

**REPORT TO THE TRUST BOARD - PUBLIC  
23 FEBRUARY 2017**

<b>Title</b>	<b>Workforce Report</b>
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**Purpose of the Report:**

To update the Board on relevant workforce issues and provide relevant workforce information for review.

**Summary of Key Issues:**

Workforce dashboard highlights key areas of workforce metrics.  
Narrative section provides more detail and information on employee relations cases.

**Strategic priorities this paper supports (Please check box including brief statement)**

Improving service user satisfaction	<input checked="" type="checkbox"/>	Improved staff satisfaction positively correlates with improved service user satisfaction.
Improving staff satisfaction	<input checked="" type="checkbox"/>	The effective management of vacancies, employment relations cases and sickness reduces the risk of adverse impact on staff morale and satisfaction.
Maintaining financial viability	<input type="checkbox"/>	

**Committees/Meetings where this item has been considered:**

Date	Committee/Meeting
	This report has not been reviewed by any committee.

**Implications:**

Equality Analysis	This report has no direct impact on equalities, however, it does provide information about ethnicity data for new starters.
Risk and Assurance	There are a number of risks associated with employee relations cases, including reputational damage, financial risk and adverse impact on morale. These risks are being managed by corporate and directorate management teams and oversight of the Executive team.
Service User/Carer/Staff	As above.
Financial	There are financial implications associated with high vacancy rates and sickness absence. Employment tribunals incur legal fees.
Quality	Vacancy and absence rates impact on delivery of quality services.

## **1.0 Background/Introduction**

- 1.1 The workforce report provides the Trust Board with quantitative and qualitative data in order to provide an overview of the key workforce indicators and progress made against objectives.
- 1.2 The dashboard provides measures key workforce indicators for the 3 month period to January 2017.

## **2.0 Sickness**

- 2.1 Sickness absence in January was 4.32% against a target of 3.5%. Long term sickness in MHCOP CHN has been targeted and reduced in the past 3 months. Bedfordshire has some long term cases linked to employment relations issues which are close to resolution. Improvement plans and additional resources linked to the recent restructure will contribute to reduction in longstanding cases.

## **3.0 Vacancy, Turnover and Recruitment**

- 3.1 The vacancy rate for January has seen a continuation of a stabilised rate between 8% and 9% which is 2% lower than the same period in 2015.
- 3.2 The Trust is investing in initiatives to support retention linked to funding from Health Education England and in conjunction with other Trusts across the North East London STP footprint. A focused piece of work is currently being done to analyse year 1 leavers, and an update will be included in the next report.

## **4.0 Essential Skills Training**

- 4.1 Mandatory training currently stands at 86% below the threshold target of 95%. All outstanding IT issues which were affecting access have recently been resolved. Actions to improve reporting and compliance include a review of the training matrix, review of trainer capacity and a business case for the introduction of electronic registers for face to face training.

## **5.0 Employee Relations Cases**

- 5.1 As of January, the employee relations case rate is 1.36 per 100 employees which is a continued decrease since the same period in 2016. There are currently 4 employment tribunal claims listed against the Trust in various stages of preparation for hearing, including one new Tribunal Claim listed in January. There is one case awaiting review by the Court of Appeal having been dismissed by the Employment Appeal Tribunal which is due to be heard in February. 9 staff are on suspension, all in Luton and Bedfordshire. There are 62 cases in total.

## 6.0 Appraisal

- 6.1 The Trust appraisal window runs from January – March. Appraisal figures for the Trust at the end of January stood at 37.6% against a Trust target of 90%. A revised appraisal process incorporating values and clear objective setting processes has been launched for the current appraisal round in response to feedback from stakeholders. This is supported with new guidance and training for appraisers.

## 7.0 Other Workforce Issues

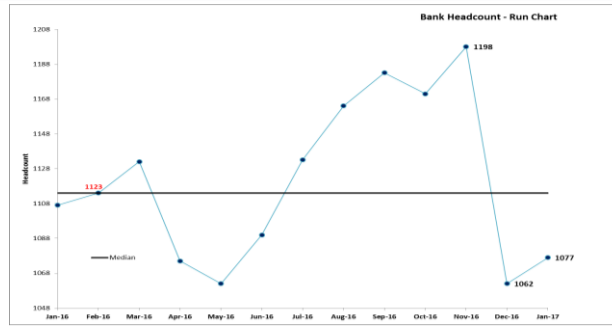
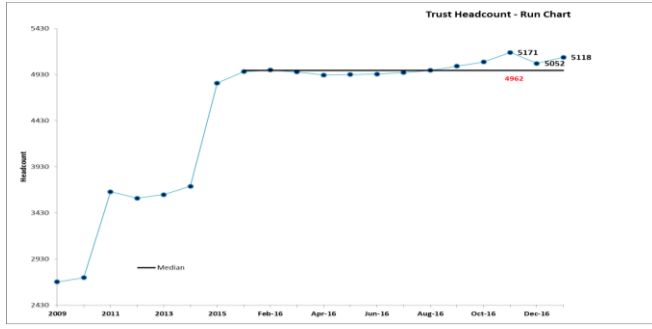
- 7.1 The HR team has been re-organised to introduce a business partnered model of HR, the final posts are being recruited to and a comprehensive development programme is due to start in February 2017.
- 7.2 Planning for the introduction of the Apprentice Levy is underway and there are currently 54 posts identified for apprentices which are being recruited to. More detailed reports are being submitted to the Finance, Business and Investment Committee.

## 8.0 Action Being Requested

- 8.1 The Trust Board is asked to **RECEIVE** and **NOTE** the report for information.

**East London NHS Foundation Trust**  
**Workforce Measures**

**Staff in post as at 31/01/2017**



**Leavers - last 3 months**

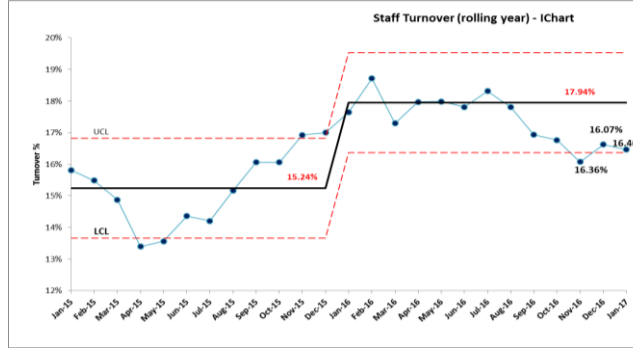
Leavers in past 3 months by Length of Service (0 - 5 Years)			
Length of Service	%	HC of Leavers (incl TUPE)	TUPE
1 Year	22.87%	43	1
2 Years	30.32%	57	28
3 Years	12.77%	24	0
4 Years	3.72%	7	1
5 Years	3.19%	6	0
over 5 Years	27.13%	51	0

In total there were 188 leavers in the period (this excluded fixed term contracts)

**Starters - last 3 months**

Ethnicity of new starters - past 3 months	HC	%	Trust total
Any Other Ethnic Group	6	2.40%	2.12%
Asian	46	18.40%	15.03%
Black	62	24.80%	29.78%
Mixed	9	3.60%	4.25%
Not Stated	1	0.40%	3.57%
White	126	50.40%	45.25%
Grand Total	250	100.00%	100.00%

**TURNOVER (rolling year)**



**Labour Stability %** ( This indicator shows the percentage (rate) of people (headcount) who remained employed within the organisation over a nominated period of time)

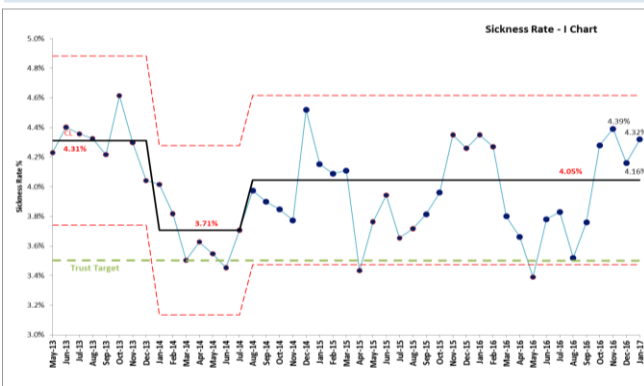
	Start	End	Remain	Index
Headcount	4531	4641	3804	83.95%
Assignment	4583	4675	3834	83.66%

4531 Employees were in post at the start of the period of which 3804 remained at the end meaning 83.95% of employees were retained.

**VACANCIES**

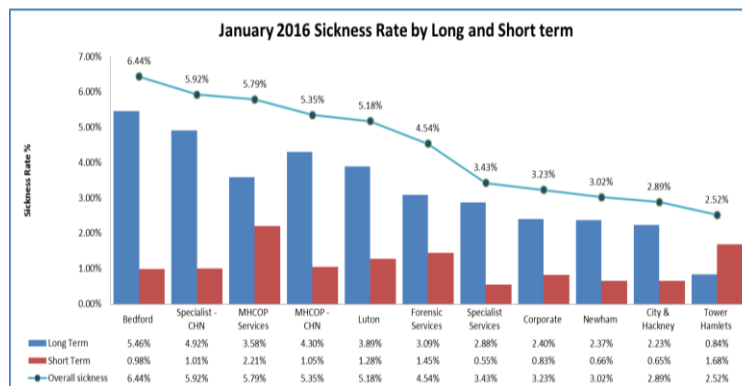


**ABSENCE**



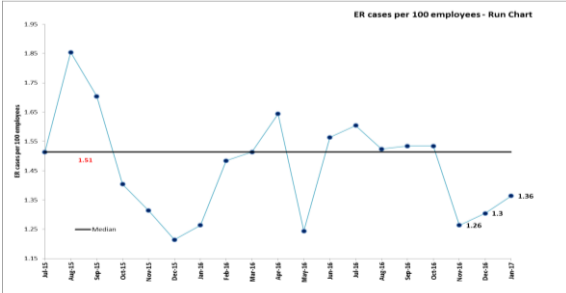
**Top 3 sickness reasons - combined for last 3 months**

Top 3 Absence Reasons by No. of Days Lost		No. of Days Lost
1	Anxiety/stress/depression/other psychiatric illnesses	3647
2	Cold, Cough, Flu - Influenza	3560
3	Other musculoskeletal problems	1929

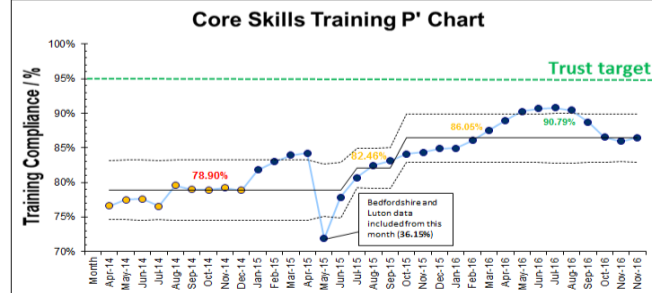


Top 3 Absence Reasons by No. of Days Lost		No. of Days Lost
Cold, Cough, Flu - Influenza		972
Gastrointestinal problems		370
Headache/migraine		150

**ER CASES**



**MANDATORY TRAINING & PDR**



**APPRAISALS & SUPERVISION**