

REPORT TO THE TRUST BOARD PART 1
27 April 2017

Title	Workforce Report
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Purpose of the Report:

To update the Trust 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 March 2017.

2.0 Sickness

- 2.1 Sickness absence in March was 3.46% against a target of 3.5%. Long term sickness in MHCOP CHN has been targeted and reduced in the past 3 months; further work is targeted in CHN and Bedfordshire. 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 February has seen a continuation of a stabilised rate between 8% and 9% which is 2% lower than the same period in 2015.
- 3.2 A repeat of the year one leavers follow up has been undertaken; there were 58 completed phone interviews from a sample of 222. Results are being collated and analysed and will be shared with directorates in advance of next months' SDB and a report brought to the board in June.

4.0 Employee Relations Cases

- 4.1 As of April, the employee relations case rate is 1.47 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. There is 1 case awaiting review by the Court of Appeal in May 2017 having been dismissed by the Employment Appeal Tribunal. There are 63 cases in total. 4 staff are on suspension.

5.0 Appraisal

- 5.1 Appraisal figures for the Trust at March were 65% against a Trust target of 90%. Service Directors have been asked to update and take action to reach the target of 90% by the end of the appraisal window at the end of April.
- 5.2 Evaluation of the new appraisal process will be undertaken alongside a quality audit by HR business partners in May and June 2017.

6.0 Other Workforce Issues

- 6.1 A new version of ESR is due to be implemented by September 2017; a full briefing will be provided.
- 6.2 Planning for the introduction of the Apprentice Levy is underway and there are currently 61 posts have been identified for apprentices, 34 apprentices have been offered posts and are undergoing employment checks. 27 further apprentices are being recruited to with assessment centres at the end of April and beginning of May.

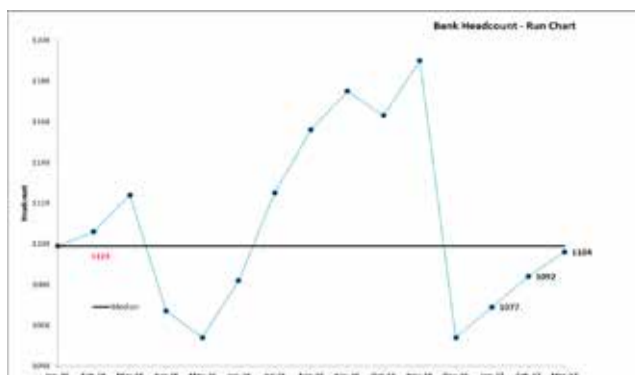
7.0 Action Being Requested

- 7.1 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 31/03/2017

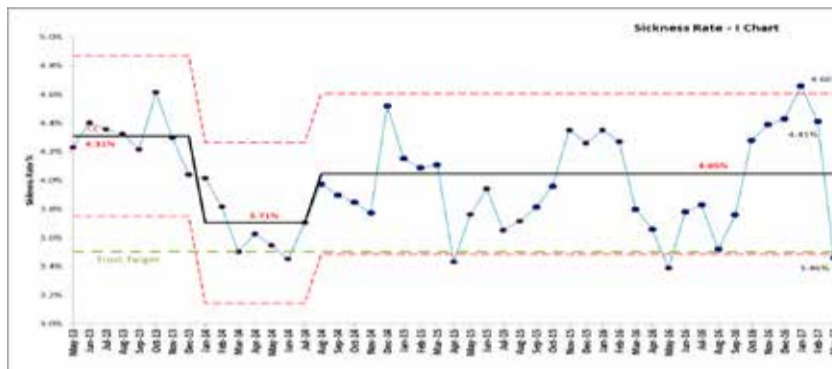
	Headcount	FTE
Trust	5069	4701.82
BANK	1104	0



ABSENCE - for last 3 months

Sickness Absence Rate	Jan-17	Feb-17	Mar-17	Cumulative % Abs rate (FTE) - 3 months
Trust	4.66%	4.41%	3.46%	4.17%

Indicators: < 3.5% > 3.5% & 4.5% < > 4.5%



Top 3 sickness reason - combined for last 3 months

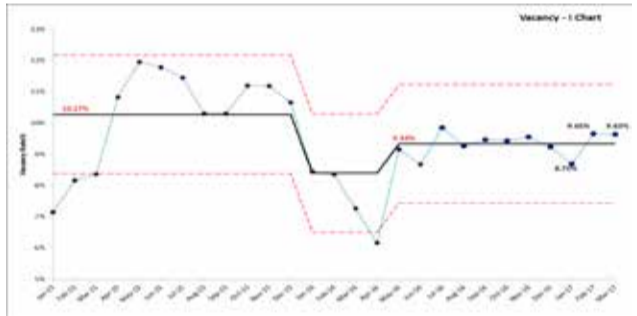
Top 3 Absence Reasons by No. of Days Lost		No. of Days Lost
1	Cold, Cough, Flu - Influenza	3262
2	Anxiety/stress/depression/other psychiatric illnesses	3063
3	Other musculoskeletal problems	1827

Top 3 Absence Reasons by No. of Episodes		No. of Episodes
1	Cold, Cough, Flu - Influenza	803
2	Gastrointestinal problems	327
3	Headache/migraine	161



VACANCIES, LEAVERS

Vacancies	October	November	December	January	February	March
Trust	9.43%	9.55%	9.23%	8.69%	9.65%	9.63%



TURNOVER (rolling year) - for past 3 months

Turnover FTE	Jan-17	Feb-17	Mar-17	Cumulative % Turnover rate
Trust	16.65%	16.47%	16.81%	16.64%

Indicators: ≤ 16% > 16% & 20% < ≥ 20%

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

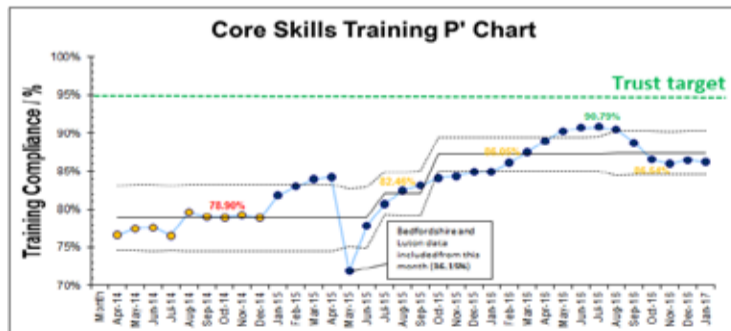
	Start	End	Remain	Index
Headcount	4544	4657	3824	84.15%
Assignment	4590	4695	3852	83.92%

4544 Employees were in post at the start of the period of which 3824 remained at the end meaning 84.15% of employees were retained.

MANDATORY TRAINING & PDR - Awaiting

Mandatory Training	Jan*	Feb*	Mar*	Trust target
Trust	86.20%			95.00%

* now includes data for L&B's



Leavers in past 3 months by Length of Service (0 - 5 Years)

	%	HC of Leavers (incl TUPE)	TUPE
1 Year	32.01%	89	2
2 Years	26.62%	74	25
3 Years	9.35%	26	
4 Years	4.68%	13	1
5 Years	3.24%	9	
over 5 Years	24.10%	67	

In total there were 278 leavers in the period (this excludes fixed term contracts e.g. trainee doctors)

Ethnicity of new starters - past 3 months	HC	%	Trust total
Any Other Ethnic Group	3	1.05%	1.85%
Asian	61	21.33%	15.90%
Black	65	22.73%	28.35%
Mixed	14	4.90%	4.06%
Not Stated	2	0.70%	2.25%
White	141	49.30%	47.58%
Grand Total	286	100.00%	100.00%

APPRAISALS & SUPERVISION

Trust	Mar-17
Appraisals	65.90%
Supervision	74.70%

ER CASES

Employee relations cases per 100 employees			
Total Per	January	February	March
	1.36	1.37	1.47