

## Exception report : Workforce

### 1. Training:

National Standard: 95% trained in Information Governance in the last year  
100% staff appraised in the last year

Local standard: 85% staff appraised and 75% compliance with Statutory & Mandatory Training by the end of March 2017

Performance: 90% compliance in Information Governance, 75% compliance in STAM, 75% and 85.04% staff appraised

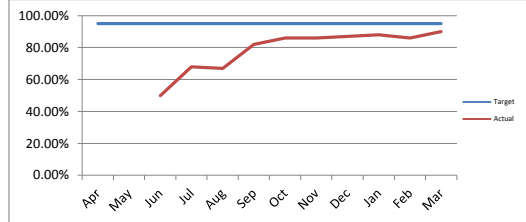
2. Turnover: There is no national standard, our current rate is 14.3% compared with the England average of 8.7% and Kent Surrey and Sussex average of 9.4%.

### Key issues

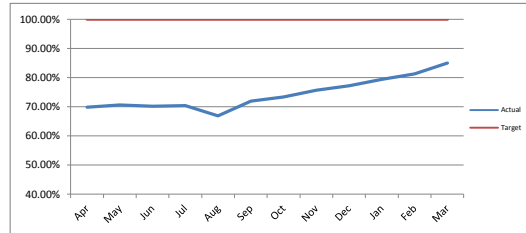
1. Historic problems with data cleansing and access to training modules and systems have largely been addressed, although there is a lag time in recording appraisals for some staff. Bigger Directorates and departments with more 'front line' staff and flatter structures perform worst on the appraisal standard. HR Business Partners are supporting Directorates with the greatest challenge, there is more grip in performance management of STAM. Training, awareness raising and improved leadership arrangements will support consistent delivery of this standard going forward.

2. Staff turnover increased slightly in March to its highest level ever (14.3%). Growth in turnover was evenly distributed across pay bands and staff groups, with the exception of Medical staff where turnover declined. On average we are now recruiting 10 WTE less than the total number of leavers per month.

### Information Governance



### Appraisals



Action	Description	SRO	By when
Improve data quality	Large data cleansing undertaken; 300 accounts relating to leavers deleted; duplicate iris accounts removed; ESR IT accounts linked to iris.	HW	Completed
Ring fence time for training and appraisal	Staff all given ring fenced time for training and appraisals	ALL	On going
Hold staff and their line managers to account	Monthly STAM and appraisal reports at Directorate level; action plans developed with HRBPs to address non-compliance.	All	On going
Monitor on-line training system issues	Directorates providing HRBPs with any system issues so that records can be manually updated.	ALL	On going
Target depts and directorates with poorest performance	Appraisal compliance Facilities and Estates 87.2%, Acute Floor 79% and Speciality Medicine 84.2%.	HW/SP/RMcE	Completed
Improve recruitment and retention of staff	Develop a granular 12 month recruitment plan, incl international recruitment; Develop retention incentives for newly qualified nurses and other health practitioners; People Opportunities Transformation programme to become the best employer we can be.	HW	Apr 2017 May 2017 Jun 2017

Turnover (external leavers)	Mar-15	Mar-16	Mar-17
Medical Staff (excl Trainees)	9.81%	8.90%	8.40%
Nursing	12.16%	13.20%	14.90%
Scientific, Therapeutic & Technical	12.83%	12.10%	16.30%
Admin & Clerical	13.16%	12.70%	14.40%
Support Staff	13.79%	11.60%	12.70%
<b>Trust Total</b>	<b>12.33%</b>	<b>12.52%</b>	<b>14.40%</b>