2025/25 Workforce Strategy Goals/KPIs

	Metric	Measure	22/23 Position	23/24 Goal	Year End Position 23/24	24/25 Goal	Year End Position 24/25	25/26 Goals	Note
1	Staff recommending Trust as a good place to work	Staff Survey Q25c	61.60%	65%	68.70%	73%	71.00%	73%	Peer average
2	Staff recommending Trust as a good place to be treated	Staff Survey question (Q25d)	85.70%	90%	87.70%	89%	91.00%	93%	We are above the peer average. This is a stretch goal aligned to the peer best result.
3	Staff engagement score	Staff Survey theme	7.1	Peer average (7.35)	7.2	7.3	7.2	7.3	Peer average
4	Staff morale	Staff Survey theme	5.7	6	5.94	6.3	6.1	6.3	Peer average
5	% of staff who have had an appraisal within last 12m	As per PIPR methodology	75%	90%	84%	90%	78%	90%	KPI
6	Quality of the appraisal	Staff Survey questions average; 23b, c & d	29.90%	33%	40%	36%	33%	36%	
7	Stability Index i.e. new staff retained for >12 months	% of directly employed staff new to the Trust who remain employed by the Trust after 12 months.	80%	84%	84%	89%	85%	89%	
8	Overall mandatory training compliance	As per PIPR methodology	85.60%	90%	87%	90%	87%	90%	KPI
9	Cumulative Sickness Absence	As per PIPR methodology	4.80%	3.50%	4.39%	3.5%	4.60%	4%	KPI
10	Turnover	As per PIPR methodology	15.20%	12%	8.41%	10.5%	9.95%	9%	KPI
11	Trust Vacancy Rate	As per PIPR methodology	13.30%	9%	6.76%	8%	8.51%	7.50%	KPI
12	Improve experience for Black, Asian, Minority, Ethnic staff (BAME)	Decrease in numbers of staff from a BAME background experiencing discrimination at work from manager/team leader or other colleagues in the last 12 months - Q16b	26.5%	23.8% Stretch Target =21.5%	22%	21.4% Stretch Target =16.5%	22%	19.7% Stretch Target = 16.5%	We are significantly above peer average. Target is a 10% improvement.
		Decrease in the % of staff from a BAME background reporting experiencing bullying and harassment from line managers and colleagues (av.of 14b&c)	36.50%	32.8% Stretch Target = 26.5%	31.60%	29.5% Stretch Target = 16.5%	30.31%	27.3%. Stretch target = 16.5%	Target is a 10% improvement.
		Increase in the numbers of staff from a BAME background who consider that there is equality of opportunity in career progression.		39.2% Stretch Target = 50%	46.40%	43.1% Stretch Target = 62%	52.80%	retch Targe	Target is a 10% improvement.
		Increase in the % of staff from a BAME background in roles at Band 7 and above.	Clinical (non-medical) 15%	Clinical (non-medical) 18%	16.27%	Clinical (non-medical) 22%	25.80%	27%	
			Non-clinical 12.4%	Non-clinical 15%	13.95%	Non-clinical 18%	20.00%	22%	
	Improve experience for disabled staff	Increase in the numbers of staff with a disability who consider that there is equality of opportunity in career progression (WDES)	50.80%	55.90%	52.70%	62%	52.10%	57.10%	Target is a 10% improvement.
		Decrease in the % of staff with a disability who experience bullying and harassment from their line manager - Q14a	15.70%	14.1%	17.00%	12.7%	12.50%	11.25%	Target is a 10% improvement.
		Decrease in the % of staff with a disability who experience bullying and harassment from a colleague	25.60%	23.00%	26.50%	20.70%	28.40%	25.60%	Target is a 10% improvement.
		Decrease in the number of disabled staff who have felt pressure from their line manager to come to work, despite not feeling well enough to perform their duties.	28.90%	26%	28%	23%	21.9%	20%	Target is a 10% improvement.
14	Staff reporting being bullied by manager	Staff Survey question (Q14b)	14.50%	13%	14.5%	11.7%	12.2%	11%	Target is a 10% improvement.
15	Staff reporting being bullied by colleagues.	Staff Survey question (Q14c)	23.70%	21.30%	23.30%	19.2%	21.70%	19.50%	Target is a 10% improvement.
16	Staff reporting that there is the opportunity to develop their career.	Staff Survey question (Q15)	52.00%	55.60%	56.2%	61.2%	58.1%	63.90%	Target is a 10% improvement.
17	Staff feeling safe to raise concerns.	Staff Survey question (Q25e)	61.50%	67.70%	63.80%	71.1%	64.80%	71.3%	Target is a 10% improvement.
18	Staff believing the Trust takes positive action on their health and wellbeing	Staff Survey question	64.20%	70.60%	64.80%	77.0%	66.90%	70.3%	Target is a 5% improvement as we above our peer average
19	Time to Hire	Time from approval to advertise to unconditional offer (yr av)	Not available	48 days	52.7	43	53.58	43	
20	Rostering Effectiveness	% of rosters approved at least six weeks before the start date.	38%	100%	69.70%	100%	50.80%	100%	KPI
20	Rostering Effectiveness	% of rosters approved at least six weeks before the start date.	24:7 Rosters: 42%	100%	24:7 Rosters: 49%	100%	24:7 Rosters: 58%	100%	KPI
			Mon-Fri Rosters: 18%	100%	Mon-Fri Rosters: 28%	100%	Mon-Fri Rosters: 38%	100%	KPI
21	Headroom Compliance	Headroom	32.50%	22%	31.80%	22%	29.50%	22%	KPI

No Improvement	
Improvement but target not achieved	
Target achieved	