

## Staff Report for 2020-21

As at 31 March 2021, Wirral Community Health and Care NHS Foundation Trust employed 1,732 people. The average number of employees during 2020-21 was 1,683. Details of our workforce are provided below:

### Staff Costs

The following staff costs have been incurred during the period;

	2020-21		
	Total £000	Permanent £000	Other £000
Salaries and wages	51,239	48,128	3,111
Social security costs	4,278	4,088	190
Apprenticeship levy	228	228	0
Employer's contributions to NHS pension scheme	5,404	5,404	0
Employer's contributions to NHS pension scheme paid by NHSE	2,348	2,348	0
Pension cost - other	2,014	2,014	0
Termination benefits	43	43	0
Temporary staff	2,625	0	2,625
<b>Total gross staff costs</b>	<b>68,179</b>	<b>62,253</b>	<b>5,926</b>
Costs capitalised as part of assets	559	203	356
<b>Total staff costs</b>	<b>67,620</b>	<b>62,050</b>	<b>5,570</b>

### Staff numbers

The average whole time equivalent of staff employed by the Trust during the period is detailed in the table below;

	2020-21		
	Total Number	Permanent Number	Other Number
Medical and dental	10.2	11	7
Administrative and estates	129.7	131	14
Healthcare assistants and other support staff	434.3	403	5
Nursing and health visiting staff	541.8	532	24
Scientific, therapeutic and technical staff	244.0	260	12
Healthcare sciences staff	2.8	1	0
<b>Total whole time equivalent staff numbers</b>	<b>1,362.9</b>	<b>1,338</b>	<b>62</b>

## Staff composition - employee gender distribution

The figures reflecting the breakdown of gender distribution of employees within the Trust as at 31 March 2021 are included in the table below:

	2020-2021	Headcount
Directors male ( <i>including Non-Executives</i> )	54%	7
Directors female ( <i>including Non-Executives</i> )	46%	6
All Employees male	11%	198
All Employees female	89%	1534

## Sickness Absence Data

The Trust's sickness absence data for 2020/21 is available through the published data provided by NHS Digital: <https://digital.nhs.uk/data-and-information/publications/statistical/nhs-sickness-absence-rates>

Information from the Electronic Staff Record (ESR) system reports the annual sickness rate for the year 2020-21 as 5.19%. This figure was higher than the Trust's target figure of 5.0%. The level fluctuated throughout the year and the trend reflected the seasonal variation experienced annually, although this was impacted significantly by COVID-19 related absences. Appropriate guidance and wellbeing advice was put in place to support staff at this time, and sickness absence was supportively and effectively managed.

## Staff Turnover Data

The Trust's staff turnover data for 2020/21 is available through the published data provided by NHS Digital <https://digital.nhs.uk/data-and-information/publications/statistical/nhs-workforce-statistics>

Information from the Electronic Staff Record (ESR) system reports the annual turnover rate figure for 2020-21 was 13.5%; a reduction from the figure for 2019-20 which was 14.03%.

When removing staff that have transferred in and out of the organisation via TUPE, and excluding those posts made redundant and leaving involuntarily, the turnover figure for 2020-21 was 8.6% (10.49% in 2019-20).

## Equality disclosures

### The policy in relation to disabled employees

The Trust is a 'Disability Confident' employer and is therefore entitled to display the Jobcentre Plus 'Disability Confident Employer' symbol for advertising, corporate material and publications. The Trust has a set of equality and inclusion objectives which include equal opportunities training for all staff to eliminate discrimination against disabled employees.

All relevant policies are assessed for their impact on disabled staff, and adjustments are made to support disabled employees to gain and continue employment with the Trust, including appropriate training, career development and promotion. As part of meeting our duties under the Equality Act 2010 the Trust has recently revised its approach to Equality and Diversity, and has established an "Inclusion Team" which is leading on our strategy to bring about an innovative and service led improvement approach to Equality & Diversity. The Disability, LGBT+ and BAME Staff Forums have been relaunched and aim to foster good relations and support staff to share concerns and issues with the Trust to improve their working lives. The recruitment, redeployment and managing attendance policies are up to date, and include provisions to support applicants with disabilities in recruitment and existing staff with reasonable adjustments.

The Disability Staff Forum was instrumental in the review of the Managing Attendance Policy, and a wider Inclusion Champion Group has been set up to gain representation across the Trust to ensure examples of

service improvement regarding equality are captured and shared. The Trust has established a Workforce Race Disability Action Plan as part of the national process within the NHS to meet the Workforce Disability Equality Standard.

We have developed opportunities for work placements for young people with disabilities to provide a pathway into work, and our apprenticeship programme has also provided young people from a range of backgrounds with employment opportunities.

## The policy on equal opportunities

Wirral Community Health and Care NHS Foundation Trust aims to be a leading organisation for promoting Equality and Diversity in Wirral and for the staff and 0-19 services in Cheshire East. We believe that any modern organisation has to reflect all the communities and people it serves in both service delivery and employment, and tackle all forms of discrimination. We need to remove inequality and ensure there are no barriers to health and wellbeing.

We aim to implement this by

- becoming a leading organisation for the promotion of Human Rights Equality and Diversity, for challenging discrimination, and for promoting equalities in service delivery and employment;
- creating an organisation which recognises the contribution of all staff, and which is supportive, fair and free from discrimination; and
- ensuring that the Trust is regarded as an exemplary employer.

In 2019 we launched our Inclusion Strategy (2019-22) and described our commitments as;

- valuing the strength that comes with difference and the positive contribution that diversity brings
- promoting a fair and welcoming organisation, celebrating difference to ensure our workforce are all valued and treated equally
- addressing discrimination and inequalities within our local communities, and understanding and eliminating barriers that prevent access to our services
- recognising diversity within our communities and being responsive to people's needs
- engaging with our local communities and stakeholders to promote Inclusion and share our learning to further develop our thinking together.

The Trust produces an annual Inclusion Report along with annual reports of the Workforce Race Equality Standard and Workforce Disability Equality Standard. These NHS national requirements involved reviewing staff data relating to the protected characteristics from the Electronic Staff Record system and staff experience information from the annual NHS Staff Survey. The resulting action plans were co-produced with the relevant staff networks of the BAME staff network for the WRES action plan and Disability staff networks for the WDES action plan which are monitored through the Education and Workforce Committee. For 2021 these plans will be reviewed with the full involvement of the staff networks and will be based on the latest workforce equality data.

## Actions Taken to Inform or Consult with Staff and Employee Representatives

The Trust has numerous methods of communicating with staff on matters of concern to them including a Trust-wide communications bulletin, a managers' bulletin, and use of the Electronic Staff Record staff portal alongside individual direct emails on special issues. There are regular meetings with staff representatives from recognised trade unions through a formal Joint Forum meeting, and also through a regular cycle of operational management and Staff Side (trade union) meetings where key priorities in the Trust are discussed, with a focus on the impact on the workforce. Where required, formal consultation takes place with staff side representatives in relation to significant service change.

The Joint Forum meetings are a two-way flow of information to support organisational changes that may impact upon staff. This includes the discussion of key performance information, discussion of strategic priorities and provision of data regarding workforce performance. There is also a process of joined-up learning following large scale organisational change projects involving Staff Side, management and Human Resources.

Staff Side representatives are part of the Strategic Workforce Development Group as well as being represented on key strategic workstreams such as E- Rostering, and Agile Working Groups, and this ensures they are directly involved in key decisions about the workforce.

During the COVID-19 pandemic, the Trust operated a command structure as part of the national NHS response. This included the establishment of a Workforce Cell advising the Tactical Command Group, which was constituted of Staff Side and Human Resources Representatives, to ensure full involvement in key decisions affecting the workforce during this challenging period.

## **Information on Health and Safety Performance and Occupational Health**

The Trust has two Occupational Health contracts with external providers (separately covering Wirral and Cheshire East staff), offering the full range of occupational health services from pre-employment screening, management and employee advice alongside staff support facilities to assist with counselling or other causes of anxiety/stress.

During the response to the COVID-19 pandemic Occupational Health provided support to shielding staff and staff identified as vulnerable to COVID-19 by providing access to appointments, support and counselling through the Employee Assistance Programme. The risk assessment forms and processes were regularly revised with the updated medical guidance, and additional guidance provided to line managers to help staff keep safe in work or working from home/ undertaking alternative duties.

The Trust is committed to providing, maintaining and continuously improving a working environment which supports the health, safety and wellbeing of those who could be affected by its activities. This work includes developing and improving the information and signposting pages on the Trust's intranet site, StaffZone. By encouraging the sharing of best practice, we refreshed and refocused the Wellbeing Champions network across numerous staff bases.

## **Information on Policies and Procedures with Respect to Countering Fraud and Corruption**

The Audit Committee assesses the risk of fraud on an on-going basis through its Counter Fraud Service and ensures strong preventative measures are in place. The Chief Finance Officer (CFO) oversees this process as the nominated executive lead for counter fraud and is responsible for the strategic management of all anti-fraud, bribery and corruption work. The Director of Corporate Affairs is the Trust Fraud Champion.

The Foundation Trust has robust processes in place to detect any potential allegations of fraud which are reported to the Audit Committee. The Trust includes fraud-related risks in the organisational risk register, and these risks are managed in accordance with Trust policy on risk management.

The Trust has an Anti-Fraud Bribery and Corruption Policy available on the intranet and attention is drawn to this at induction and fraud awareness sessions.

The Speaking Up Policy has been widely shared with staff across the organisation as part of a wider campaign on raising concerns, and the Trust recruited over 60 Freedom To Speak Up Champions from across the organisation.

## **Approach to Staff Engagement**

During 2020-21 the Trust paused the review of the People Strategy (2017-2020) as it was intended that this would align with the national NHS People Plan, However given the required response to the COVID-19 pandemic this meant that our focus was on providing support to managers and staff so that we could respond to the pandemic. Staff engagement focused on a number of key areas;

- Regular communication to all staff through an increased daily emailed bulletin which included the latest news and guidance, and referenced to further links on StaffZone
- Focus on supporting staff in relation to their health and wellbeing which included a toolkit, regular updates in the daily bulletin, awareness raising in the form of manager sessions to support the completion of individual COVID-19 risk assessments, and promoting resources at a local and national level for health and wellbeing.
- Supporting staff re-assigned into new roles or duties following the national directive to pause/reduce patient services in line with the NHS response to the pandemic.
- The appraisal process took place during July to September, and had a focus on health and wellbeing, reflection on working during the first six months of the pandemic, setting work priorities and support. This was positively received by staff and managers, and was also recognised as a source of good practice and featured on the NHS Employer's website.
- Senior messages from the executives - there was an increased focus on direct messages by the interim Chief Executive's vlog and blog feature which were sent twice weekly by email to all staff.

During the summer of 2020 we undertook a pulse survey to ask staff about their working environment, the support they were receiving and their health and wellbeing. The responses were reviewed by the leads of the Agile Working Programme and have contributed directly to future planning.

Between October and December 2020 we took part in the annual staff survey and the results of this were published in March 2021. Further details on the Staff Survey for further details are provided below.

Shaping our Future is a programme we commenced with staff in late 2020 to develop the values of our organisation. Given the changes we had been through as an organisation in the last 10 years, it was felt that the current values did not reflect who we now were and our ambitions for the future. Staff were asked to contribute via an online survey and partake in focus groups to contribute to the discussions to define a common purpose statement.

In April 2021 we launched our first cycle of pulse surveys, taking part in the national NHS survey and this is a key part of our engagement programme for listening and acting on staff feedback.

The importance of formal partnership working with the recognised trade unions is fundamental to the machinery of the organisation. Joint Union Staff Side colleagues play a vital role in representing their members from all staff groups in formal consultation and negotiation.

We have a Staff Council which comprises a broad cross section of people from the organisation, who meet regularly with the executives in an engagement forum to offer opinions and feedback on working in the Trust. The Staff Council provides an invaluable opportunity to hear directly from staff on how they feel, what is working well and what could be improved.

Our annual "HEART Awards" staff awards, combined with our long-service awards, play an important role in recognising contribution and performance and this year celebrations were held on line. We have temporarily used the daily update bulletin to celebrate "shout outs" where staff can say thank you to others. This has helped to maintain a regular focus on the contribution our staff make to their work, their team and to our service users.

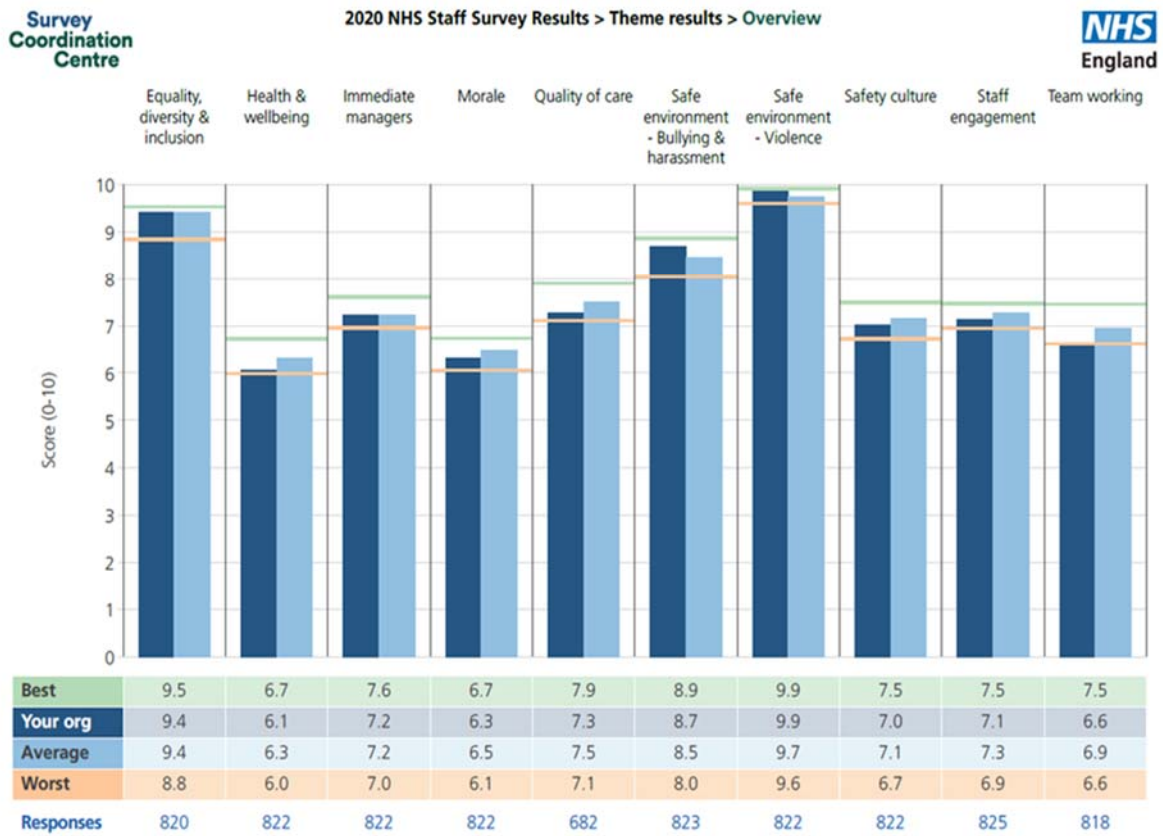
We have a range of networks and champions across a number of subject areas (Inclusion networks and champions, Freedom to Speak Up Champions, Wellbeing Champions), which offer individuals and teams ways to engage at a local level with important issues affecting staff experience.

## **Staff survey results - Summary of performance**

The NHS Staff Survey is conducted annually. 2020 was the tenth staff survey since the Trust was established in 2011. The findings of the staff surveys provide an opportunity for trusts to improve working conditions and practices and to monitor their pledges to staff.

The staff survey method was by electronic survey. The overall final response rate for the Trust was 52% which was the same as the previous year. The average response rate for community trusts was 58%.

This year's survey included questions relating to working during the COVID-19 pandemic. The survey was split into 10 themes:



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Scores for each indicator together with that of the survey benchmarking group of community trusts are presented below

	2020-21		2019-20		2018-19	
	Trust	Benchmark Group	Trust	Benchmark Group	Trust	Benchmark Group
Equality, diversity and inclusion	9.4	9.4	9.5	9.4	9.4	9.3
Health and wellbeing	6.1	6.3	5.8	6.0	5.8	5.9
Immediate managers	7.2	7.2	7.4	7.2	7.1	7.0
Morale	6.3	6.5	6.2	6.3	6.2	6.2
Quality of appraisals	Indicator change	Indicator change	5.6	5.8	5.3	5.6
Quality of care	7.3	7.5	7.2	7.4	7.2	7.3
Safe environment – bullying and harassment	8.7	8.5	8.6	8.4	8.4	8.4
Safe environment – violence	9.9	7.7	9.9	9.7	9.9	9.7
Safety culture	7.0	7.1	7.0	7.0	6.8	7.0
Staff engagement	7.1	7.3	7.1	7.2	7.0	7.1
Team working	6.6	6.9	7.0	7.0	Indicator change	Indicator change



We improved our performance in four themes of health and wellbeing, morale, quality of care, and safe environment - bullying and harassment.

We maintained performance in three themes of safe environment - violence safety culture and safe engagement compared to the 2019 results. Scores declined in three themes of equality, diversity and inclusion, immediate managers and team working.

- When reviewing scores in comparison to the average from community trusts for 2020 we: scored above average in two themes of safe environment - bullying and harassment and safe environment – violence,
- we scored average for two themes of equality, diversity and inclusion and the theme of immediate managers and
- we scored below average in six themes of health and wellbeing, morale, quality of care, safety culture, staff engagement and team working, when compared to other community trusts.

When reviewing the scores from 2019 to 2020 in relation to themes the two which were statistically significant were in relation to health and wellbeing which improved and team working which deteriorated.

## A different approach

This year we have shared results at a local level so that teams and departments who had staff that completed the survey (more than 11 respondents) had their results shared with them to review. We could then conduct a “deep dive” and hold team talks about the results and what they meant at a team level. Each team were then asked to agree one “Team Intention” and record this on the SAFE system for monitoring and assurance by the end of May 2021.

We held a briefing session where all managers were invited to an online event where the results were shared, and a briefing pack was developed for all teams to go through the key findings and how to develop local team intentions, based on the key areas identified.

In April we began using the monthly national NHS Pulse Survey process to test, monitor and adapt our approach to our Staff Survey results. This is the first time we have used a temperature check tool, and we then share these results through the executive brief process which is a monthly briefing session that all staff are invited to attend, staff council, senior manager meetings and with JUSS (staff side). They are also shared on the staff intranet, StaffZone.

## Future priorities and targets

In response to the 2020 staff survey results there will be 4 key actions under the following themes:

- Health and wellbeing - Taking positive action on health and wellbeing.
- Team working - Involving people in decisions affecting their work and meeting regularly as a team.
- Quality of care and support - Ensuring staff can provide the care they aspire to.
- Morale - Having the time, resources and staff to do the job. Recognition for good work.

These key themes will be linked into existing strategies including the People and Quality Plans, our engagement programme “Shaping Our Future” and will form part of our Restore and Reset Plans for 2021-2022. The priorities above address the areas we identified as opportunities for further improvement, and actions will be addressed through the inclusion and health inequalities steering group actions.

Monitoring of the Team Intentions will be undertaken through the divisional SAFE meetings, and the monthly Pulse Survey results will be shared through local groups including management meetings, JUSS (Staff Side) and Staff Council. Assurance of progress of actions identified will be through the Education and Workforce Committee.

## Trade Union Facility Time

In accordance with the Trade Union (Facility Time Publication Requirements) Regulations 2017, this is the report produced for the financial year 2020-21 based on the returns submitted to date from trade union representatives.

### Table 1- Relevant Union Officials

What was the total number of your employees who were relevant union officials during the relevant period?	Number of employees who were relevant union officials during the relevant period Full-time equivalent employee number
10	8.03

**Table 2 - Percentage of time spent on facility time**

	Number of Employees
0%	0
1-50%	8
51-99%	0
100%	2

**Table 3 - Percentage of pay bill spent on facility time**

	Figures
Provide the total cost of facility time	£49,820.70
Provide the total pay bill	£67,619,836.60
Provide the percentage of the total pay bill spent on facility time, calculated as: (total cost of facility time ÷ total pay bill) x 100	0.07%

**Table 4 - Paid trade union activities as a percentage of total paid facility time hours**

Time spent on paid trade union activities as a percentage of total paid facility time hours calculated as: (total hours spent on paid trade union activities by relevant union officials during the relevant period ÷ total paid facility time hours) x 100	6.87
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*This may be subject to revision for formal publication with gov.uk following further checks of data received.*



## Expenditure on consultancy

During the year, the Trust paid £613,217 to external consultants. This is reflected in note 4: "Operating Expenses" in the financial statements included below.

## Off-payroll engagements

Where possible the Trust employs staff directly on permanent or short-term contracts. However, for some specialist clinical and information technology roles, which are more difficult to recruit, the Trust may make use of workers engaged through off-payroll arrangements. The highest paid longer-term sessional staff, principally locum GPs, are included on the Trust's payroll and appropriate tax and national insurance is deducted at source in compliance with IR35 rules. All other agency staff are recruited through nationally approved framework contracts.

The tables below summarise all off-payroll engagements, including those where tax is deducted by the Trust under IR35 rules, which cost more than the equivalent of £245 per day.

**Table 1 - Highly-paid off-payroll worker engagements as at 31 March 2021 earning £245 per day or greater:**

	Number
Number of existing engagements as of 31 March 2021	54
<b>Of which, the number that have existed:</b>	
for less than one year at the time of reporting	34
for between one and two years at the time of reporting	9
for between two and three years at the time of reporting	4
for between three and four years at the time of reporting	2
for more than four years at the time of reporting	5

**Table 2 - All highly-paid off-payroll workers engaged at any point during the year ended 31 March 2021 earning £245 per day or greater:**

	Number
Number of off-payroll workers engaged during the year ended 31 March 2021	73
<b>Of which:</b>	
Not subject to off-payroll legislation*	72
Subject to off-payroll legislation and determined as in-scope of IR35*	1
Subject to off-payroll legislation and determined as out-of-scope of IR35*	0
Number of engagements reassessed for compliance or assurance purposes during the year	0
Number of engagements that saw a change to IR35 status following the review	0

\*A worker that provides their services through their own limited company or another type of intermediary to the client will be subject to off-payroll legislation and the Trust must undertake an assessment to determine whether that worker is in-scope of Intermediaries legislation (IR35) or out-of-scope for tax purposes

No board members are subject to off-payroll arrangements.

### **Exit packages (*subject to audit*)**

During the year one exit package was agreed. This is disclosed in note 6.1: “Exit packages” in the financial statements below.

### **Gender Pay Gap**

Under the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017, all trusts are required to report annually on gender pay gap.

The Trust is committed to furthering equality, diversity and human rights and reducing inequalities in the workplace. We have been addressing equality and fair access to career pathways and progression through our Inclusion Strategy 2018-2021.

The Trust’s results for 2019-20 reported during 2020-21 can be located via this link:

<https://gender-pay-gap.service.gov.uk/Employer/O7aQZzzU>

