

Addenbrooke's Staff Housing Needs Study

Cambridge Housing and Planning Research

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Summary Report

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Addenbrookes Staff Housing Needs Study

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Addenbrooke's Staff Housing Needs Survey

Executive Summary

- Addenbrooke's NHS Trust continues to experience recruitment and retention problems despite efforts to reduce staff turnover. Evidence from research commissioned from the Cambridge Centre for Housing and Planning Research suggests that these recruitment and retention problems stem from low pay levels in relation to those in the local area. However, housing costs are often the reason why staff need higher pay.
- Staff shortages are detrimental to the growth of the Trust and its ability to carry out work to its capacity. Both the Trust and the population it serves are set to grow. The pressure of demand from this growth will exacerbate existing recruitment and retention problems if the housing needs of staff are not met.
- Staff are unable to compete for housing with equivalent households in the private sector. This is not simply a cyclical problem which will disappear in the next recession. It is structural and related to the rigidity of national salary scales.
- Every departmental manager interviewed was experiencing recruitment and retention problems with all or some categories of staff. Departments carrying out specialist or acute care were experiencing particular difficulties.
- Managers reported many cases of staff leaving to work at locations where housing was more affordable. They also reported staff commuting from further and further away from Cambridge so that they could afford to buy housing.
- For public sector employers such as Addenbrooke's, increasing the ability of staff to pay for housing by increasing their wages is difficult because of national pay scales and the overall cost of making a significant difference. This makes recruitment and retention problems difficult to overcome.
- The survey findings suggest that Addenbrooke's staff for the most part are satisfied with their job. Of those who were actively seeking new work, the main reason was related to pay.
- Only 31 percent of respondents who began working at the Trust within the last year were owner-occupiers whereas 35 percent of respondents lived in private rented accommodation. The proportion of owner occupiers in Cambridge as a whole in 1991 was 54 percent and private renting was 17 percent.
- Fifty percent of the respondents who had moved to Cambridge within the last year lived in shared accommodation. Only 32 percent of them had lived in shared accommodation before they moved to Cambridge. This suggests that their housing conditions had worsened as a result of moving to Cambridge.
- The amount most frequently paid in rent or mortgage costs per month by staff who had joined Addenbrooke's in the last year was over £600. Of those staff that had

moved to Cambridge within the last year, most of them had expected to pay between £300 and £400 pcm in rent or mortgage costs but the majority of them actually paid more than £600 pcm. Eighteen percent of these respondents stated that they had to work overtime to meet their housing costs.

- The housing situation of those that had been working at the Trust for more than one year was more satisfactory but they were more likely to need to work overtime to meet their housing costs and more likely to be seeking a home with the council or a housing association. None of them wanted to move in order to get a new job although a third wanted to move somewhere cheaper.
- Owner occupiers were the most satisfied with their current housing. Those living in rented accommodation were the least satisfied. Respondents firmly aspired to home ownership: 35 five percent of respondents who were moving house were doing so in order to become owner-occupiers and 66 percent of them expected to own with a mortgage in two years time.
- Low cost home ownership was the preferred choice in the context of affordable housing. Half of the respondents who said that they would consider a form of affordable housing reported that low cost home ownership was their preferred choice.
- Housing through the government's Starter Home Initiative was also seen as popular. Less popular forms of housing were at cost renting, shared ownership and shared equity. These findings support the view that people are aiming for full scale home ownership. If this cannot be provided they are likely to move.

Findings and implications

- Staff shortages are causing significant problems in such a labour intensive environment including the closure of beds, the increasing use of agency staff, and an increase in patient waiting times.
- The main problem is clearly one of pay levels. However, housing is often the reason why staff are particularly concerned about higher pay.
- The research showed that the majority of Addenbrooke's staff are satisfied with their job (89 percent). Even so, 32 percent were seeking new work. Of those seeking new work, 82 percent gave low pay as the main reason.
- Many of Addenbrooke's staff are inherently mobile. But problems of recruitment and retention mean that the turnover of staff generates significant costs at the present time.
- Over 70 percent of those seeking new work were looking within the region. This is consistent with managers' views that Addenbrooke's is losing staff to other employers in the region.

- Managers clearly regard housing as important in people's decisions to apply for posts, to take a post if offered, and to remain in post over time.
- Staff inherently cannot compete with equivalent households in the private sector. This is not simply a cyclical problem which will disappear in the next recession. It is structural because of national pay scales.
- The vast majority of respondents who began working at Addenbrooke's within the last year are unable to afford to buy market housing in the area. This affordability problem is affecting staff of all ages and from a mixture of household types but particularly single income households.
- Housing costs for staff who moved to Cambridge within the last year are considerably higher than they expected, as is the length of their journey to work.
- This affordability problem is affecting staff of all ages and from a mixture of household types but particularly single income households.
- Fifty percent of the sample who moved to Cambridge within the last year are living in shared accommodation. If such staff are to be retained by the Trust, they must be able to access acceptable self contained housing.
- One reason for high turnover is that for new employees, expectations and reality are very different. This is particularly the case with respect to having to share, having to rent rather than buy, excessive and/or difficult travel arrangements, and generally higher housing costs than expected.
- The majority of respondents aspire to home ownership but have difficulty meeting these aspirations because of their income levels and the cost of housing in Cambridge.
- The survey suggests that people achieve the type of dwelling they require (e.g. three bedrooms) but in many cases this is because they are sharing the housing available rather than achieving their longer term aspirations.
- Those who stay find solutions in the end which allow owner occupation and reasonable sized housing. But such housing is often at a considerable distance from the workplace and takes a high proportion of income. Only some 10 percent of households obtain council housing.
- Aspirations and expectations for the future reflected in the survey are not realistic. Therefore people either have to change their expectations or change their job or residential location.

Looking to the future

- The number of staff employed by Addenbrooke's rose from 4,867 to 6,089 between 1995 and 2002. If MRC and University employees are included, the total on site is currently nearly 9,000. This is expected to increase to 11,000 over the next 8 years.

By 2016, the Trust expects that around 12,000 members of staff will be needed to provide clinical services on the site.

- Growth on this scale implies an increase of almost a quarter in the number of staff directly employed by the Trust in the next eight years. Within this group, nearly 40 percent are nurses and midwives – around 2,800. If the pay structure does not change some 3,000 will earn less than £15,000 a year. Even assuming half are ‘second earners’ this implies that around 1,500 need some assistance with their housing costs at present. By 2010, this will have risen to 3,500 and to 4,100 by 2016.
- Retention difficulties are clearly related to housing costs yet most staff do not want to live on site. Provision will be made for staff on call, temporary accommodation for new staff while they find a permanent home, and students.
- The large Clay Farm site in nearby Trumpington has been suggested as a suitable location for additional affordable accommodation for Addenbrooke’s staff. However, staff want to live in the wider community, rather than dominate a particular location.
- It would therefore be appropriate to earmark a proportion of the affordable housing proposed at Clay Farm for Addenbrooke’s staff – but only a proportion. If a maximum 50 percent contribution to affordable housing were achieved on the site, the most that Addenbrooke’s could reasonably take is perhaps a third – more would imply a ghetto. Therefore at least the same amount again is required elsewhere in Cambridge.
- This does not deal with current problems, notably distance travelled and amount spent on transport. Although about half the staff drive to work at Addenbrooke’s, demand for parking remains high. It is clearly more sustainable for staff to live locally or on a good public transport route than to commute long distances by car. People need to be encouraged to use public transport, but this is often impossible for shift workers because public transport is not available during the night. These are issues that will need to be addressed in the Trust’s travel plan.
- There is a clear need for additional single person accommodation. This does not mean bedsits. Only a tiny proportion of survey respondents lived in bedsits and these were mostly purpose built or rented from the Trust. Single person accommodation means one or two bedroom flats or small houses. There is also a need for family accommodation.
- There is a need for a range of ownership options including the intermediate market. While few respondents aspired to shared ownership, many wanted other low cost home ownership. Their aspirations for owner occupation were unrealistic given their household incomes. Shared ownership and other intermediate options can provide a realistic stepping stone into owner occupation.

1 Introduction

The research

The Cambridge Centre for Housing and Planning Research has carried out research on behalf of Addenbrooke's NHS Trust in order to assess the current housing conditions of the Trust's staff and the implications of this for recruitment and retention and thus policies towards future housing provision.

The research consisted of three elements:

- a review of existing materials notably on current and planned provision by Addenbrooke's NHS Trust;
- two surveys, one with staff who began work at the Trust within the last year (1,000) and one with staff that have worked at the Trust for over one year (100); and
- qualitative interviews with managers to provide an insight into how they view recruitment and retention problems.

The nature of the problem

- Addenbrooke's NHS Trust continues to experience significant recruitment and retention problems despite successful efforts to reduce staff turnover.
- Staff shortages are detrimental to the work of the Trust and its ability to carry out work to its full capacity. The most obvious impact has been 5,300 bed days lost between May and September 2002.
- The 2020 Vision document sets out the Trust's development plans for the next twenty years. These plans include significant expansion for the Trust's clinical activities, teaching and research.
- The pressure of demand from growth both within the Trust and within the Cambridge area is likely to exacerbate existing recruitment and retention problems. This growth is acknowledged in the draft Structure Plan for Cambridgeshire.

Table 1 Where respondents live (those who began working at Addenbrooke's within the last year only)

Where respondent lives	Respondent who moved to Cambridge in the last year		Respondents who have lived in Cambridge for over one year	
	Number	Percent	Number	Percent
Cambridge City	67	66	32	36
South Cambridgeshire villages	13	13	17	19
Fenland, East Cambridgeshire and Huntingdon	10	10	11	12
London	1	1	2	2
Other	11	11	26	30
Total	102	100	88	100

- Table 1 shows that people who are more settled and have lived in Cambridge for more than a year tend to live further away from the city, whereas newcomers to the area are more likely to live within the city.

2 Circumstances special to Addenbrooke's

Recruitment and retention

- There appear to be three main reasons for the Trust's recruitment and retention problems: the national shortage of workers within the Health Service, inadequate pay and the cost of living, particularly of housing, in the region. In addition, the fact that Addenbrooke's is a teaching hospital means that people tend to work at the Trust to gain specialist training and then move on.
- Many of the Trust's staff do not fit the traditional definition of key workers but are certainly key to the effective running of Addenbrooke's. For example, these include porters, Allied Health Professionals and junior technical staff.
- The Trust has successfully reduced its staff turnover rate by introducing a wide range of policies including flexible working arrangements, systems of internal rotation of duties and other incentives such as shopping discounts. It has therefore made significant changes in those factors which are under its control.
- Despite this between May and September 2000, 2,700 bed days were lost as a result of staff shortages. This trend worsened between May and September 2001 when 4,500 bed days were lost as a result of staff shortages. This is the equivalent of the Trust running with one of its 40 main in-patient wards closed. The number continued to rise in 2002 when 5,313 bed days were lost due to staff shortages between May and September.
- Every departmental manager interviewed was experiencing recruitment and retention problems with respect to all or some categories of staff. Managers felt frustrated by their inability to compete with the private sector in terms of pay.
- Departments carrying out specialist or acute care were experiencing particular difficulties.
- Managers reported many cases of staff leaving to work at locations where housing was more affordable. They also reported that their staff were commuting from further away from the city centre in order to afford to buy a home.
- Addenbrooke's Human Resources staff regard the non take-up of offers of employment as closely related to high house prices, which dissuade people from moving to Cambridge.

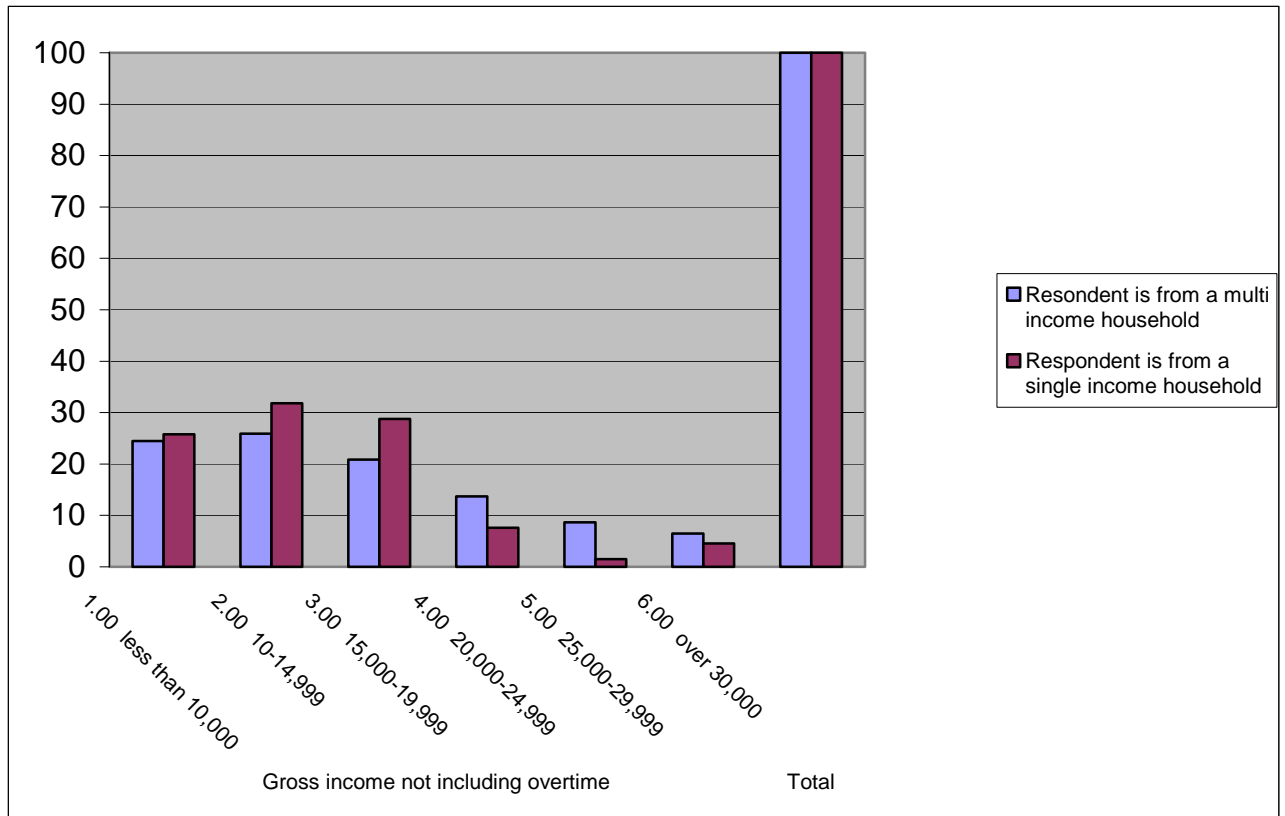
Pay

- Pay at Addenbrooke's is based on national scales. Some staff are additionally in receipt of a £600 p.a cost of living allowance.
- Our survey in May 2002 found that 24 percent of the respondents earned less than £10,000 per year. Thirty percent earned between £10,000 and £14,999 per year and

26 percent earned between £15,000 and £19,999 per year. Only a very small proportion (5 percent) of all respondents earned over £30,000.

- People from single income households had far less household income and were much more likely to be living in private rented housing or with friends or family than those in dual income households.

Figure 1 Differences in gross income of households with single and dual incomes



- Only 13 percent of respondents from single income households are owner occupiers as compared to 53 percent of dual income households.

Affordability of market housing in Cambridge

- Cambridge has a limited supply of relatively cheap market housing. The buoyant local economy has led to an imbalance in the supply and demand of housing, exacerbating the rise in house prices and the cost of renting.
- Research carried out by Cambridge Centre for Housing and Planning Research in Autumn 2001¹ showed that public sector workers from Cambridge and the sub-region who were on national salary scales were struggling to reach their aspirations to become homeowners because of the shortage of affordable housing.

¹ Research Report V Research into key Worker and Affordable Housing in the Cambridge Area. Sarah Monk, Nicky Morrison, Kerry Smith, Michelle Stubley & Christine Whitehead.

- An affordability ‘gap’ is emerging between people who are eligible for social housing and those who are able to afford market prices or rents. People on moderate incomes are increasingly finding it difficult to access appropriate housing within the Cambridge area.
- In June 2002 the average price for a terraced house in Cambridge was approximately £80,000 more than the average for England and Wales at that time (HM Land Registry statistics).
- In order to be able to afford the average price for a terraced house in Cambridge a single person buying for the first time would have to be earning at least £55,600 (based on a lender’s willingness to offer 3.25 times the first income for a 100 percent mortgage). Even for the cheapest (and less popular) form of property in Cambridge – the flat/maisonette with an average price of £130,000 – a single person would have to be earning £40,000 a year,
- For a couple wishing to buy the cheapest type of dwelling available in Cambridge their joint earnings would need to total considerably more than the single person’s wage, based on a lender’s willingness to lend 3.25 times the first income and twice the second, on a 100 percent mortgage. Assuming a 70/30 split in incomes, the annual gross incomes required to secure a £130,000 mortgage for a flat or maisonette would need to be £31,675 and £13,575 respectively. This is illustrated in table 2.

Table 2 First time buyers

	Income on which mortgage is based	Price of property	Earnings needed
Dual income 70/30 split	3.25 times + 2 times income	£130,000	£45,250
Single income	3.25 times income	£130,000	£40,000

Source: local building societies

- The earlier example illustrated that one partner would need to be earning in the region of £30,000 per annum and the other partner around £15,000 for a couple to be able to afford the cheapest type of property available. The survey showed that 80 percent of respondents earned less than £20,000 and over half (54 percent) of respondents earned less than £15,000. This means that they could not reach the first earner’s wage and could barely make a second earner’s wage. Only five percent of the sample earned more than £30,000 and less than five percent earned enough to purchase on a single income.
- More generally, at December 2001 almost half (49 percent) of the Trust’s staff earned a basic salary of less than £15,000. Many of these staff work unsociable hours, shift patterns or receive some other pay enhancements that can be taken into account when securing a mortgage. Around 30 percent of the Trust’s staff have gross earnings of less than £15,000 (including shift and other enhancements). Therefore first time buyers, single income households and those coming to Cambridge for the first time from more affordable areas of the UK or from abroad are likely to struggle to afford to buy market housing locally without any assistance.

- The most common age group for staff is between 26 and 35 years old. This suggests that a large number of the Trust’s staff would be seeking to establish themselves on the property ladder or indeed move into larger family sized properties.
- Table 3 shows the monthly cost of renting in the private sector in Cambridge.

Table 3 The cost of renting

Cambridge district average private sector rents per calendar month (2000/01)				
1 bedroom flat	2 bedroom house /bungalow	3 bedroom house/bungalow	4 bedroom house/bungalow	Bed sit
£260 - £585	£650 - £900	£860 - £1,200	£1,100 - £1,400	£230- £375

Source: local estate agents

- With respect to public sector employers such as Addenbrooke’s NHS Trust, increasing the ability of staff to pay for housing by increasing their wages is difficult because of national pay scales. The scale of the increase needed to afford local housing is in any case prohibitive. This makes recruitment and retention problems difficult to overcome.

Staff housing at Addenbrooke’s

- On site provision of housing for staff is extremely limited and has to be prioritised for those whose roles within the Trust require them to be on call and for students.
- The Trust has a designated Housing Officer who assists staff with housing needs by providing them with regular lists of private rented sector properties available, by ensuring that they are aware of any scheme for assistance with housing that they may be eligible for and by publicising the Starter Homes Initiative and the Trust’s Deposit Loan Scheme.

3 The surveys

Survey one – staff employed within the last year

- A total of 316 questionnaires were returned from staff employed within the last year, a response rate of just over 30 percent which is normal for this type of self-completion survey.

Job satisfaction

- The research showed that the majority of Addenbrooke’s staff who had come to Addenbrooke’s within the last year are satisfied with their job (89 percent). Even so, 32 percent were seeking new work. Of those seeking new work, 82 percent gave low pay as the main reason.
- When asked why they were considering work outside Cambridge, the majority of people looking for new jobs said they were looking elsewhere in order to find cheaper accommodation.

Table 4 Reasons given for looking outside Cambridge for work (staff that have worked at Addenbrooke’s for less than one year and are seeking new work)

Reason	Number	Percent
Cheaper accommodation	59	84
Ability to buy better housing	2	3
Better job opportunities	3	4
Reduce travel to work time	1	1
Other environmental/quality of life factors	2	3
Other	3	4
Total	70	100

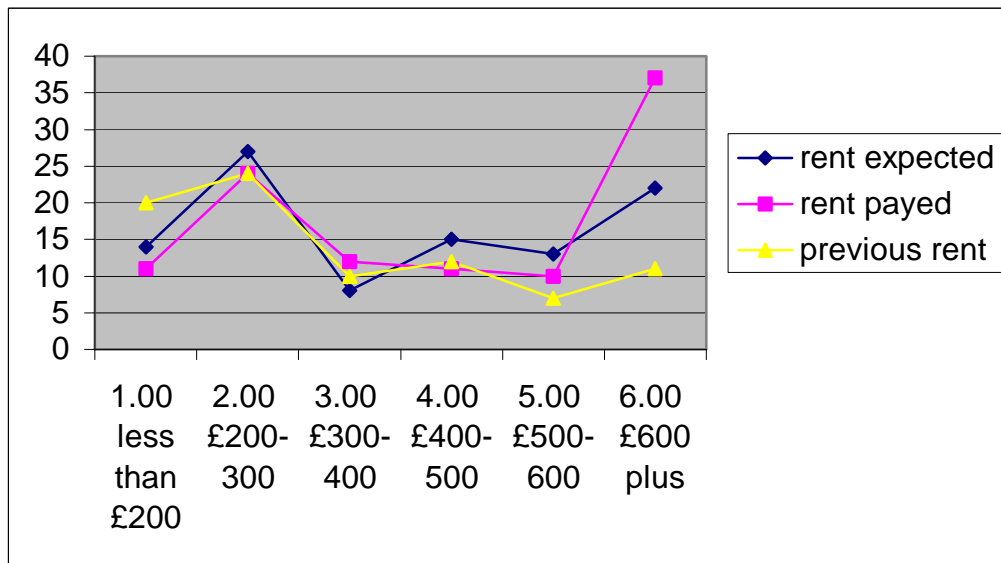
Transport

- Just under a quarter of all respondents felt that their travel to work time was unacceptable. Over a quarter of the respondents that had moved to Cambridge within the last year felt that their travel to work time was unacceptable.
- The most usual method of travelling to work was driving. Forty five percent of respondents said that the unpredictable nature of their working hours made public transport inconvenient for them.
- Many respondents expressed a desire to live closer to work but the survey revealed that people were buying housing further out of Cambridge where costs were lower.
- This raises broader planning and transport issues and the Trust is committed to its travel plan whose purpose is to reduce demand for car travel to the site. Two thirds of respondents live outside Cambridge City.

Current housing conditions of staff who began working at the Trust within the last year.

- Only 31 percent of respondents who began working at the Trust within the last year were owner occupiers.
- Thirty five percent lived in private rented accommodation.
- Fifty percent of the respondents that had moved to Cambridge within the last year lived in shared accommodation. Only 32 percent of them had lived in shared accommodation before they moved to Cambridge. This suggests that their housing conditions had worsened as a result of moving to the city
- Thirty seven percent of respondents lived in a three bedroomed home. Of these, 20 percent were sharing. Thirty one percent lived in a four or more bedroomed home. Of these, 50 percent were sharing with people outside their family unit.
- Respondents were most likely to live in semi-detached housing (33 percent), while 24 percent of respondents lived in flats and 16 percent in terraced housing. Sharers lived mainly in purpose built flats (40 percent) or semi detached or terraced houses (31 percent).
- The type of housing that the respondents lived in was also related to the tenure of the dwelling. Thus sharers overwhelmingly lived in the private rented sector.
- The amount most frequently paid in rent or mortgage costs per month was over £600 pcm and some paid as much as £1,000 pcm for family accommodation.
- Eighteen percent of these respondents had to work overtime to meet their housing costs.
- Most of the staff who moved to Cambridge within the last year were expecting to pay between £300 and £400 pcm in rent or mortgage costs but the majority of them were actually paying over £600 pcm. See figure 2.

Figure 2 Previous, expected and current rents or mortgage payments of respondents who have moved to Cambridge in the last year



Expectations and aspirations of staff who have worked at the Trust for less than one year

- The most dissatisfied of these respondents were those living in rented accommodation. Respondents firmly aspired to home ownership; thirty five percent of respondents who were intending to move house were doing so in order to become owner occupiers.

Table 5 Main reasons for wanting to move (respondents who have worked at the Trust for less than one year)

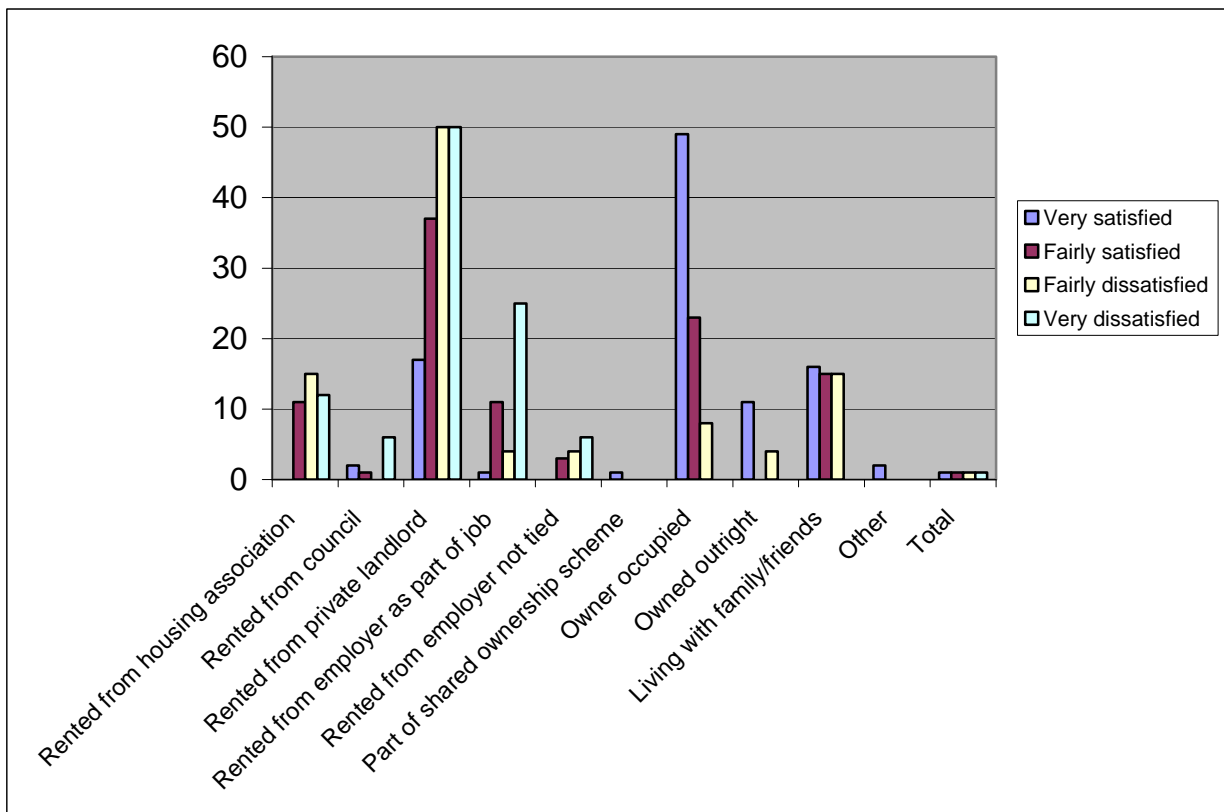
Reasons	Percent
To become an owner occupier	35
To obtain a home with the council or housing association	7
To move to a larger home due to growing family size	7
To move to a larger home for other reasons	10
To move to be closer to work	6
To move somewhere cheaper	11
To access better schools	1
To obtain a new job	13
To move to a better area	3
To move closer to family	3
Other	6
Total	100

Numbers do not total 100 due to rounding.

- Only 13 percent of those intending to move house were expecting to share with people outside their family unit once they had moved.

- Over half of those intending to move were expecting to move into semi or detached homes.
- The most commonly expected number of bedrooms was three, with almost 40 percent of respondents expecting to live in three bedroom properties.
- Of the 164 people intending to move in the next two years, 70 percent expect to remain within Cambridge or Cambridgeshire.
- As already noted, numbers of people come to Addenbrooke’s in order to gain specialist experience and training, with no expectation of remaining in Cambridge once this is completed. This helps to explain why 30 percent of those who are planning to move are planning to leave the Cambridgeshire area.
- Only 19 percent of respondents expect to have an income of over £25,000 in two years’ time which is not sufficient for the main earner to enter the lower end of the owner occupied market.. Aspirations are totally inconsistent with these figures, suggesting that expectations are likely to be proved unrealistic.

Figure 3: Tenure type by level of satisfaction with housing- staff who began working at the Trust within the last year



Expectations and aspirations of staff who moved to Cambridge within the last year

- Out of all the staff that had been working at the Trust for less than one year, just under half of them (49 percent) had moved to Cambridge within the last year. Many of them had moved to Cambridge from abroad (35 percent). All of the respondents who had moved to Cambridge within the last year were asked about their expectations of housing prior to moving to Cambridge and their actual housing circumstances.
- Twenty five percent of the respondents who had moved to Cambridge within the last year expected to own with a mortgage in Cambridge before they moved here. Twenty percent of the respondents did own with a mortgage.
- Thirty three percent of the respondents who had moved to Cambridge within the last year expected to rent from a private landlord. However, a much higher proportion of respondents, 46 percent, actually rented accommodation from a private landlord.
- Nineteen percent of the employees that had moved to Cambridge within the last year had expected to obtain a home through the Trust. Of these 16 percent actually did so. This shows that their expectations of Trust housing were realistic.

Sharing

- Fifty percent of respondents who had moved to Cambridge within the last year were living in shared accommodation. Most of them (49 percent) had expected to live in shared accommodation but only 32 percent had lived in shared accommodation prior to moving to Cambridge. Only 16 percent expected to still be living in shared accommodation in two years' time.

Cost

- The most common amount of rent or mortgage respondents expected to pay on moving to Cambridge was between £300 and £400 pcm. However, the most common amount actually paid in rent by this group was over £600 pcm.
- Expectations of rent or mortgage payments were similar to the amount of rent or mortgage being paid before they moved to Cambridge but the reality on moving was very different.
- Sixty two percent of these respondents said their rent was more than they had expected to pay before they moved to Cambridge.
- Twenty four percent of the respondents who had moved to Cambridge within the last year thought that their travel to work time was unacceptable.
- The majority of respondents (81 percent) expected to move within two years time. This partly reflects the fact that many people come to Addenbrooke's for short periods of training or experience. However, for those remaining in their post, in order

to gain the type of house with the type of tenure they require, they have to move further away from work and pay more.

Attitudes towards affordable housing

- Those staff who had been working for Addenbrooke’s for less than one year were asked to place different forms of affordable housing in order of preference.

Table 6 How the respondents rated affordable housing tenures in order of preference (percent)

	First Choice	Second choice	Third choice	Fourth choice	Fifth choice	Least preferred	
Shared ownership	17	17	27	15	14	9	100
Shared equity	6	6	15	20	21	32	100
Low cost home ownership	50	25	11	9	4	1	100
Starter home initiative housing	29	29	18	18	4	3	100
Low cost renting	18	13	18	14	31	6	100
Social housing	6	13	8	17	16	39	100

- Low cost home ownership was the preferred choice within affordable housing; half of the respondents who said that they would consider a form of affordable housing said that low cost home ownership was their preferred choice.
- Starter Home Initiative housing was also a popular choice of affordable tenure. Less popular forms of housing were low cost renting, shared ownership and shared equity. These findings confirm that people aspire to full home ownership.

Survey two – staff who have been employed for more than one year

- Questionnaires were received from 28 staff who had been employed at Addenbrooke’s for more than one year, a response rate of 28 percent. This second survey was intended to provide a baseline comparison with new staff.

Current housing conditions of staff who have been working at the Trust for over one year

- The survey of respondents who have been working at the Trust for over one year showed that their housing conditions were better than those of their counterparts that have been working at the Trust for less than one year. In particular, they were much less likely to want to move house.
- Compared with staff who had been recruited within the last year, those who have been employed by the Trust for over a year were twice as likely to be owner occupiers (82 percent), less likely to be sharing with people outside their family unit and more likely to live with fewer adults. They were less likely to pay over £600 pcm in housing costs and more likely to live further away from Cambridge.

Table 7 Type of tenure by length of service (percent)

Tenure type	Staff who have worked at the Trust for over one year	Staff who have worked at the Trust for less than one year
Rented from a housing association	7	7
Rented from the council	4	2
Rented from a private landlord	4	30
Rented from employer tied to job	-	7
Rented from employer not tied to job	-	2
Shared ownership	-	-
Owning with a mortgage	64	31
Owning outright	18	5
Living with friends/family	-	16
Other	-	1
Total	100	100

Numbers do not total 100 due to rounding.

- They were most likely to be moving in order to increase the size of their accommodation. However, they were more likely to work overtime to meet their housing costs and more likely to be seeking a home with the council or a housing association.
- None of them wanted to move in order to get a new job. Half of those who wanted to move did so for housing related reasons, mainly to obtain a larger house.
- These findings show that those who have been employed by the Trust for over one year are more settled and more satisfied with their housing situations than their colleagues who have been working at the Trust for less than one year.
- The findings suggest that retention is a bigger problem than recruitment. While it is difficult to remove from the survey those who only come to work at Addenbrooke's for a short period, the implication is that if staff can be assisted within the first year of employment they may be more likely to stay working for the Trust.

5 Findings and implications

- Staff shortages are causing significant problems in such a labour intensive environment including the closure of beds, the increasing use of agency staff and an increase in patient waiting times.
- The main problem is clearly one of pay levels. However, housing is often the reason why staff are particularly concerned about higher pay.
- The Trust's ability to assist its staff with their housing needs is limited by national pay scales. On site housing is only appropriate for students and those on call.. A limited quantity of this accommodation is available to meet short term needs when staff take up new appointments. Most staff anyway do not wish to live 'on the job' in the longer term.
- The research showed that the majority of Addenbrooke's staff are satisfied with their job (89 percent). However, 32 percent were seeking new work. Of those seeking new work, 82 percent gave low pay as the main reason.
- Many of Addenbrooke's staff are inherently mobile. But problems of recruitment and retention mean that the turnover of staff generates significant costs to management and patients at the present time.
- Over 70 percent of those seeking new work were looking within the region. This is consistent with managers' views that Addenbrooke's is losing staff to other employers in the region.
- Managers clearly regard housing as important in people's decisions to apply for posts, to take a post if offered, and to remain in post over time.
- Staff inherently cannot compete with equivalent households in the private sector. This is not simply a cyclical problem which will disappear in the next recession. It is structural because of national pay scales.
- The vast majority of respondents who began working at Addenbrooke's within the last year are unable to afford to buy market housing in the area. This affordability problem is affecting staff of all ages and from a mixture of household types but particularly single income households.
- Housing costs for staff who moved to Cambridge within the last year are considerably higher than they expected, as is the length of their journey to work.
- This affordability problem is affecting staff of all ages and from a mixture of household types but particularly single income households.
- Fifty percent of the sample who moved to Cambridge within the last year are living in shared accommodation. If such staff are to be retained by the Trust, they must be able to access acceptable self contained housing.

- One reason for high turnover is that for new employees, housing expectations and reality are very different. This is particularly the case with respect to having to share, having to rent rather than buy, excessive and/or difficult travel arrangements, and generally higher housing costs than expected.
- The majority of respondents aspire to home ownership but have difficulty meeting these aspirations because of their income levels and the cost of housing in Cambridge.
- The survey suggests that people achieve the type of dwelling they require (e.g. three bedrooms) but in many cases this is because they are sharing the housing available rather than achieving their longer term aspirations for owner occupation.
- Those who stay, find solutions in the end which allow owner occupation and reasonable sized housing. But such housing is often at a considerable distance from the workplace and takes a high proportion of income. Only some 10 percent of households obtain council housing.
- Aspirations and expectations for the future reflected in the survey are not realistic. Therefore people either have to change their expectations or change their job or residential location.

What Addenbrooke's NHS Trust is doing

The Trust is very concerned about the impact that the availability and cost of housing is having on its day to day operations. Without action this position looks set to deteriorate. To overcome this situation the Trust:

- Has made representations to the Cambridgeshire Structure Plan process, including appearing at the Examination in Public;
- Has presented evidence to the House of Commons Select Committee investigation into Affordable Housing;
- Has commissioned this research, to establish supporting evidence for local authorities to include appropriate policies in their plans;
- Will provide information to Cambridge City Council to inform the preparation of the new Cambridge Local Plan;
- Has participated in local debates on the subject of housing;
- Is a founding member of the Cambridgeshire Starter Home Initiative consortium;
- Continues to work with the NHS Housing Co-ordinator to investigate the possibility of national and local initiatives within the health service; and
- Is exploring opportunities for joint working with local housing associations to provide affordable housing for Trust staff.

6 Looking to the future

- The number of staff employed by Addenbrooke's rose from 4,867 to 6,089 between 1995 and 2002. If MRC and University employees are included, the total on site is currently nearly 9,000. This is expected to increase to 11,000 over the next 8 years. By 2016, the Trust expects that around 12,000 members of staff will be needed to provide clinical services on the site.
- Growth on this scale implies an increase of almost a quarter in the number of staff directly employed by the Trust in the next eight years. Within this group, nearly 40 percent are nurses and midwives – around 2,800. If the pay structure does not change some 3,000 will earn less than £15,000 a year. Even assuming half are 'second earners' this implies that around 1,500 need some assistance with their housing costs at present. By 2010, this is likely to have risen to 1,500 and to 2,000 by 2016.
- Retention difficulties are clearly related to housing costs yet most staff do not want to live on site. Provision will be made for those who do, such as staff on call, temporary accommodation for new staff while they find a permanent home, and student accommodation.
- The large Clay Farm site in nearby Trumpington would be a suitable location for additional affordable accommodation for Addenbrooke's staff. However, some staff want to live in a more mixed community, rather than dominate a particular location.
- It would therefore be appropriate to earmark a proportion of the affordable housing proposed at Clay Farm for Addenbrooke's staff – but only a proportion. If a maximum 50 percent contribution to affordable housing were achieved on the site, not all of these should be allocated to staff working on the Addenbrooke's site. Therefore alternative provision is required elsewhere in Cambridge.
- This does not deal with current problems, notably distance travelled and amount spent on transport. Although about half the staff drive to work at Addenbrooke's, demand for parking remains high. It is clearly more sustainable for staff to live locally or on a good public transport route than to commute long distances by car. People need to be encouraged to use public transport, but this is often impossible for shift workers because public transport is not available during the night. These are issues that will need to be addressed in the Trust's travel plan..
- There is a clear need for additional single person accommodation. This does not mean bedsits. Only a tiny proportion of survey respondents lived in bedsits and these were mostly purpose built or rented from their employer. Single person accommodation means one or two bedroom flats or small houses. There is also a need for family accommodation.
- There is a need for a range of ownership options including the intermediate market. While few respondents aspired to shared ownership, many wanted other low cost home ownership. Their aspirations for home ownership were unrealistic given their household incomes. Shared ownership and other intermediate options can provide a realistic stepping stone into owner occupation.