



**Here**  
**Annual Workforce Report**

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**ANNUAL WORKFORCE REPORT**  
**1 August 2015 – 31 July 2016**

**Purpose:**

The purpose of this report was to advise the Board of the workforce activities throughout the previous year and to present and propose future plans.

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## 1 Purpose of report

The Here workforce report and proposed action plan has been submitted by the Executive Assistant. Its purpose is to update the organisation on the workforce activity and feedback from employees during the period 1 August 2015 – 31 July 2016 and to provide data, information and proposals to satisfy the needs of the Workforce Race Equality Standard Action plan. Additionally, to propose any amendments to procedures and provision within the organisation to further improve and develop Here in line with the new Purpose. The **Summary of Proposed Actions** is outlined in section **10** .

Through the collation of this information it is hoped that the Board and employees will have a clearer understanding of the Here workforce and visibility of any changes that might be considered.

It is noted that the HR team also provide the HR function (recruitment, monitoring of employee files, Line Manager Support, policy governance, monitoring of training etc.) to Benfield Valley Healthcare Hub. This activity is not reflected in this report.

## 2 Data sources

Data contained within this report has been gathered using People HR, our Here Training Matrix, recruitment systems, leaver’s questionnaires and Survey Monkey. The table below outlines where data has been sourced. Staff data neither includes casual (bank) staff nor temporary employees provided via recruitment agencies nor any employees working for Here on any form of Service Level Agreement and finally, any employees who are seconded to Here.

Data source	Data type
People HR records.	Age, gender, full time equivalent numbers, general workforce activity, sickness absence, staff turnover
Survey Monkey ‘being here survey’ Jul 16	Ethnicity, sexual orientation, disability,
Recruitment agencies & Here application records.	Recruitment age and gender, temporary staff numbers.
Training matrix	Training and personal development data
Survey Monkey ‘Board protected characteristics’ survey Aug 16	Board protected characteristics.
Leaver’s feedback records	Reasons for leaving Here

- Data from the People HR system is taken from information collected at the time of recruitment or updated where changes occur.

- Sixty two people (around 30% of employed individuals) responded to the survey monkey 'Being Here' survey. Due to the respondent numbers being low, the sufficiency of the data is to be taken into account. Anecdotally people were nervous of responding to the recent survey as it included protected characteristic detail.
- The recruitment systems data is provided directly from the recruiters and based on data collected at the time of application. Protected characteristic monitoring data is currently held on job applicants within the organisation; however this data remains separated from the applicant's documentation throughout the process and following the job appointment stage.
- The training matrix is updated monthly utilising training programme information and manual input.
- The 'Board protected characteristics survey was completed by all 11 Board members.
- The Leaver's questionnaire responses require further collation

Where possible and relevant internal data has been compared with:

[the Brighton and Hove city snapshot](#),

[the quality watch report](#) or

[the NHS England NHS diversity and equality report](#)

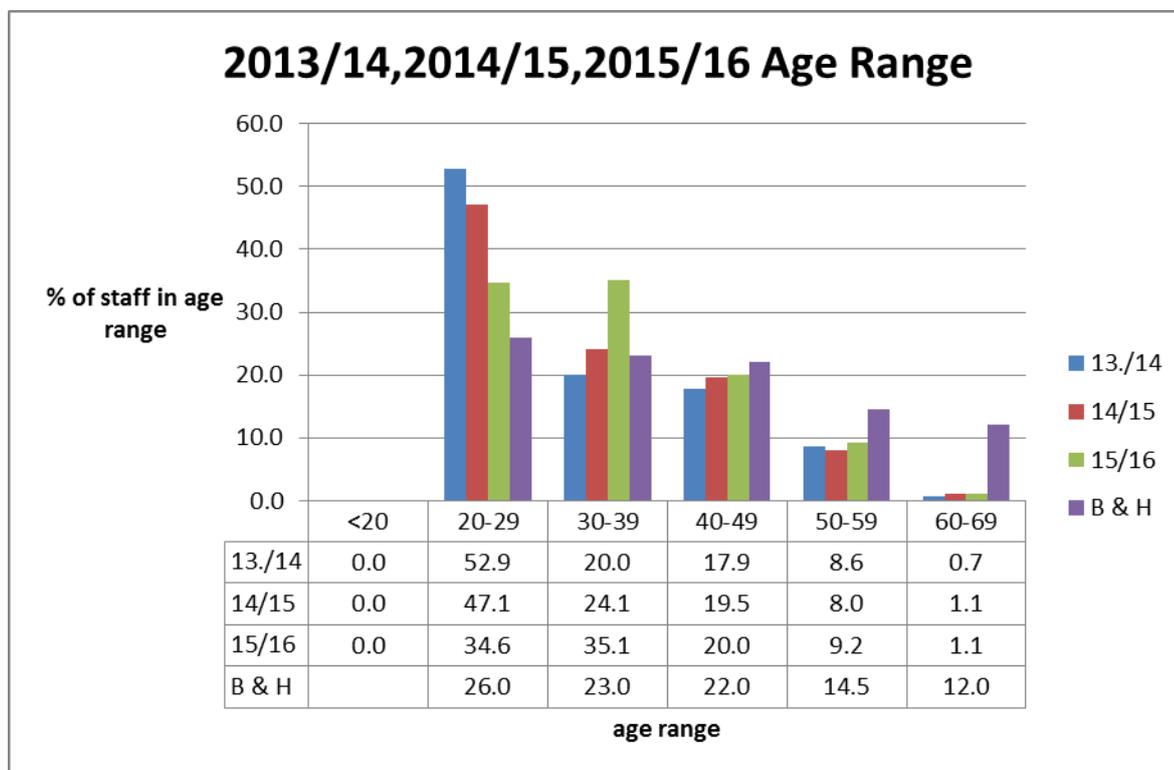
### 3 Equality Data

Here aims to build a workforce that is reflective of the diverse communities that we serve and to be the workplace of choice. Here has statutory duty to collate, monitor and review data in relation to equality and aims to complete an NHS Workforce Race Equality Standard report which specifically focuses on the provision of access to career opportunities and fair treatment for people from black and minority and ethnic (BME) backgrounds. It was felt that Here should also aim to demonstrate how employees with a broader range of protected characteristics in addition to ethnicity receive fair treatment in the workplace. This report covers:

1. Age
2. Gender
3. Disability
4. Race
5. Religion or Faith
6. Sexual orientation

Protected characteristic monitoring data is currently held on job applicants within the organisation, however the data currently remains separated from the remainder of the recruitment process. People HR do not currently have the fields to hold this data.

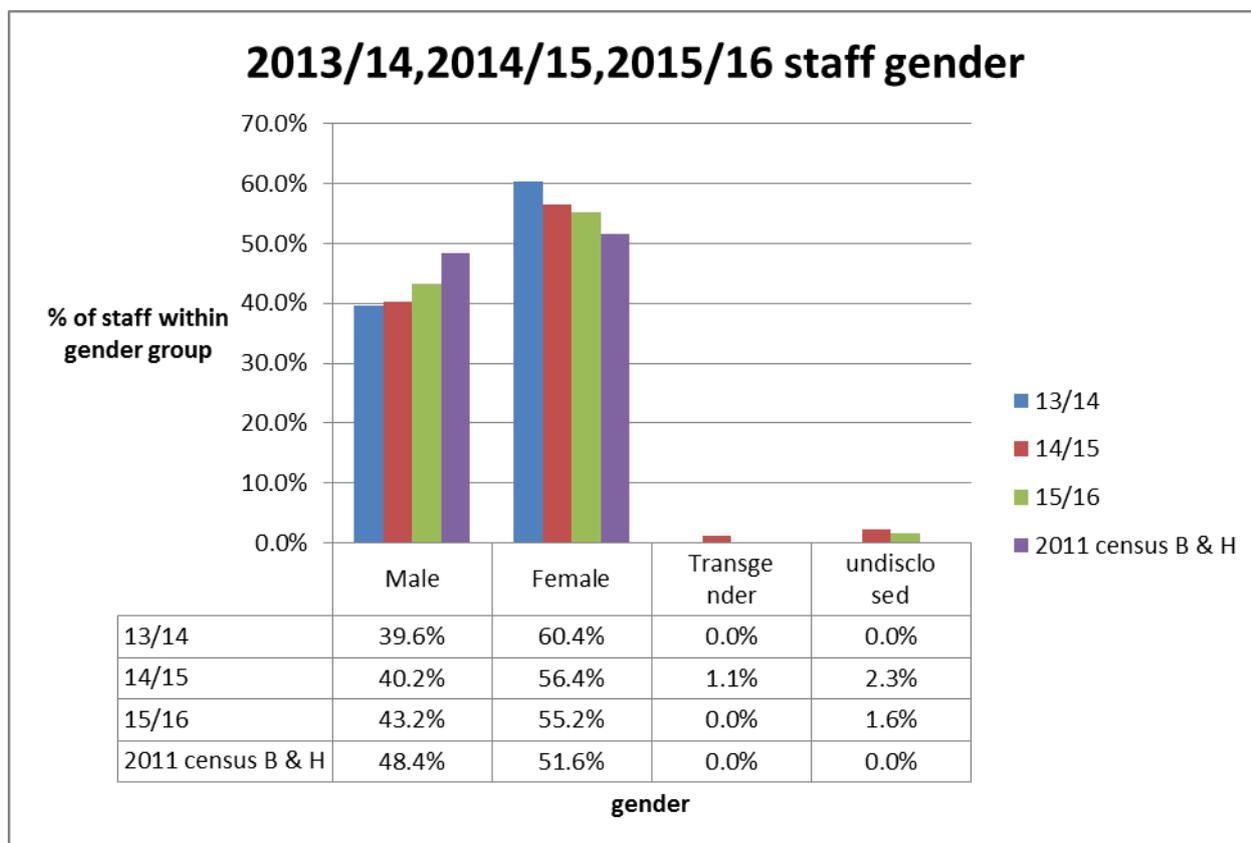
### 3.1 Composition of Workforce by Age



The above data for 13/14 and 14/15 was taken from ‘survey monkey’ data however the 15/16 data was taken from actual PeopleHR figures which is more complete. The chart shows that a large number of people who work for Here have historically fallen within the 20 – 29 year age group; however there has been a gradual shift towards a slightly older workforce over the last three years. This may partly be due to staff remaining within the organisation and to the reduction in the use of temporary staff.

The data is compared with information with Brighton and Hove census data (2011) of people in the community who fall between the ages of 20 and 69 years old. It is worth noting that the census data includes people who have retired so is slightly skewed as a comparison with the Here workforce information.

### 3.2 Composition of Workforce by Gender

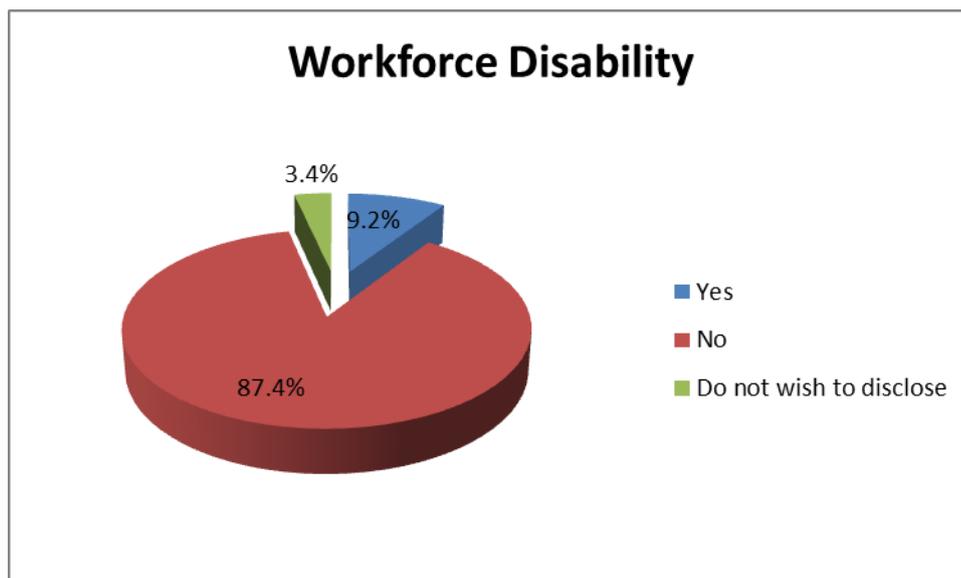


The above figures for 13/14 and 14/15 were taken from 'survey monkey' data however the 15/16 data was taken from actual PeopleHR figures which is more complete.

The chart shows a trend over the past three years that is moving the Here percentage gender split closer to the Brighton and Hove community data.

It is worth noting that the Brighton and Hove Census data does not include transgender and 'do not wish to disclose' information and that the NHS as a whole has a high female: Male ratio.

### 3.3 Composition of Workforce by Disability



The above data was taken from ‘survey monkey’ responses and may therefore be insufficient to draw conclusions. Community public data on disability covers data on registered disabled and those who are severely disabled and therefore does not cover the same parameters as those collected in this survey. It is difficult therefore to identify whether the organisation reflects the community in terms of disability/impairment. The [NHS Workforce Diversity Data](#) provided in January 2015 showed a figure of 6% for staff being classified as having a disability and 6% of staff not wishing to disclose.

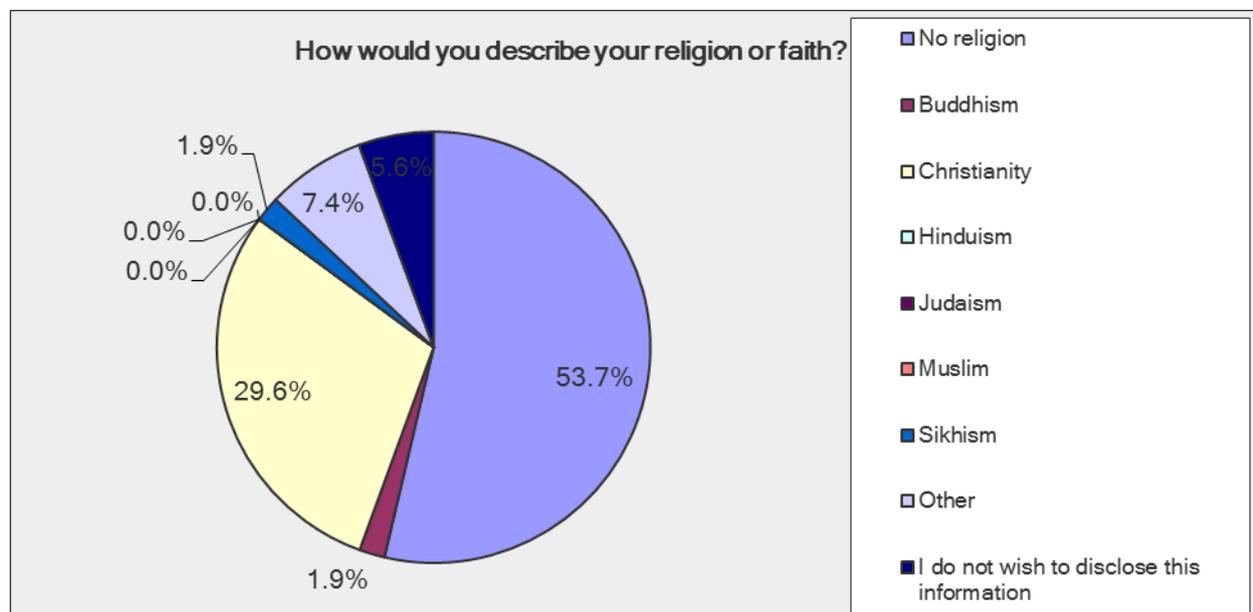
### 3.4 Composition of Workforce by ethnicity

please indicate your ethnic origin	
Bangladeshi	0
Indian	1
Pakistani	0
Other Asian Background	0
White and black Caribbean	0
White and black African	0
White and Asian	0
Other mixed ethnicity	1
Black Caribbean	0
Black African	0
Other black background	1
Chinese	0
White British	41
White Irish	1
Other white background	3
Other Ethnic Group	0
I do not wish to disclose this information	6
<b>answered question</b>	<b>54</b>
<b>skipped question</b>	<b>8</b>

The data on ethnicity is taken from the Survey Monkey responses which may not be representative. At present, Here does not currently hold data on ethnicity of employees within the organisation.

The Brighton and Hove city snapshot of 2014 gives a figure of 20% of the population being from a black and minority ethnic background and indicates that this percentage is growing. The figures above show that six people (12% of those who answered) reported themselves to be in a category other than White British. Given there is currently insufficient accurate information on ethnicity at Here, conclusions cannot yet be drawn.

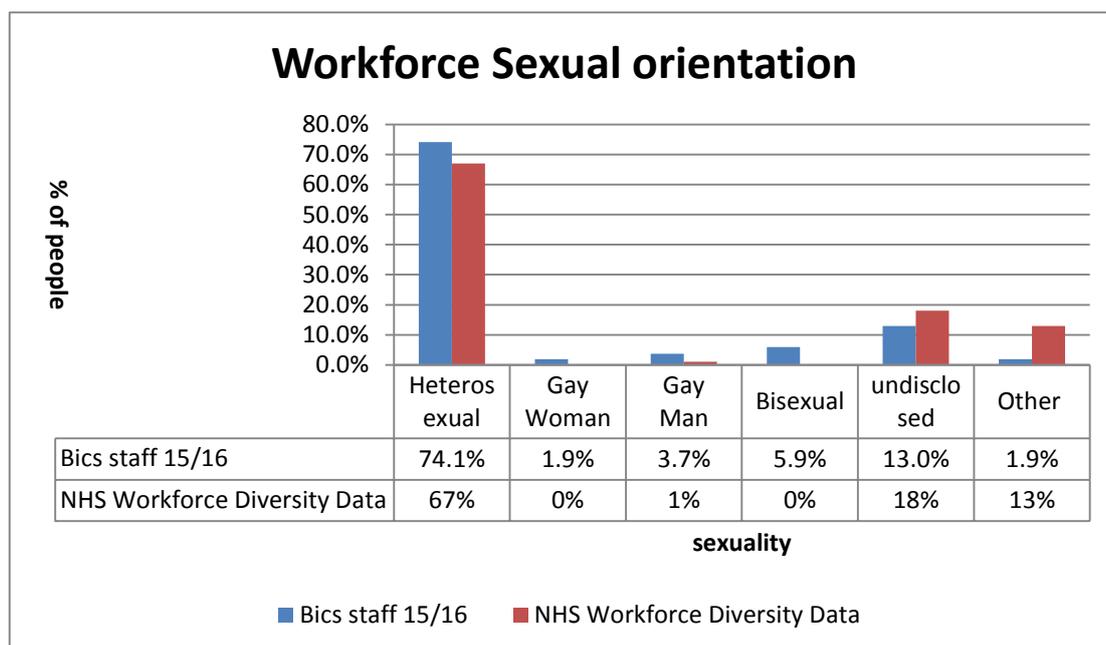
### 3.5 Composition of Workforce by Religion



The data on religion is taken from the Survey Monkey responses. This may not be fully representative.

The Brighton and Hove 2011 census data stated 27.2% of the population has no religion, and that 59.10% of the population is Christian. Given the survey was completed by 31% of staff; the data pool is considered insufficient to draw conclusions.

### 3.6 Composition of Workforce by Sexual Orientation

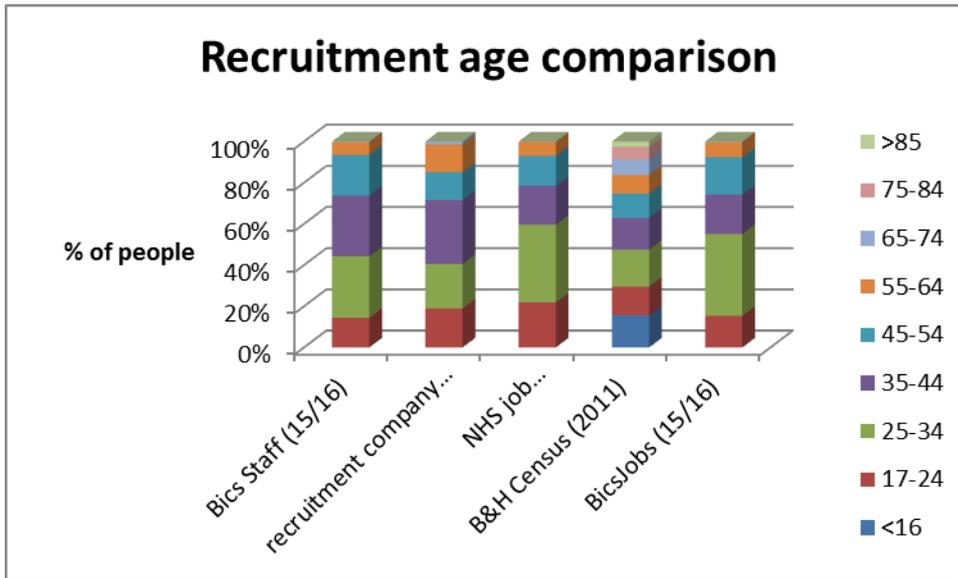


The data on sexual orientation is taken from the Survey Monkey responses. This may not be fully representative.

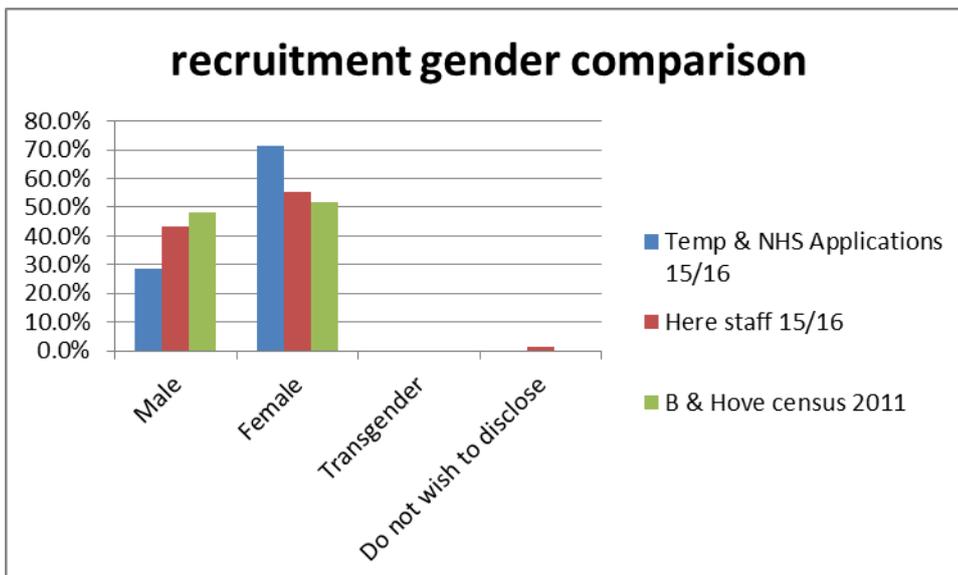
I have compared our data with The [NHS Workforce Diversity Data](#) provided in January 2015.

The [Brighton and Hove city snapshot](#) produced by Brighton and Hove city council gives a best estimate of number of lesbian, gay and bisexual residents of 11-15 per cent of the population aged 16 years or more. From the figures above the representation at Here appears to fit within that range, however, for reasons stated earlier in the report the data pool are considered insufficient to draw conclusions.

### 3.7 Equality in our Recruitment



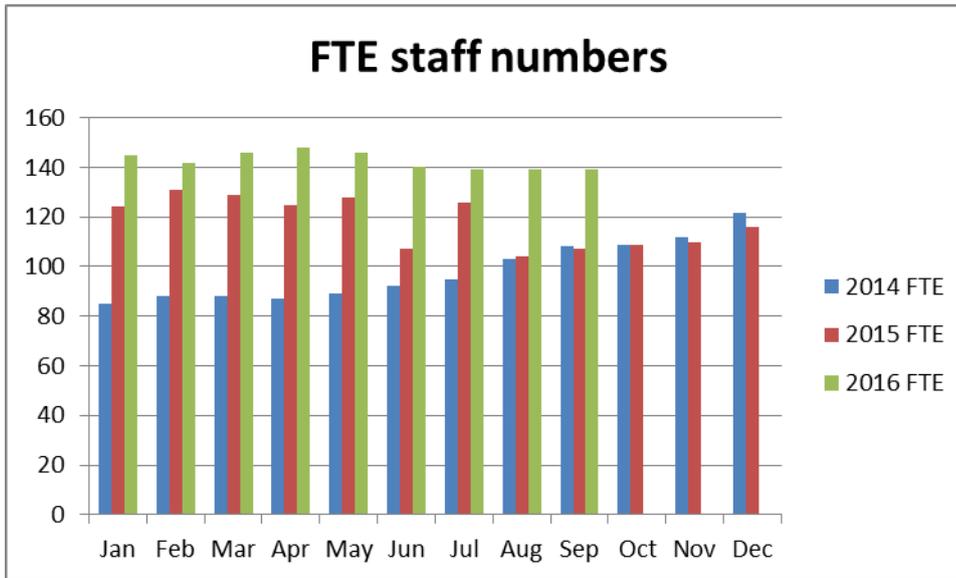
The purpose of monitoring age in this way is to establish if our recruitment processes are in any way impacting or influencing the age of staff actually recruited. We have compared job applications that have come directly to Here against recruitment company applications against our actual workforce. By doing this we are able to establish if there are any anomalies or concerns raised that would require a review of our recruitment processes. These figures indicate that applications through NHS Jobs and Here jobs are high within the 25 to 34 year age group and low within the 35 to 44 year age group.



We also monitor gender to help review the fairness of our recruitment processes and identify whether they might be impacting the gender of staff recruited. The chart shows that more females than males apply for jobs at Here.

## 4 Staff

### 4.1 Monthly full time equivalent staff numbers



The above chart details a month by month summary of our staff full time equivalent (FTE) staffing levels. We have included the data from the same period over the previous two years to show the growth in numbers.

### 4.2 General staff activity and training and personal development

Please refer to [Appendix i General workforce activity](#) for detail on performance, leave, changes to terms and training/personal development.

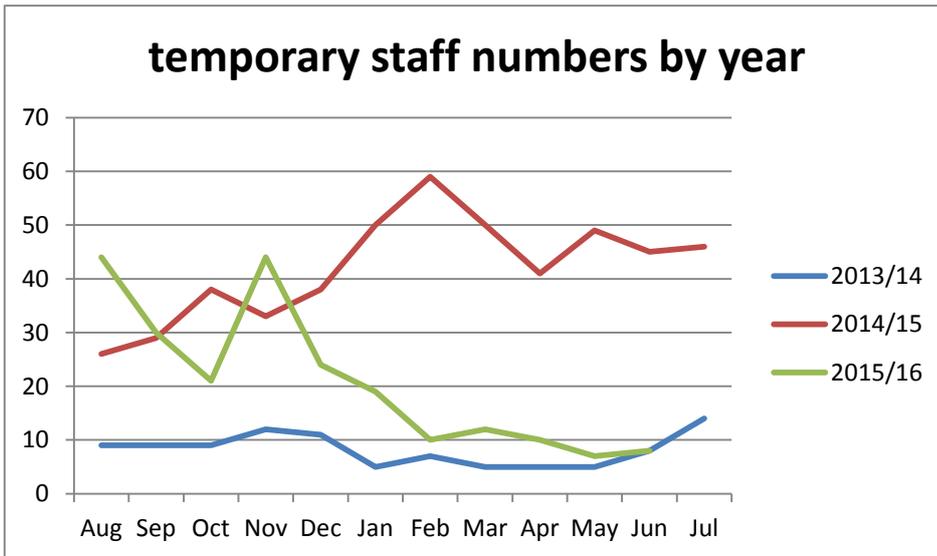
## 5 Recruitment

### 5.1 Audit

The HR team conduct a monthly audit of recruitment to assure the organisation that all standard recruitment processes are adhered to and equality of opportunity is promoted (see the Recruitment and Selection Procedure for details).

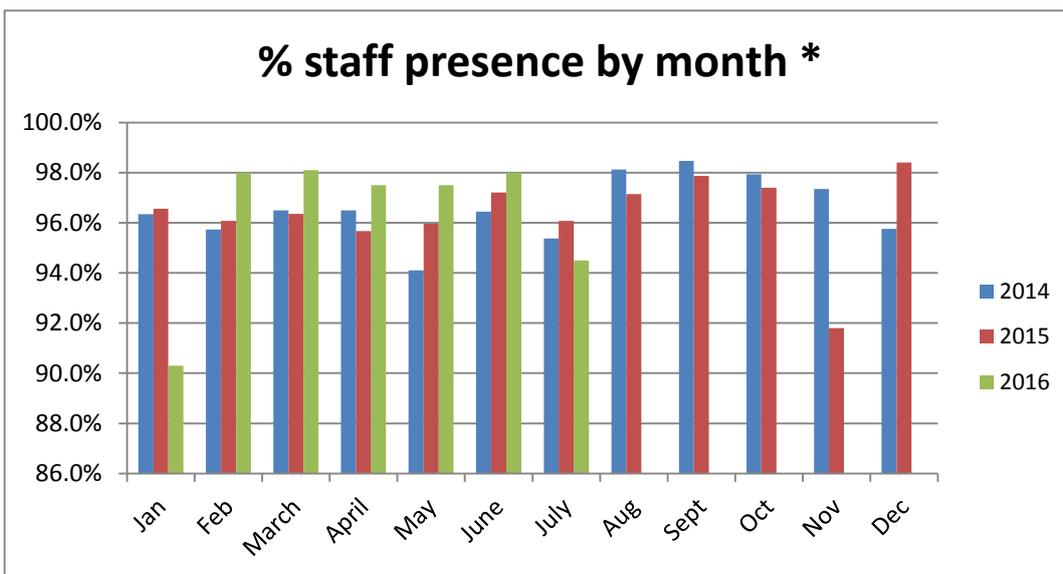
### 5.2 Use of Temporary Staff via Agency (Pier)

This data has been included as there has been substantial use of temporary staff within our services. More recently Line Managers were asked to consider a reduction in the use of temporary staff in order to reduce cost, improve morale and limit training issues. Further, to ensure that any temporary employees who are still with us after 16 weeks are brought across to be employed by Here either on a fixed term or substantive contract (after 16 weeks there is no agency fee to pay). The figures show a considerable and consistent reduction in the number of temporary staff utilised by the organisation since November 2015.

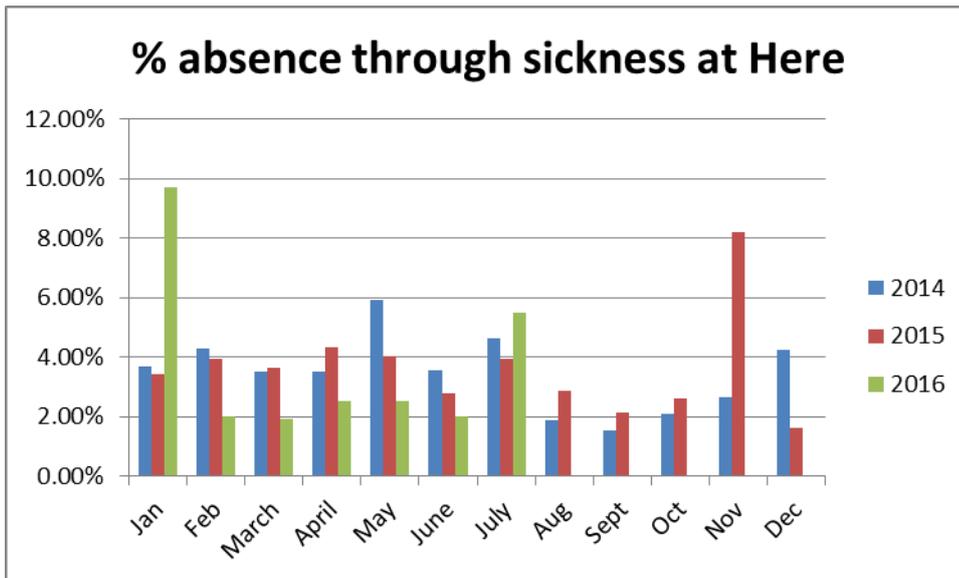


## 6 Wellness

### 6.1 Monthly staff presence at work (not including absence due to leave or other non-sickness absence)



\*wellness figures calculated by using 100% - sickness absence %. This does not therefore account for occasions where staff attend work whilst feeling unwell.

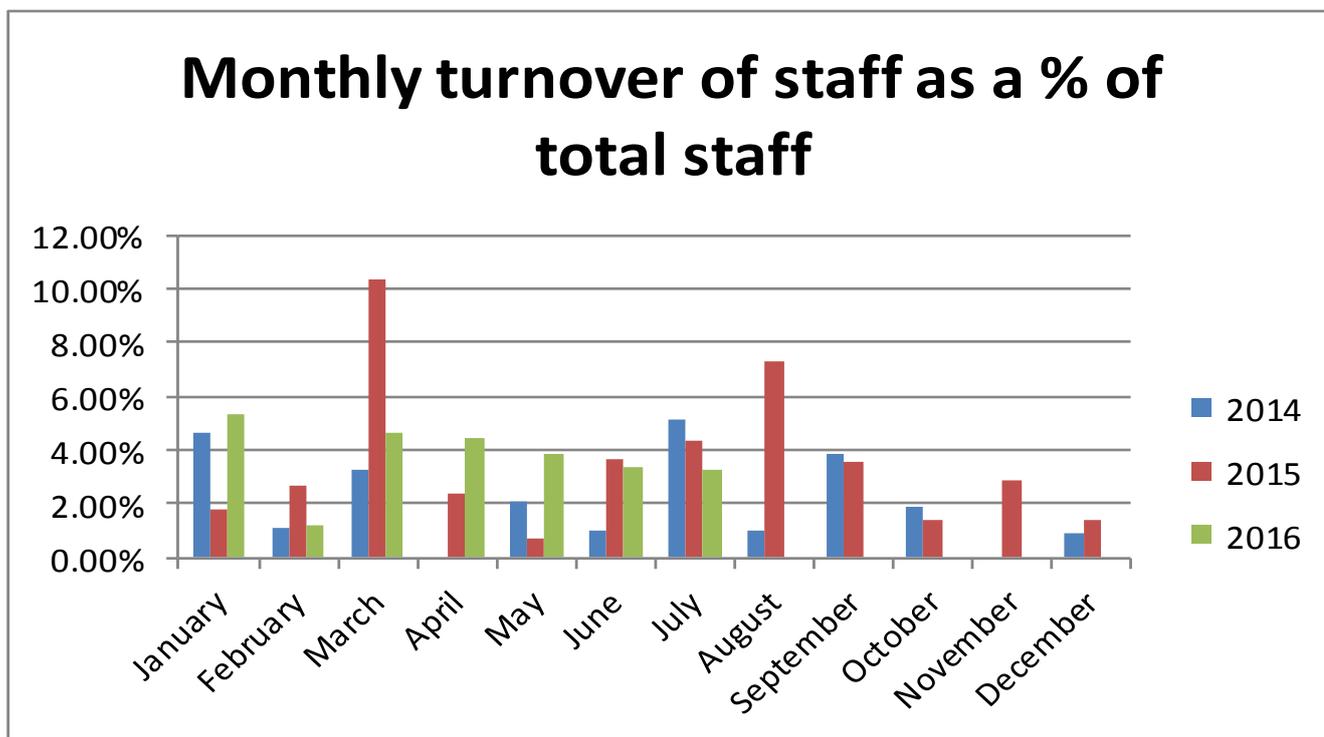


Generally wellness at Here has been higher during the period August 2015 – July 2016 compared with former years. There were, however two spikes of sickness absence in Nov 2015 and January 2016 (mainly due to Norovirus and viral infections- communicable diseases). In spite of the two spikes, the wellness levels at Here of 96.38%\* are higher than the latest average of figures released by the Health and Social Care Information Centre (HSCIC) for the NHS in the region which is 96.2%\*.

Here is committed to supporting wellness within the organization. This support includes provision of fruit twice weekly, Yoga, Massages, Mindfulness & the meadow room, table tennis & football. In addition the wellness group is continually working to develop wellness and wholeness within the organisation.

## 7 Turnover of the workforce

### 7.1 Monthly percentage turnover



Qualitywatch provides staff turnover figures in the NHS. Recent figures for up to 2014 show NHS turnover rates of between 0.6% and 1.8% ([quality watch report](#)). Here figures range from 1.19% to 7.3% for the period August 2015 to July 2016 which are considerably higher than the Qualitywatch figures. Whilst it is difficult to determine an optimum turnover level, high turnover of staff is costly, affects performance and can demoralise longer serving personnel. Use of temporary staff may have historically contributed to the high turnover and currently the organisation is working to considerably reduce the usage of temporary staff.

The previous workforce report proposed improvements to the Leavers feedback form and review of data to identify themes and allow for addressing of any concerns. The question 'why are you leaving' was added in September 2015. An initial review of the forms has identified the following reasons for leaving:

Reason	number reporting
TUPE	1
Temp	5
relocation/travel	4
morale/stress/frustration	3
career development/study	5
improved pay and conditions	5
health reasons	1

A survey (Being Here), was conducted in August 2016 which sought to understand how employed personnel perceive how well the organisation is doing at being the meaningful and rewarding place to work. This may also provide insight into how retention of staff can

be increased. Action is being taken at Here, to work on information from the survey and to develop staff engagement.

## 8 Job Evaluations

There are 3 colleagues able to carry out 'agenda for change' job evaluations. There are 3 other people who are partially trained in the procedure. During the period covered by this report there were 7 evaluations carried out.

## 9 WRES reporting (Workforce Race Equality Standards)

The NHS Equality and Diversity Council created the NHS WRES which asks NHS organisations to demonstrate progress against nine indicators. This has been driven by evidence suggesting that there is less favourable treatment of Black and Ethnic Minority (BME) staff in the NHS. Here was asked to provide a WRES action plan and report. Please see Appendix iii Workforce Race Equality Standard Action Plan 2015-2016 for the Here WRES action plan.

It was felt that Here should also demonstrate how employees with a broader range of protected characteristics in addition to ethnicity receive fair treatment in the workplace and further work is being conducted with that aim. The 'Being Here' survey report (to be published at a later date) using data taken from the 'Being Here' survey monkey survey provides some additional information and data.

A separate survey 'Board protected Characteristics' aimed at obtaining data for one of the WRES nine indicators (Percentage difference between the organisations Board membership and its overall workforce) was also conducted, Please refer to **Appendix ii Board Protected Characteristics** for results of this survey.

## 10 Summary of Proposed Actions

EQUALITY ( see section 3)		
ACTION	WHO	WHEN
Identify how best to capture and retain ethnicity data on current staff and ensure protected characteristics are obtained from new personnel.(e.g a further survey of protected characteristics only, re- attaching applicant monitoring forms to recruited staff) Ensure data is stored appropriately	JO/HR	By end March 17
Include a question about ethnicity in the starter's form so that the information can be added to PeopleHR for all new people starting at Here moving forwards.	HR	By end Jan 17
Review gender/ pay data by pay band for next report.	EA	By next report

Recruitment ( see sections 3.7 & 5)		
ACTION	WHO	WHEN
Review the presentation of jobs, location of job adverts, application form, job descriptions, company information and person specifications to ensure that they do not appeal to certain protected characteristic groups. Here should additionally ensure that interviewing panels and shortlisting panels are age diverse.	JO/HR by end	By end July 17
Ensure that all those involved in recruitment (including individuals in self-managed teams) are appropriately supported to undertake recruitment and are fully up to date with the procedures at Here.	HR	By end July 17
Continue to keep the use of temporary staff to a minimum.	All recruiters	ongoing
HR to conduct monthly audits of recruitment to ensure standard processes are adhered to and equality of opportunity is promoted.	HR	monthly
Communicable Disease (see section 6.1)		
ACTION	WHO	WHEN
H & S committee to review the findings of this report and explore whether measures on contagious disease is required. (Health and Safety Committee	H&S committee	Next meeting.
Turnover (see section 7)		
ACTION	WHO	WHEN
Review leaver's forms further to enable the provision of more measureable information. The information on the leaver's forms currently in place is also to be audited to identify any themes or patterns and inform any actions	EA	By end July 17
Team members and managers to have increased awareness of and focus on the use of leaver's questionnaires	EA	By end July 17
Teams should consider working to understand the turnover within different services may be a worthwhile exercise, if possible using PeopleHR.	Middles	Feb/March meeting 17
Further work on staff retention measures is advised. Utilise 'Being Here' survey information as starting point	Being Here proj team	Feb/Marc 17

Job evaluations ( see section 8)		
ACTION	WHO	WHEN
Training to be put in place to increase the number of staff able to carry out job evaluations	JO/HR	By March 17
Understand and explore other approaches to job evaluation that may better meet the needs of an organisation with self-managed teams	JO/HR	By March 17

## 11 Appendix i General workforce activity

- **Types of Staff Leave approved and recorded by HR**

	<b>1 August 2014 – 31 July 2015</b>	<b>1 August 2015- 31 July 2016</b>
Compassion leave requests	5	1
Training and Study leave requests	27	33
Career break requests	1	?
Maternity and Paternity leave requests	1	5
Flexible working requests	6	4
Time off for dependants leave requests	6	1
Unpaid Leave	13	14

The above is a simple record of the various types of leave taken during this period. It is possible that some of the figures may not be fully accurate such as for Training and Study leave as the appropriate paperwork is not always completed and passed to HR for recording. Work is planned to ensure that all this data is entered by teams onto PeopleHR which will make reporting more accurate and less cumbersome for the HR team.

- **Staff Performance Monitoring**

	<b>1 August 14 – 31 July 15</b>	<b>1 August 15-31 July 16</b>
Disciplinary activity	0	0
Grievance activity	0	0
Capability activity – formal	0	0

The above is a summary of the formal performance activity during this period.

- **Other Activity**

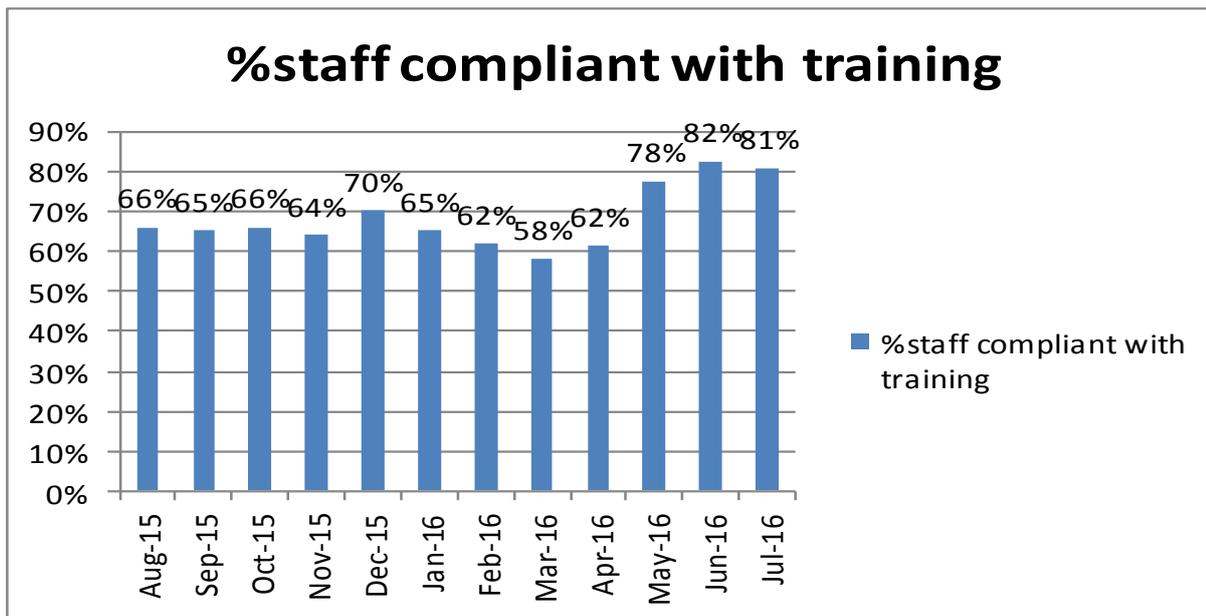
	<b>1 August 2014 – 31 July 2015</b>	<b>1<sup>st</sup> August 2015- 31<sup>st</sup> July 2016</b>
Whistleblowing activity	0	0

Bullying and Harassment activity formal	0	
Discrimination complaints-formal	0	0
Substance abuse activity	0	0
Redundancy	0	0
Secondments	13	10
TUPE	7	4
Sickness informal review	0	3
Sickness formal review	1	1
*Change to Terms and Conditions	81	80

\* Change to terms and conditions can be broken down as follows:

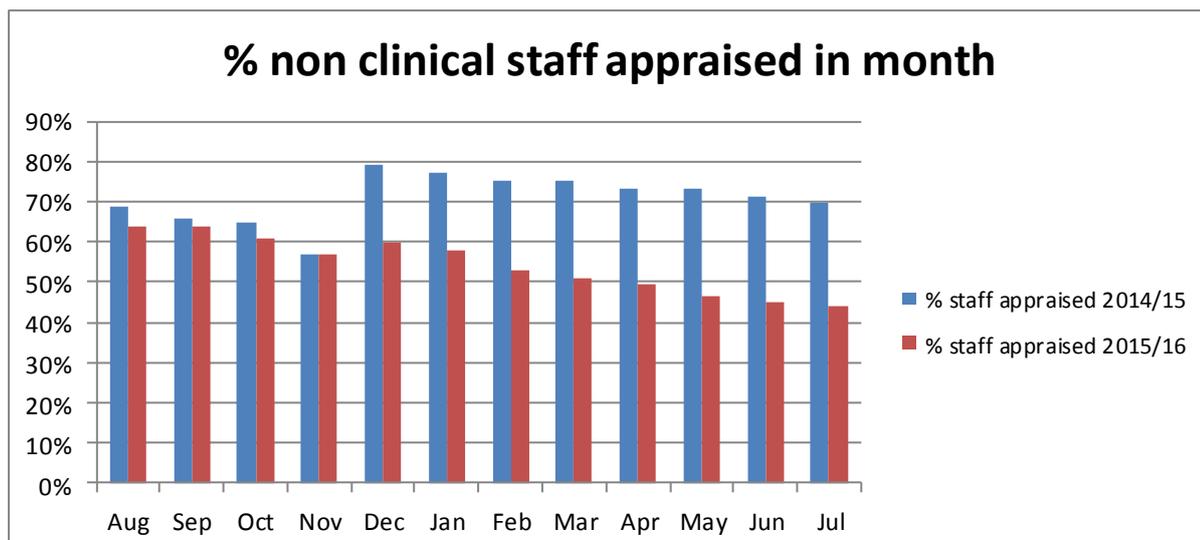
	2014/15	2015/16
Acting up	29	4
Change in hours	9	13
Change in responsibilities	54	8
Change to fixed term from casual	5	0
Change to substantive from fixed term/casual	21	28
Extend fixed term contract	7	15
Salary increase	6	11
Change to casual from fixed term	0	1

- Overall % of staff compliant with training



Our target has been 85%, We continue to struggle to achieve our target although some services are achieving this. The achievement of 82% in June 2016 was due to increased pressure prior to a CQC visit. Service results are shared with managers on a monthly basis with the intention of the managers ensuring training is included into their service workload. The Quality Coach is currently working with the Information Governance Operational Group to improve compliance.

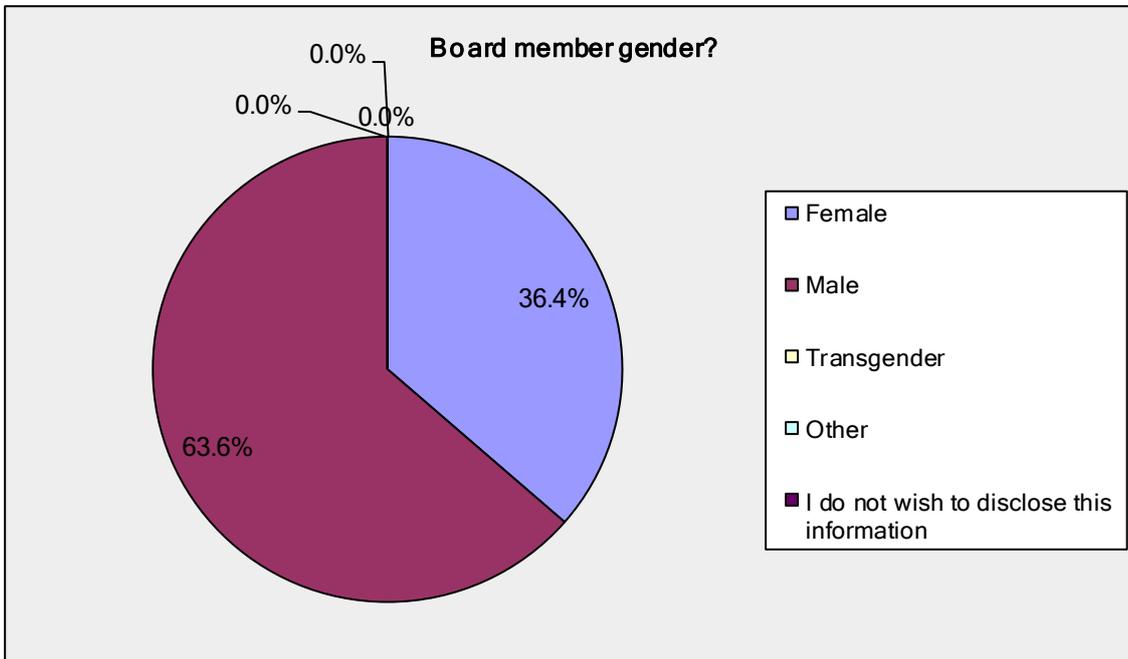
- percentage of staff having completed Annual Personal Development Plan (Pirate Dave)



The appraisal rates have dropped considerably in 2016. There has been a major amendment to the appraisal process and appraisals have been added to mandatory training and to the training matrix to help improve compliance.

## 12 Appendix ii Board Protected Characteristics

Below are charts showing data from a Survey Monkey monitoring survey on Board members only. Statistically it is necessary to consider the small number of Board members (sample size of 11) when viewing the data provided.



### Board member age range

According to the survey the Board is made up of:

Age	number	percentage
30-39	2	18.2%
40-49	6	54.5%
50-59	3	27.4%

### Board Ethnicity

According to the Survey Monkey data the Board are made up of:

White and Asian	1	9.1%
White British	7	63.6%
White Irish	1	9.1%
other	1	9.1%
I do not wish to disclose this information	1	9.1%

### Board disability/ impairment.

1 member of the board considered themselves to have a disability or impairment (9.1%)

### 13 Appendix iii Workforce Race Equality Standard Action Plan 2015-2016

WRES indicator	Current reporting	Action Plan	Timescale	Lead
% of BME staff in bands 8-9 compared to % of overall workforce	Protected characteristics for overall workforce currently recorded, not by banding	2016 workforce report to review data by banding for all protected characteristics	October 2016	Gill Howson
Relative likelihood of BME staff being appointed from shortlisting compared to that of white staff being appointed from shortlisting across all posts	Protected characteristics for recruitment not included in workforce report	To be included in 2016 workforce report and analysed by protected characteristics	October 2016	Gill Howson
Relative likelihood of staff entering the formal disciplinary process compared to white staff as measured by entry into formal investigation	Records for all disciplinary process kept by organisation.	To be included in 2016 workforce report and analysed by protected characteristics	October 2016	Gill Howson
Relative likelihood of BME staff accessing non mandatory training and CPD as compared to white staff	Records for non-mandatory training not kept centrally within organisation	Inclusion to be reviewed during 2016 workforce report.		Gill Howson
<b>STAFF SURVEY</b>				
KF 18 % of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months	NHS staff survey not done in this way, use of relevant policy is monitored and reported through the workforce report	Equivalent question to be undertaken as part of Wellness work stream	July 2016	Wellness Group
KF 19 % of staff experiencing harassment , bullying or abuse from staff in last 12 months	NHS staff survey not done in this way, use of relevant policy is monitored and reported through the workforce report	Equivalent question to be undertaken as part of Wellness work stream	July 2016	Wellness Group
KF 27 % believing trust provides equal opportunities for career progression or promotion	NHS staff survey not done in this way, use of relevant policy is monitored and reported through the workforce report	Equivalent question to be undertaken as part of Wellness work stream	July 2016	Wellness Group
Q23 In the last 12 months have you personally experienced discrimination at work from any of the following? Manager / Team leader	NHS staff survey not done in this way, use of relevant policy is monitored and reported through the workforce report	Equivalent question to be undertaken as part of Wellness work stream	July 2016	Wellness Group
<b>BOARD</b>				
Boards are expected to be broadly representative of the population that they serve	Board workforce data not currently collated separately.	Data to be separated to include board information in 2016 workforce report	October 2016	Gill Howson

Additional Action				
Central WRES reporting	Schedule not aligned to national reporting	To be amended for 2017	April 2017 board	Gill Howson