

# **Quarterly Workforce Report**

**Quarter 3**

**(October 2010 - December 2010)**

**Compiled by the Workforce Planning and  
Modernisation Department  
(March 2011)**

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## Introduction

NHS Lothian has been producing Quarterly Workforce Reports since 2004/05 as part of its approach to understanding and managing its workforce effectively. The purpose of this report is to provide staff members, directors, service managers, professional leads etc with a snapshot of the workforce, and its performance, following extensive data analysis from a wide range of sources. The data contained within the report can also be used as an evidence base for further work activity at various levels and across various sectors of the organisation.

This is the 3<sup>rd</sup> of this year's suite of Quarterly Workforce Reports for 2010/11 and follows the same format to that used for Quarter 1 and Quarter 2. The data and information contained within this report refers to the Quarter 3 period only, ie October – December 2010.

The timing of the publication of this report coincides with the announcement that NHS Lothian will receive an increase of £43M to its budget for 2011/12. While this is welcomed it will be necessary for us to continue to identify efficiencies within the system and to improve on our levels of productivity.

All management teams have been given Local Reinvestment Programme (LRP) targets that set out the required reduction in staffing costs. This includes strict controls on recruitment, the use of supplementary staffing, overtime as well as programmes to tackle issues of sickness/absence. In order that we can continue to meet any future demands on departments and services it is essential that we are also able to support this through a robust programme of workforce analysis and reporting.

The Quarterly Workforce Reports offer a wide array of data and information in support of further planning activity as well as the achievement of NHS Lothian's wider targets and objectives, both at corporate and at local levels.

This report will be saved on the intranet and internet and will be distributed as a web link. Previous reports can also be accessed via the web links below.

- <http://intranet.lothian.scot.nhs.uk/NHSLothian/Corporate/A-Z/WorkforcePlanning/Pages/NHSLothianQuarterlyReports.aspx>
- [www.nhslothian.scot.nhs.uk/news/keydocuments/workforce\\_planning](http://www.nhslothian.scot.nhs.uk/news/keydocuments/workforce_planning)

The next Quarterly Report (Quarter 4) is due for publication in May 2011.

## SUMMARY TABLES

**Table 1: Staffing Overview incl. Staffing Costs, Turnover and Absence by Job Family (Quarter 3).**

Job Family	Quarter 3 In-Post (Av WTE)	Vacancies Created in Quarter 3 (Av WTE)	Total Gross Charge	Overtime Costs	Enhanced Pay Costs	Turnover (%) for Quarter 3	Sickness Rate	All Absence Rate
Medic & Dental	1,877.96	15.04	£ 44,578,455	£ -	£ -	1.57	1.26	3.13
Medical & Dental Support	217.15	1.28	£ 1,680,134	£ 17,776	£ 10,409	2.07	6.01	7.45
Nursing/Midwifery 1-4	2,513.86	13.72	£ 14,890,524	£ 33,799	£ 1,806,791	1.81	8.38	10.93
Nursing/Midwifery 5+	6,621.60	34.39	£ 66,156,875	£ 325,338	£ 5,113,311	1.31	5.22	8.31
Allied Health Profession	1,401.15	11.42	£ 13,563,109	£ 207,578	£ 51,934	1.81	3.43	6.54
Health Science Services	766.97	4.90	£ 7,552,281	£ 62,337	£ 32,651	1.35	3.63	4.81
Other Therapeutic	490.97	8.82	£ 5,099,500	£ 15,233	£ 24,180	4.23	3.19	5.21
Personal and Social Care	87.34	0.00	£ 965,399	£ -	£ 552	3.54	3.51	7.39
Administrative Services	2,917.74	6.43	£ 19,105,676	£ 110,436	£ 228,563	2.00	4.33	5.40
Executive	166.39	0.33	£ 3,377,801	£ -	£ -	1.16	1.53	1.94
Support Services	2,012.21	5.42	£ 11,835,037	£ 455,311	£ 1,064,247	2.46	7.53	9.14
Emergency Services	2.30	0.00	£ 16,586	£ -	£ 5,934	0.00	2.86	2.86
Board	16.91	0.00	£ 54,158	£ -	£ -	0.00	0.00	0.00
<b>Grand Total</b>	<b>19,092.55</b>	<b>101.76</b>	<b>£ 188,875,536</b>	<b>£ 1,227,806</b>	<b>£ 8,338,572</b>	<b>1.80</b>	<b>5.00</b>	<b>7.28</b>

**Table 2: Staffing Overview incl. Staffing Costs, Turnover and Absence by Division/ CHP (Quarter 3).**

Division/CHP	Quarter 3 In-Post (Av WTE)	Vacancies Created in Quarter 3 (Av WTE)	Total Gross Charge	Overtime Costs	Enhanced Pay Costs	Medical Trainee Banding Payments	Turnover (%) for Quarter 3	Sickness Rate (%)	All Absence Rate	Medical Absence Rate (%)
Acute	9,788.73	60.33	£ 108,026,855	£ 666,750	£ 4,102,846	£ 3,289,889	1.58	4.67	7.00	0.88
Corporate and Facilities	4,044.52	12.54	£ 31,104,041	£ 497,507	£ 1,698,839	£ 5,118	2.28	5.70	7.28	0
East Lothian CHP	607.49	1.95	£ 5,986,361	£ 9,875	£ 493,073	£ 40,300	1.08	5.76	7.59	6.34
Edinburgh CHP	1,838.42	8.97	£ 16,888,552	£ 23,099	£ 749,065	£ 33,972	1.69	4.59	7.01	2.00
REAS	982.94	5.43	£ 9,785,441	£ 5,430	£ 570,090	£ 170,195	2.39	6.20	10.35	1.27
Mid Lothian CHP	814.49	5.71	£ 7,799,969	£ 16,063	£ 362,123	£ 27,531	1.75	4.04	5.36	5.79
West Lothian CHP	1,015.97	6.83	£ 9,284,318	£ 9,081	£ 362,536	£ 39,427	2.09	5.71	8.81	2.44
<b>Grand Total</b>	<b>19,092.55</b>	<b>101.76</b>	<b>£ 188,875,536</b>	<b>£ 1,227,806</b>	<b>£ 8,338,572</b>	<b>£ 3,606,433</b>	<b>1.80</b>	<b>5.00</b>	<b>7.28</b>	<b>1.19</b>

**Table 3: Supplementary Staffing Data by Job Family**

Job Family	Directly Employed Locums (Av WTE)	Directly Employed Locum Costs	Agency Locums (Av WTE)	Agency Locum Costs	Nurse Bank Expenditure*	Nurse Agency Expenditure*
Medic & Dental	28.27	£ 761,987	18.76	£ 748,829	£ -	£ -
Medical & Dental Support	0.00	£ -	£ -	£ -	£ -	£ -
Nursing/Midwifery 1-4	0.00	£ -	£ -	£ -	£ 1,955,230	£ -
Nursing/Midwifery 5+	0.00	£ -	£ -	£ -	£ 1,518,753	£ 260,310
Allied Health Profession	0.00	£ -	£ -	£ -	£ -	£ -
Health Science Services	0.00	£ -	£ -	£ -	£ -	£ -
Other Therapeutic	0.00	£ -	£ -	£ -	£ -	£ -
Personal and Social Care	0.00	£ -	£ -	£ -	£ -	£ -
Administrative Services	0.00	£ -	£ -	£ -	£ 143,429	£ -
Executive	0.00	£ -	£ -	£ -	£ -	£ -
Support Services	0.00	£ -	£ -	£ -	£ -	£ -
Emergency Services	0.00	£ -	£ -	£ -	£ -	£ -
<b>Grand Total</b>	<b>28.27</b>	<b>£ 761,987</b>	<b>18.76</b>	<b>£ 748,829</b>	<b>£ 3,617,412</b>	<b>£ 260,310</b>

\*Takes account of accrual

**Table 4: Supplementary Staffing Data by Division/ CHLP**

Division/CHP	Directly Employed Locums (Av WTE)	Directly Employed Locum Costs	Agency Locums (Q3 Av WTE)	Agency Locum Costs	Nurse Bank Expenditure*	Nurse Agency Expenditure
Acute	21.29	£ 598,499	15.21	£ 618,856	£ 2,014,698	£ 224,691
Corporate and Facilities	3.14	£ 77,658			£ 88,061	£ -
East Lothian CHP	1.00	£ 30,520			£ 174,786	£ 35,619
Edinburgh CHP	0.50	£ 10,943	0.12	£ 7,012	£ 503,527	£ -
REAS	0.58	£ 16,341	3.35	£ 119,428	£ 407,140	£ -
Mid Lothian CHP	1.30	£ 21,322	0.08	£ 3,533	£ 328,933	£ -
West Lothian CHP	0.45	£ 6,704			£ 100,267	£ -
<b>Grand Total</b>	<b>28.27</b>	<b>£ 761,987</b>	<b>18.76</b>	<b>£ 748,829</b>	<b>£ 3,617,412</b>	<b>£ 260,310</b>

\*Takes account of accrual

**Table 5: Temporary Staffing data and Employee Relations Cases by Job Family**

Job Family	Fixed Term Contracts (Q3 Av.)	Secondments	Disciplinary Cases	Grievance Cases	Dignity at Work Cases
Medic & Dental	10.67	0	6	0	2
Medical & Dental Support	2.47	0	0	0	0
Nursing/Midwifery 1-4	18.18	0	11	0	2
Nursing/Midwifery 5+	60.14	6.54	18	3	0
Allied Health Profession	32.63	2	2	0	0
Health Science Services	16.49	1	2	0	1
Other Therapeutic	34.78	0.6	3	0	0
Personal and Social Care	8.85	0.4	0	0	0
Administrative Services	64.21	3	4	0	3
Executive	2.00	0	0	0	0
Support Services	10.29	0	6	3	6
Emergency Services	0.00	0	0	0	0
<b>Grand Total</b>	<b>260.72</b>	<b>13.54</b>	<b>52</b>	<b>6</b>	<b>14</b>

**Table 6: Temporary Staffing Data and Employee Relation Cases by Division/ CHP**

Division/CHP	Fixed Term Contracts (Q3 Av.)	Secondments	Disciplinary Cases	Grievance Cases	Bullying Cases
Acute	80.45	4.5	26	0	5
Corporate and Facilities	72.52	1.4	10	3	7
East Lothian CHP	12.36	0	1	0	1
Edinburgh CHP	37.05	2.64	6	0	1
REAS	31.70	0.4	5	1	0
Mid Lothian CHP	11.13	2.6	3	0	0
West Lothian CHP	15.50	2	1	2	0
<b>Grand Total</b>	<b>260.72</b>	<b>13.54</b>	<b>52</b>	<b>6</b>	<b>14</b>

## Chapter 1 In-Post Staffing

### Headlines

- The Av. Staff In-Post figure for Quarter 3 is 19,092.55 WTE.
- The Q3 Av In-Post figure represents a drop of 211 WTE from the previous Quarter.
- The Q3 figure has fallen by 320 WTE (1.65%) when compared with the same period last year
- As at September 2010 the number of DCC PAs has increased by 303 since September 2007 to 4,182

### 1.1 Staffing In-Post Figures

NHS Lothian employed on average 19,093 whole time equivalent (WTE) during Quarter 3 of 2010/11, down from an average of 19,304 in Quarter 2.

The table below shows the workforce split by job family as well as by individual CHP/Division. This shows that just over 50% of the total workforce is employed within the Acute Division of NHS Lothian.

**Table 6: In-Post Figures by Job Family and by Division/ CHP**

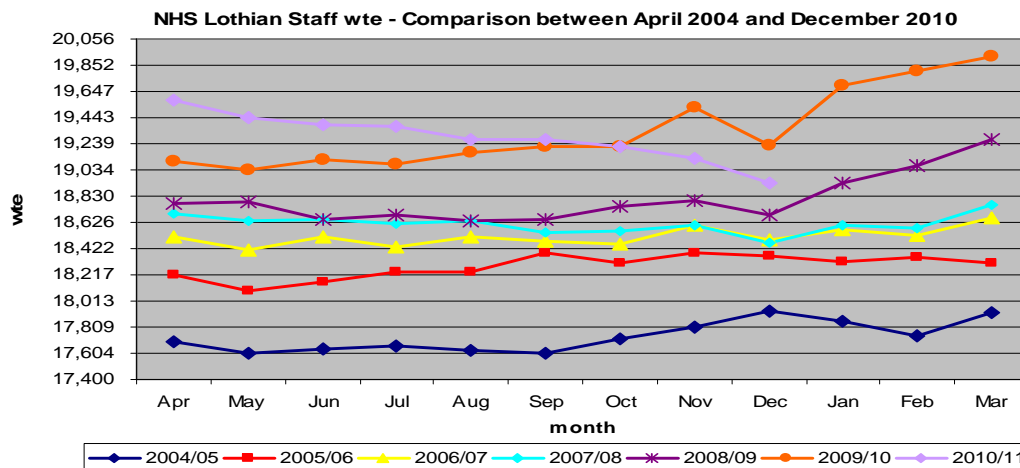
Job Family	Acute	Corporate and Facilities	East Lothian CHP	Edinburgh CHP	REAS	Mid Lothian CHP	West Lothian CHP	Quarter Average
Medic and Dental	1,546.20	36.40	39.47	56.61	90.46	38.15	70.67	1,877.96
Medical and Dental Support	89.47	-	-	-	-	-	127.68	217.15
Nursing/Midwifery 1-4	1,191.03	259.28	138.23	342.60	238.98	169.57	174.17	2,513.86
Nursing/Midwifery 5+	3,933.52	439.87	264.47	827.33	400.51	403.64	352.26	6,621.60
Allied Health Profession	728.75	41.68	17.93	294.21	69.14	106.58	142.87	1,401.15
Health Science Services	724.86	15.27	-	22.60	1.00	0.67	2.58	766.97
Other Therapeutic	309.03	8.63	12.10	24.30	96.64	20.54	19.73	490.97
Personal and social care	7.30	33.48	26.18	10.77	-	3.00	6.60	87.34
Administrative Services	1,116.56	1,230.38	82.57	230.99	84.54	61.84	110.87	2,917.74
Executive	12.44	136.49	1.67	8.29	1.00	2.00	4.50	166.39
Support Services	129.57	1,826.14	22.58	20.72	0.67	8.50	4.04	2,012.21
Emergency Services	-	-	2.30	-	-	-	-	2.30
Board	-	16.91	-	-	-	-	-	16.91
<b>Total</b>	<b>9,788.73</b>	<b>4,044.52</b>	<b>607.49</b>	<b>1,838.42</b>	<b>982.94</b>	<b>814.49</b>	<b>1,015.97</b>	<b>19,092.55</b>

(Note: Nurse Bank is recorded under 'Corporate and Facilities' before subsequently being re-charged.)

The following chart indicates the steady reduction in the number of staff employed since April 2011. This trend reflects NHS Lothian's position in achieving LRP targets in line with budgetary allocation for 2010/11.

It is anticipated that further LRP efficiencies will be required to be met during 2011/12. This is likely to have a continued impression on overall workforce costs and further savings are anticipated.

**Chart 1: Staff in Post Data – Historical Trend 2004/05 – 2010/11.**



**Table 7: Average Workforce Comparison – Q3 Period – 2009/10 and 2010/11**

Job Family	Q3 2009/10	Q3 2010/11	Difference	% of Difference
Medic and Dental	1,832.20	1,877.96	45.76	2.50
Medical and Dental Support	204.00	217.15	13.15	6.45
Nursing/Midwifery 1-4	2,714.60	2,513.86	-200.74	-7.39
Nursing/Midwifery 5+	6,660.15	6,621.60	-38.56	-0.58
Allied Health Profession	1,407.96	1,401.15	-6.81	-0.48
Health Science Services	788.49	766.97	-21.52	-2.73
Other Therapeutic	497.84	490.97	-6.86	-1.38
Personal and social care	75.47	87.34	11.86	15.72
Administrative Services	2,987.74	2,917.74	-70.00	-2.34
Executive	199.20	166.39	-32.81	-16.47
Support Services	2,043.08	2,012.21	-30.87	-1.51
Emergency Services	1.69	2.30	0.61	35.90
Board	-	16.91	16.91	0.00
<b>Total</b>	<b>19,412.42</b>	<b>19,092.55</b>	<b>-319.87</b>	<b>-1.65</b>

The average in-post WTE for Q3 2010/11 compared with the same period in 2009/10 indicates a decrease of 319.87 WTE (1.65%) overall. Within that same period Executive Staff numbers have decreased by 32.81 WTE (16.47%) while Nursing/ Midwifery 1-4 staff have reduced by 200.74 WTE (7.39%). (Nurse Bank resource is reported within the Corporate and Facilities Job Family element of the workforce.)



## 1.2 Medical Consultant Data

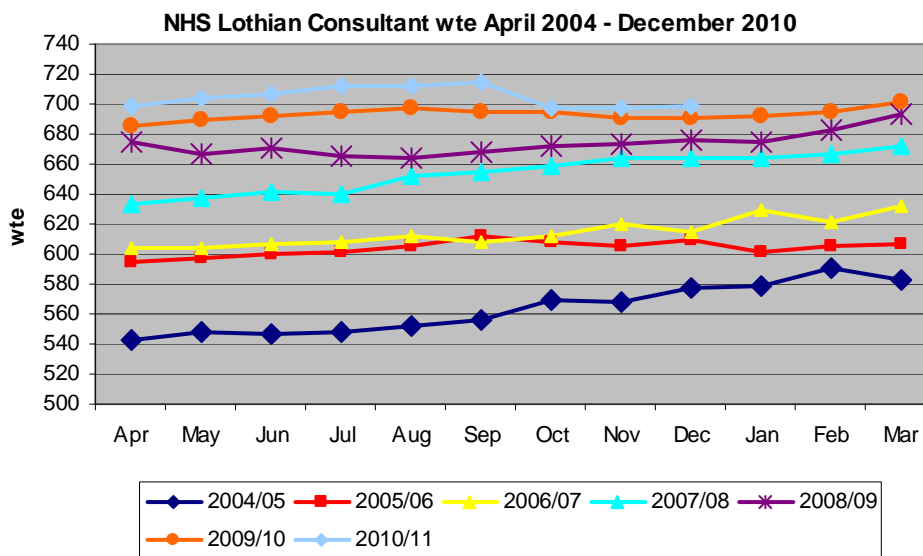
The following table shows the split of the Consultant workforce across all Sectors within the organisation. In total 84% of Consultants are coded to the Acute Sector.

**Table 8: Consultant Workforce by Sector**

Division/Service	October	November	December	Q3 Av. WTE
Acute	587	586.62	585.1	586.24
Corporate	18.82	19.02	19.1	18.98
East Lothian CHP	7.92	7.92	8.69	8.18
Edinburgh CHP	14.68	16.03	16.3	15.67
REAS	37.12	36.87	36.87	36.95
Mid Lothian CHP	21.25	21.25	21.25	21.25
West Lothian CHP	9.95	9.95	10.95	10.28
<b>Total</b>	<b>696.74</b>	<b>697.66</b>	<b>698.26</b>	<b>697.55</b>

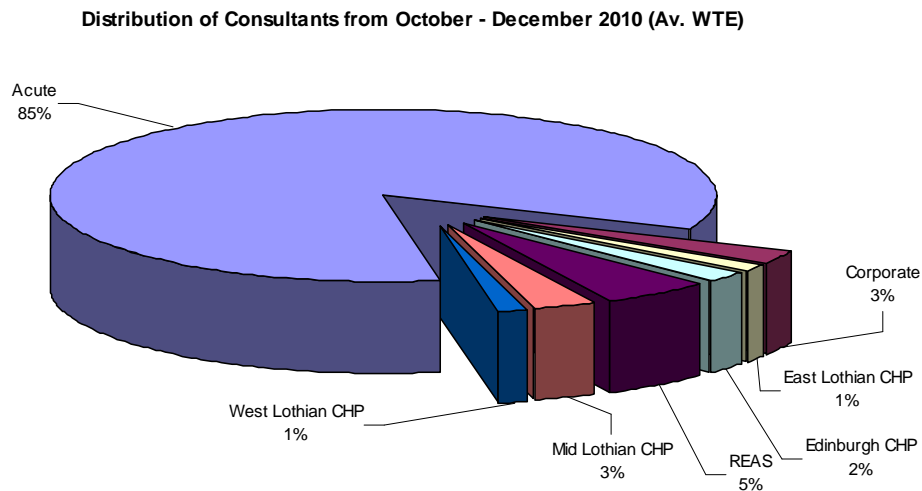
The following graph offers contextual information in the form of trend data over the last seven years. Consultant numbers have returned to similar levels as witnessed at the start of the 2010/11 financial year.

**Chart 2: Consultant Data - Historical Data**



The following chart illustrates the distribution of the Consultant workforce within NHS Lothian. (This does not include University employed honorary consultant staff.)

### Chart 3: Distribution of Consultant Data



### 1.3 Consultant PAs

In addition to this information the Workforce Planning Team is now able to provide details of Programmed Activities (PAs) and Extra Programmed Activities (EPAs). In accordance with the consultant contract as at 1<sup>st</sup> April 2005, a consultant is now contracted to work 10 PAs during a week (a PA is made up of a 4 hour period). Any hours over these 10 PAs (for a full time consultant) maybe worked as *Extra Programmed Activities* – these have to be agreed as part of the Job Planning process.

The latest data at September 2010 shows that the number of DCC PAs has increased by 303 since September 2007 to 4,182. However when compared with figures as at September of last year the figure has dropped by 386 – a drop of 8.5%. During the same period SPAs have increased by 91 (5.9%).

The total number of PAs (incl. EPAs) is 6,972, a decrease of 4.3% on data as at September 2009 (down by 5% when excluding EPAs).

The total amount of EPAs is up by 2.5%.

**Table 9: Breakdown of PAs and EPAs**

Note: This does not include data on Honorary Consultant appointments

Period	Total PA's including EPAs	Total PA's exclud EPA's	Total DCC and OOH PAs	Other External Duties					% of DCC & OOHs against Total PA's (Inc EPAs)	% of DCC & OOH against Total PA's (Exc EPAs)
				SPA's	DCC PA's	OOH PA's	PA's	EPA's		
Sep-07	6,641	5,873	4,365	1,454	3,879	487	54	769	77%	74%
Sep-08	6,945	6,178	4,608	1,441	4,189	419	129	768	77%	75%
Sep-09	7,376	6,621	4,932	1,535	4,568	365	154	755	77%	74%
Sep-10	6,972	6,198	4,587	1,444	4,182	405	168	774	77%	74%

Source: Empower/ PWA

The following table outlines the breakdown of PAs by CMT/CHP.

**Table 10: Breakdown by CMT/CHP**

Note: This does not include data on Honorary Consultant appointments

CMT/CHP	Total PA's exclud EPA's	SPA's	DCC PA's	OOH PA's	Other External Duties PA's	EPA's
Cancer	350.9	74.6	259.4	7.9	9.1	37.5
Cardio	210.0	52.5	132.0	25.5	-	47.0
Clinical Support	722.0	164.5	535.8	5.0	16.8	85.0
Critical Care	280.0	67.0	141.0	51.5	20.5	34.0
Dcn Neurosciences	147.0	35.5	92.8	16.8	2.0	26.0
General Medicine	690.8	162.5	437.5	62.5	28.3	94.0
General Surgery	522.0	117.8	379.3	11.5	13.5	96.5
Head and Neck	410.7	83.8	302.6	19.9	4.5	26.0
MSK	284.5	70.9	192.1	12.0	9.5	27.5
Theatres & Anaesthetics	849.0	198.8	552.2	75.6	22.5	91.0
Women & Children	916.0	215.8	570.5	107.8	22.0	140.0
<b>Acute Total</b>	<b>5,382.9</b>	<b>1,243.5</b>	<b>3,595.0</b>	<b>395.8</b>	<b>148.6</b>	<b>704.5</b>
Corporate & Facilities	90.5	20.6	62.0	5.9	2.0	8.0
East Lothian	56.0	14.0	41.0	1.0	-	7.0
Edinburgh CHP	142.0	34.5	106.8	0.8	-	13.0
Mid Lothian CHP	279.0	72.5	202.5	1.0	3.0	29.5
REAS	166.0	38.5	116.5	-	11.0	7.5
West Lothian CHP	82.0	20.5	58.0	0.5	3.0	4.0
<b>Grand Total</b>	<b>6,198.4</b>	<b>1,444.1</b>	<b>4,181.8</b>	<b>404.9</b>	<b>167.6</b>	<b>773.5</b>

Source: Empower/ PWA

## Chapter 2 Vacancies

### Headlines

- The Average No. of Vacancies Created during Quarter 3 is down by 7% when compared against Quarter 2 2010/11.
- The Average No. of Vacancies under Recruitment is up from an average of 218.28 WTE in Quarter 2 to 257.67 WTE in Quarter 3.

### 2.1 Vacancies Created

This section provides data on the number of vacancies created during Quarter 3 of 2010/11. Further information is also offered on the total number of vacancies currently under recruitment for all staff groups including medical staff.

**Table 11: Vacancies Created in each month (October – December 2010) by Job Family**

Job Family	Oct-10	Nov-10	Dec-10	Average wte
Medic & Dental	18.53	15.20	11.40	15.04
Medical & Dental Support	1.00	1.84	1.00	1.28
Nursing/Midwifery 1-4	22.07	15.77	3.32	13.72
Nursing/Midwifery 5+	42.66	32.99	27.51	34.39
Allied Health Profession	6.99	17.26	10.02	11.42
Health Science Services	4.00	5.70	5.01	4.90
Other Therapeutic	8.31	16.34	1.80	8.82
Personal and Social Care	-	-	-	-
Administrative Services	4.00	10.89	4.40	6.43
Executive	1.00	-	-	0.33
Support Services	8.66	2.87	4.74	5.42
<b>Grand Total</b>	<b>117.21</b>	<b>118.87</b>	<b>69.20</b>	<b>101.76</b>

The above table indicates a reduction in the number of vacancies created during the month of December 2010 in line with seasonal trends. This resulted in a reduction in the average number of vacancies created during Quarter 3 compared to the previous quarter. (The average number of vacancies in Quarter 2 was 109.45 WTE.) This downward trend suggests that generally vacancies are being managed appropriately in line with efficiency targets.

The same information is offered below this time showing the number of vacancies created per Division and CHP.

**Table 12: Vacancies Created in each month (October – December 2010) by Division/ CHP**

Division/CHP	Oct	Nov	Dec	Average wte
Acute	82.49	59.17	39.31	60.33
Corporate and Facilities	15.48	13.96	8.16	12.54
East Lothian CHP	3.96	0.80	1.10	1.95
Edinburgh CHP	2.67	15.15	9.09	8.97
REAS	2.80	8.00	5.50	5.43
Mid Lothian CHP	5.43	11.20	0.50	5.71
West Lothian CHP	4.38	10.58	5.53	6.83
<b>Grand Total</b>	<b>117.21</b>	<b>118.87</b>	<b>69.20</b>	<b>101.76</b>

The table below provides a comparison of the vacancies created during Quarter 3 with those in the same period last year. Once again this demonstrates a significant reduction in the number of vacancies created - a drop of almost 55%.

**Table 13: Comparison of Quarter 2 Vacancies**

Job Family	Q3 2009/10	Q3 2010/11	Difference wte	% of Difference
Medic & Dental	10.87	15.04	4.18	38.42
Medical & Dental Support	1.18	1.28	0.10	8.68
Nursing/Midwifery 1-4	31.79	13.72	-18.07	-56.84
Nursing/Midwifery 5+	89.15	34.39	-54.76	-61.43
Allied Health Profession	33.41	11.42	-21.99	-65.81
Health Science Services	5.15	4.90	-0.24	-4.71
Other Therapeutic	8.61	8.82	0.21	2.38
Personal and Social Care	-	-	-	-
Administrative Services	33.54	6.43	-27.11	-80.82
Executive	1.00	0.33	-0.67	-66.67
Support Services	8.91	5.42	-3.49	-39.15
<b>Total Average WTE</b>	<b>223.60</b>	<b>101.76</b>	<b>-121.84</b>	<b>-54.49</b>

## 2.2 Vacancies under Recruitment

The following table outlines the overall number of vacancies in the system, ie not just those created in a particular month. The table indicates overall vacancies have remained steady during the 3 month period. However the Q3 average WTE is up from and average of 218.28 WTE in the previous quarter (Q2) and is on a par with that for Quarter 1 (April – June 2010).

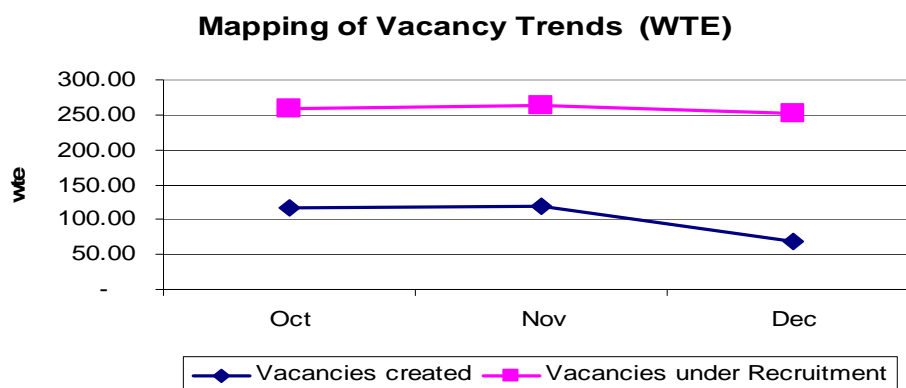
Due to the way this information is collected it is not possible to split this data into Job Family – instead these are reported under ‘Whitley’ categories.

**Table 14: Vacancies under Recruitment (October - December)**

Whitley/ Staff Category	Oct	Nov	Dec	Q3 Av. wte
Medical and Dental	33.98	32.43	24.30	30.24
Nurse Registered	84.37	81.57	86.88	84.27
Nurse Non Registered	36.32	42.95	35.24	38.17
AHP	38.79	26.46	31.19	32.15
Pharmacy	4.40	14.11	9.71	9.40
PTB	9.91	11.53	6.13	9.19
Scientific and Professional	16.10	13.33	17.01	15.48
Admin and Clerical	21.87	24.17	29.59	25.21
Executive	1.00	2.00	1.00	1.33
Ancillary	8.53	9.55	10.27	9.45
Maintenance	4.16	4.16	0.00	2.77
<b>Total</b>	<b>259.43</b>	<b>262.26</b>	<b>251.32</b>	<b>257.67</b>

The graph below maps both the trend for ‘Vacancies Created’ as well as ‘Vacancies under Recruitment’ for the Quarter 3 period.

**Chart 4: Comparison of Vacancies**



It is interesting to note that the level of ‘Vacancies under Recruitment’ has changed little during the last 3 months whereas the number of ‘Vacancies Created’ is clearly reducing. However it may be that following the festive season we will start to see a rise in the number of vacancies created, at least to the levels prior to December 2010.

## Chapter 3 Staffing Costs

### Headlines:

#### Staffing Costs for Quarter 3:

- Workforce Expenditure accounts for approximately 70% of total NHS Lothian budget.
- Quarter 3 Workforce Expenditure (Total Gross Charge) = c£189 Million
- Quarter 3 Workforce costs up by 2% on same period last year.
- Consultant Workforce Expenditure for Quarter 3 has increased by £289,279 compared with the same period in 2009/10.
- The Q3 Overtime Expenditure was c£1.23m, down from £1.3m in the previous Quarter.
- The total expenditure associated with enhanced costs during Quarter 3, was c£8.3 Million.

### 3.1 Workforce Expenditure

The information contained within the following tables represent the Gross Charge to NHS Lothian and includes all employers' costs and additional payroll costs such as overtime and shift premiums, details of which are included later in this report. Note: These figures exclude distinction awards and agency expenditure.

The total workforce expenditure for Quarter 3 2010/11 was c£189 Million, representing an increase of 2.00% on the overall workforce bill when compared with Quarter 3 in 2009/10. This data is split across individual Job Families, Divisions and CHPs and is outlined in the tables below.

**Table 15: Quarter 3 Workforce Expenditure by Job Family and Division/CHP**

Job Family	Corporate		East Lothian	Edinburgh	REAS	Mid Lothian	West Lothian	Quarter Total
	Acute	and Facilities	CHP	CHP		CHP	CHP	
Medic and Dental	£ 36,521,827	£ 995,700	£ 1,031,151	£ 1,459,430	£ 2,146,115	£ 1,013,802	£ 1,410,430	£ 44,578,455
Medical and Dental Support	£ 794,421	£ 32	£ -	£ -	£ -	£ -	£ 885,682	£ 1,680,134
Nursing/Midwifery 1-4	£ 6,659,359	£ 1,901,849	£ 831,623	£ 1,980,146	£ 1,469,167	£ 1,006,069	£ 1,042,312	£ 14,890,524
Nursing/Midwifery 5+	£ 39,101,836	£ 4,720,917	£ 2,727,349	£ 8,176,082	£ 3,825,766	£ 4,034,436	£ 3,570,488	£ 66,156,875
Allied Health Profession	£ 7,149,216	£ 422,909	£ 171,025	£ 2,844,270	£ 642,585	£ 987,254	£ 1,345,850	£ 13,563,109
Health Science Services	£ 7,133,581	£ 140,397	£ -	£ 249,873	£ 12,291	£ 3,180	£ 12,959	£ 7,552,281
Other Therapeutic	£ 2,872,561	£ 105,857	£ 159,446	£ 340,897	£ 1,130,115	£ 260,056	£ 230,567	£ 5,099,500
Personal and social care	£ 72,239	£ 404,558	£ 279,339	£ 108,610	£ -	£ 34,557	£ 66,096	£ 965,399
Administrative Services	£ 6,697,401	£ 8,870,495	£ 576,423	£ 1,445,835	£ 527,659	£ 369,942	£ 617,921	£ 19,105,676
Executive	£ 275,243	£ 2,747,759	£ 31,555	£ 175,814	£ 22,411	£ 41,871	£ 83,147	£ 3,377,801
Support Services	£ 749,171	£ 10,739,410	£ 161,864	£ 107,594	£ 9,332	£ 48,801	£ 18,865	£ 11,835,037
Emergency Services	£ -	£ -	£ 16,586	£ -	£ -	£ -	£ -	£ 16,586
Board	£ -	£ 54,158	£ -	£ -	£ -	£ -	£ -	£ 54,158
	£ 108,026,855	£ 31,104,041	£ 5,986,361	£ 16,888,552	£ 9,785,441	£ 7,799,969	£ 9,284,318	£ 188,875,536

Workforce costs across the Acute Sector account for 57% of the overall workforce pay bill. The Medical & Dental workforce costs amount to 24% of the total costs. Likewise the combined Nursing and Midwifery workforce account for 43% of the overall workforce pay bill.

Workforce expenditure has remained relatively stable during this financial year (2010/11). The average monthly workforce expenditure for Quarter 3 equates to c£62.9 Million compared to c£62.8 Million for Quarter 2, and c£63.6 Million in Quarter 1.

The table below details the expenditure for October to December 2010 by Job Family.

**Table 16: Breakdown of Expenditure by Month and Job Family**

Job Family	October	November	December	Total
Medic and Dental	14,973,095	14,831,887	14,773,473	44,578,455
Medical and Dental Support	540,291	596,044	543,800	1,680,134
Nursing/Midwifery 1-4	4,861,235	4,863,978	5,165,311	14,890,524
Nursing/Midwifery 5+	21,902,503	21,991,585	22,262,786	66,156,875
Allied Health Profession	4,522,234	4,473,907	4,566,968	13,563,109
Health Science Services	2,496,378	2,514,230	2,541,673	7,552,281
Other Therapeutic	1,713,537	1,697,188	1,688,775	5,099,500
Personal and social care	323,169	320,499	321,731	965,399
Administrative Services	6,472,776	6,317,275	6,315,625	19,105,676
Executive	1,130,140	1,111,634	1,136,028	3,377,801
Support Services	3,535,392	3,497,065	4,802,579	11,835,037
Emergency Services	6,004	5,658	4,924	16,586
Board	19,159	16,801	18,198	54,158
<b>Total</b>	<b>62,495,913</b>	<b>62,237,752</b>	<b>64,141,871</b>	<b>188,875,536</b>

Finally the table below outlines the comparison of expenditure with the same period last year and confirms that overall expenditure is up by £3.7 Million, an increase of 2%.

**Table 17: Comparison of Expenditure – Total Gross Charge**

Job Family	Q3 2009/10	Q3 2010/11	Difference	% of Difference
Medic and Dental	44,299,541	44,578,455	278,915	0.63
Medical and Dental Support	1,467,885	1,680,134	212,249	14.46
Nursing/Midwifery 1-4	14,650,309	14,890,524	240,215	1.64
Nursing/Midwifery 5+	63,686,632	66,156,875	2,470,243	3.88
Allied Health Profession	13,027,111	13,563,109	535,998	4.11
Health Science Services	7,493,568	7,552,281	58,713	0.78
Other Therapeutic	5,052,188	5,099,500	47,311	0.94
Personal and social care	806,138	965,399	159,261	19.76
Administrative Services	19,197,569	19,105,676	-91,893	-0.48
Executive	3,618,644	3,377,801	-240,843	-6.66
Support Services	11,860,991	11,835,037	-25,954	-0.22
Emergency Services	14,086	16,586	2,501	17.75
Board	-	54,158	54,158	0.00
<b>Total</b>	<b>185,174,661</b>	<b>188,875,536</b>	<b>3,700,875</b>	<b>2.00</b>



In summary, **payroll costs have increased by £3.70M (2.0%)** for Q3 2010/11 when compared with the same period in 2009/10. This contrasts with the In-Post WTE comparison for the same period which shows that the Average workforce WTE decreased by 1.65% (see Chapter 1) suggesting pay inflation has been approximately 3.65%.

### 3.2 Medical and Dental Consultant Expenditure

The Consultant workforce expenditure for Quarter 3 has increased by £289,279 on the same period in 2009/10. However it does show a decrease when compared with the previous quarter (Q2 2010/11), which suggests overall expenditure dropped by 1.90%.

A further breakdown of Consultant expenditure per month is offered in the table below.

**Table 18: Consultant Expenditure for the Quarter 3 Period.**

Division/CHP	October	November	December	Q3 - Total Consultant Gross Charge
Acute	£ 6,949,143	£ 6,963,648	£ 6,895,149	£ 20,807,940
Corporate	£ 201,829	£ 204,499	£ 206,199	£ 612,527
East Lothian CHP	£ 87,455	£ 87,322	£ 101,234	£ 276,011
Edinburgh CHP	£ 168,466	£ 173,374	£ 186,507	£ 528,348
REAS	£ 418,557	£ 407,474	£ 407,691	£ 1,233,722
Mid Lothian CHP	£ 211,449	£ 211,421	£ 221,328	£ 644,198
West Lothian CHP	£ 113,920	£ 110,375	£ 115,356	£ 339,652
<b>Total</b>	<b>£ 8,150,820</b>	<b>£ 8,158,113</b>	<b>£ 8,133,464</b>	<b>£ 24,442,397</b>

### 3.3 Overtime

The total overtime cost for Q3 (2010/11) was c£1.23m, down from £1.3m in the previous Quarter. The following table illustrates the distribution of these costs by job family and by Division/ CHP.

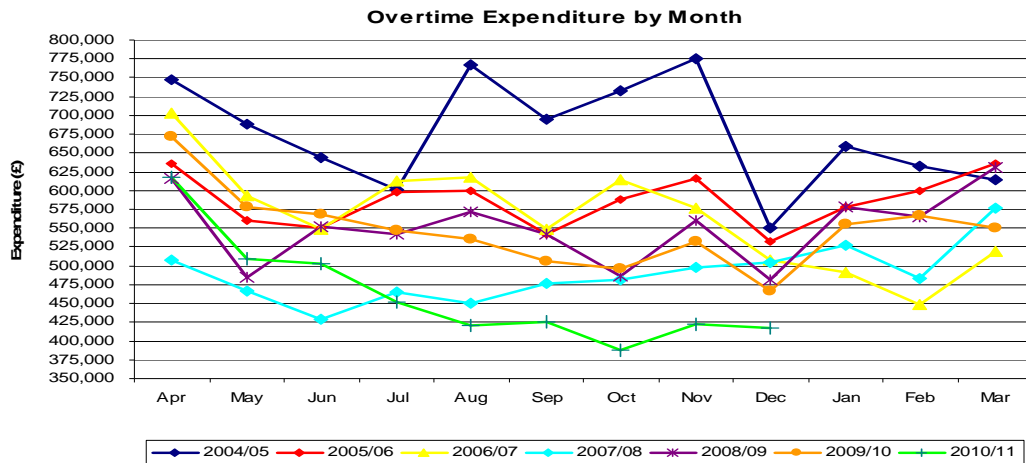
**Table 19: Quarter 3 Overtime Expenditure by Job Family and Division/ CHP (excl Medical & Dental)**

Job Family	Acute	Corporate and Facilities	East Lothian CHP	Edinburgh CHP	REAS	Mid Lothian CHP	West Lothian CHP	Ytd Total
Medical and Dental Support	£ 17,776	£ -	£ -	£ -	£ -	£ -	£ -	£ 17,776
Nursing/Midwifery 1-4	£ 26,444	£ -	£ 2,055	£ 3,339	£ 835	£ 1,056	£ 69	£ 33,799
Nursing/Midwifery 5+	£ 293,648	£ 8,312	£ 4,703	£ 5,176	£ 2,942	£ 8,395	£ 2,163	£ 325,338
Allied Health Profession	£ 194,664	£ 1,312	£ 1,093	£ 6,523	£ -	£ -	£ 3,985	£ 207,578
Health Science Services	£ 59,273	£ -	£ -	£ 3,064	£ -	£ -	£ -	£ 62,337
Other Therapeutic	£ 14,812	£ -	£ -	£ -	£ 117	£ -	£ 304	£ 15,233
Personal and social care	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Administrative Services	£ 35,293	£ 63,237	£ 1,856	£ 1,229	£ 1,182	£ 5,078	£ 2,561	£ 110,436
Executive	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Support Services	£ 24,841	£ 424,646	£ 167	£ 3,768	£ 354	£ 1,534	£ -	£ 455,311
Emergency Services	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
<b>Total</b>	<b>£ 666,750</b>	<b>£ 497,507</b>	<b>£ 9,875</b>	<b>£ 23,099</b>	<b>£ 5,430</b>	<b>£ 16,063</b>	<b>£ 9,081</b>	<b>£ 1,227,806</b>

The above table shows that considerable overtime was paid out across Registered Nursing and Midwifery staff and Support Services staff. These staff groups alone account for approximately 64% of the overtime pay bill. This is further reflected in that the areas of high overtime payment are across the Acute Division, Corporate and Facilities. These combined areas account for 95% of the total overtime bill.

The overtime payment level while down on previous years does in fact follow a similar pattern for the first 9 months of 2009/10. This is illustrated in the graph below.

**Chart 5: Overtime Expenditure – Trend**



Further analysis shows that the number of people receiving overtime payments did show a downward trend for Quarter 3. The table below shows the number of people receiving overtime payments for October, November and December split by a fixed overtime category. This compares with a total of 6,168 instances during Quarter 1 and 5,219 during Quarter 2.

**Table 20: Overtime payments by Category**

Overtime Category	Oct-10	Nov-10	Dec-10	Total Instances
<£1,000	1,603	1,708	1,532	4,843
£1,000 - £1,499	17	29	35	81
£1,500 - £1,999	3	5	5	13
£2,000 - £2,499	1	-	2	3
£2,500 - £4,499	1	-	1	2
>£5,000	-	-	-	-
<b>Grand Total</b>	<b>1,625</b>	<b>1,742</b>	<b>1,575</b>	<b>4,942</b>

The table below details the spread of overtime payments by individual Agenda for Change Band during Quarter 3. While the vast majority of payments fall within the '<£1,000' category there are small pockets that may require immediate attention to ensure they are compliant with EWTR and represent the most cost effective way of delivering services.

**Table 21: Overtime Payments by AfC Band**

Band	Payment Band						Total Instances
	<£1,000	£1,000 - £1,499	£1,500 - £1,999	£2,000 - £2,499	£2,500 - £4,999	>£5,000	
1	750	1	-	-	-	-	751
2	1,105	13	-	1	-	-	1,119
3	321	5	1	-	-	-	327
4	413	9	1	1	-	-	424
5	1,155	20	4	-	-	-	1,179
6	737	25	6	-	-	-	768
7	349	6	1	1	-	-	357
8	13	2	-	-	2	-	17
<b>Grand Total</b>	<b>4,843</b>	<b>81</b>	<b>13</b>	<b>3</b>	<b>2</b>	<b>-</b>	<b>4,942</b>

Finally the table below depicts the spread of overtime payments by Division/ CHP. It shows that just over 53% of overtime instances were awarded to staff working within the Acute Sector and approximately 40% being awarded to those within the Corporate and Facilities Division. It also suggests that 2 individuals received an overtime payment within the £2,500-£4,999 bracket during the Quarter 3 period.

**Table 22: Overtime Payments by Category and by Division/ CHP**

Acute/CHP	Payment Band						Total Instances
	<£1,000	£1,000 - £1,499	£1,500 - £1,999	£2,000 - £2,499	£2,500 - £4,999	>£5,000	
Acute	2,549	43	11	1	2	-	2,606
Corporate & Facilities	1,945	34	2	2	-	-	1,983
East Lothian CHP	43	1	-	-	-	-	44
Edinburgh CHP	118	2	-	-	-	-	120
Mental Health	51	-	-	-	-	-	51
Midlothian Chp	79	1	-	-	-	-	80
West Lothian CHP	58	-	-	-	-	-	58
<b>Grand Total</b>	<b>4,843</b>	<b>81</b>	<b>13</b>	<b>3</b>	<b>2</b>	<b>-</b>	<b>4,942</b>

### 3.4 Enhanced Pay Costs

These payments are made to staff working on a shift basis and as such attract an enhancement for night, un-social, Saturday and Sunday hours working. Whitley payments have now changed to a variable scale depending on AfC Band and shift. For example a Band 2 working on either a Sunday or Public Holiday will now receive time plus 88% - those staff on a Band 4 working the same shift will receive time plus 60%.

The following table illustrates the distribution of enhanced pay costs by job family and by Division/CHP for this period.

**Table 23: Breakdown of Enhanced Pay Costs by Job Family and Division/ CHP**

Job Family	Corporate and Facilities		East Lothian	Edinburgh	REAS	Mid Lothian	West Lothian	Ytd Total
	Acute	Facilities	CHP	CHP		CHP	CHP	
Medical and Dental Support	£ 7,995	£ -	£ -	£ -	£ -	£ -	£ 2,413	£ 10,409
Nursing/Midwifery 1-4	£ 472,789	£ 335,540	£ 131,603	£ 312,546	£ 238,510	£ 156,942	£ 158,861	£ 1,806,791
Nursing/Midwifery 5+	£ 3,435,405	£ 292,284	£ 238,666	£ 432,617	£ 320,170	£ 199,691	£ 194,477	£ 5,113,311
Allied Health Profession	£ 45,626	£ 1,188	£ -	£ 2,715	£ 1,056	£ 170	£ 1,178	£ 51,934
Health Science Services	£ 32,463	£ 3	£ -	£ 55	£ 93	£ 37	£ -	£ 32,651
Other Therapeutic	£ 19,608	£ 47	£ 1,288	£ 44	£ 2,080	£ -	£ 1,113	£ 24,180
Personal and social care	£ 239	£ 92	£ 200	£ -	£ -	£ 21	£ -	£ 552
Administrative Services	£ 62,047	£ 84,923	£ 67,795	£ 1,040	£ 8,181	£ 85	£ 4,493	£ 228,563
Executive	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Support Services	£ 26,673	£ 984,762	£ 47,586	£ 48	£ -	£ 5,178	£ -	£ 1,064,247
Emergency Services	£ -	£ -	£ 5,934	£ -	£ -	£ -	£ -	£ 5,934
<b>Total</b>	<b>£ 4,102,846</b>	<b>£ 1,698,839</b>	<b>£ 493,073</b>	<b>£ 749,065</b>	<b>£ 570,090</b>	<b>£ 362,123</b>	<b>£ 362,536</b>	<b>£ 8,338,572</b>

The total enhanced cost figure for Quarter 3, 2010 was c£8.3 Million.

Enhanced payments made to registered nurses and midwives account for over 60% of the overall Enhanced pay bill. Payment made to Support Services staff account for 13% of the overall enhanced pay bill. In a similar vein the Acute and Corporate & Facilities Divisions account for 49% and 20% respectively of the overall enhanced pay bill.

The following table outlines the monthly spend during the Quarter 3 period on Enhanced Pay by individual Job Family groups.

**Table 24: Breakdown of Enhanced Pay Costs by Job Family and by Month**

Job Family	October	November	December	Total
Medical and Dental Support	£ 3,761	£ 3,811	£ 2,837	£ 10,409
Nursing/Midwifery 1-4	£ 608,378	£ 625,573	£ 572,840	£ 1,806,791
Nursing/Midwifery 5+	£ 1,749,479	£ 1,832,422	£ 1,531,411	£ 5,113,311
Allied Health Profession	£ 27,203	£ 13,703	£ 11,028	£ 51,934
Health Science Services	£ 14,551	£ 9,245	£ 8,855	£ 32,651
Other Therapeutic	£ 14,906	£ 5,432	£ 3,842	£ 24,180
Personal and social care	£ 310	£ 21	£ 221	£ 552
Administrative Services	£ 93,862	£ 69,244	£ 65,457	£ 228,563
Executive	£ -	£ -	£ -	£ -
Support Services	£ 298,208	£ 292,394	£ 473,645	£ 1,064,247
Emergency Services	£ 2,126	£ 2,000	£ 1,808	£ 5,934
<b>Total</b>	<b>£ 2,812,784</b>	<b>£ 2,853,845</b>	<b>£ 2,671,944</b>	<b>£ 8,338,572</b>

The overall figure for Quarter 3 is up on that for Quarter 2 (c£8.16 Million) however it is less than the overall figure for Quarter 1 (c£8.9 Million).

### 3.5 Overtime and Enhanced Pay Combined

The combined total of overtime and enhanced pay set against all Nursing and Midwifery staff amounts to over £7.3 Million for the Quarter 3 period and accounts for over 75% of the overall combined total. Support services combined total amounts to £1.51 Million and 16% of the overall combined total.

The Acute Sector accounts for £4.8 Million (50% of combined total) and Corporate & Facilities account for £2.2 Million, 23% of the combined total.

### 3.6 Training Grade Doctor Banding Payments

The following section details the situation in terms of banding payments made to training grade staff in the year to date.

**Table 25: Training Grade Doctor Banding Payments for Quarter 3 by Division/CHP**

Division/CHP	Oct-10	Nov-10	Dec-10	Quarter Total	% of Total
Acute	1,125,963	1,091,144	1,072,783	3,289,889	91.22%
Corporate	1,560	359	3,198	5,118	0.14%
East Lothian CHP	8,631	21,380	10,289	40,300	1.12%
Edin Lothian CHP	11,006	11,272	11,694	33,972	0.94%
REAS	55,499	53,613	61,084	170,195	4.72%
Mid Lothian CHP	9,509	9,568	8,454	27,531	0.76%
West Lothian CHP	13,171	16,336	9,920	39,427	1.09%
<b>Total</b>	<b>1,225,339</b>	<b>1,203,672</b>	<b>1,177,422</b>	<b>3,606,433</b>	<b>100.00%</b>

Overall Banding Payments made in Quarter 3 2010/11 remained similar to those made during Quarter 2 at c£3.6 Million, but were down from £4.2 Million recorded for the same period last year. The vast majority of payments are accounted for within the Acute Division.

## Chapter 4 Staff Turnover

### Headlines:

- NHS Lothian's Turnover Rate for Q3 2010/11 = 1.80%
- There were a total of 418 leavers during October, November & December 2010.
- The highest turnover rate of any job Family is that for Other Therapeutic at 4.23%
- The Highest turnover rate is within REAS at 2.39%
- 58 employees retired on age grounds during Quarter 3
- 265 staff under the age of 50 left NHS Lothian during Quarter 3, (64 % of all leavers).

### 4.1 Leavers

During Quarter 3, a total of 418 staff left NHS Lothian employment, giving a turnover rate for the organisation of 1.80%. This is down on the previous Quarter's figures of 563 staff, and a turnover rate of 2.39%.

The highest number of leavers was recorded against Registered Nurses and Midwives and across the acute sector with 102 and 178 leavers respectively. (Note: these figures do not include Bank or Junior Doctor Staff.)

The following tables offer more specific details by Job Family and by Divisions/ CHPs.

**Table 26: Total Number of leavers during Quarter 3 2010/11**

Job Family	Acute	Corporate & Facilities	East Lothian CHP	Edinburgh CHP	REAS	Midlothian CHP	West Lothian CHP	Total No. of Leavers
Medic and Dental	19	0	1	1	0	1	4	26
Medical And Dental Support	2	2	0	1	0	0	3	8
Nursing/Midwifery 1-4	29	0	0	12	2	6	3	52
Nursing/Midwifery 5+	57	8	4	11	6	8	8	102
Allied Health Profession	19	0	1	6	0	2	10	38
Healthcare Sciences	12	0	0	0	0	0	0	12
Other Therapeutic	5	0	1	2	16	1	4	29
Personal And Social Care	0	3	0	1	0	0	0	4
Administrative Services	34	27	3	7	2	0	1	74
Executive	0	2	0	0	0	0	0	2
Support Services	1	67	0	2	1	0	0	71
Emergency Services	0	0	0	0	0	0	0	0
Board	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>178</b>	<b>109</b>	<b>10</b>	<b>43</b>	<b>27</b>	<b>18</b>	<b>33</b>	<b>418</b>

**Table 27: Leaving Rate (%) for Quarter 3 by Job Family and by Division/ CHP**

Job Family	Acute	Corporate & Facilities	East Lothian CHP	Edinburgh CHP	REAS	Midlothian CHP	West Lothian CHP	Turnover (%) for Quarter 3
Medic & Dental	1.79	0.00	0.92	0.93	0.00	1.41	2.38	1.57
Medical & Dental Support	1.83	0.00	0.00	0.00	0.00	0.00	1.08	2.07
Nursing/Midwifery 1-4	1.96	0.00	0.00	2.52	0.73	3.05	1.33	1.81
Nursing/Midwifery 5+	1.21	2.71	1.18	1.05	1.31	1.70	1.76	1.31
Allied Health Profession	1.76	0.00	3.57	1.33	0.00	1.32	4.33	1.81
Health Science Services	1.45	0.00	0.00	0.00	0.00	0.00	0.00	1.35
Other Therapeutic	1.19	0.00	6.25	4.65	11.94	3.23	16.67	4.23
Personal and Social Care	0.00	6.38	0.00	7.69	0.00	0.00	0.00	3.54
Administrative Services	2.40	1.91	1.84	2.02	1.90	0.00	0.59	2.00
Executive	0.00	1.43	0.00	0.00	0.00	0.00	0.00	1.16
Support Services	0.69	2.53	0.00	8.00	100.00	0.00	0.00	2.46
Emergency Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Board	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Grand Total</b>	<b>1.58</b>	<b>2.28</b>	<b>1.08</b>	<b>1.69</b>	<b>2.39</b>	<b>1.75</b>	<b>2.09</b>	<b>1.80</b>

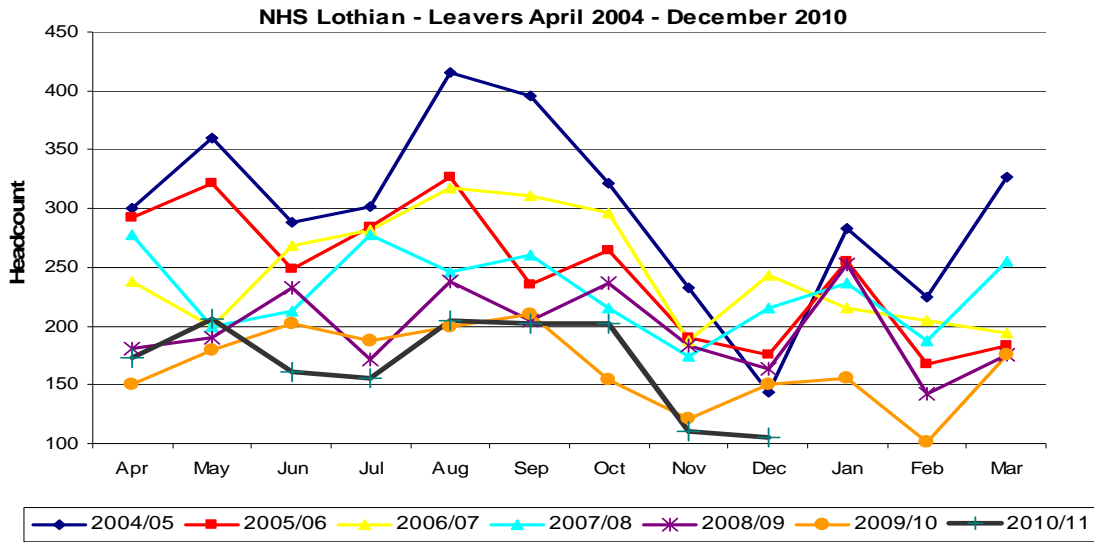
The following table plots the number of leavers in each of the months for Quarter 3, split by Job Family. It shows that the number of leavers almost halved when comparing those in October 2010 to those in December 2010.

**Table 28: Trend of leavers during Quarter 3 (2010/11)**

Job Family	Oct	Nov	Dec	Total for Q3
Medic & Dental	12	9	5	26
Medical & Dental Support	8	0	0	8
Nursing/Midwifery 1-4	17	14	21	52
Nursing/Midwifery 5+	45	38	19	102
Allied Health Profession	22	5	11	38
Health Science Services	7	2	3	12
Other Therapeutic	14	8	7	29
Personal and Social Care	3	1	0	4
Administrative Services	30	22	22	74
Executive	1	0	1	2
Support Services	43	12	16	71
Emergency Services	0	0	0	0
<b>Grand Total</b>	<b>202</b>	<b>111</b>	<b>105</b>	<b>418</b>

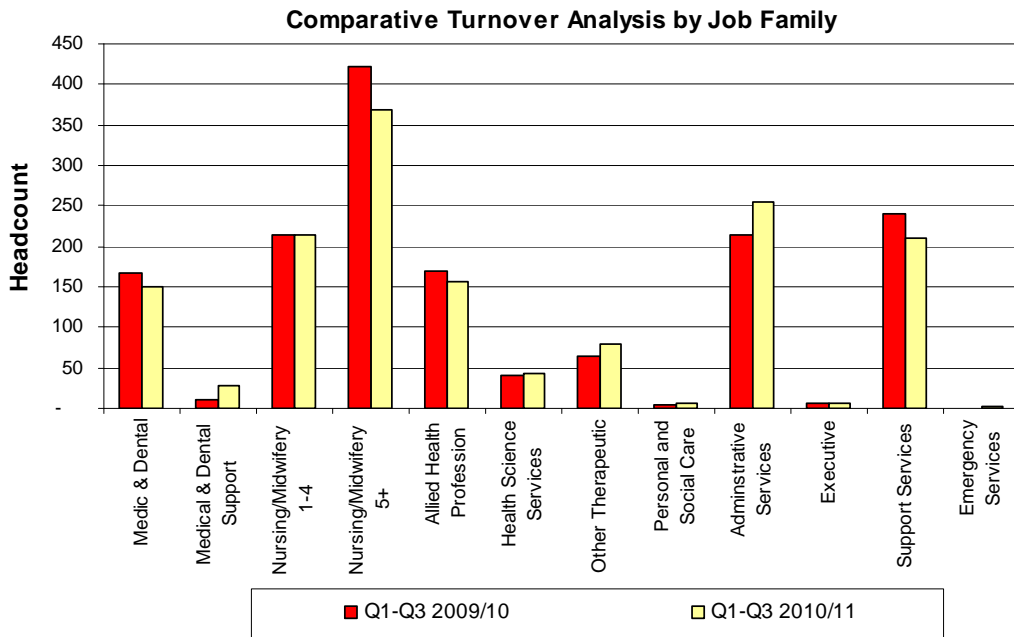
The data shown in the above table is mapped to trend data in each of the last 7 years and plotted in the chart below.

**Chart 6: Trend of Number of Leavers since April 2004.**



The following chart shows the comparative levels of turnover during the Quarter 1–3 period for 2009/10 and again for 2010/11 by individual job family.

**Chart 7: Comparative Analysis of Turnover – Q1-Q3 Period (2009/10 & 2010/11)**

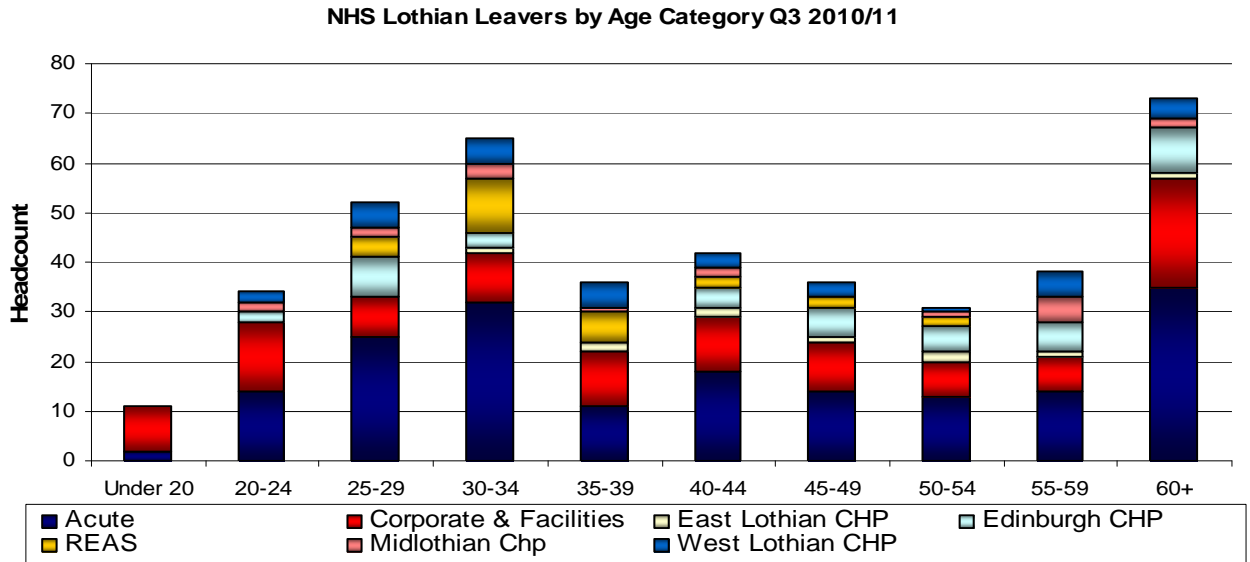




During Quarter 3, the largest group of leavers came from the 60+ age category, which includes those retiring from the service due to age, closely followed by those aged 30-34.

The table below also illustrates that 265 staff under the age of 50 left NHS Lothian during Quarter 3, which accounts for 64 % of all leavers during that period.

**Chart 8: NHS Lothian Leavers by Age Category**



## 4.2 Reasons for Leaving

A total of 58 individuals were recorded as retiring on age grounds during the third quarter of 2010. A further 18 retired on other grounds including Voluntary Early Retiral.

The following table provides a breakdown of the reasons for leaving NHS Lothian by Job Family.

**Table 29: Reasons for Leaving by Job Family**

Reason Description	Medic	Medical And Dental Support	Nursing/Midwifery 1-4	Nursing/Midwifery 5+	Allied Health Profession	Healthcare Sciences	Other Therapeutic	Personal And Social Care	Administrative Services	Executive	Support Services	Emergency Services	Grand Total
Death in Service	-	-	1	3	-	-	-	-	1	-	1	-	6
Dismissal	-	-	2	1	-	-	-	-	-	-	11	-	14
Dismissal capability	-	-	4	4	-	-	-	-	2	-	1	-	11
End of fixed term contract	2	-	1	2	6	-	16	1	5	-	6	-	39
Ill health	2	2	2	2	-	1	-	-	2	-	5	-	16
New employment with NHS outwith Scotland	-	2	2	5	3	3	-	-	1	-	-	-	16
New employment with NHS within Scotland	-	-	1	10	4	1	6	-	3	-	-	-	25
Other	8	1	9	26	10	-	1	2	11	-	6	-	74
Pregnancy	-	-	1	-	1	-	-	-	-	-	-	-	2
Retirement - age	2	2	7	15	1	3	1	-	14	2	11	-	58
Retirement other	-	-	2	6	-	1	-	1	2	-	1	-	13
Voluntary Early retirement - actuarial reduction	1	-	-	1	-	-	-	-	1	-	1	-	4
Voluntary Early retirement - no actuarial reduction	-	-	-	-	1	-	-	-	-	-	-	-	1
Voluntary resignation - lack of opportunity	-	-	-	-	2	1	-	-	-	-	-	-	3
Voluntary resignation - lateral move	2	-	-	4	4	1	-	-	1	-	-	-	12
Voluntary resignation - other	9	1	19	21	6	-	4	-	26	-	27	-	113
Voluntary resignation - promotion	-	-	1	2	-	1	1	-	5	-	1	-	11
<b>Grand Total</b>	<b>26</b>	<b>8</b>	<b>52</b>	<b>102</b>	<b>38</b>	<b>12</b>	<b>29</b>	<b>4</b>	<b>74</b>	<b>2</b>	<b>71</b>	<b>-</b>	<b>418</b>

The following table provides a breakdown of the reasons for leaving NHS Lothian by Division/ CHP.

**Table 30: Reasons for leaving by Division/ CHP**

Reason Description	Acute	Corporate & Facilities	East Lothian CHP	Edinburgh CHP	REAS	Midlothian Chp	West Lothian CHP	Grand Total
Death in Service	-	2	-	3	1	-	-	6
Dismissal	1	11	-	-	-	-	2	14
Dismissal capability	4	2	-	2	1	-	2	11
End of fixed term contract	7	11	2	1	14	1	3	39
Ill health	4	7	-	1	-	4	-	16
New employment with NHS outwith Scotland	14	-	-	1	-	-	1	16
New employment with NHS within Scotland	14	3	-	3	1	1	3	25
Other	40	11	3	7	2	3	8	74
Pregnancy	1	-	-	1	-	-	-	2
Retirement - age	29	15	1	6	-	3	4	58
Retirement other	5	2	1	3	-	-	2	13
Voluntary Early retirement - actuarial reduction	1	3	-	-	-	-	-	4
Voluntary Early retirement - no actuarial reduction	-	-	-	-	-	-	1	1
Voluntary resignation - lack of opportunity	2	-	-	-	-	-	1	3
Voluntary resignation - lateral move	9	1	-	1	-	-	1	12
Voluntary resignation - other	42	37	3	12	8	6	5	113
Voluntary resignation - promotion	5	4	-	2	-	-	-	11
<b>Grand Total</b>	<b>178</b>	<b>109</b>	<b>10</b>	<b>43</b>	<b>27</b>	<b>18</b>	<b>33</b>	<b>418</b>

The highest number of leavers was recorded across the Acute Sector with 178 leavers in Quarter 2. Similarly the highest number of leavers by Job Family was recorded for Nursing/ Midwifery 5+ with 102 leavers during the Quarter 3 period.

In total the number of leavers across Acute and Corporate & Facilities sectors account for approximately 67% of all leavers in NHS Lothian during Quarter 3.

## Chapter 5 Staff Absence

**National Target for Sickness Absence = 4.0%**

**SWISS Sickness Absence rate for Quarter 3 = 4.67% (up from 4.19% in Q2)**

### Local Rates for Quarter 3:

- **Total Sickness Absence rate = 5.00% (up from 4.29% in Quarter 1 2010/11)**
- **Medical and Dental Support = 6.01%**
- **Support Services = 7.53%**
- **Nursing 1-4 rate = 8.38%**
- **Mid-Lothian CHP rate = 3.85%**
- **REAS = 6.20%**
- **West Lothian CHP rate = 5.27%**
- **All Absence rate for NHS Lothian = 6.30%**

This chapter focuses on staff absence across the organisation including:

- Sickness Absence
- Other Leave
- All Absence
- Medical Absence

### 5.1 Sickness Absence

This section details sickness absence recorded on Empower as well as SSTS. The following table and chart detail sickness absence across service areas for the Quarter 3 period (October - December 2010). These figures should be noted in line with the national target of 4% sickness absence.

The table below outlines the average sickness absence rate for the Quarter 3 period, split by job family and by Division and CHP.

**Table 31: Sickness Absence by Job Family and Division/ CHP for Quarter 3.**

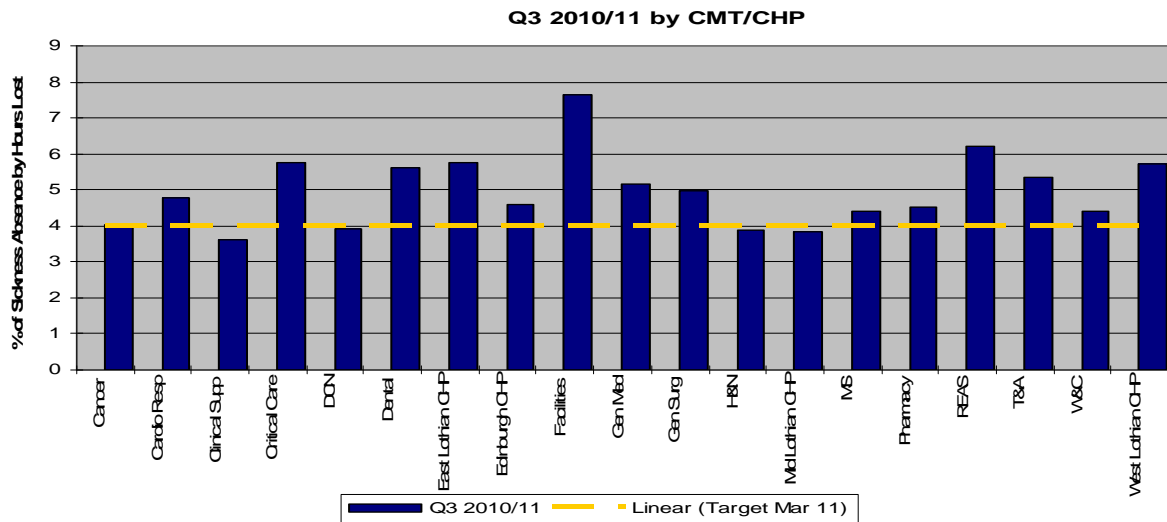
Job Family	Corporate		East	Edinburgh	REAS	Mid	West	Total
	Acute	and Facilities	Lothian CHP	CHP		Lothian CHP	Lothian CHP	
Medic&Dental	0.94	0.37	6.31	2.17	1.17	5.91	2.83	1.26
Medical & Dental Support	4.76	-	-	-	-	-	6.88	6.01
Nursing 1-4	8.52	1.21	7.57	8.16	9.48	4.67	10.88	8.38
Nursing 5+	5.40	3.50	5.92	4.11	7.56	4.28	4.85	5.22
AHP	3.66	1.27	6.73	2.92	2.03	2.41	4.99	3.43
Health SS	3.77	0.71	-	0.46	20.69	-	4.26	3.63
Other Therap.	4.32	1.58	0.25	0.80	1.35	1.99	1.08	3.19
Personal& social care	5.90	5.08	2.24	2.82	-	-	0.68	3.51
Admin Services	4.42	4.15	4.75	5.03	5.05	3.83	3.36	4.33
Executive	3.27	1.56	-	-	-	-	-	1.53
Support Services	8.35	7.64	2.37	2.51	2.31	0.51	2.73	7.53
Emergency Services	-	-	2.86	-	-	-	-	2.86
Board	-	-	-	-	-	-	-	-
<b>Total</b>	<b>4.67</b>	<b>5.70</b>	<b>5.76</b>	<b>4.59</b>	<b>6.20</b>	<b>4.04</b>	<b>5.71</b>	<b>5.00</b>

The figures within the table reflect a rise generally in sickness absence rates. The overall total of 5% is up from 4.4% in Quarter 2 however it is lower than for the Quarter 3 period last year when a rate of 5.35% was recorded.

As with previous quarters there are significant differences in the levels of sickness absence between Division/CHPs. In some cases this is because there are low numbers of staff within particular staff groups and therefore this can lead to percentages being comparatively high.

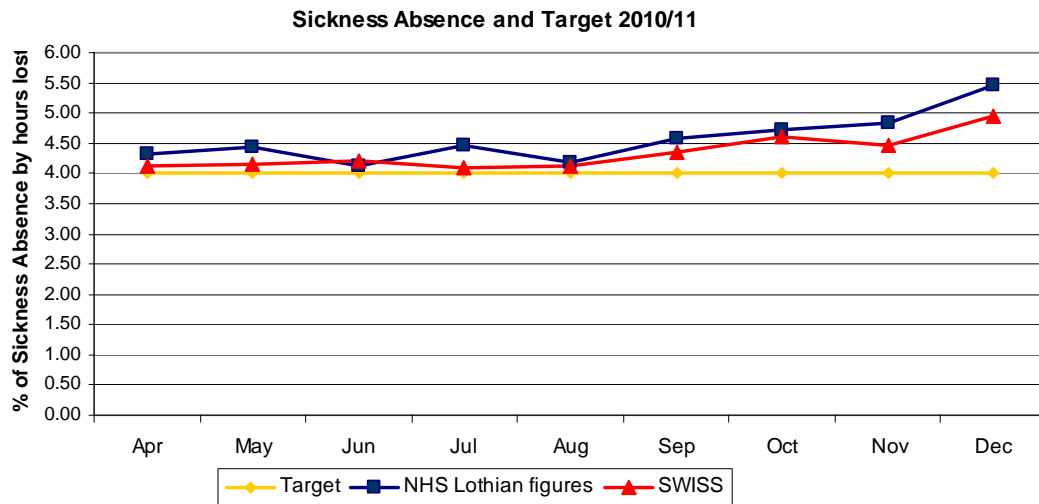
To emphasise the point the following table shows the absence rate across a range of service areas mapped to the national 4% absence rate. It clearly shows that most areas are exceeding this nationally approved target.

**Chart 9: Comparison of Sickness Absence against National Target**



The national sickness target rate of 4% is measured by sickness absence figures held in the central workforce information repository (SWISS). The following graph plots the different absence figures against the 4% target rate.

**Chart 10: Sickness Absence – Trends**



The Empower (NHS Lothian) figures are different from those found in SWISS. This is a result of the assumptions made for SWISS figures e.g. assumed that all staff work 37.5 hours over five days – 7.5 hours per day, this underestimates absence as a large proportion of the nursing workforce are on 12.5 hours shifts. Notwithstanding these differences the trends between SWISS and local figures closely match. Given that a number of Boards do not have a comprehensive HR system the SWISS figures remain those against which progress is measured.

NHS Lothian’s SWISS figures are rising and the Quarter 3 average figure is 4.67% compared to 4.18% for Quarter 2.

Achieving or exceeding this national target will further reduce the need for supplementary staffing.

## 5.2 Other Absence

The ‘Other Absence’ rate, i.e. all other recorded absence not including sickness absence, for Quarter 3 was 2.27 %. A full breakdown by Job Family and by Division/CHP is offered in the table below.

**Table 32: Other absence by Job Family and Division/ CHP for Quarter 3**

Job Family	Corporate and Facilities		East Lothian	Edinburgh	REAS	Mid Lothian	West Lothian	Total
	Acute		CHP	CHP		CHP	CHP	
Medic and Dental	1.84	9.44	1.32	0.83	1.57	1.13	0.72	1.87
Medical and Dental Support	2.76	-	-	-	-	-	0.52	1.44
Nursing/Midwifery 1-4	2.37	0.92	2.16	2.48	4.61	0.82	3.01	2.54
Nursing/Midwifery 5+	3.34	0.87	1.55	3.13	4.23	1.83	2.97	3.09
Allied Health Profession	1.90	3.51	1.14	1.99	12.33	1.15	8.67	3.10
Health Science Services	1.22	0.20	-	0.81	-	-	-	1.18
Other Therapeutic	1.84	1.19	-	4.41	2.83	0.81	0.71	2.02
Personal and social care	1.32	0.36	10.57	0.42	-	0.27	5.36	3.89
Administrative Services	0.75	1.43	0.71	1.04	0.42	0.32	1.66	1.07
Executive	1.58	0.36	-	-	-	-	-	0.41
Support Services	0.91	1.70	-	0.42	-	-	0.30	1.61
Emergency Services	-	-	-	-	-	-	-	-
Board	-	-	-	-	-	-	-	-
<b>Total</b>	<b>2.33</b>	<b>1.58</b>	<b>1.84</b>	<b>2.42</b>	<b>4.15</b>	<b>1.32</b>	<b>3.10</b>	<b>2.27</b>

### 5.3 All Absence

By combining the 'Sickness Absence' rates with the 'Other Absence' rates we are able to plot the 'All Absence' rates for individual job family groups as well as for individual Divisions/ CHPs as shown in the table below.

**Table 33: All Absence by Job Family and by Division/ CHP**

Job Family	Corporate and Facilities		East Lothian	Edinburgh	REAS	Mid Lothian	West Lothian	Total
	Acute		CHP	CHP		CHP	CHP	
Medic and Dental	2.78	9.81	7.64	3.00	2.73	7.04	3.55	3.13
Medical and Dental Support	7.52	-	-	-	-	-	7.40	7.45
Nursing/Midwifery 1-4	10.90	2.13	9.73	10.64	14.09	5.49	13.90	10.93
Nursing/Midwifery 5+	8.73	4.37	7.47	7.25	11.79	6.10	7.82	8.31
Allied Health Profession	5.56	4.79	7.87	4.90	14.36	3.56	13.66	6.54
Health Science Services	4.99	0.91	-	1.27	20.69	-	4.26	4.81
Other Therapeutic	6.16	2.77	0.25	5.21	4.18	2.80	1.80	5.21
Personal and social care	7.22	5.44	12.81	3.24	-	0.27	6.04	7.39
Administrative Services	5.16	5.58	5.46	6.07	5.48	4.15	5.02	5.40
Executive	4.85	1.93	-	-	-	-	-	1.94
Support Services	9.26	9.34	2.37	2.93	2.31	0.51	3.03	9.14
Emergency Services	-	-	2.86	-	-	-	-	2.86
Board	-	-	-	-	-	-	-	-
<b>Total</b>	<b>7.00</b>	<b>7.28</b>	<b>7.59</b>	<b>7.01</b>	<b>10.35</b>	<b>5.36</b>	<b>8.81</b>	<b>7.28</b>

The above table confirms that the All Absence rate has increased from 6.3% in Quarter 2. It also shows that across certain service areas and job families the total percentage lost to all absence is in excess of 10%.

## 5.4 Medical Absence

The following table sets out the medical staff absence rates for sickness, maternity and study leave by Division/ CHP for the Quarter 3 period.

**Table 34: Breakdown of Medical Absence by Directorate/ CHP**

LDP	% Sickness	% Maternity	% Study Leave
Cancer	0.51	0.31	1.21
Cardio	0.16	0.00	0.77
Children	0.95	0.15	1.94
Clinical Support	1.15	0.26	1.08
Critical Care	2.10	-	0.53
DCN	1.88	-	1.05
General Medicine	0.72	0.28	1.70
General Surgery	0.69	-	0.92
Head & Neck	0.64	-	1.28
Musculo-Skeletal	1.54	-	1.53
Theatre & Anaesthetics	0.82	-	2.97
Women	1.42	-	1.45
<b>Acute Total</b>	<b>0.88</b>	<b>0.13</b>	<b>1.57</b>
East Lothian CHP	6.34	0.45	0.83
Edinburgh CHP	2.00	-	0.50
Royal Ed and Ass Services	1.27	0.39	0.77
Mid Lothian CHP	5.79	-	1.03
West Lothian CHP	2.44	-	1.24
<b>Total</b>	<b>1.19</b>	<b>0.14</b>	<b>1.46</b>

The highest levels of sickness absence are against East Lothian CHP (6.34%) and Mid Lothian CHP (5.79%).

The same absence information is plotted against individual medical grades/ categories and is offered in the table below. Whilst absence levels are low, there are areas such as children's services where maternity leave poses significant challenges in maintaining compliant rotas.

**Table 35: Breakdown of Medical Absence by Medical Category**

Medical Category	% Sickness	% Maternity	% Study Leave
Consultant	1.20	0.08	1.98
FY	1.15	0.00	0.14
Other	3.99	0.32	0.40
SAS	2.23	0.25	1.65
ST's	0.72	0.22	1.55
<b>Grand Total</b>	<b>1.19</b>	<b>0.14</b>	<b>1.46</b>



## Chapter 6 Supplementary Staffing

### Headlines:

- Directly Employed Locum spend for Quarter 3, 2010/11 = £761,987
- Agency Locum spend = £748,829, down from c£1.09 Million in Q2.
- Bank Expenditure = c£3.6 Million
- Nurse Agency Expenditure = £260,310

For the purposes of this report the term ‘Supplementary Staffing’ includes the following:

- Directly employed medical Locum staff
- Agency Medical Locums
- Nurse Bank staff
- Nurse Agency staff
- Other ‘bank’ staff

### 6.1 Directly Employed Locums

Directly Employed Locums are paid via NHS Lothian payroll and do not include those Locums employed via external agencies.

The vast majority of Directly Employed Locum staff are employed at Consultant level (63%) and their associated expenditure amounts to 64% of the total expenditure for Directly Employed Locum staff.

The following tables outline the usage and associated expenditure by medical category.

**Table 36: Directly Employed Locum Usage (WTE) by Month and Grade.**

Grade	October	November	December	Q3 Average
Clinical Fellow/Assistant	0.09	0.09	0.09	0.09
Consultant	17.05	18.12	17.30	17.49
Medical Officer	6.90	5.83	4.40	5.71
Spec Doctors	4.47	4.63	4.65	4.58
Staff Grade	-	-	-	-
Training	-	-	-	-
<b>Total</b>	<b>28.51</b>	<b>28.67</b>	<b>26.44</b>	<b>27.87</b>

**Table 37: Directly Employed Locum Expenditure by Month and Grade.**

Grade	October	November	December	Total in Q3
Clinical Fellow/Assistant	£ 402	£ 402	£ 402	£ 1,207
Consultant	£ 171,433	£ 158,732	£ 158,468	£ 488,633
Medical Officer	£ 74,903	£ 59,013	£ 56,820	£ 190,736
Spec Doctors	£ 37,756	£ 22,157	£ 21,498	£ 81,411
Staff Grade	£ -	£ -	£ -	£ -
Training	£ -	£ -	£ -	£ -
<b>Total</b>	<b>£ 284,494</b>	<b>£ 240,304</b>	<b>£ 237,189</b>	<b>£ 761,987</b>

This data is also shown by Division/ CHP in the following tables, with the Acute Sector accounting for 75% of Directly Employed Locum usage and 79% of expenditure.

**Table 38: Directly Employed Locum Usage by Division/ CHP**

Division/CHP	Directly Employed Locums (ave wte)
Acute	20.89
Corporate & Facilities	3.14
East Lothian CHP	1.00
Edinburgh CHP	0.50
REAS	0.58
Midlothian Chp	1.30
West Lothian CHP	0.45
<b>Total</b>	<b>27.87</b>

**Table 39: Directly Employed Locum Expenditure by Division/ CHP**

Division/CHP	Directly Employed Locums (Expenditure)
Acute	598,499
Corporate & Facilities	77,658
East Lothian CHP	30,520
Edinburgh CHP	10,943
REAS	16,341
Midlothian Chp	21,322
West Lothian CHP	6,704
<b>Total</b>	<b>761,987</b>

For the Q3 period Directly Employed Medical Locum staff costs equated to an average of £109,363 per WTE locum per annum.

## Length of Service

The following table outlines the breakdown of the length of service for Directly Employed Locums for data held for **the month of December 2010 only**.

**Table 40: Directly Employed Locums by Length of Service and Grade**

Locum Grade	0-3 months	4-6 months	7-9 months	10-12 months	1-2 years	2+ years	Grand Total
Locum Ass Clinical Director	-	-	-	-	-	0.09	0.09
Locum Consultant	2.50	2.70	3.00	3.30	2.10	3.70	17.30
Locum Medical Officer	0.85	1.54	0.43	0.23	0.47	0.88	4.40
Locum Spec Doctors	1.10	1.00	-	0.80	1.75	-	4.65
Locum Staff Doctors	-	-	-	-	-	-	-
<b>Grand Total</b>	<b>4.45</b>	<b>5.24</b>	<b>3.43</b>	<b>4.33</b>	<b>4.32</b>	<b>4.67</b>	<b>26.44</b>

The total figure is down on that for September 2010 (30.14 WTE) which was published in the previous Quarterly report.

## 6.2 Agency Locums

In addition to Directly Paid Medical Locum staff expenditure, Agency Medical Locum Expenditure accounted for a further c£0.75m during the Q3 2010/11 period.

**Table 41: Agency Locum Usage by Grade**

Grade	October	November	December	Q3 Av. WTE
Consultant	6.15	7.83	3.96	5.98
General Practice	0.00	0.36	0.00	0.12
Junior House Officer	0.13	0.00	0.00	0.04
Senior House Officer	3.83	6.25	4.45	4.84
Specialist Registrar	4.02	3.91	5.38	4.44
Staff Grade	3.31	3.31	3.40	3.34
<b>Grand Total</b>	<b>17.43</b>	<b>21.66</b>	<b>17.19</b>	<b>18.76</b>

The figures in the above table reflect a significant reduction overall during the 3 months to December 2010. This equates to a 34% reduction on the average usage over the 3 month period for July to September 2010 and a reduction of 26% on the same period last year. This is further highlighted in the expenditure table below which shows that the total expenditure for the period is down by more than £250K from that reported in Quarter 2 (£1.09M).

**Table 42: Agency Locum Expenditure by Grade**

Grade	October	November	December	Grand Total
Consultant	£107,856	£138,562	£71,614	£318,032
General Practice	£0	£7,012	£0	£7,012
Junior House Officer	£801	£0	£0	£801
Senior House Officer	£34,409	£57,753	£44,111	£136,272
Specialist Registrar	£52,714	£44,791	£68,227	£165,732
Staff Grade	£39,584	£40,848	£40,548	£120,981
<b>Grand Total</b>	<b>£235,364</b>	<b>£288,966</b>	<b>£224,500</b>	<b>£748,829</b>

The average usage for Agency Medical Locum staff split across Divisions and CHPs is outlined in the table below, the vast majority being accounted for within the Acute Sector.

**Table 43: Agency Medical Locum Usage by Division/ CHP**

Division/ CHP	October	November	December	Q3 Av. WTE
Acute	14.95	16.58	14.11	15.21
Edinburgh CHP	0.00	0.36	0.00	0.12
REAS	2.25	4.72	3.08	3.35
Mid Lothian	0.23	0.00	0.00	0.08
<b>Grand Total</b>	<b>17.43</b>	<b>21.66</b>	<b>17.19</b>	<b>18.76</b>

The expenditure associated with Agency Medical Locum staff split across Divisions and CHPs is outlined in the table below, the vast majority being accounted for within the Acute Sector.

**Table 44: Agency Medical Locum Expenditure by Division/ CHP**

Division/ CHP	October	November	December	Grand Total
Acute	£204,570	£227,012	£187,274	£618,856
Edinburgh CHP	£0	£7,012	£0	£7,012
REAS	£27,261	£54,942	£37,225	£119,428
Mid Lothian	£3,533	£0	£0	£3,533
<b>Grand Total</b>	<b>£235,364</b>	<b>£288,966</b>	<b>£224,500</b>	<b>£748,829</b>

### 6.3 Nurse Bank

The total expenditure for Bank Staff during Quarter 3, 2010/11 was £3.6 Million.

NHS Lothian has been making considerable progress in reducing nurse bank expenditure. However the expenditure for Quarter 3 shows an increase compared to that for Quarter 2 but is still less than that reported for Quarter 1. This is mainly due to high bank expenditure recorded for the month of December 2010. Anecdotal information suggests that this may have been caused by the period of inclement weather experienced throughout large parts of December.

The following table notes the total Bank expenditure by Job Family for the Quarter 3 period.

**Table 45: Bank Expenditure by Job Family (Quarter 3 total)**

Job Family	Expenditure for Quarter 3	
Nursing/ Midwifery 5+	£	1,955,230
Nursing/ Midwifery 1-4	£	1,518,753
Other Staff incl A&C	£	143,429
<b>Total in Quarter 3</b>	<b>£</b>	<b>3,617,412</b>

The following two tables offer the same information but this time split by Division/ CHP

**Table 46: Bank Expenditure by Division/ CHP**

Divison/CHP	Expenditure	
Acute	£	2,014,698
Corporate & Facilities	£	88,061
East Lothian CHP	£	174,786
Edinburgh CHP	£	503,527
REAS	£	407,140
Midlothian Chp	£	328,933
West Lothian CHP	£	100,267
<b>Total in Quarter 3</b>	<b>£</b>	<b>3,617,412</b>

**Table 47: Bank Expenditure per month by Division/ CHP (Quarter 3 Period)**

Month	Divison/CHP	Total in mth cost
October	Acute	£ 548,183
	Corporate & Facilities	£ 27,098
	East Lothian CHP	£ 53,684
	Edinburgh CHP	£ 144,939
	REAS	£ 125,913
	Midlothian Chp	£ 87,229
	West Lothian CHP	£ 30,186
<b>October Total</b>		<b>£ 1,017,230</b>
November	Acute	£ 651,309
	Corporate & Facilities	£ 24,450
	East Lothian CHP	£ 45,278
	Edinburgh CHP	£ 138,262
	REAS	£ 115,302
	Midlothian Chp	£ 98,572
	West Lothian CHP	£ 29,635
<b>November Total</b>		<b>£ 1,102,809</b>
December	Acute	£ 815,207
	Corporate & Facilities	£ 36,513
	East Lothian CHP	£ 75,823
	Edinburgh CHP	£ 220,327
	REAS	£ 165,925
	Midlothian Chp	£ 143,132
	West Lothian CHP	£ 40,446
<b>December Total</b>		<b>£ 1,497,372</b>

Bank expenditure within Primary Care accounts for 42% of the total bill for Bank Nurse Expenditure.

## 6.2 Nurse Agency

NHS Lothian's reliance on Agency staff has reduced significantly in recent years. The following set of table provides details of expenditure by job family and by Division/ CHP. Agency expenditure is limited to Nursing and Midwifery staff as well as across the Acute Division and East Lothian CHP.

**Table 48: Agency Expenditure by Job Family (October – December)**

Job Family	Total Cost
Nursing & Midwifery 1-4	£ -
Nursing & Midwifery 5+	£ 260,310
<b>Total</b>	<b>260,310</b>

This compares very favourably when compared with expenditure for bank usage and is down slightly on that reported in Quarter 2. (£262,788)

**Table 49: Breakdown of Agency Expenditure by Job Family (October - December)**

Month	Job Family	Total Cost
October	NursingMidwifery 1-4	£ -
	NursingMidwifery 5+	£ 123,346
<b>October Total</b>		<b>£ 123,346</b>
November	NursingMidwifery 1-4	£ -
	NursingMidwifery 5+	£ 68,671
<b>November Total</b>		<b>£ 68,671</b>
December	NursingMidwifery 1-4	£ -
	NursingMidwifery 5+	£ 68,293
<b>December Total</b>		<b>£ 68,293</b>

The above table suggests that there has been a significant shrinking of agency nurse spend during the last 2 months of Quarter 3. The same data is expressed by Division/ CHP for Quarter 3 and is outlined in the following tables.

**Table 50: Agency Expenditure by Division/ CHP (Quarter 3)**

Division/ CHP	Total in mth cost for Q3
Acute	224,691
East Lothian CHP	35,619
<b>Total</b>	<b>260,310</b>

When compared to the figures reported in Quarter 2 the amount reported against the Acute Division has fallen by £16,877 while the amount recorded against Primary Care (East Lothian CHP) has increased by £14,399

The same information is also recorded for the individual months of Quarter 3.

**Table 51: Breakdown of Agency Expenditure by Division/ CHP (October – December 2010/11)**

Month	Division/ CHP	Total Cost
October	Acute	£ 106,078
	East Lothian CHP	£ 17,269
<b>October Total</b>		<b>£ 123,346</b>
November	Acute	£ 58,275
	East Lothian CHP	£ 10,396
<b>November Total</b>		<b>£ 68,671</b>
December	Acute	£ 60,339
	East Lothian CHP	£ 7,954
<b>December Total</b>		<b>£ 68,293</b>

The above set of tables confirms that agency nurse expenditure across NHS Lothian is considerably lower in comparison to that for Nurse Bank – in fact it accounts for less than 9% of the total bank expenditure recorded during Quarter 3.

## Chapter 7 Temporary Staffing

### Headlines:

- The average number of fixed term contracts during Quarter 3 was 260.72 WTE.
- A total of 17 secondments commenced during Quarter 3 2010/11

The term Temporary Staffing covers staff on fixed-term contracts and also those employed under secondment arrangements

### 7.1 Fixed Term Contract Holders

The table below shows a steady increase during Quarter 3 of this financial year – however the total number is less than that for the previous Quarter, down from an average of 281.85 WTE.

The greatest use of fixed-term contracts for the Quarter 3 period is across the registered Nursing and Administrative Services Job Families. The combined total accounts for over 47% of all fixed term contracts in place for the period October - December 2010.

**Table 52: Fixed Term Contracts per month (Quarter 3)**

Job Family	Oct	Nov	Dec	Q3 Av WTE
Medic & Dental	8.34	11.34	12.34	10.67
Medical & Dental Support	3.80	1.80	1.80	2.47
Nursing/Midwifery 1-4	16.57	18.17	19.81	18.18
Nursing/Midwifery 5+	59.83	57.24	63.36	60.14
Allied Health Profession	29.38	35.06	33.44	32.63
Health Science Services	15.47	17.00	17.00	16.49
Other Therapeutic	33.80	35.27	35.27	34.78
Personal and Social Care	8.96	8.80	8.80	8.85
Administrative Services	61.81	64.81	66.01	64.21
Executive	2.00	2.00	2.00	2.00
Support Services	9.27	9.96	11.65	10.29
<b>Grand Total</b>	<b>249.23</b>	<b>261.45</b>	<b>271.48</b>	<b>260.72</b>

The number of those on a fixed term contract has steadily increased during the Quarter 3 period.



**Table 53: Fixed Term Contracts by Division/ CHP (Quarter 3)**

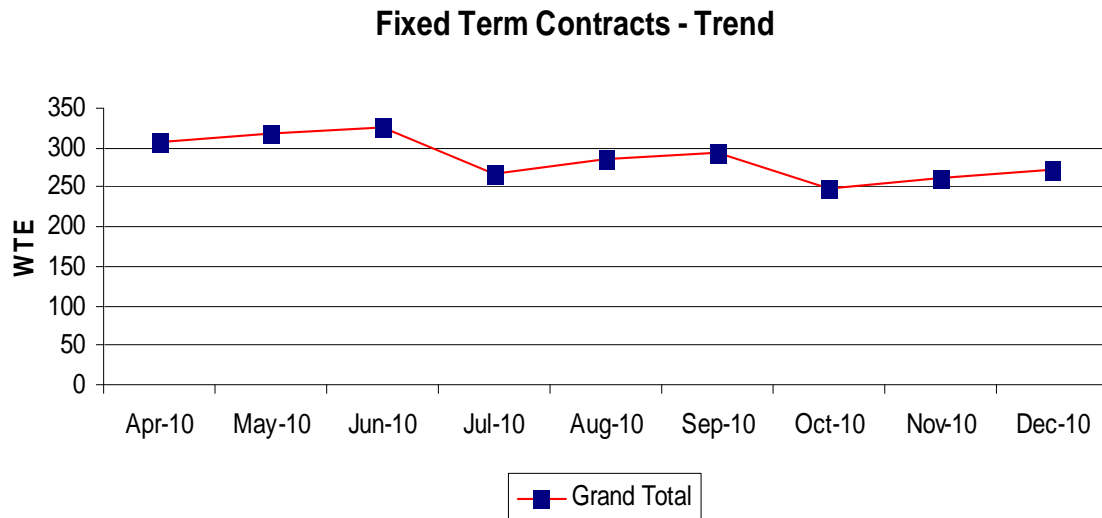
Division/ CHP	Oct	Nov	Dec	Grand Total (Av WTE)
Acute	77.19	79.97	84.19	80.45
Corporate & Facilities	70.10	71.79	75.68	72.52
East Lothian CHP	11.13	12.51	13.43	12.36
Edinburgh CHP	33.38	38.17	39.6	37.05
Mental Health	30.46	32.04	32.61	31.70
Midlothian Chp	11.80	10.8	10.8	11.13
West Lothian CHP	15.17	16.17	15.17	15.50
<b>Grand Total</b>	<b>249.23</b>	<b>261.45</b>	<b>271.48</b>	<b>260.72</b>

The table above also shows that fixed term contracts were least prevalent across Mid Lothian CHP (4.3% of all fixed term contracts). The number of fixed term contracts across the Acute and Corporate & Facilities Divisions amounted to almost 60% of all secondments agreed during the Quarter 3 period.

**Fixed Term Contracts – Trend**

The trend so far for the number of fixed term contracts for this financial year to date is plotted in the following graph.

**Chart 11: Fixed Term Contracts – Trend 2010/11**



## 7.2 Secondments

### 7.2.1 Profile of Secondments Prior to and During Quarter 3 2010/11

The table below provides details of staff on secondment both within and outwith NHS Lothian. The table shows totals for Quarter 3 2010/11 which takes into account the secondment figures during Quarter 1 & 2 as well as at the start of the financial year.

**Table 54: Profile of Secondments prior to and during Quarter 1, 2 and 3**

Quarter	Area Seconded To	Secondment Type	Active		Completed	
			Heads	wte	Heads	wte
Previous to 2010/11			151	132.57	43	39.48
Q1	NHS Lothian	higher grade	9	8.64	-	-
		lower grade	1	1.00	-	-
		same grade	2	2.00	-	-
	NHS Lothian Total		12	11.64	-	-
	Outwith NHS Lothian		3	2.46	-	-
Outwith NHS Lothian Total		3	2.46	-	-	
<b>Q1 Total</b>			<b>15</b>	<b>14.10</b>	<b>-</b>	<b>-</b>
Q2	NHS Lothian	higher grade	3	2.30	-	-
		lower grade	-	-	-	-
		same grade	7	5.53	-	-
	NHS Lothian Total		10	7.83	-	-
	Outwith NHS Lothian		2	1.48	-	-
Outwith NHS Lothian Total		12	9.98	-	-	
<b>Q2 Total</b>			<b>22</b>	<b>17.81</b>	<b>-</b>	<b>-</b>
Q3	NHS Lothian	higher grade	6	4.50	2	1.3
		same grade	5	4.24	-	-
	NHS Lothian Total		11	8.74	2	1.3
	NHS Lothian Total		1	1.00	-	-
	Outwith NHS Lothian		3	2.40	-	-
	Outwith NHS Lothian Total		5	3.80	-	-
<b>Q3 Total</b>			<b>17</b>	<b>13.54</b>	<b>2</b>	<b>1.3</b>

The total number of secondments has dropped to 13.54 WTE compared with 17.81 WTE during Quarter 2.

The seconded staff under the “Active” heading are those who are currently in a seconded post. Those staff under the “Completed” heading are those who completed their seconded post during the year to date.

### 7.2.2 Duration of Current Secondments

The table below outlines the duration of those currently on Secondment.

**Table 55: Length of Secondment per Quarter and by Headcount & WTE**

Quarter	Length of Secondment	Headcount	wte
Q1 2010/11	Under 12 Months	5	4.60
	12 Months and Over	10	9.50
<b>Q1 2010/11 Total</b>		<b>15</b>	<b>14.10</b>
Q2 2010/11	Under 12 Months	8	5.33
	12 Months and Over	14	12.48
<b>Q2 2010/11 Total</b>		<b>22</b>	<b>17.81</b>
Q3 2010/11	Under 12 Months	10	8.10
	12 Months and Over	7	5.44
<b>Q3 2010/11 Total</b>		<b>17</b>	<b>13.54</b>

Since the introduction of the NHS Lothian Secondment Policy, a single process and template contract has ensured a common approach to the management of secondments.

The table below shows the breakdown of secondments by Job Family. Here the job family represents the substantive post prior to the agreed secondment arrangements taking place. In effect this would be the job family that the individual would normally return to following completion of the secondment.

**Table 56: Secondments split by Job Family**

Job family	Wte
Nursing/Midwifery 5+	6.54
Allied Health Professional	2.00
Healthcare Science Services	1.00
Other Therapeutic	0.60
Personal and Social Care	0.40
Administrative Services	3.00
<b>Grand Total</b>	<b>13.54</b>

The number of seconded staff can be further split by Division/ CHP. For the purposes of the table below, the Division/ CHP heading represents the 'host' sector for the period of the secondment.

**Table 57: Secondments split by Division/ CHP**

Division/CHP	Wte
Acute	4.50
Corporate and Facilities	1.40
Edinburgh CHP	2.64
Midlothian CHP	0.40
REAS	2.60
West Lothian CHP	2.00
<b>Grand Total</b>	<b>13.54</b>

## Chapter 8 Training & Development

### Headlines:

- Total number of attendances in Quarter 3 2010/11 = 9,996
- A total of 1,461 individuals attended in-house training during the month of December 2010 compared with 4,289 in October 2010.

Following a meeting with the Heads of L&D, the following categories were agreed for the purposes of reporting the 'in-house' training courses sponsored by NHS Lothian. The following table shows the number of attendances for each of the three months during Quarter 2.

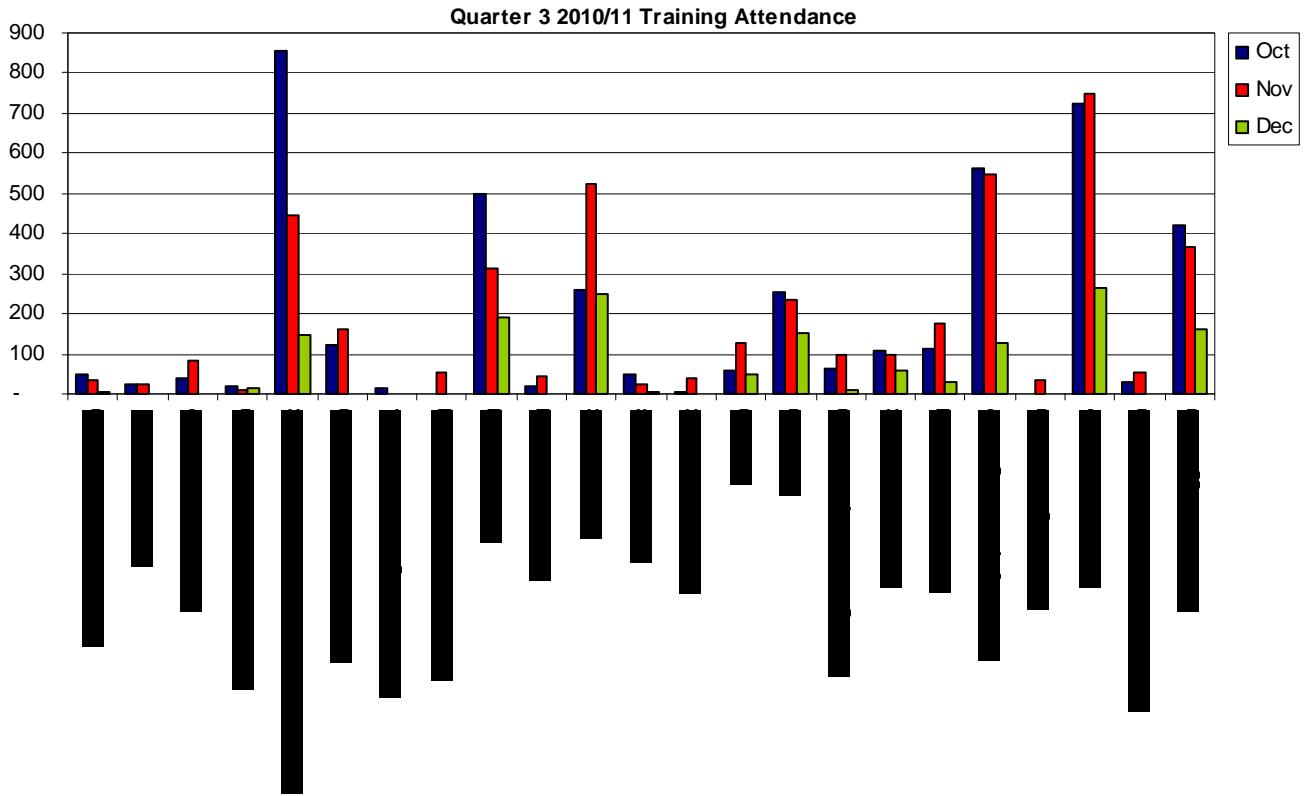
**Table 58: Attendance Statistics during Quarter 3 (October - December) 2010**

Training Category	Oct	Nov	Dec	Grand Total
Adult Support and Protection	48	35	7	90
Blood Transfusion	26	26	-	52
Continance Care Service	40	83	-	123
Community Enteral Nutrition Team	18	10	15	43
Continuing Professional Practice Development	856	444	145	1,445
Child Protection Training Team	122	162	-	284
Diabetes Managed Clinical Network	14	-	-	14
Edinburgh Cancer Centre Training	-	54	-	54
EHealth Training	499	314	190	1,003
Equality and Diversity	18	43	-	61
Fire Safety Dept	261	525	248	1,034
Human Resources	47	25	4	76
Health and Safety Dept	5	41	-	46
Induction	61	125	49	235
KSF Team	254	234	153	641
Learning and Development Team	66	98	9	173
Manual Handling Dept	106	97	58	261
Mental Health Training	113	177	30	320
Mandatory Update Programme	562	550	128	1,240
Risk Management Team	-	33	-	33
Resuscitation Service	724	749	264	1,737
Simpson Centre Reproductive Health	27	54	-	81
Violence and Aggression	422	367	161	950
<b>Total</b>	<b>4,289</b>	<b>4,246</b>	<b>1,461</b>	<b>9,996</b>

There were approximately **10,000 attendances** at in-house training courses during Quarter 3 2010/11. Attendances during the months of October and November were on a par with August and September. However there was a significant decrease during the month of December – most likely due to the impact of the Christmas holidays etc.

The following graph illustrates the breakdown of attendances by training category and the trend in attendances in each of the 3 months of the Quarter 3 period.

**Chart 12: Comparison of Attendances for October, November & December.**



## Chapter 9 Employee Relations

### Headlines:

- **Disciplinary Cases during Q3 2010/11 = 33**
- **Grievance Cases during Q3 2010/11 = 6**
- **Dignity at Work cases during Q2 2010/11 = 14**

The tables below are populated by data held locally by Human Resources (ER) and highlight the number of cases that went beyond preliminary investigation stage during the Quarter 3 period (October -December). The numbers relating to Disciplinary Cases are those that completed in that same period.

**Table 59: Employee Relations Cases by Job Family – Quarter 3 2010/11**

Job Family	Disciplinary Cases	Grievance Cases	Dignity at Work Cases	Grand Total
Medical	5	-	2	8
Nursing/Midwifery 1-4	8	-	2	13
Nursing/Midwifery 5+	8	3	-	21
Allied Health Profession	2	-	-	2
Healthcare Sciences	2	-	1	3
Other Therapeutic	3	-	-	3
Administrative Services	3	-	3	7
Support Services	2	3	6	15
<b>Grand Total</b>	<b>33</b>	<b>6</b>	<b>14</b>	<b>53</b>

The same data is split by Division/ CHP and is outlined in the following table.

**Table 60: Employee Relations Cases by Division/ CHP – Quarter 3 2010/11**

Divison/CHP	Disciplinary Cases	Grievance Cases	Dignity at Work Cases	Grand Total
Acute	18	-	5	31
Corporate & Facilities	4	3	7	20
East Lothian CHP	-	-	1	2
Edinburgh CHP	6	-	1	7
Mental Health	4	1	-	6
Midlothian Chp	-	-	-	3
West Lothian CHP	1	2	-	3
<b>Grand Total</b>	<b>33</b>	<b>6</b>	<b>14</b>	<b>53</b>

Table 61: Comparing Staff Groups to Job Families

Original Staff Group	New Job Family Descriptor	Examples	Differences
Nursing Registered	<b>Nursing &amp; Midwifery 5+</b>	All Registered Nurses and Midwives, incl HVs, DNs, CNSs, Nurse Consultants etc.	The category of Nursing/Midwifery will be split by AfC band (i.e. Band 1-4 Non Registered Staff and Band 5+ Registered Staff). This covers all specialty areas, such as Adult, Children, Mental Health, Learning Disabilities and Maternity services.
Nursing Non Registered	<b>Nursing &amp; Midwifery 1-4</b>	Nursing Auxiliaries, Maternity Care Assistants, Assistant Practitioners grades; Nursing support staff etc	
P&T A	<b>Allied Health Professions</b>	OTs, Physios, SALTs, Art Therapists, Radiographers, Podiatrists, Dietetics, Orthoptics, Orthotists, and AHP clinical support	The previous P&T A group descriptor included Allied Health Profession staff, Clinical Scientists, Clinical Psychologists, and some Pharmacy Staff. These functions have now been allocated to a more appropriate job family descriptor.
	<b>Health Science Services</b>	Includes Biomedical Sciences; Clinical Sciences; Clinical Physiology; Clinical Technology	
	<b>Other Therapeutic</b>	Includes Clinical Psychology; Genetic Counselling; Optometry; Pharmacy and Play Specialists (Nursery Nurses).	

P&T B	<b>Healthcare Science</b>	As above.	The previous PTB category is now divided into three separate categories.
	<b>Medical and Dental Support</b>	Physician Assistants; Theatre Services; Dental Nurses, Dental Technicians, Other Dental Care Practitioners	The Healthcare Science category includes roles such as ATO, MLA MTO, as well as BMS who are based in the medical directorate.  Medical and Dental Support now reflects more aptly those roles such as Dental Nurses and Theatre Service Staff.
	<b>Personal and Social Care</b>	Hospital Chaplains	Chaplains are now reported within the Personal and Social Care category.
A&C/SM	<b>Administrative Services</b>	Administrative support to Clinical Staff (patient services); Central Functions;	This category contains all administrative and clerical grades under Agenda for Change
	<b>Executive</b>	Senior Manager Grades	Executive Level or Senior Manager grades. (Non AfC grades).
Ancillary	<b>Support Services</b>	Hotel Services, Sterile Services; General Services, Maintenance and Estates	All former Ancillary and Maintenance staff are now reported under the banner of Support Services.
Maintenance			
N/A	<b>Personal and Social Care</b>	Hospital Chaplains; Health Promotion; Sexual Health and Social Work staff	This group includes staff such as Social Workers, Sexual Health Advisors and Health Improvement staff.
N/A	<b>Emergency Services</b>	Emergency Staff	This group consists of Emergency services Staff only.



