviewed against acuity on every shift to maintain safe staffing.

3.10 As outlined in previous Board papers, a daily escalation plan continues to be used to mitigate all wards with inadequate fill rates. This includes the Matrons and the Associate Chief Nurses reviewing shifts three times a day and mitigating any areas of high acuity or dependency.

3.11 The Board are asked to note the use of escalation beds on Leverington to respond to capacity demands the bed base at 33 beds on occasions.

4.0 ESCALATION WARD

4.1 Leverington the escalation ward and currently remains open at 33 beds and 10 substantive staff from areas in medicine and surgery are being transferred to this area until the end of April to support continuity of care and staffing levels.

4.2 Staffing levels for 13- 33 beds are set as below

	Registered Nurse (Early and Late)	Health Care Assistant (Early and Late)	Registered Nurse (Night)	Health Care Assistant (Night)
13 Patients (2 bays)	2	2	2	2
19 Patients (3 bays)	3	3	2	2
31 – 33 Patients (5 bays)	5	4	3	3

4.3 Staffing to meet these levels are obtained by moving staff from other areas, bank and agency and the Trust makes a risk assessment several times a day to assess where staff are required to be deployed at times when established staffing levels are not met due to staffing shortfalls.

4.4 It has continued to be extremely difficult to be able to meet the ward's HCA requirements and there Trust has seen over recent months difficulties in meeting HCAs requirements Trust wide on every shift as well as not always filling the RN positions.

4.5 Currently the Trust is intending to advertise for bank HCA posts for late shifts as these are the shifts that are the most challenging to cover.

5.0 MITIGATION

5.1 Bank Fill Rate

The Trust's nursing bank continues to support the clinical areas with achieving safe staffing levels. During February the total number of requests for RN bank shifts was 2,479 shifts with an average temporary staff fill rate of 69.26% (37.03% bank and 32.23% agency). This

equates to 8,057.82 of bank and 8,958.91 hours of agency use in February. This is equivalent to 53.7 WTE bank staff and 59.7 WTE agency staff.

Going forward from April 2018 a number of schemes to attract bank will be implemented such as weekly pay and incentivised pay schemes.

5.2 **Agency Nursing**

The Trust has also engaged another Agency called Cromwell who is providing registered nurses for a 3 month period to designated areas (e.g Leverington, Gayton, Terrington and Oxborough), the Trust is aiming to engage 5 – 10 nurses for the stated time frame and currently have 3 nurses who have joined the Trust.

6.0 STAFF VACANCIES

6.1 Appendix 4 shows our registered and unregistered vacancy data against funded establishment WTE across all ward areas.

6.2 Ward areas with Registered Nurse vacancy rates above 30% in February include Oxborough (44.00%), Gayton (32.57%), Terrington (42.20%) & Necton (30.68%).

6.3 Overall, trust vacancy rate for registered staff is 14.04% and 6.49% for unregistered staff (February 2018) see appendix 4.

7.0 RECRUITMENT & RETENTION

7.1 TRAC, the electronic recruitment tool is being utilised successfully trust wide.

7.2 Collaborative working between HR, the recruitment and retention sister and the nursing and midwifery teams ensures effective identification of future planned recruitment events and job adverts for registered and unregistered staff.

7.3 The 'Saturday Nurse Recruitment Day' held on March 10th was a resounding success.

This collaborative partnership approach was a key element of the day and enabled visitors & candidates, particularly those that had travelled from further afield to see the lifestyle provision in the West Norfolk area and the benefits & support offered to newly qualified and experienced registered nurses. Sixteen conditional offer letters were presented on the day: 11 to student nurses in their 3rd year and due to qualify in September, 5 to RN posts (4 for the central nurse bank and one substantive post) to start as soon as they have cleared the HR processes.

7.4 Six further interviews for candidates that were unable to attend on the recruitment day are due to be interviewed week commencing 19/3/18.

7.5 HCA recruitment from the September 2017 event is now complete with a total of 42 positions now active (bank & substantive posts). Further bank HCA posts will be advertised on a rolling bi monthly basis.

8.0 INTERNATIONAL NURSE RECRUITMENT:

8.1 The Trust commenced its first round of skype interviews with 'Genepool 'on 12th – 14th March. Thirty three international nurses were interviewed from the Philippines, the Kingdom of Saudi Arabia and the Middle East. The Initial trajectory for the first cohort of 15 international nurses from Genepool will be ready to start at the Trust in September 2018.

8.2 The Trust's other international nurse recruitment agency 'Search' is planning to jointly conduct 30 skype interviews at the end of March and 15 international nurse interviews each month thereafter for the remainder of the year.

8.3 The Trust had three international nurses commence in March 2018. The PDN team are refining an induction programme which will run every 6 -8 weeks throughout the year to support the predicted pipeline of recruited overseas nurses that will arrive in the Trust from Q2 onwards.

9.0 RECOMMENDATIONS:

9.1 The Board is asked to:

- Note the actual and planned staffing levels and the exception report for the calendar month of February 2018 in Appendix 1
- Note the staffing exception report in Appendix 2
- Note the Care Hours per Patient Day information included in Appendix 3
- Note the registered and unregistered vacancy data against funded establishment WTE across all ward areas in Appendix 4 & nurse turnover in Appendix 5.

Appendix 1 - Actual and Planned Staffing Report (February 2018)

The data used within this report is pulled retrospectively from our Health roster, and includes the % of hours (registered nurse and care staff) that were filled against the planned (baseline) number of hours (required number of rostered hours for the calendar month. This data set is the same as our national submission to UNIFY.

Please note, areas with >100% fill is due to additional hours filled to care for patients who require 1:1 supervision (specialling).

Medicine

Ward name	Main Specialty	Day Average fill rate - RN / RM (%)	Day Average fill rate - care staff (%)	Night Average fill rate - RN / RM (%)	Night Average fill rate - care staff (%)	RN/RM average fill rate	Care staff average fill rate	Total % hours filled (registered and care staff)
West Newton	430-Geriatric Medicine	84.4%	118.7%	96.4%	145.4%	89.3%	129.2%	112.4%
Necton	340-Thoracic Medicine	80.6%	100.2%	105.3%	95.2%	88.4%	98.1%	92.6%
Windsor	430-Geriatric Medicine	86.5%	88.2%	104.7%	96.7%	93.3%	91.2%	92.2%
Stanhoe	301-Gastroenterology	85.7%	93.1%	104.5%	96.8%	93.7%	94.5%	94.0%
Tilney	320-Cardiology	88.1%	94.9%	96.4%	102.5%	91.5%	97.8%	94.1%
West Raynham	300-General Medicine	88.0%	84.8%	91.2%	93.1%	89.3%	87.9%	88.7%
Shouldham	315-Palliative Medicine	73.3%	131.2%	100.6%	83.5%	83.6%	100.4%	89.8%
Medical Assessment Unit	300-General Medicine	83.4%	88.4%	113.0%	134.6%	95.4%	108.3%	98.9%
Terrington	300-General Medicine	80.8%	111.4%	88.4%	99.8%	84.0%	105.5%	92.2%
ED Obs Ward	Obs Ward	87.1%		90.0%		88.5%		88.5%
Oxborough	300-General Medicine	93.5%	97.5%	103.6%	97.5%	97.6%	97.5%	97.5%
Overall divisional fill		**84.6%**	**98.7%**	**100.1%**	**105.5%**	**90.7%**	**101.5%**	**95.5%**

Surgery

Ward name	Main Specialty	Day Average fill rate - RN / RM (%)	Day Average fill rate - care staff (%)	Night Average fill rate - RN / RM (%)	Night Average fill rate - care staff (%)	RN/RM average fill rate	Care staff average fill rate	Total % hours filled (registered and care staff)
Denver	General Surgery	91.8%	98.9%	97.7%	135.5%	94.2%	110.4%	101.7%
Marham	General Surgery	82.4%	80.8%	91.8%	92.6%	85.9%	85.4%	85.7%
Elm	General Surgery	88.2%	92.9%	103.6%	86.3%	94.0%	90.2%	92.2%
Gayton	Trauma & Orthopaedics	88.4%	89.4%	101.2%	97.0%	93.2%	92.1%	92.6%
Critical Care	Critical Care Medicine	86.5%	64.2%	91.3%		88.8%	64.2%	87.5%
SAU	General Surgery	83.5%	98.7%	86.9%	103.1%	85.2%	100.9%	89.1%
Overall divisional fill		**86.8%**	**89.5%**	**93.7%**	**102.3%**	**89.8%**	**94.1%**	**91.2%**

Women & Children

Ward name	Main Specialty	Day Average fill rate - registered RN / RM (%)	Day Average fill rate - care staff (%)	Night Average fill rate - RN / RM (%)	Night Average fill rate - care staff (%)	RN/RM average fill rate	Care staff average fill rate	Total % hours filled (registered and care staff)
CDS	Obstetrics	90.0%	96.4%	92.7%	88.5%	91.3%	92.5%	91.6%
Castleacre	Obstetrics	98.2%	96.7%	100.1%	97.9%	98.9%	97.3%	98.2%
NICU	Paediatrics	91.3%	43.7%	101.5%	188.9%	95.5%	92.1%	94.5%
Rudham	Paediatrics	87.3%	81.9%	102.5%	107.1%	92.1%	89.2%	91.4%
Overall divisional fill		**90.7%**	**79.4%**	**97.8%**	**112.0%**	**93.6%**	**93.0%**	**93.4%**

Appendix 2 - Staffing Exception report (February 2018) A C N's

Report from the Divisional Associate Chief Nurse

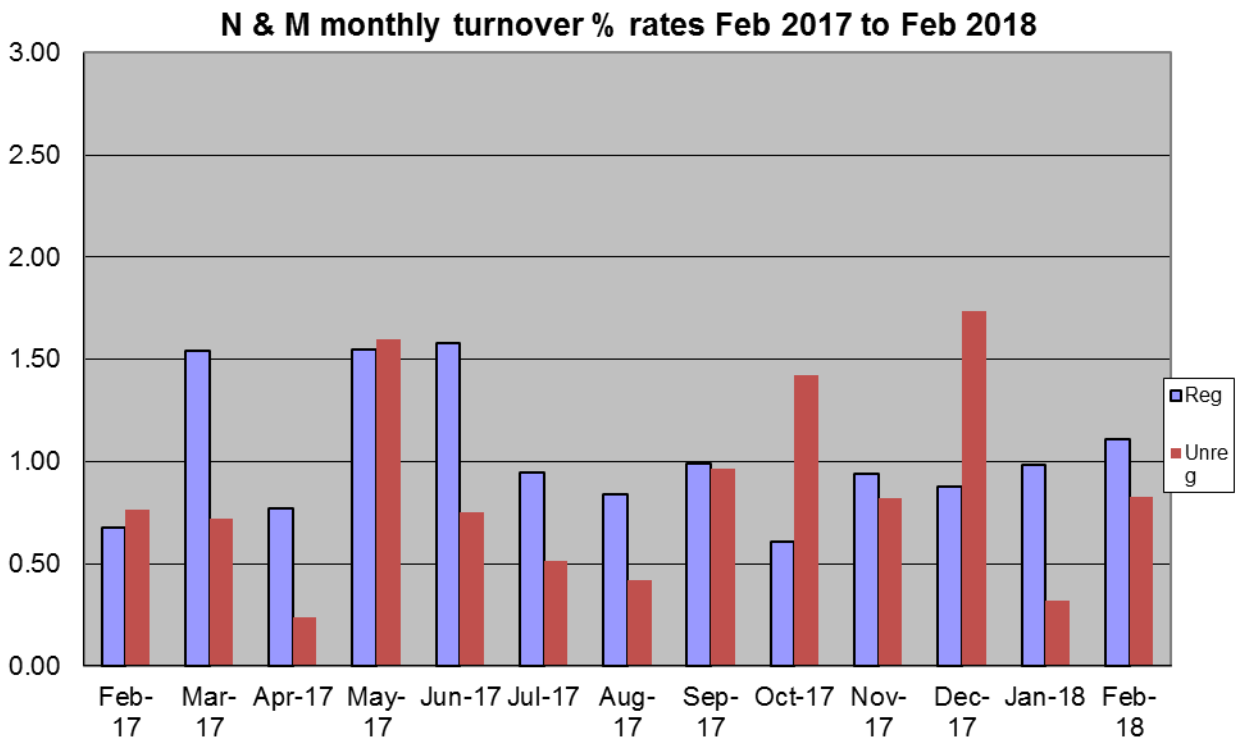
Division	Specialty	Day average fill rate RN/ RM	Day Average fill rate HCA	Analysis of gaps	Impact on Quality / outcomes	Actions in place
MEDICINE	Geriatric Medicine (West Newton)	84.4%	118.7%	4.31 WTE RN/ 1,88 WTE HCA vacancies	Nil falls, SI's or PU	Recruiting to vacancies
MEDICINE	Thoracic Medicine (Necton)	80.6%	100.2%	8.41 WTE RN / 3.09 WTE HCA vacancies	Nil falls, SI's or PU	Recruiting to vacancies
MEDICINE	Leverington	No data	No data	Staffed with agency bank & 10 RNs to be moved from other areas to support	1 SI – fall with harm Head injury 2 PU	Substantive staff moved to Ward. Action plan in place
MEDICINE	General Medicine Shouldham	73.3%	131.2%	3.28 RN vacancies /	Nil falls, SI's or PU	Recruiting to vacancies
MEDICINE	General Medicine) MAU	83.4%	88.4%	5.50 WTE RN vacancies	Nil falls, SI's or PU Increased operational demands & use of RAB	Recruiting to vacancies
MEDICINE	General Medicine Tilney	88.1%	94.9%	3.00 WTE RN vacancies / 4.10 WTE HCA vacancies	1 PU – new acting band 7 in place Change in speciality impacting on acuity	Recruiting to vacancies
SURGERY	General Surgery (Marham)	82.4%	80.8%	6.14 WTE RN vacancies / 2.88 WTE HCA	3 falls with harm Increased emergency workload on ward	Recruiting to vacancies
SURGERY	General Surgery (Elm)	88.2%	92.9%	4.09 WTE RN vacancies/ 2.18 WTE HCA vacancies	2 falls with harm 1 PU Increased medical patient base, which impacts on acuity	Recruiting to vacancies
SURGERY	General Surgery (Gayton)	88.4%	89.4%	7.50 WTE RN vacancies	1 fall with harm	To have an band 7 to act up to cover
SURGERY	Critical Care	86.5%	64.2%	4.21 WTE RN vacancies	No impact on quality	
SURGERY	General Surgery (Surgical Assessment	83.5%	98.7%	3.52 WTE RN vacancies	1 Fall with harm - ~ NOF, 3 RNs established per shift , usually on 2 per shift	Recruiting to vacancies and review of staff
SURGERY	General surgery Denver	91.8%	98.9%	6.15 WTE RN vacancy / 2.05 HCA vacancies	2 falls with harm	Recruiting to vacancies
WOMEN & CHILDREN	Paediatrics (Rudham)	87.3%	81.9%	0.25 WTE RN vacancies /	Nil impact on quality	

Appendix 3: Care Hours per Patient Day (CHPPD) FEBRUARY 2018

	CHPPD										
Ward	01/04/2017	01/05/2017	01/06/2017	01/07/2017	01/08/2017	01/09/2017	01/10/2017	01/11/2017	01/12/2017	01/01/2018	01/02/2018
West Newton	8.2	8.3	8.2	8.4	8.4	8.1	8.5	9.1	9.1	8.5	8.2
Necton	5.7	6.2	5.6	5.4	5.5	5.7	5.8	5.7	5.6	5.8	6.0
Windsor	5.7	5.9	5.7	5.6	5.5	5.7	6.8	6.2	5.7	5.5	5.4
Stanhoe	6.2	6.1	12.5	6.4	6.2	6.3	7.2	6.4	6.5	6.5	6.0
Tilney	5.3	5.3	5.3	5.1	5.2	5.2	5.1	5.5	5.1	5.1	5.4
West Raynham	7.4	7.2	7.1	6.8	6.9	7.0	7.2	7.4	7.0	7.0	6.9
Denver	5.6	5.7	5.6	5.5	5.6	5.6	6.2	6.1	5.9	5.8	5.6
Marham	6.1	6.0	5.1	5.1	5.7	5.8	5.7	5.5	6.5	5.7	4.9
Elm	5.7	5.8	5.5	5.7	5.6	5.9	5.8	5.8	5.6	5.5	5.4
Gayton	6.6	6.2	6.0	6.0	6.2	5.9	7.0	6.9	6.4	6.3	5.6
Shouldham	7.7	7.8	8.0	7.7	7.6	7.8	7.8	7.7	7.4	7.2	7.4
Critical Care	25.7	28.1	24.9	26.3	27.3	27.8	26.6	26.2	27.3	25.9	22.5
Central Delivery suite	32.0	39.6	34.3	27.9	37.4	35.4	32.0	35.9	53.5	34.8	37.9
Surgical Assessment Unit	11.0	10.4	9.9	9.5	10.0	10.6	11.5	10.4	12.1	10.5	9.9
Medical Assessment Unit	8.5	9.3	7.8	7.4	7.9	9.8	9.0	7.5	7.7	7.5	7.7
Terrington	5.9	5.8	5.5	5.3	5.4	5.6	5.5	5.2	5.1	5.2	5.0
Castleacre	10.0	10.4	7.4	8.7	10.0	9.4	8.4	9.0	9.5	8.6	8.7
NICU	16.4	14.9	14.5	16.3	12.5	16.8	16.5	17.0	14.0	13.3	16.4
Rudham	14.3	14.6	11.9	14.5	19.1	15.3	17.4	12.1	10.3	13.7	11.6
Oxborough	5.7	5.8	5.6	5.5	5.2	5.1	5.8	5.2	5.1	5.0	5.2
Leverington Escalation	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
ED Obs Ward	7.0	10.0	7.6	6.8	29.7	54.7	24.0	13.5	9.6	12.4	6.9

Appendix 4: Staff Vacancy Position at end of February 2018

	Registered Nurses				Un-registered Nurses			
Ward	Funded Establishment (WTE)	Vacancy (WTE)	Vacancy %	HC	Funded Establishment (WTE)	Vacancy (WTE)	Vacancy %	HC
Necton Ward	27.41	8.41	30.68%	19	24.60	3.09	12.56%	25
Oxborough Ward	25.00	11.00	44.00%	13	21.00	0.60	2.85%	21
Stanhoe Ward	25.59	5.15	20.13%	23	24.83	0.59	2.38%	27
Tilney Ward	21.01	3.00	14.28%	19	16.70	4.10	24.55%	15
West Newton Ward	19.84	4.31	21.72%	17	28.61	1.88	6.57%	30
West Raynham Ward	28.55	5.13	17.97%	25	16.87	-4.65	-27.56%	24
Windsor (prev Pentney) Ward	24.04	5.87	24.42%	20	25.25	3.88	15.37%	22
A & E	59.43	7.13	12.00%	57	18.14	-0.55	-3.03%	21
MAU	28.70	5.50	19.16%	24	12.55	-0.17	-1.35%	15
Terrington Ward	26.78	11.30	42.20%	17	16.05	-4.19	-26.11%	22
Medicine Division Total	**286.35**	**66.80**	**23.33%**	**234**	**204.60**	**4.58**	**0.95%**	**222**
Denver Ward	25.16	6.15	24.44%	22	18.48	2.05	11.09%	19
Elm Ward	15.80	4.09	25.89%	13	14.49	2.18	15.04%	17
Gayton Ward	23.03	7.50	32.57%	16	23.24	-0.89	-3.83%	26
Marham Ward	26.67	6.14	23.02%	21	15.60	2.88	18.46%	15
SAU	18.92	3.52	18.60%	16	6.00	-2.00	-33.33%	8
CCU	66.46	4.21	6.33%	67	3.80	0.80	21.05%	4
Surgery Division Total	**176.04**	**31.61**	**17.96%**	**155**	**81.61**	**5.02**	**6.15%**	**89**
Info only								
DCSU	*29.63*	*-3.76*	*-12.68%*		*16.25*	*2.81*	*17.29%*	
Main Theatres	*60.21*	*-5.87*	*-9.75%*		*25.21*	*2.66*	*10.55%*	
Shouldham Ward	**14.88**	**3.28**	**22.04%**	**13**	**7.94**	**-0.35**	**-4.40%**	**10**
Castleacre Ward/CDS	43.43	1.52	3.50%	48	30.09	7.25	24.09%	30
NICU	32.79	-0.21	-0.64%	37	8.55	0.51	5.96%	10
Rudham	30.56	0.25	0.82%	35	11.42	-0.11	-0.96%	18
Women & Children Division Total	**106.78**	**1.56**	**1.46%**	**120**	**50.06**	**7.65**	**15.28%**	**58**

	All Registered Nurses				All un-registered Nurses			
	Funded Establishment (WTE)	Vacancy (WTE)	Vacancy %	HC	Funded Establishment (WTE)	Vacancy (WTE)	Vacancy %	HC
Trust Summary (*less Theates & DSU*)	**855.17**	**120.11**	**14.04%**	**921**	**430.41**	**27.94**	**6.49%**	509

Appendix 5: Monthly turnover % rates from February 2017 – February 2018