

TRUST KEY PERFORMANCE INDICATORS

HR/Workforce
February 2014

Code	HR WORKFORCE METRICS	Target effective from 1st April 13 (establishment target based on end of year target requirement)			Dec-13	Jan-14	Feb-14	In month change	Q3 2013/14	Q2 2013/14	Q1 2013/14	Q4 2012/13	Q3 2012/13	YTD 2013/14	
		G	A	R											
	Workforce Numbers	Establishment	< or = 3666.58		>3666.58	3817.00	3808.00	3809.70	1.70	3806.04	3701.07	3666.65	3484.59	3489.59	3724.59
		Staff in Post	-	-	-	3549.38	3575.88	3585.08	9.20	3535.72	3457.03	3411.98	3346.16	3352.58	3468.24
		Vacancies (Diff between Bud. Est. & SIP)	< or = 7.50%	> 7.50% & <10.00%	>10.00%	-267.62	-232.12	-224.62	7.50	-270.33	-247.17	-254.66	-138.44	-137.01	-256.35
		Turnover Rate (% cumulative YTD)				7.17%	8.08%	8.61%	0.53%	7.17%	4.99%	2.33%	9.73%	7.35%	4.02%
		Turnover Rate (% Rolling 12 months)	<9.45%	>9.45% & <10.40%	>10.40%	9.56%	9.79%	9.89%	0.10%						
	Attendance and Wellbeing - * This is the cost of salary paid to those who were absent due to sickness.	Sickness Absence (%) - Short Term	<1.52%	>1.52% & <1.68%	>1.68%	2.18%	3.14%	2.85%	-0.29%	2.49%	2.35%	2.72%	2.73%	2.63%	2.52%
		Sickness Absence (%) - Long Term	<1.64%	>1.64% & <1.82%	>1.82%	2.38%	1.95%	1.66%	-0.29%	2.20%	2.05%	2.00%	2.44%	2.56%	2.09%
		Sickness Absence (%) - Total	<3.50%	>3.51% & <3.85%	>3.85%	4.56%	5.09%	4.51%	-0.58%	4.69%	4.40%	4.72%	5.17%	5.19%	4.61%
		Absence Cost (£) - Short Term*	-	-	-	£214,768	£291,631	£247,799	-£43,832.00	£642,242	£569,107	£660,615	£658,287	£654,933	£1,871,964
		Absence Cost (£) - Long Term*	-	-	-	£232,234	£190,645	£151,119	-£39,526.00	£585,561	£509,357	£559,857	£613,486	£660,186	£1,654,775
		Absence Cost (£) - Total*	-	-	-	£447,002	£482,276	£398,918	-£83,358.00	£1,227,803	£1,078,464	£1,220,472	£1,271,773	£1,315,119	£3,526,739
		Absence 12 month rolling rate (%) - Short Term	<1.52%	>1.52% & <1.68%	>1.68%	2.57%	2.59%	2.59%	0.00%	2.60%	2.60%	2.55%	2.43%	2.33%	2.58%
		Absence 12 month rolling rate (%) - Long Term	<1.64%	>1.64% & <1.82%	>1.82%	2.17%	2.12%	2.06%	-0.06%	2.20%	2.27%	2.25%	2.28%	2.29%	2.24%
		Absence 12 month rolling rate (%) - Total	<3.50%	>3.51% & <3.85%	>3.85%	4.75%	4.71%	4.66%	-0.05%	4.80%	4.87%	4.80%	4.70%	4.62%	4.82%
		Maternity (WTE on maternity in month)	-	-	-	78.43	66.28	68.97	2.69	78.37	84.76	88.53	87.33	88.50	83.89
	Staff Performance	AFC Rolling 12 month Appraisal completion rate	<79%	>79% & <71%	>71%	78.27%	77.63%	75.54%	-2.09%	78.27%	69.48%	59.37%	46.81%	48.00%	78.27%
		Mandatory Training Completion	<98%	>88% & <98%	>88%	76.00%	77.00%	77.00%	0.00%	76.00%	75.00%	75.00%	74.00%	71.00%	76.00%

Workforce Numbers

- a) Budgeted Establishment - In comparison to last month, budgeted establishment has increased by 1.7wte to 3809.70wte. Budgeted establishment is above the annual plan projection due to the Keogh uplift and CIP that were not delivered.
- b) Staff in post - has increased by 9.20wte to 3585.08 wte in February 2014 from 3575.88 wte in January 2014.
- c) The number of vacant posts is currently 224.62wte which is a decrease of 7.5wte since January 2014. The Trust vacancy rate is 5.90%, the majority of vacancies continue to be in registered Nursing (100.54wte/7.96% vacancy rate).
- e) Turnover - the turnover figure for February was 9.89%, please note this figure represents turnover since April 2013.

Attendance & Wellbeing

- a) In Month - Trust absence levels have decreased in month to 4.51% from 5.09% in January. The absence rate for February 2014 was lower than that of February 2013.
- b) Rolling 12 Months Absence - The rolling 12 month period absence is currently 4.66%.
- c) Absence Cost - The cost of salary paid to absent staff for February 2014 was £398k, for the 12 month rolling year this equates to £4.85m. This is the direct cost of paying staff whilst they are on sick leave and does not account for additional hours/overtime/bank/agency used.
- d) Occupational Health activity - During February 2014 there have been a total of 62 referrals to Occupational Health to support staff at work/returning to work, this compares to last month's figure that stood at 66 referrals.
- e) The highest working days lost were due to anxiety/stress/depression which totalled 886.61 wte days.
- f) The highest number of episodes, which can be mapped back to short term sickness absence was gastrointestinal problems accounting for 162 episodes of absence. This would link with the Norovirus outbreak that took place throughout February.

Workforce Productivity & Staff Costs

- a) Pay Spend - In month the total pay spend was £13.95m, of which £12.03m was fixed pay spend. This is above pay plan of £12.89m
- b) Variable Pay - spend was £1.9m for February 2014 (13.76% of total pay spend), which is an increase against last month.

Staff Training & Development

- a) Mandatory training - the mandatory training rate for January was 77%. An updated figure is due next month.
- b) Workforce planning and training needs analysis have commenced to formulate the workforce plan.

Recruitment & Selection

- a) There were 42 adverts placed in February 2014.
- c) Nursing Recruitment - International recruitment continues as the Trust goes back to Italy mid March to continue with interviewing Registered Nurses. During February 15 nurses were offered employment with the Trust.

Workforce Change

- a) HR have now received all workforce plans that were submitted by the divisions and analysis will be taking place during March 2014 ready for submissions to the LETB's on the 4th April 2014.

Health & Safety

- a) There has been no formal contact between the Trust and the Health and Safety Executive (HSE) this month.

Serious Disciplinary & Tribunal Cases

- a) Activity Summary- There are currently 20 on-going employee relations cases all being managed in conjunction with Human Resources:
 - Disciplinary – 7
 - Grievance – 3
 - Harassment & Bullying – 2
 - Capability – 6 (this includes sickness capability cases)
 - Referral – 1
 - Whistleblowing – 1
- b) Since last report one Tribunal case remaining in process.