



**NHS Lothian Workforce Report
Workforce Planning Team**

3rd Quarter

October 2006 – December 2006

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1. Purpose

The purpose of this report is to provide the EMT with:

- Overview of the NHS Lothian Workforce numbers, costs, staffing profile
- Key issues of concern and actions required
- Detail on progress with a range of workforce issues such as policy development and workforce development activity.

2. Background

As with previous reports information within this report covers staff who are on NHS Lothian payroll, it does not cover staff employed by University etc. who work on NHS sites. The report includes an additional section (section 15), which the findings of the GP practice workforce survey that has been undertaken as part of the NHSiS pilot study.

All of the detailed information within this 'overview level' report can be 'drilled down'. It can also be stratified by a range of factors such as Division, grade, site, etc. CMTs and CHPs are now provided with much of the workforce utilisation information contained within this report directly for their service area.

The project to roll out the Northgate Empower (formerly known as PWA) HR System has commenced. The HR Systems team have now established core Employee Staff Records for all staff in Lothian and have redesigned the process for all changes and terminations of employment to ensure that these now flow into and out of the system. The team have now established a monthly interface with SSTS Time and Attendance system operated with the former West Lothian Division in order that reporting now covers all areas of Lothian. Significant progress has been made in 'rolling out' the Intranet E-Manager solution, further details are provided within Section 5.

2006/7 CMT/CHP Workforce Planning process

Workforce projections are currently being submitted to the Workforce Planning Team by CMT and CHP's, as part of this year's aim of imbedding workforce planning at CHP/CMT level. The Workforce Plans are due to be submitted to the central workforce planning team shortly. A very successful Workforce Planning Masterclass was run by Dr Pat Oakley on the 31st of January, with more than 50 CMT/CHP staff in attendance. Following the very positive feedback it is intended to run a similar event annually.

3. NHS Lothian Staffing Overview

3.1. In-post Staffing

NHS Lothian currently employs 18,495 whole time equivalent (wte) staff. The table below details staff in post for April 2006 to December 2006 by staff group.

Table 1: Breakdown of Workforce by Staff Group - April 2006 to December 2006

Staff Group	Apr-06	May-06	Jun-06	Jul-06	Aug-06	Sep-06	Oct-06	Nov-06	Dec-06	YTD Average
Medical	1,750	1,750	1,761	1,742	1,764	1,795	1,779	1,799	1,784	1,769
Nursing Reg	6,407	6,360	6,403	6,341	6,355	6,398	6,490	6,584	6,577	6,435
Nursing Non-reg	2,699	2,690	2,706	2,705	2,715	2,722	2,705	2,704	2,625	2,697
P&T:A	1,736	1,720	1,719	1,718	1,733	1,728	1,710	1,720	1,794	1,731
P&T:B	1,111	1,106	1,109	1,119	1,116	1,061	1,004	1,007	936	1,063
A&C	3,147	3,080	3,102	3,096	3,092	3,076	3,063	3,088	3,083	3,092
Ancillary	1,471	1,504	1,515	1,522	1,542	1,512	1,513	1,502	1,486	1,507
Maintenance	196	194	195	192	191	191	193	195	209	195
Total	18,517	18,405	18,510	18,435	18,508	18,484	18,457	18,599	18,495	18,490

P&T:A include AHPs, Clinical Scientists/Psychologists, Radiographers and Pharmacists.

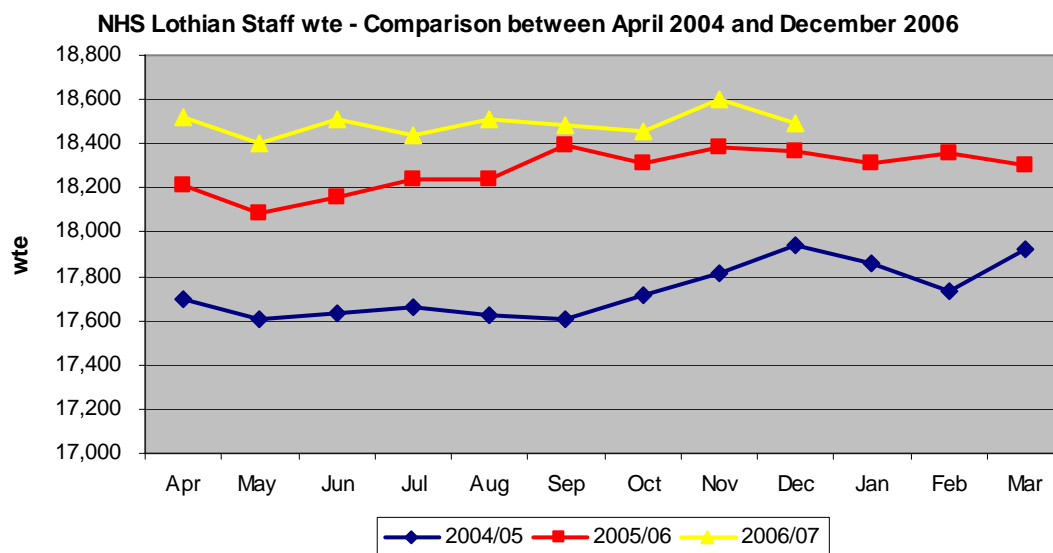
P&T:B include MLSOs and MTOs

The table and chart below provide a comparison of staff in post between Q1-Q3 2005/06 and Q1-Q3 2006/07.

Table 2: 2005/06 and 2006/07 Workforce comparison

Staff Group	Q1-3 2005/06	Q1-3 2006/07	Change +/-
Medical	1,734	1,769	34
Nur. Reg	6,220	6,435	215
Nur. Non-reg	2,689	2,697	8
P&T:A	1,686	1,731	45
P&T:B	1,104	1,063	-41
A&C	3,137	3,092	-45
Ancillary	1,494	1,507	14
Maintenance	202	195	-7
Total	18,266	18,490	224

Chart 1.



The NHS Lothian Workforce is relatively consistent in overall terms, with no major variation from month to month. The average for Q1-3 2006/07 compared to Q1-3 2005/06 has however increased by 224 wte (1.23%). Within this overall increase there has been an increase in the average of 215 wte (3.46%) registered nurses and 34wte in Medical staff (1.98%). The increase in nursing is to a significant extent due to the more active recruitment to vacancies, in order to minimise bank and agency useage, which has reduced significantly (see section 6.2). The medical increase when compared to December 2005 and December 2006 is due an increase in training grade doctors of 25.3 wte (2.53%), the new Physicians Assistants of 4 wte and a rise in Consultants of 5.84wte (0.94%). All other medical grades have been effected by changes in the structure.

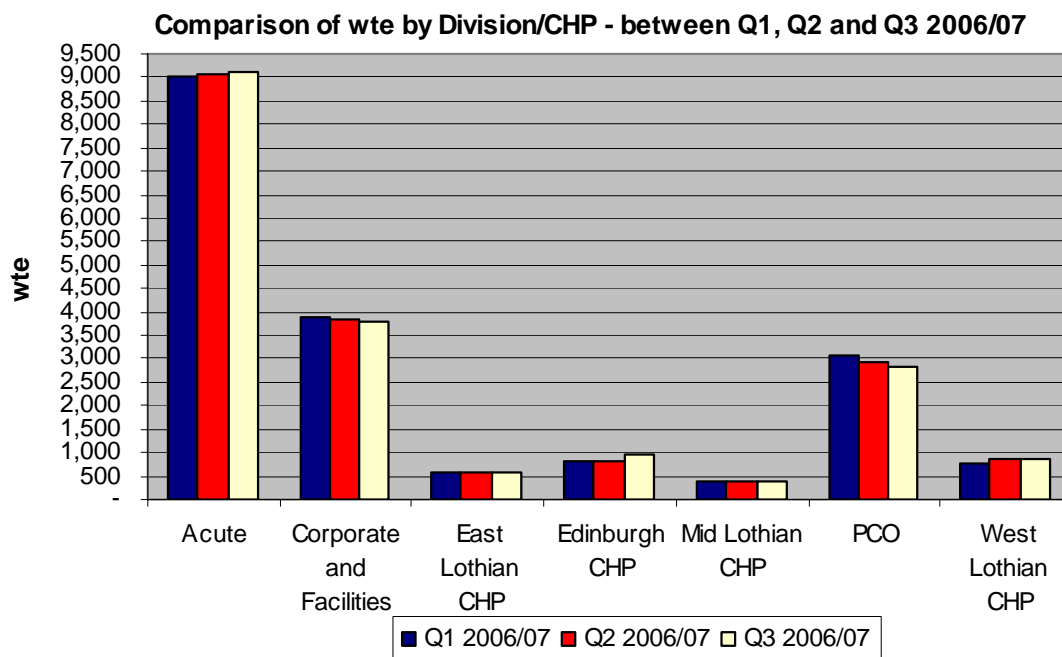
The figures below are the average for the Q1-Q3 2006/07 period.

Table 3: Breakdown by Division/CHPs and Staff Group Q1-Q3 2006/07

Staff Group	Acute	Corporate and Facilities	East Lothian CHP	Edinburgh CHP	Mid Lothian CHP	PCO	West Lothian CHP	YTD Average
Medical	1,404.84	32.64	22.34	17.01	9.65	252.30	29.93	1,768.71
Nursing Reg	3,729.46	464.16	259.36	502.74	151.84	961.12	366.29	6,434.97
Nursing Non-reg	1,192.31	341.65	156.73	68.90	67.70	686.76	182.81	2,696.88
P&T:A	811.68	28.07	47.80	130.98	109.11	461.96	141.30	1,730.89
P&T:B	848.46	22.60	5.40	-	1.43	171.12	14.32	1,063.31
A&C	1,052.11	1,322.94	68.99	134.83	31.43	384.24	97.87	3,092.41
Ancillary	34.54	1,429.41	-	9.96	1.09	32.27	0.23	1,507.49
Maintenance	0.11	195.02	-	-	-	-	-	195.13
Grand Total	9,073.52	3,836.48	560.62	864.42	372.24	2,949.76	832.75	18,489.79

The chart below details a comparison between Q1, Q2 and Q3 by Division/CHP.

Chart 2.

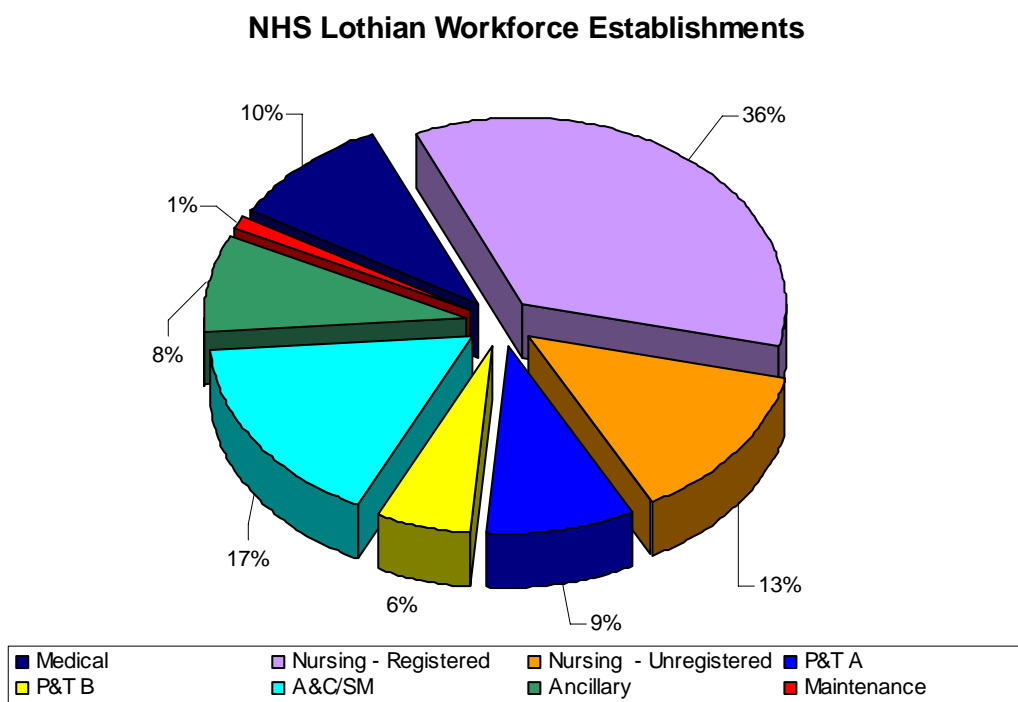


3.2. Established Posts

Workforce Establishment figures used are those held within the three financial systems within Lothian. These are the same figures that Operational Managers receive in their budget statements and use for the management of their Division/CHPs.

The following chart is the distribution of the workforce establishments by staff group across NHS Lothian as at December 2006.

Chart 3.



The following table shows establishment figures for each staff group within each NHS Lothian Division/CHPs.

Table 4: Establishment figures per staff group per Division/CHPs

Staff Group	Corporate & Facilities		East Lothian	Edinburgh	Mid Lothian	PCO	West Lothian	Total
	Acute		Lothian CHP	CHP	CHP		Lothian CHP	
Medical	1,476	22	23	26	11	234	40	1,832
Nursing Reg	4,023	123	261	535	175	1,062	362	6,541
Nursing Non-reg	1,303	4	156	96	82	656	192	2,490
P&T:A	850	19	45	131	114	380	162	1,702
P&T:B	886	14	-	-	2	161	20	1,082
A&C	1,073	1,305	42	171	34	337	104	3,066
Ancillary	58	1,445	-	7	0	12	-	1,523
Maintenance	-	219	-	-	-	-	-	219
Total	9,669	3,152	528	967	418	2,841	880	18,455

Source – Divisional E-financial Systems

The establishment figures provided are below the figure for staff in post in December 2006, in the year to date in-post figures have been on average 34 wte higher. It should be noted that the in post for corporate & facilities is higher than the establishment because the in-post includes Nurse Bank staff who are paid against a nurse bank cost centre and then costs recharged internally.

3.3 Vacancies

3.3.1 Vacancies Actively under Recruitment

The following vacancies are those actively under recruitment for all staff groups except medical staff (Currently Medical staff are not recruited via any HRIT system and most Ancillary staff are recruited locally). The central recruitment team have now taken responsibility for medical staff recruitment. It is intended that all posts with exception of training grades will be covered by the Empower HR System. Vacancies that are on-hold or frozen are not included.

Charts 4 and 5 detail the vacancies under recruitment by staff group and the number under recruitment compared with last financial year.

Chart 4.

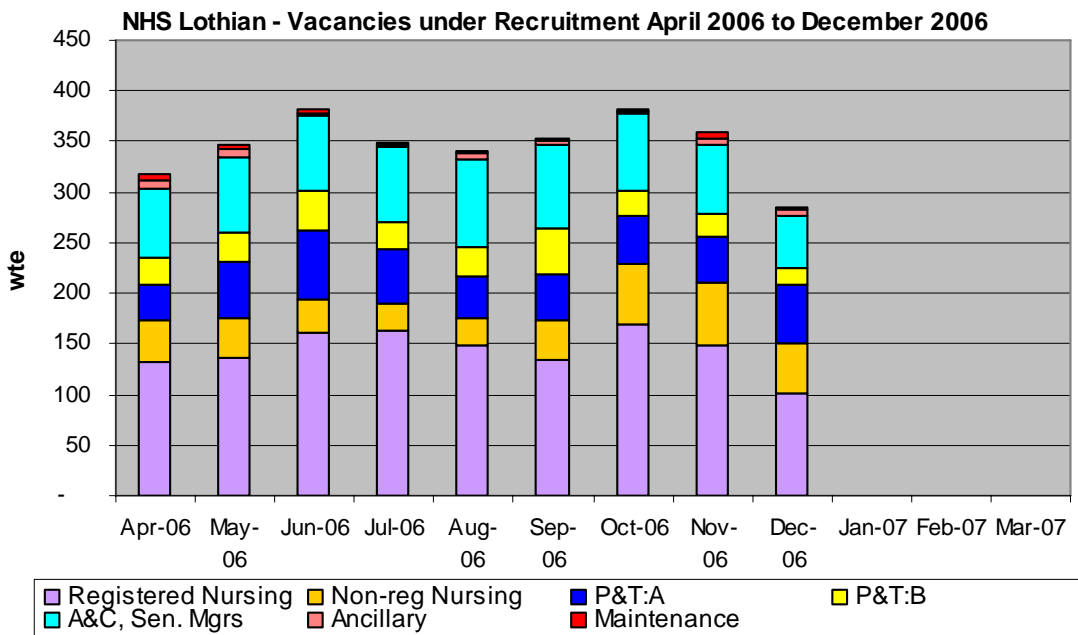
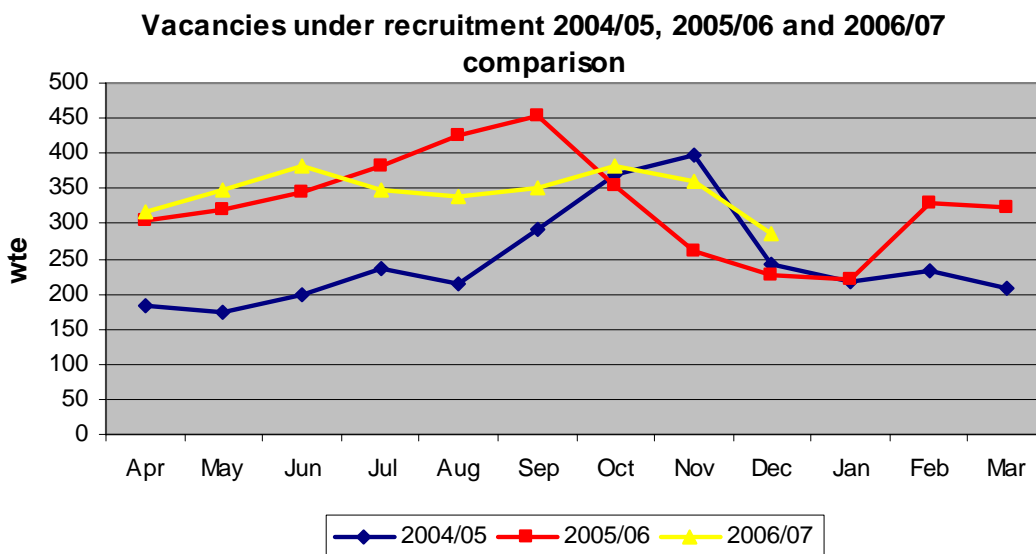


Chart 5



There is an average increase in recruitment of 4.61 wte (1.3%) for Q1-Q3 2006/07 when compared to Q1-Q3 2005/06 with all areas seeking to fill all vacancies promptly.

4. NHS Lothian Workforce Costs

4.1 In year Workforce Costs

The total workforce costs for Q1-Q3 2006/07 were c£480m. The following table details workforce costs for April 2006 to December 2006 by staff group. These costs represent the Gross Charge to NHS Lothian and include all employers' costs and additional payroll costs such as overtime and shift premiums, details of these are included later on in this report. This also excludes payroll costs such as distinction awards and agency expenditure.

Table 6: Breakdown of Workforce costs by staff group – Q1-Q3 2006/07

Staff Group	Apr-06	May-06	Jun-06	Jul-06	Aug-06	Sep-06	Oct-06	Nov-06	Dec-06	YTD Average
Medical	12,605,075	12,726,478	12,971,125	13,179,699	12,955,330	13,156,371	13,099,272	13,220,946	13,182,518	13,010,757
Nursing Reg	17,627,468	18,144,326	17,493,288	17,944,431	18,611,207	17,996,313	19,737,096	23,562,197	19,081,760	18,910,899
Nursing Non-reg	4,196,857	4,270,774	4,148,469	4,269,497	4,443,046	4,283,960	4,587,155	5,445,482	4,317,078	4,440,258
P&T:A	4,958,101	4,944,444	4,961,183	5,030,034	5,372,937	5,090,402	5,148,095	5,260,728	5,411,154	5,130,787
P&T:B	2,595,948	2,597,349	2,594,345	2,649,547	2,791,870	2,469,200	2,422,371	2,404,032	2,248,613	2,530,364
A&C	6,545,213	6,439,146	6,453,550	6,557,969	6,974,991	6,475,166	6,536,170	6,707,803	6,608,125	6,588,681
Ancillary	2,334,715	1,965,556	1,954,188	3,170,315	2,102,855	2,049,508	2,558,226	2,065,675	2,563,885	2,307,214
Maintenance	531,715	460,337	458,178	533,840	484,051	457,438	516,059	457,677	542,908	493,578
Grand Total	51,395,092	51,548,412	51,034,326	53,335,331	53,736,287	51,978,358	54,604,444	59,124,540	53,956,040	53,412,537

The table below provides a comparison of workforce costs between 2005/06 and 2006/07. The subsequent table provides details of the distribution of the costs by Division/CHPs and staff group.

Table 7: Q1-Q3 2005/06 and Q1-Q3 2006/07 Workforce costs comparison

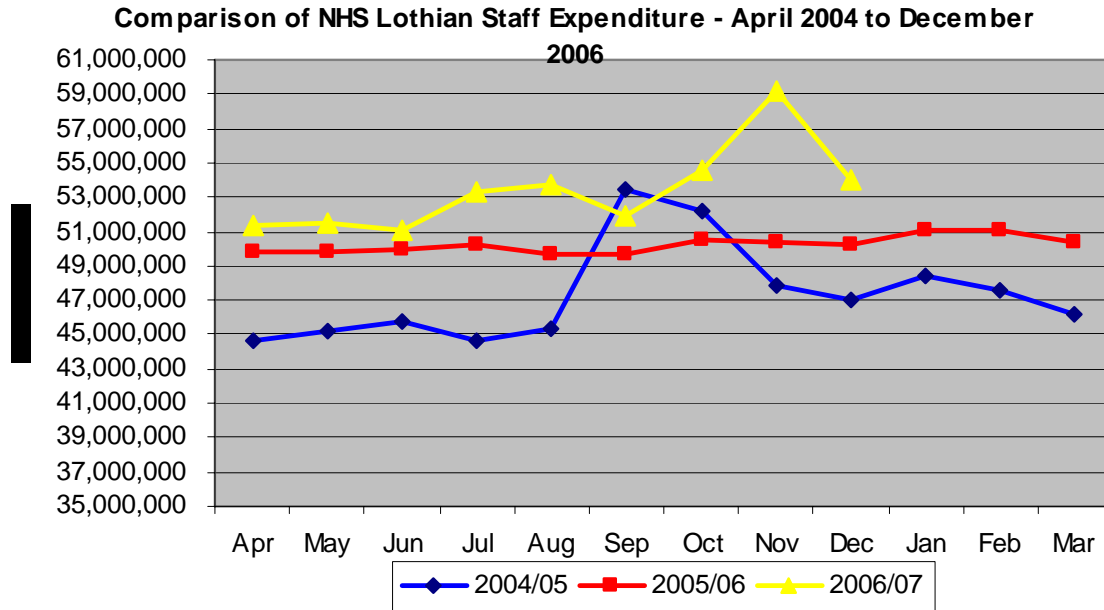
Staff Group	Q1-Q3 2005/06	Q1-Q3 2006/07	Change +/-	% of increase
Medical	113,380,626	117,096,814	3,716,188	3.28%
Nursing Reg	152,236,117	170,198,087	17,961,971	11.80%
Nursing Non-reg	37,202,030	39,962,318	2,760,288	7.42%
P&T:A	43,372,124	46,177,079	2,804,955	6.47%
P&T:B	23,248,850	22,773,275	- 475,575	-2.05%
A&C	58,450,712	59,298,133	847,421	1.45%
Ancillary	17,871,031	20,764,922	2,893,891	16.19%
Maintenance	4,501,959	4,442,202	- 59,757	-1.33%
Total	450,263,449	480,712,831	30,449,382	6.76%

Table 8: Breakdown by Division/CHPs and staff group Q1-Q3 2006/07

Staff Group	Corporate and Facilities		East Lothian CHP	Edinburgh CHP	Mid Lothian CHP	West Lothian CHP	YTD Average	
	Acute				PCO			
Medical	10,356,144	274,010	169,989	154,960	73,069	1,771,666	210,919	13,010,757
Nursing Reg	10,873,032	1,349,669	784,994	1,529,242	465,198	2,817,939	1,090,825	18,910,899
Nursing Non-reg	1,925,342	564,735	261,929	107,006	114,390	1,161,296	305,560	4,440,258
P&T:A	2,457,122	91,386	148,475	386,351	290,686	1,359,550	397,217	5,130,787
P&T:B	2,049,304	60,978	13,902	-	2,581	372,661	30,938	2,530,364
A&C	1,907,388	3,298,914	127,883	262,990	57,975	752,829	180,703	6,588,681
Ancillary	55,112	2,192,489	-	12,312	1,234	45,788	278	2,307,214
Maintenance	0.01	493,176	278	-	124	-	-	493,578
Grand Total	29,623,446	8,325,355	1,507,449	2,452,861	1,005,257	8,281,727	2,216,440	53,412,537

All of the detailed information within this 'overview level' report can be 'drilled down'. It can also be stratified by a range of factors such as Division, grade, site, etc.

Chart 6

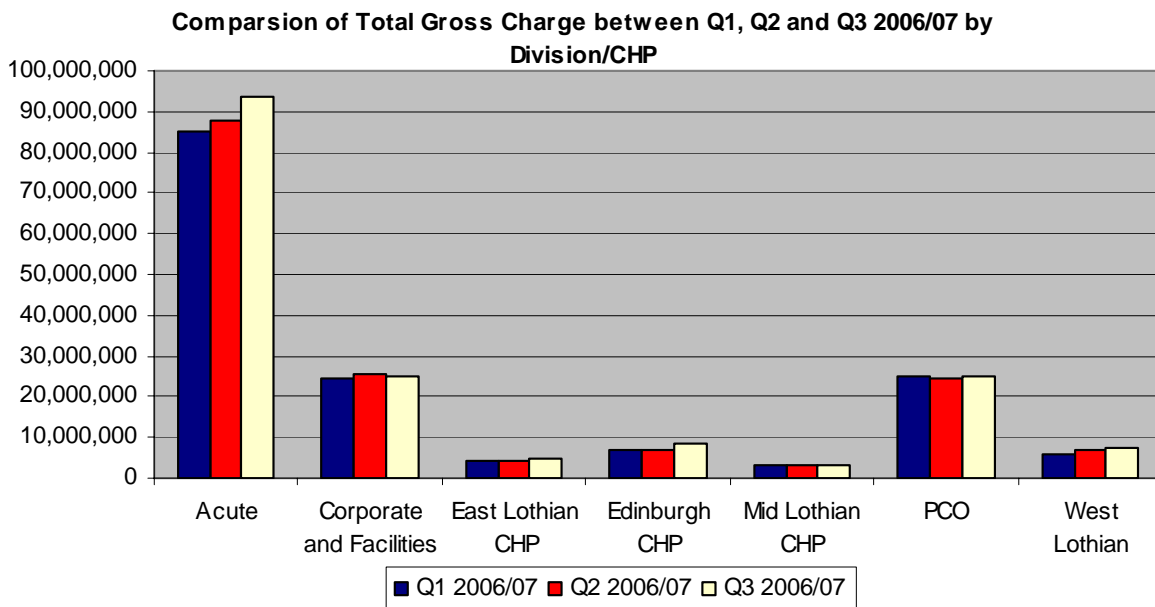


Payroll costs have increased by £30m (6.76%) for Q1-Q3 when compared with the same period in 2005/06. The increase is accounted for by the following:

- o The expenditure increase is 5.6% more than the wte increase, this is due to the backdated Agenda for Change payments paid to Nursing and Ancillary staff have increased costs of 9.9% and 16.19% respectively.

The following chart details a comparison of Total Gross Charge between Q1 2006/07, Q2 2006/07 and Q3 2006/07.

Chart 7.



4.2 Overtime Expenditure

The total overtime costs for Q1-Q3 2006/07 were c£5.3m; the following table illustrates the distribution of overtime costs by staff group for this period.

Table 9: Distribution of Overtime costs by staff group April 2006 – December 2006

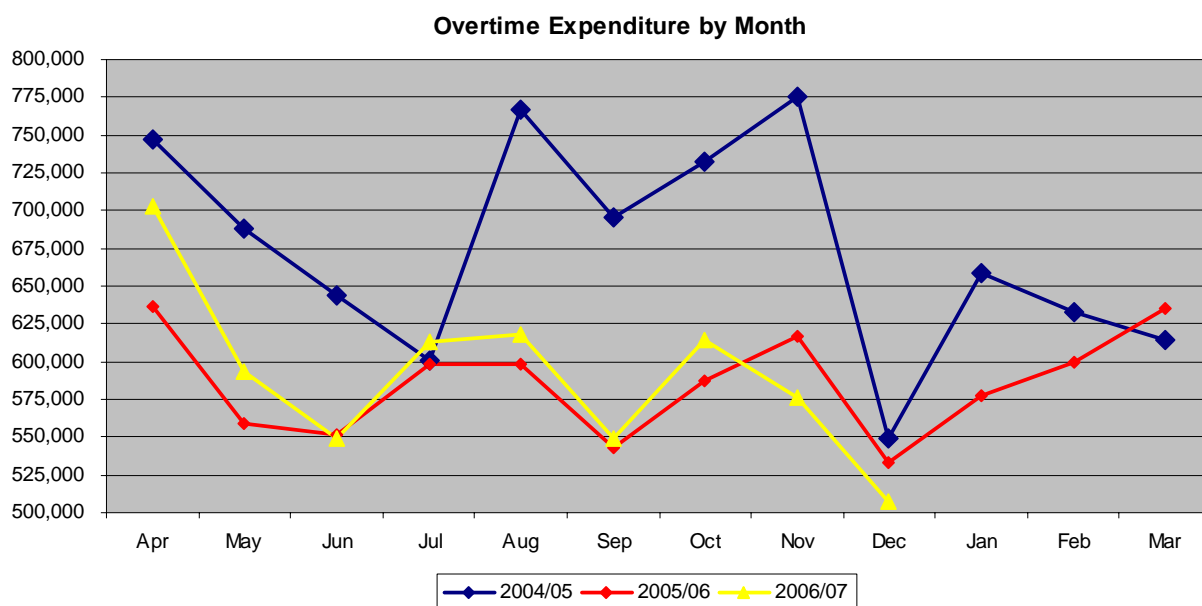
Staff Group	Apr-06	May-06	Jun-06	Jul-06	Aug-06	Sep-06	Oct-06	Nov-06	Dec-06	Grand Totals
Nursing Reg	260,641	225,630	186,962	196,559	247,532	212,523	236,532	231,853	184,555	1,982,788
Nursing Non-reg	78,657	57,268	46,735	58,417	72,435	60,107	66,407	70,294	62,115	572,434
P&T:A	33,532	38,897	30,900	30,292	33,756	30,916	32,077	32,914	33,516	296,799
P&T:B	41,829	37,685	37,277	36,086	36,716	24,545	29,145	23,485	22,237	289,004
A&C	90,882	63,799	70,644	75,124	55,292	53,377	57,827	71,318	52,898	591,160
Ancillary	144,647	121,911	127,069	160,829	126,866	124,953	145,098	107,466	115,118	1,173,957
Maintenance	52,176	48,158	49,591	55,907	45,804	42,714	46,840	38,568	36,812	416,568
Total	702,363	593,348	549,179	613,214	618,400	549,134	613,924	575,899	507,251	5,322,711

The table and chart below provide a comparison of overtime costs between 2005/06 and 2006/07 financial years. A further table can be found showing the breakdown by Division/CHPs and staff group.

Table 10: Q1-Q3 2005/06 and Q1-Q3 2006/07 average overtime costs comparison

Staff Group	Q1-Q3 2005/06	Q1-Q3 2006/07	Change +/-
Nursing Reg	216,885	220,310	3,425
Nursing Non-reg	58,836	63,604	4,768
P&T:A	34,318	32,978	- 1,340
P&T:B	34,757	32,112	- 2,645
A&C	68,162	65,684	- 2,478
Ancillary	119,066	130,440	11,373
Maintenance	48,476	46,285	- 2,190
Total	580,500	591,412	10,913

Chart 8.

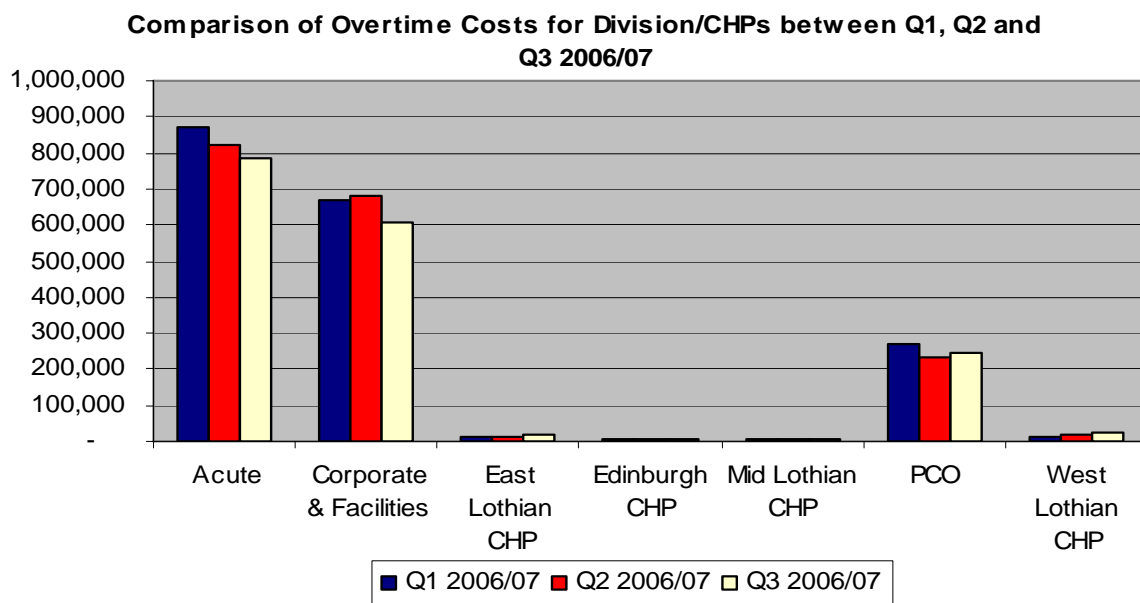


Overtime costs for the Q1-Q3 2006/07 period are up by 1.88% when compared with the same period in the previous financial year. However December figures are the lowest in the last 3 years. The largest increases are £4k and £11k for Nursing Non Registered and Ancillary respectively, which are due to the Agenda for Change.

Table 11: Breakdown of overtime cost by Division/CHPs and staff group

Staff Group	Acute	Corporate & Facilities	East Lothian CHP	Edinburgh CHP	Mid Lothian CHP	PCO	West Lothian CHP	YTD Total
Nursing Reg	1,488,015	65,373	15,100	7,873	16,087	358,679	31,662	1,982,788
Nursing Non-reg	186,736	68,108	11,280	855	5,007	288,118	12,330	572,434
P&T:A	271,721	3,931	-	2,678	135	8,122	10,213	296,799
P&T:B	269,124	2,085	1,374	-	-	15,732	689	289,004
A&C	228,932	298,655	9,804	5,219	-	45,284	3,265	591,160
Ancillary	34,422	1,100,700	-	2,092	-	36,705	38	1,173,957
Maintenance	-	416,568	-	-	-	-	-	416,568
Total	2,478,949	1,955,422	37,558	18,717	21,229	752,640	58,197	5,322,711

Chart 9.



4.3 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.

The total enhanced costs for the Q1-Q3 2006/07 period were c£17.8m. The following table illustrates the distribution of enhanced pay costs by staff group for this period.

Table 12: Distribution of Enhanced pay costs by staff group April 2006 – December 2006

Staff Group	Apr-06	May-06	Jun-06	Jul-06	Aug-06	Sep-06	Oct-06	Nov-06	Dec-06	Total YTD
Nursing Reg	1,103,474	1,523,754	1,230,657	1,144,050	1,333,048	1,145,807	1,287,363	1,395,139	1,188,764	11,352,056
Nursing Non-reg	365,413	483,813	400,415	371,126	410,237	368,508	414,397	421,503	377,200	3,612,612
P&T:A	7,474	22,052	14,649	7,095	6,692	7,558	14,721	9,226	8,299	97,767
P&T:B	6,301	26,978	15,419	5,244	5,867	2,644	11,815	4,646	2,012	80,925
A&C	65,104	93,659	69,102	55,232	63,164	58,684	75,874	65,397	60,859	607,075
Ancillary	267,802	211,386	185,848	230,658	187,939	219,029	239,026	193,674	280,219	2,015,581
Maintenance	6,396	4,479	3,757	4,530	3,753	4,226	4,127	2,898	3,900	38,064
Total	1,821,964	2,366,120	1,919,846	1,817,934	2,010,701	1,806,456	2,047,323	2,092,483	1,921,252	17,804,080

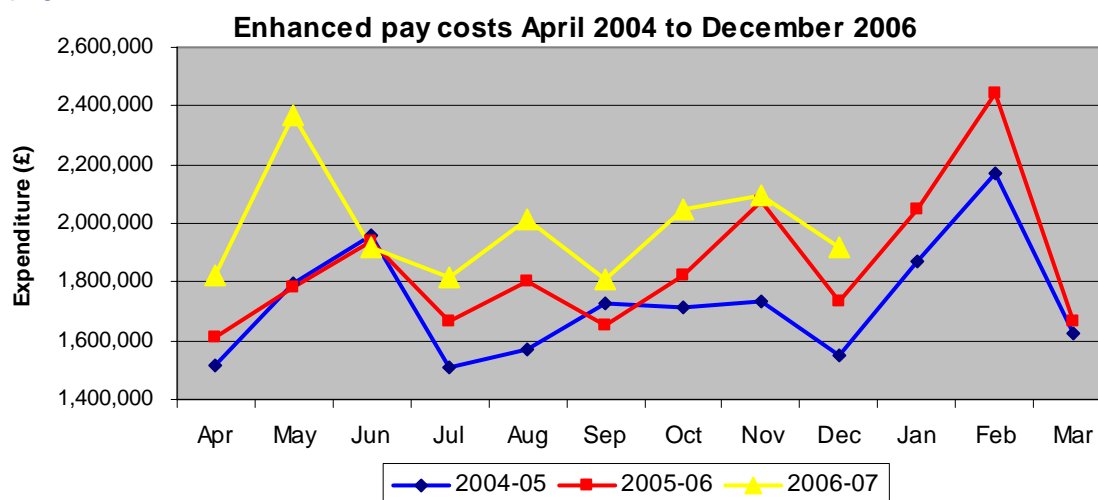
The table below provide a comparison of enhanced pay costs between the Q1-Q3 2005/06 and Q1-Q3 2006/07.

Table 13: Q1-Q3 2005/06 and Q1-Q3 2006/07 average Enhanced pay costs comparison

Staff Group	Q1-Q3 2005/06	Q1-Q3 2006/07	Change
Nursing Reg	10,180,454	11,352,056	1,171,602
Nursing Non-reg	3,325,012	3,612,612	287,600
P&T:A	76,169	97,767	21,598
P&T:B	68,546	80,925	12,380
A&C	605,897	607,075	1,178
Ancillary	1,789,835	2,015,581	225,746
Maintenance	34,198	38,064	3,866
Total	16,080,110	17,804,080	1,723,970

The chart below gives a comparison of enhanced pay costs from April 2004 and December 2006.

Chart 10.



Enhanced pay costs for Q1-Q3 2006/07 have increased by average of 9.68% compared to the same period last year. All staff groups have shown an increase in enhanced pay costs with staff groups affected by Agenda for Change showing the highest increases.

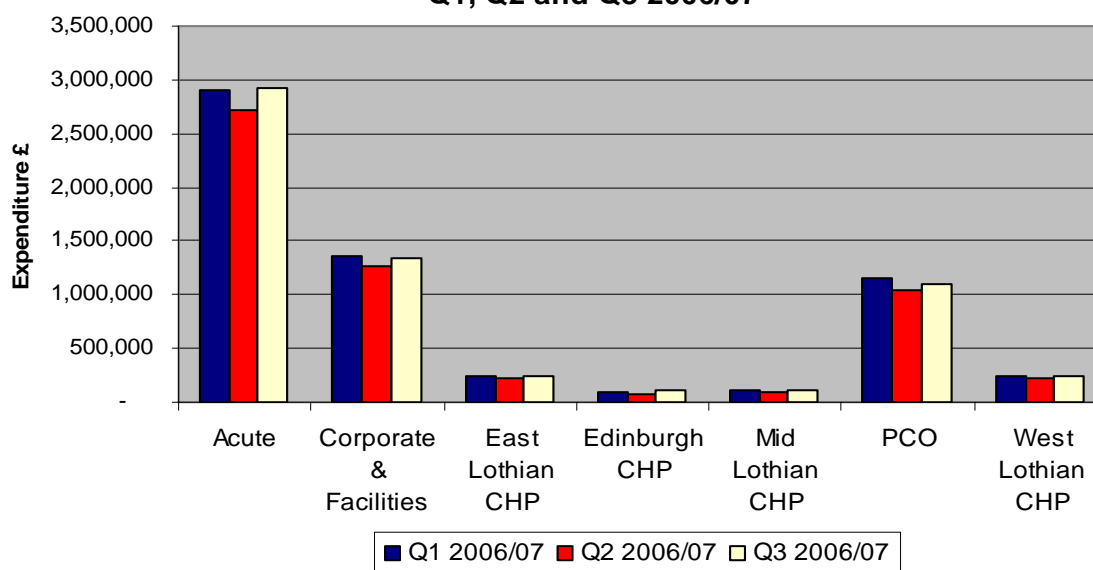
The table below shows the breakdown of enhanced pay costs by Division/CHPs and staff group and will be used next quarter as a further comparison.

Table 14: Breakdown of Enhanced Pay Costs by Division/CHPs and Staff Group

Staff Group	Acute	Corporate & Facilities	East Lothian CHP	Edinburgh CHP	Mid Lothian CHP	PCO	West Lothian CHP	Total YTD
Nursing Reg	7,262,172	1,002,684	408,818	227,542	192,432	1,841,033	417,375	11,352,056
Nursing Non-reg	916,756	786,814	258,708	32,934	111,597	1,211,235	294,568	3,612,612
P&T:A	92,332	349	205	1,256	-	1,811	1,814	97,767
P&T:B	79,230	393	243	-	-	1,059	-	80,925
A&C	165,290	183,390	38,424	2,084	-	217,777	110.11	607,075
Ancillary	19,305	1,959,462	-	-	180	36,634	-	2,015,581
Maintenance	-	38,064	-	-	-	-	-	38,064
Total	8,535,086	3,971,157	706,398	263,816	304,208	3,309,548	713,867	17,804,080

Chart 11.

Comparison of Enhanced Cost by Division/CHPs between Q1, Q2 and Q3 2006/07



4.4 Training Grade Doctor Banding Payments

Training grade medical staff receive these payments in relation to the banding of their rota, with hours over 40 attracting a premium payment. These are as follows:

Table 15: Training grade Doctor Banding Payments

Band	% Enhancement applied to basic salary	
1a	50	Up to 48 hours (with unsocial hrs, on-call element)
1b	40	Up to 48 hours
2a	80	48-56 hours (with unsocial hrs, on-call element)
2b	50	48-56 hours
3	100	Non-compliant (Due to hours > 56, lack of breaks)

The following table details the distribution of training grade doctors banding payment costs for April to December 2006.

Table 16: Junior Doctor Banding Expenditure by Division/CHPs Q1-Q3 2006/07

Division/CHP	Apr-06	May-06	Jun-06	Jul-06	Aug-06	Sep-06	Oct-06	Nov-06	Dec-06	YTD Total	% of total
Acute	1,400,793	1,409,033	1,377,382	1,370,208	1,354,979	1,445,039	1,384,522	1,408,824	1,408,824	12,559,603	89.8%
Corporate & Facilities	1,173	1,942	1,675	832	11,765	513	5,406	3,399	2,897	26,913	0.2%
East Lothian CHP	9,945	11,776	10,741	13,632	13,888	12,729	10,006	18,210	18,210	119,137	0.9%
Edinburgh CHP	-	-	-	-	-	8,009	-	-	-	8,009	0.1%
Mid Lothain CHP	3,358	3,358	6,217	5,545	3,533	3,497	6,764	5,397	5,397	43,067	0.3%
PCO	92,017	104,101	104,233	128,186	114,157	116,323	129,183	128,719	128,719	1,045,638	7.5%
West Lothian CHP	18,277	18,390	18,795	19,073	11,814	12,493	28,483	26,753	26,753	180,833	1.3%
Total	1,525,564	1,548,600	1,519,043	1,535,812	1,510,137	1,597,577	1,564,364	1,591,303	1,590,801	13,983,200	100%

The table and chart below provide a comparison of banding pay costs between 2005/06 and 2006/07.

Table 17: Q1-Q3 2005/06 and Q1-Q3 2006/07 banding pay costs comparison (£)

Service	Q1-Q3 2005/06	Q1-Q3 2006/07	Q1-Q3 05/06 and Q1-Q3 06/07 variance
Acute	12,817,592	12,559,603	- 257,989
Corporate & Facilities	-	26,913	26,913
East Lothian CHP	-	119,137	119,137
Edinburgh CHP	-	8,009	8,009
Mid Lothain CHP	-	43,067	43,067
PCO	2,150,919	1,045,638	- 1,105,281
West Lothian CHP	-	180,833	180,833
Total	14,968,511	13,983,200	- 985,311

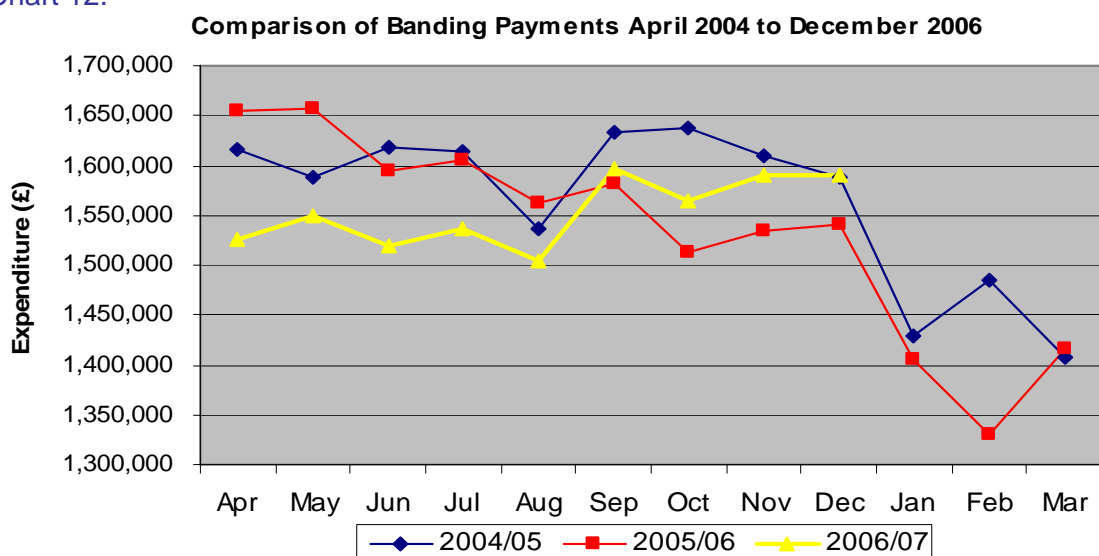
The figures above show that between Q1-Q3 2005/06 and Q1-Q3 2006/07 overall expenditure on banding payments has decreased by 6.58% (c£981k). Within NHS Lothian the Acute Division

accounts for 89 % whereas the community services the remaining 11%. It should however be noted that the figures for PCO and CHPs are still derived from taking 89% of the costs coded as 'other' within payroll, this is done as it is not possible to identify separately. For the purpose of the above comparison the Acute figures for Q1-Q3 2005/06 include former West Lothian PCD figures. A fairer comparison can be found looking at the present acute and corporate payments and previous LUHD banding payments.

Table 18: Comparison between Q3 2005/06 and Q3 2006/07 in Acute Division

Division	October	November	December	Q3 Total
Acute 2005/06	1,371,198	1,378,461	1,360,345	4,110,004
Acute 2006/07	1,389,928	1,412,223	1,411,721	4,213,872
Difference between Q3 2005/06 and Q3 2006/07	18,730	33,762	51,376	103,868

Chart 12.



The following table highlights the areas where bandings have changed between Q2 2006/07 and Q3 2006/07.

Table 19: NHS Lothian Junior Doctors Bandings Q2/Q3 comparison

Former Division	Banding	Q2 2006/07	Q3 2006/07	Change
Acute Organisation	0	10	11	1
	1A	198	245.8	47.8
	1B	42	41	-1
	2A	311	250	-61
	2B	243	269	26
	3	28	21	-7
	FA	4	1.6	-2.4
	FB	0	2	2
Acute Organisation Total		836	841.4	5.4
PCO	0	13	15	2
	1A	61	57	-4
	1B	10	10	0
	1C	17	17	0
	2A	7	7	0
	3	6	6	0
	F/T	0	1	1
PCO Total		114	113	-1
Grand Total		950	954.4	4.4

5. Absence Management

The roll-out of a single HR system Northgate Empower is underway and the project team have developed a project plan for rolling-out the Intranet E-Manager solution which will be used for absence recording. The plan is initially intending to focus on areas where there are no electronic means for recording absence in order to ensure improved coverage and eradication of duplication of effort.

Whilst the changes in NHS Lothian the tables below still applies however it is hoped this will change in the near future. The following figure details the current situation with regards to progress in system roll-out:

Former LUHD	Currently utilising Northgate Empower HR System Intranet E-manager solution, which enables absence information to be input at ward manager level. This covers the range of absence reasons – sickness, maternity, careers, study leave etc. Fully implemented.
Former LCPD	The e-manager system has now been implemented within the Royal Edinburgh and Astley Ainslie sites within clinical areas. The implementation process has commenced within Edinburgh CHP with preliminary scoping work underway.
Former WLD	Sickness absence is currently input using the SSTS time and attendance system, this is done at ward manager level. This covers all staff except Medical and Nurse Bank staff and feeds payroll electronically. An monthly interface between SSTS and the Empower HR System has been developed, tested and implemented in order that all absence information is held in the HR System and reporting can therefore cover all areas of a CMT's services and sites.
Corporate/single system areas	Within corporate/single system areas approximately 50% of departments are now live, this includes Board headquarters.

5.1 Sickness Absence

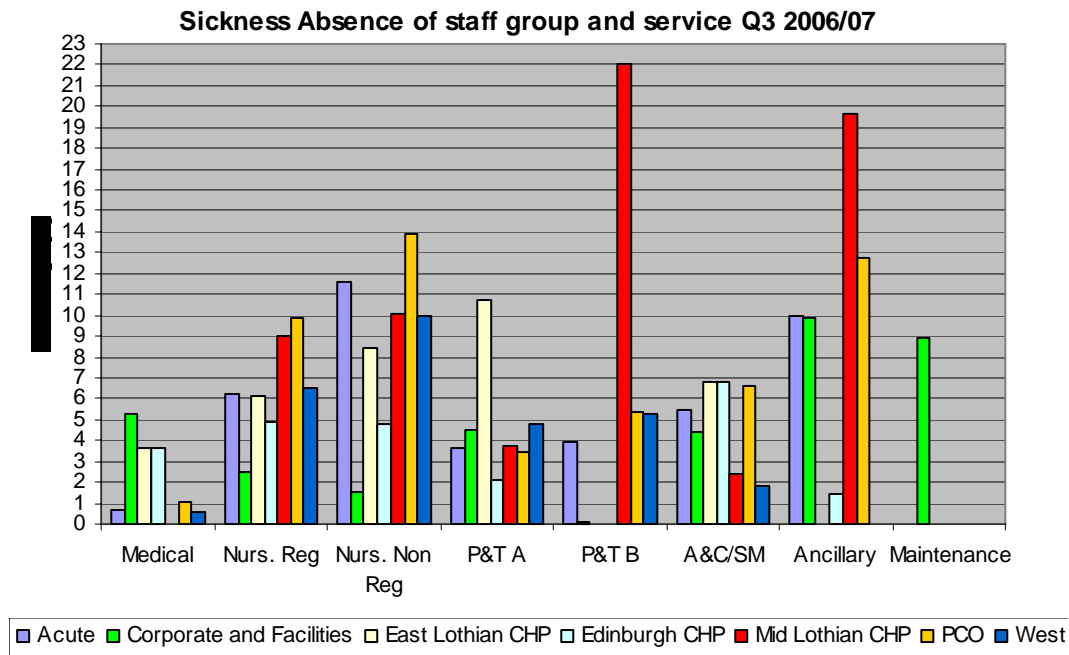
As part of the LDP process CMT and CHP's have a sickness absence target and receive updates from Workforce Planning on monthly levels of sickness. In this and future reports sickness % will detail CHP's as well as acute and PCO. The following table and chart detail the sickness absence for each Division, for the period October 2006 to December 2006. In the table the highest figure for each staff group within Divisions has been highlighted in red.

Table 20: Sickness Absence Percentages by Division/CHP

Staff Group	Corporate and Facilities		East Lothian CHP	Edinburgh CHP	Mid Lothian CHP	PCO	West Lothian CHP	Total
	Acute							
Medical	0.66	5.31	3.61	3.65	-	1.04	0.61	0.87
Nurs. Reg	6.22	2.45	6.09	4.85	9.02	9.88	6.49	6.47
Nurs. Non Reg	11.56	1.57	8.40	4.82	10.11	13.88	9.96	10.43
P&T A	3.60	4.48	10.72	2.09	3.72	3.44	4.76	3.78
P&T B	3.94	0.07	-	-	22.05	5.32	5.25	4.06
A&C/SM	5.48	4.37	6.79	6.83	2.39	6.58	1.87	5.09
Ancillary	9.96	9.84	-	1.43	19.69	12.79	-	9.83
Maintenance	-	8.90	-	-	-	-	-	8.90
Total	5.50	6.23	7.07	4.80	7.05	8.45	6.12	6.17

In the case of medical staff it is difficult to determine the true level of absence as historically this is not collected and fed to payroll on a consistent basis, basic coverage is however improving.

Chart 13.

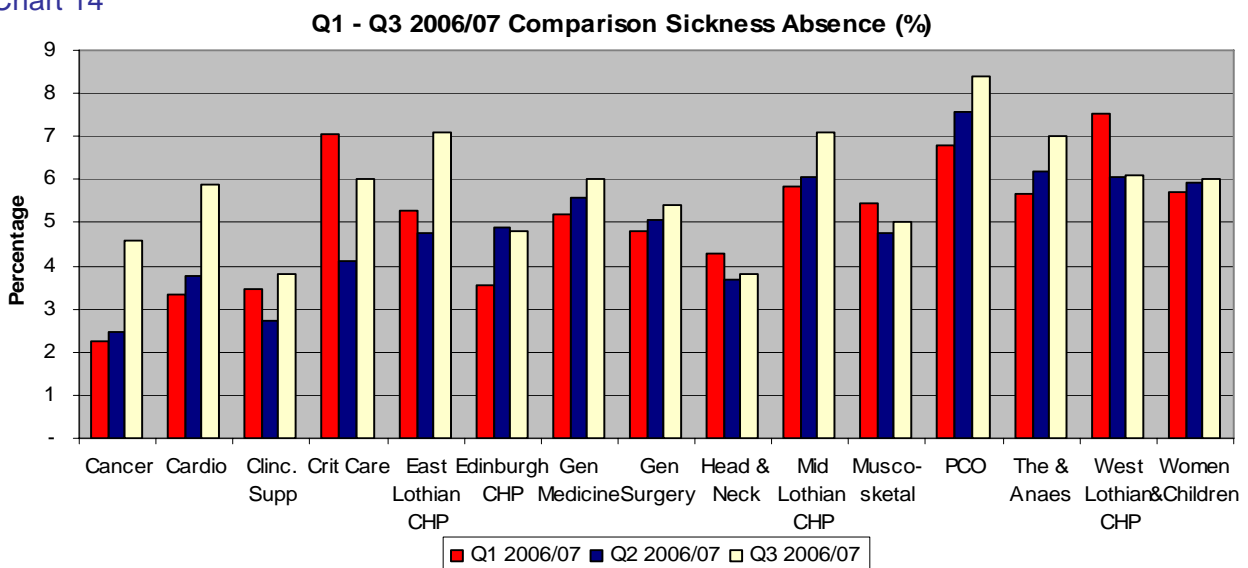


As with previous quarters there are significant differences in levels of sickness absence between Division/CHPs, in some cases this is because there are a low number in a particular staff group and therefore makes percentages comparatively high. This is particularly apparent within the Ancillary staff group some of whom work for CHP, this has been noted and is rectified.

Q3 2006/07 cumulative registered nursing absence rates for all of Lothian are up to 5.74% compared to the Q3 2005/06 figure of 5.42% for registered nursing, this is as a result of an increase within the former LPCD. Levels within non-registered nursing have all increased to an average of 9.78% when compared to Q3 2005/06 cumulative figure of 9.01%.

Below is a comparison of overall sickness absence between Q1, Q2 and Q3 of 2006/07 by CMT and CHP.

Chart 14



A comparison of total absence hours lost since April 2004 to December 2006 is detailed in the chart below:

Chart 15.

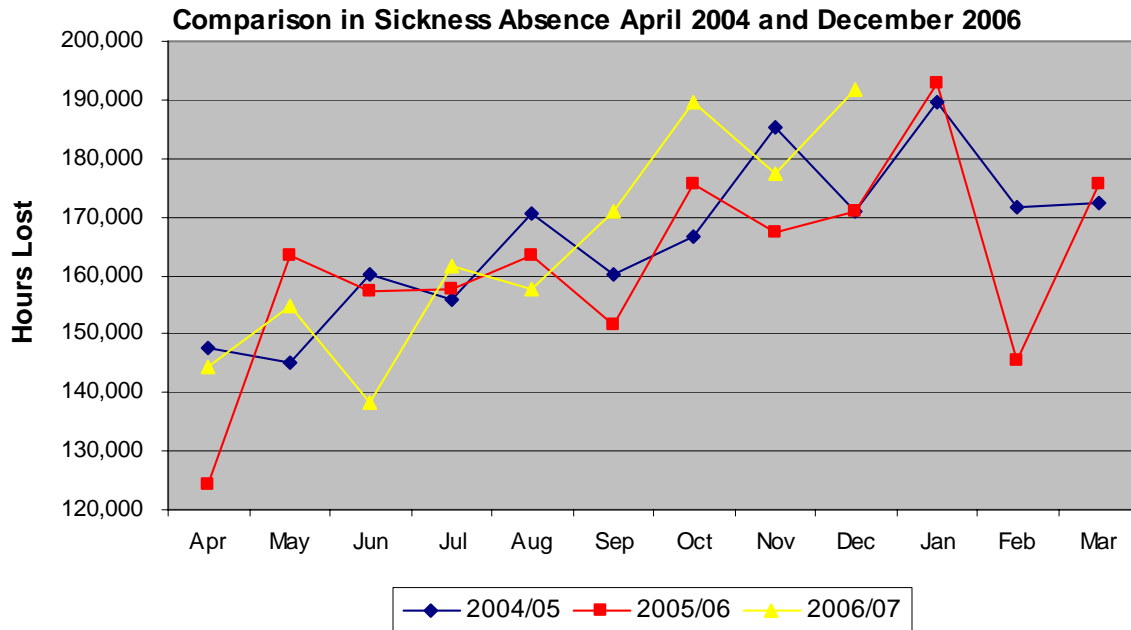


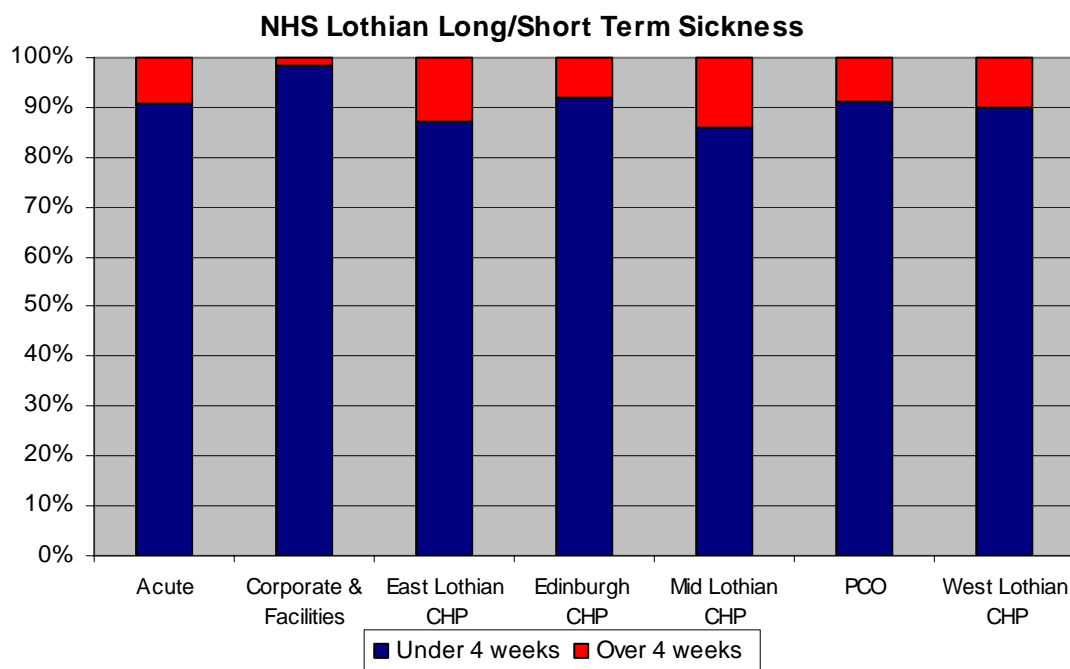
Table 22: Breakdown of Division/CHP and Absence Type (%)

Division/CHP	Quarter	Industrial Injury	Maternity Leave	Authorised Absence	Period of Notice	Paternity Pay	Sick Leave	Unauthorised Absence
Acute	Q1	0.58	-	-	0.90	-	98.27	0.25
	Q2	0.58	-	0.05	0.86	-	98.25	0.26
	Q3	0.49	3.363	0.03	0.67	-	95.17	0.29
Acute Total		0.55	1.248	0.03	0.80	-	97.11	0.27
Corporate and Facilities	Q1	0.65	-	0.70	0.69	-	97.35	0.61
	Q2	0.21	0.126	1.18	2.83	-	94.46	1.19
	Q3	1.21	3.929	1.60	1.65	-	89.98	1.63
Corporate and Facilities Total		0.72	1.533	1.20	1.77	-	93.59	1.19
East Lothian CHP	Q1	-	-	-	3.61	-	93.90	2.48
	Q2	-	-	-	-	-	99.11	0.89
	Q3	-	11.559	-	-	-	88.17	0.28
East Lothian CHP Total		-	4.731	-	1.07	-	93.09	1.11
Edinburgh CHP	Q1	-	-	-	0.65	-	95.34	4.01
	Q2	-	-	-	2.43	-	95.24	2.34
	Q3	-	4.570	-	5.43	-	89.04	0.96
Edinburgh CHP Total		-	1.656	-	3.01	-	93.02	2.31
Mid Lothian CHP	Q1	-	-	-	-	-	98.20	1.80
	Q2	-	-	0.04	-	-	94.02	5.94
	Q3	-	-	-	1.80	-	96.74	1.47
Mid Lothian CHP Total		-	-	0.01	0.69	-	96.38	2.91
PCO	Q1	3.08	-	0.42	1.09	-	93.26	2.16
	Q2	1.68	2.041	0.94	1.87	-	91.81	1.67
	Q3	1.14	8.793	1.20	0.47	-	86.81	1.59
PCO Total		1.88	4.025	0.89	1.10	-	90.32	1.78
West Lothian CHP	Q1	-	-	-	1.47	-	97.68	0.85
	Q2	-	-	-	1.40	-	98.42	0.18
	Q3	-	4.189	-	-	-	95.73	0.08
West Lothian CHP Total		-	1.457	-	0.93	-	97.24	0.37
Grand Total		0.78	1.989	0.44	1.16	-	94.69	0.94

5.2 Long Term Sickness Absence

The chart below shows (in percentages) the distribution of absence by division classified as 'long term sick' where individuals have been off on sick leave for longer than a four-week period in comparison to those classified as short term sick.

Chart 16.



As can be seen below there is little difference in the ratio of short to long term sick when compared to the previous quarter. The table below details cumulative quarterly figures for each Division and CHP, a comparison on this data will be given next quarter.

Table 23: Breakdown long/short term sick by Division/CHPs (%)

	Acute	Corporate & Facilities	East Lothian CHP	Edinburgh CHP	Mid Lothian CHP	PCO	West Lothian CHP
Q3 2006/07							
Under 4 weeks	91	98	87	92	86	91	90
Over 4 weeks	9	2	13	8	14	9	10

	Acute	Corporate & Facilities	East Lothian CHP	Edinburgh CHP	Mid Lothian CHP	PCO	West Lothian CHP
Q2 2006/07							
Under 4 weeks	91	98	91	87	86	91	91
Over 4 weeks	9	2	9	13	14	9	9

	Acute	Corporate & Facilities	East Lothian CHP	Edinburgh CHP	Mid Lothian CHP	PCO	West Lothian CHP
Q1 2006/07							
Under 4 weeks	91	98	88	89	90	92	91
Over 4 weeks	9	2	12	11	10	8	9

6. Staff Supplements

6.1 Directly Employed Medical Locums

This section details Locums paid via NHS Lothian payroll. It does not include expenditure on Locums employed via external agencies; this information unfortunately remains unavailable.

In the Q1-Q3 2006/07 period NHS Lothian has spent c£2.8m on directly employed medical locum staff, 69.96% of which is on Consultant level staff.

The following table and chart illustrate the expenditure on directly employed locum medical staff for Q1-Q3 2006/07.

Table 23: Directly Employed Locum Expenditure by Month April 2006-December 2006

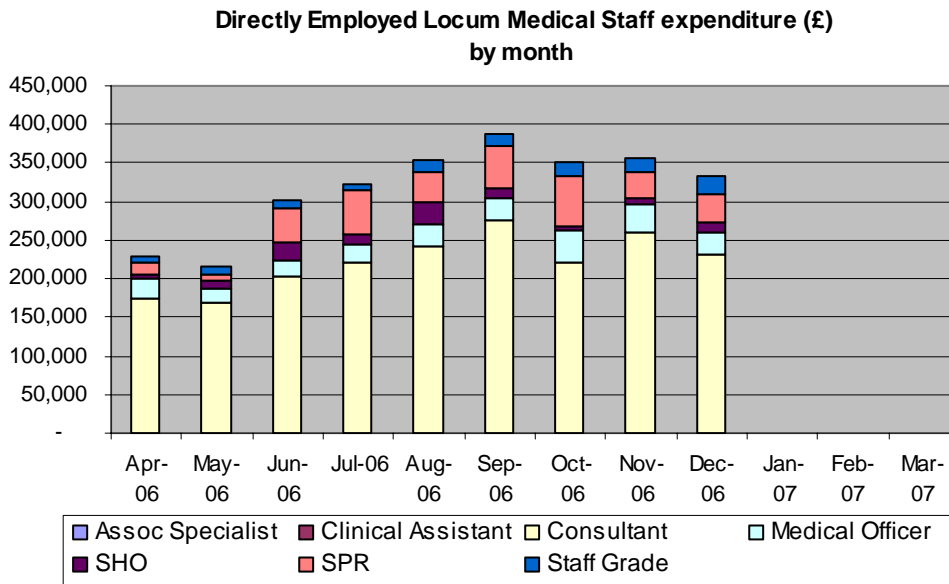
Grade	Apr-06	May-06	Jun-06	Jul-06	Aug-06	Sep-06	Oct-06	Nov-06	Dec-06	Total YTD
Assoc Specialist	-	-	-	-	-	-	-	-	-	-
Clinical Assistant	404	404	-	404	-	404	404	404	404	2,829
Consultant	172,781	168,208	201,782	220,445	241,461	274,184	221,881	260,519	231,919	1,993,179
Medical Officer	27,663	19,967	22,426	23,303	30,239	28,993	39,349	36,166	26,718	254,824
SHO	4,457	8,669	23,811	13,331	28,332	13,750	7,131	7,131	14,214	120,827
SPR	14,585	8,421	43,072	58,438	38,745	55,570	63,167	33,687	37,190	352,875
Staff Grade	9,434	9,322	10,333	5,346	15,855	13,815	18,487	18,459	23,308	124,359
Total	229,325	214,992	301,423	321,267	354,632	386,715	350,419	356,367	333,753	2,848,893

Table 24: Breakdown of Locum Medical Staff Expenditure by Division/CHPs

Grade	Q1/Q2/Q3	Corporate and Facilities	East Lothian CHP	Edinburgh CHP	Mid Lothian CHP	PCO	West Lothian CHP	Total	
Clinical Assistant	Q1	-	-	-	-	-	808	808	
Clinical Assistant	Q2	-	-	-	-	-	808	808	
Clinical Assistant	Q3	-	-	-	-	-	1,213	1,213	
Consultant	Q1	460,498	20,223	-	-	10,484	51,567	542,772	
Consultant	Q2	634,447	22,433	-	-	19,534	59,675	736,089	
Consultant	Q3	611,849	40,917	14,605	-	10,734	36,212	714,318	
Medical Officer	Q1	61,648	3,628	-	-	-	3,598	1,182	70,056
Medical Officer	Q2	71,107	6,680	-	-	-	3,525	1,221	82,534
Medical Officer	Q3	94,239	4,136	-	-	-	2,656	1,202	102,233
SHO	Q1	31,151	4,457	-	-	-	1,329	-	36,937
SHO	Q2	55,413	-	-	-	-	-	-	55,413
SHO	Q3	28,477	-	-	-	-	-	-	28,477
SPR	Q1	66,078	-	-	-	-	-	-	66,078
SPR	Q2	152,754	-	-	-	-	-	-	152,754
SPR	Q3	134,043	-	-	-	-	-	-	134,043
Staff Grade	Q1	29,089	-	-	-	-	-	-	29,089
Staff Grade	Q2	26,519	-	-	-	-	-	8,497	35,016
Staff Grade	Q3	34,424	-	-	-	-	-	25,830	60,254
Total		2,491,738	102,474	14,605	-	40,752	158,562	40,761	2,848,893

Please note that expenditure for Consultants and SPR have decreased by c£22k and c£18k respectively however payments from Staff Grade and Medical Officers have increased by c£25k and c£20k respectively. SHO's also show a decrease of c£27k. All the above figures are comparing Q3 to Q2.

Chart 17



The following charts provide a comparison of utilisation and expenditure from April 2004 to December 2006.

Chart 18.

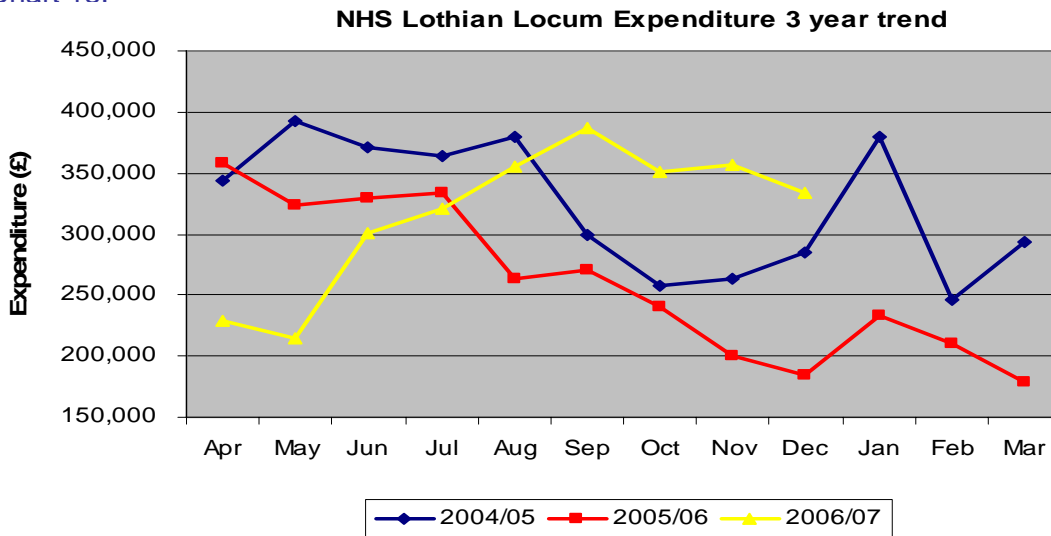
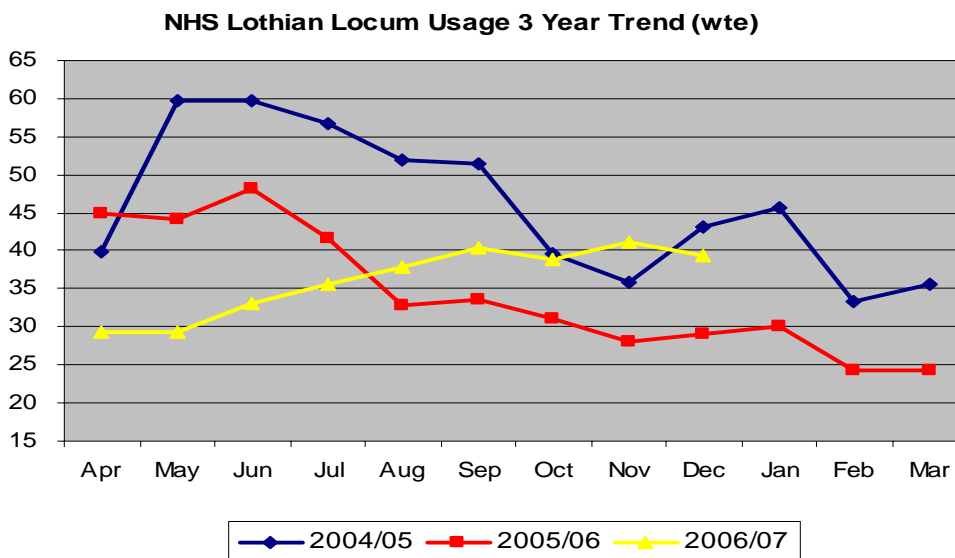


Chart 19.



Overall compared to last quarter Q3 2006/07 usage is showing a slight increase of on average 0.61 wte (1.6%) in Locum usage, with costs decreasing by c£22k (2.12%).

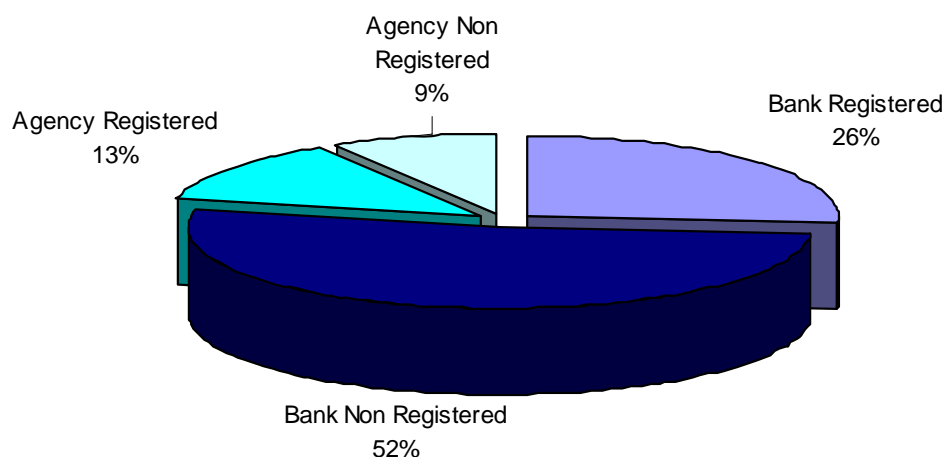
6.2 Nurse Bank and Agency Utilisation

The total bank and agency expenditure for Q1-Q2 2006/7 is £16.2m.

The following chart details the distribution of bank and agency utilisation staff.

Chart 20.

Distribution of Nurse Bank/Agency Staff during Q3 2006/07 wte



Source – NHS Lothian Nurse Bank system

The ratio of bank to agency is 80%:20% for the financial year to date this contrasts with 78%:22% for the last financial year showing no change in last quarters comparison figures.. The reduction in agency staffing has continued to be the main focus for action within Divisions, overall during Q3 2006/07 there as been a reduction of 278.78 wte when compared with Q3 2005/06 figures. A comparison between the Q1-Q3 2005/06 and Q1-Q3 2006/07 can be found in the table below:

Table 25: Comparison of Nurse Bank/Agency usage Q1-Q3 2005/06 and Q1-Q3 2006.07

Staff Category	Q1/Q3 2005/06	Q1/Q3 2006/07	Difference +/-	% of difference
Bank Registered	228.18	211.36	- 16.82	-8%
Bank Non Registered	338.45	326.43	- 12.03	-4%
Agency Registered	96.35	77.01	- 19.34	-25%
Agency Non Registered	59.15	56.33	- 2.82	-5%
Total	722.14	671.12	- 51.02	-8%

Combined bank and agency utilisation has decreased in all by an average 51.02wte in Q1-Q3 2006/07 with Agency usage down 22.16 wte compared with Q1-Q3 2005/06. These figures include any adjustments that have been made to data from its source. The following chart provides a comparison of the utilisation between April 2005 and December 2006. Details in expenditure can be found in the tables that follow.

Chart 21.

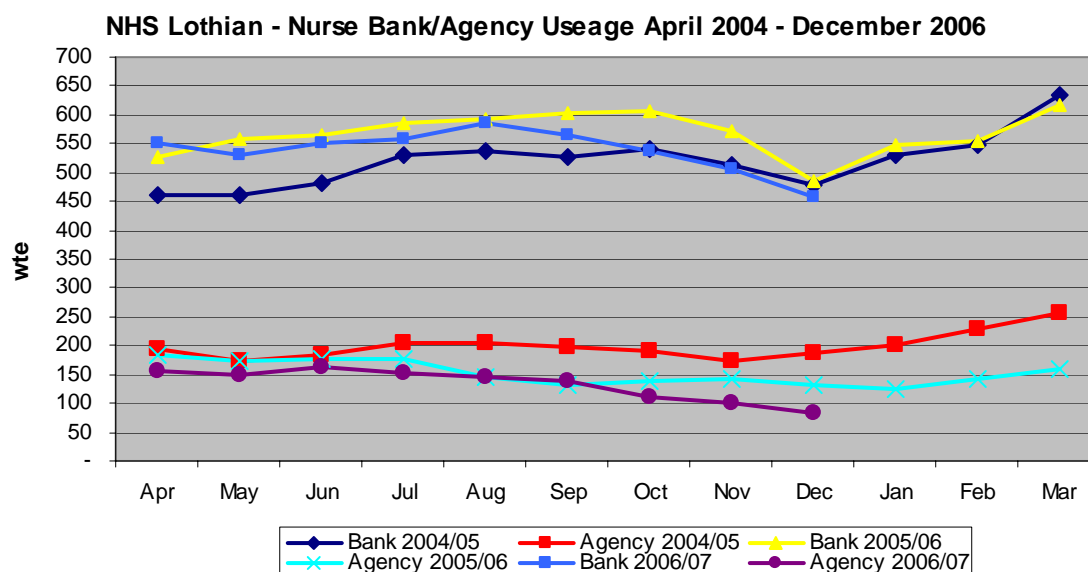


Table 26: Comparison of Nurse Bank/Agency Expenditure Q1-Q3 2005/06 and Q1-Q3 2006/07

Staff Category	Q1/Q3 2005/06	Q1/Q3 2006/07	Difference +/-	% of difference
Bank	9,948,000	11,325,000	1,377,000	8.46%
Agency	5,214,000	4,943,000	- 271,000	-1.67%
Total	15,162,000	16,268,000	1,106,000	6.80%

Table 27: Breakdown of Nurse Bank/Agency Expenditure April 2006 – December 2006 (£'000)

Service		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
Acute	Agency	-	-	-	537	542	421	437	283	294	4,118
	Bank	-	-	-	464	1,082	952	867	582	604	6,402
East Lothian CHP	Agency	7	7	13	16	10	1	3	4	2	63
	Bank	35	36	45	40	34	63	40	63	44	400
Edinburgh CHP	Agency	-	-	-	1	-	-	-	-	-	1
	Bank	29	32	31	22	22	41	22	46	24	269
Mid Lothian CHP	Agency	5	5	8	12	15	10	-	4	6	65
	Bank	40	41	43	38	36	46	28	54	40	366
PCO	Agency	49	53	63	117	100	98	88	58	56	682
	Bank	444	449	411	365	346	424	269	442	310	3,460
West Lothian CHF	Agency	4	3	1	3	2	-	-	1	-	14
	Bank	34	35	45	62	52	53	55	43	49	428
Total Agency		65	68	85	686	669	530	528	350	358	4,943
Total Bank		582	593	575	991	1,572	1,579	1,281	1,230	1,071	11,325

Source – NHS Lothian Nurse Bank system

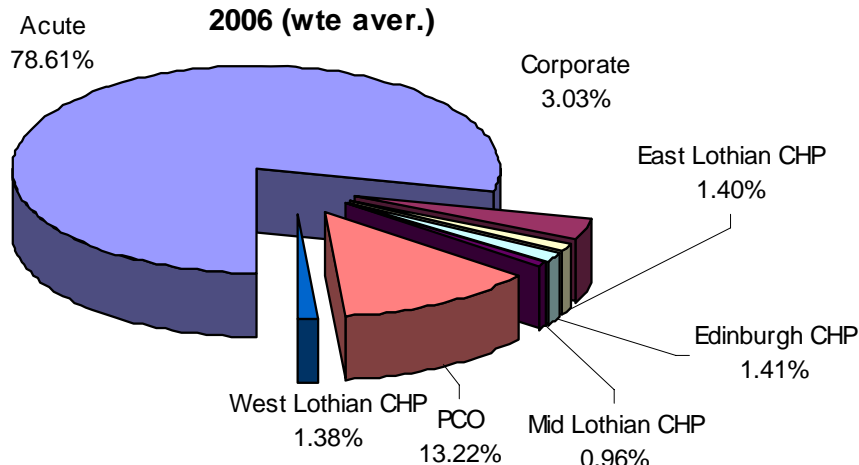
It has been necessary to combine Agency registered and non-registered expenditure as the Nurse Bank and Agency Team are unable to separate out costs held in the financial ledgers into registered and non-registered. This is intended to increase the accuracy of costs in comparison to those previously provided; this however does not enable reporting on non-registered agency expenditure, which is a matter of concern.

7. Consultant Medical Staffing

The following chart illustrates the distribution of the 610wte consultant medical workforce; this does not include university employed honorary staff.

Chart 22.

Distribution of Consultants from April 2006 to December 2006 (wte aver.)



The following tables detail Consultant workforce and costs by month.

Table 28: NHS Lothian Consultant wte Q1-Q3 2006/07

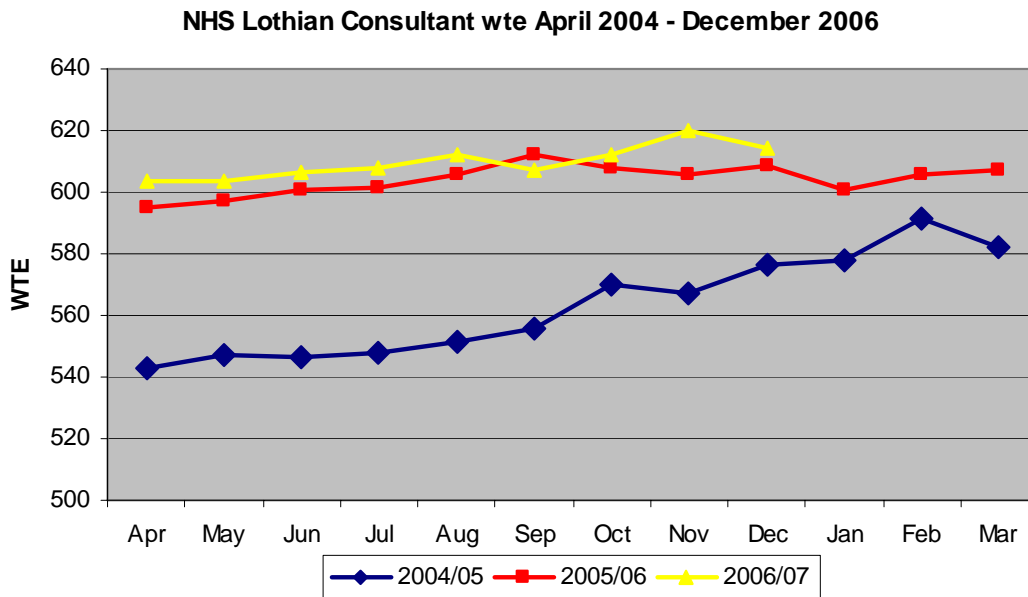
Division/Service	Apr-06	May-06	Jun-06	Jul-06	Aug-06	Sep-06	Oct-06	Nov-06	Dec-06	YTD Average
Acute	478	475	476	478	479	480	482	482	483	479
Corporate	21	19	18	18	18	18	17	19	19	18
East Lothian CHP	9	9	9	9	9	8	8	8	7	9
Edinburgh CHP	7	7	8	7	7	10	10	11	10	9
Mid Lothian CHP	6	5	5	6	6	6	5	6	6	6
PCO	78	84	87	79	82	75	78	83	79	81
West Lothian CHP	4	3	4	11	10	10	11	11	10	8
Total	604	604	607	608	612	607	612	620	614	610

Table 29: NHS Lothian Consultant Costs Q1-Q3 2006/07

Division/CHP	Apr-06	May-06	Jun-06	Jul-06	Aug-06	Sep-06	Oct-06	Nov-06	Dec-06	YTD Average
Acute	5,204,495	5,292,373	5,385,896	5,454,885	5,318,479	5,389,491	5,283,627	5,414,199	5,410,820	5,350,474
Corporate	218,212	186,395	200,836	196,929	195,736	189,284	205,112	200,642	202,035	199,465
East Lothian CHP	85,342	88,119	88,238	88,809	86,951	81,562	81,310	77,740	70,286	83,151
Edinburgh CHP	71,122	71,254	75,111	73,706	71,898	83,857	85,093	138,115	97,351	85,279
Mid Lothian CHP	58,136	48,541	52,083	54,345	53,491	51,913	47,830	51,398	55,173	52,546
PCO	777,204	807,219	858,783	784,681	818,498	739,838	761,776	776,904	791,417	790,702
West Lothian CHP	39,332	35,478	40,998	123,618	104,215	102,541	116,948	121,856	104,383	87,708
Total	6,453,842	6,529,377	6,701,946	6,776,973	6,649,269	6,638,487	6,581,694	6,780,854	6,731,465	6,649,323

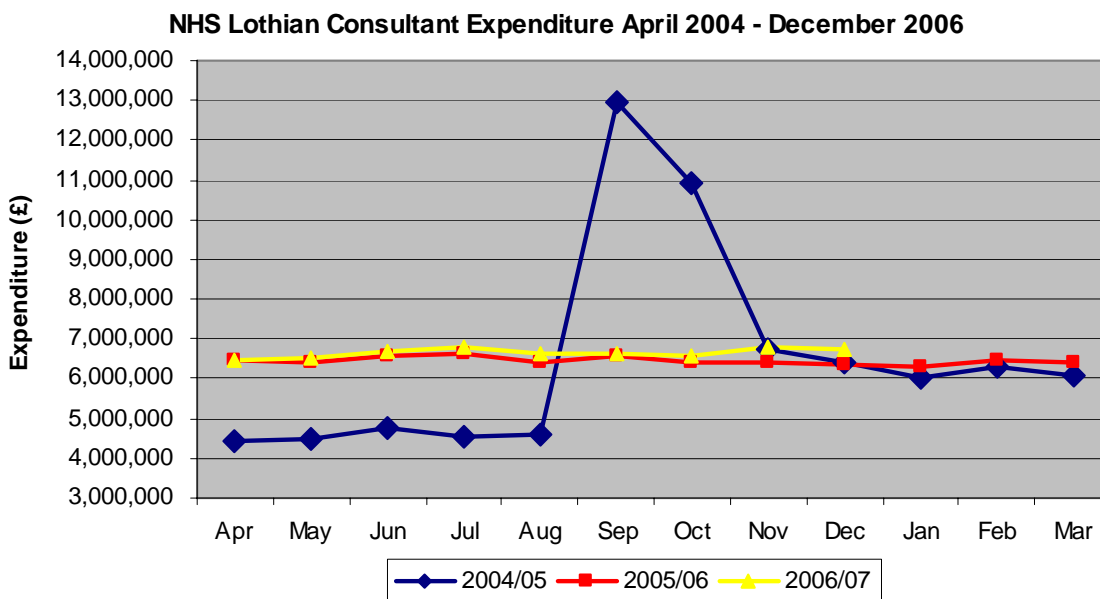
The following charts provide a comparison of utilisation and expenditure between April 2004 and December 2006. More detailed comparisons will be given next quarter.

Chart 23.



There has been a slight cumulative increase of 5.95wte (0.98%) in the consultant workforce in comparison with Q1-Q3 2005/06.

Chart 24.



In line with the increase in wte the expenditure shows a similar increase of 2.82% (£1.6m). The total expenditure for this quarter was c£59.8m this compares with Q1-Q3 2005/06 expenditure of c£58.1m.

The above figures represents all consultant medical staff paid on both new and old consultant contracts. As at December 2006 587.7 wte (95.7%) have been placed on the new contract.- the remaining few are located with Primary Care however it is impossible to disaggregate these few (26.41 wte, 4.3%).

8. Temporary Staffing Measures

8.1 Temporary Contracts

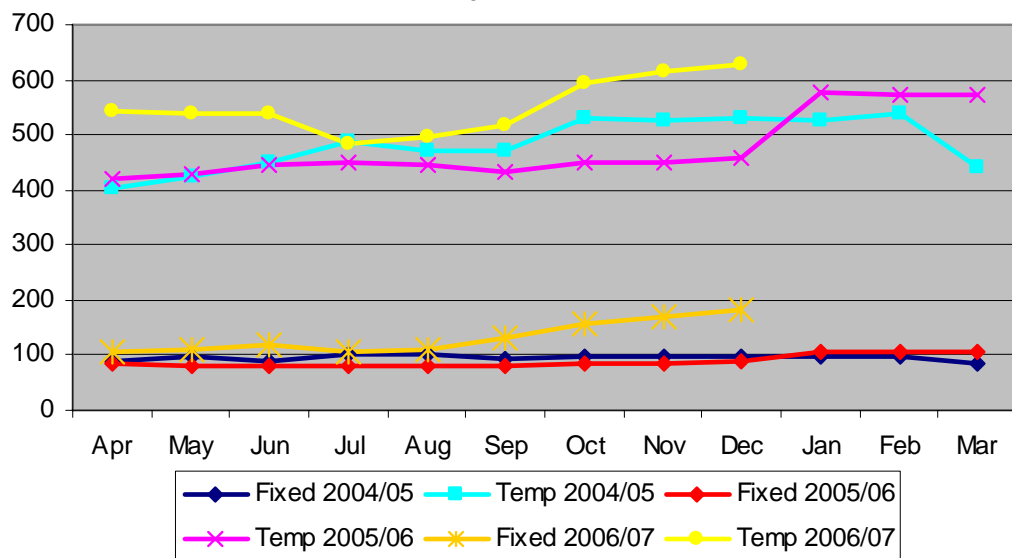
The following table and chart detail the usage of fixed term and temporary contracts.

Table 30: Fixed / Temporary Contracts April 2004 – December 2006

Contract/Year	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Fixed 2004/05	90	97	91	100	100	92	98	98	98	99	98	84
Temp 2004/05	404	426	448	486	473	472	530	528	529	528	540	440
Fixed 2005/06	83	80	80	79	81	81	83	84	88	108	108	105
Temp 2005/06	422	430	446	448	447	434	449	450	458	575	573	571
Fixed 2006/07	106	109	117	108	112	133	158	171	184			
Temp 2006/07	543	540	538	482	495	516	592	614	627			

Chart 25.

Comparison between Fixed/Permanent and Short/Temporary Contracts for April 2004 and December 2006



There has been an increase of 19% in the utilisation of temporary contracts in Q1-Q3 2006/07 when compared with the same period in the previous year. Overall – temporary and permanent contracts - there has been a increase of 23%.

8.2 Secondments

The table below gives details of staff on secondment within NHS Lothian as at December 2006. There are variations e.g those occasions where staff are currently still on the Lothian pay roll but recharged to other divisions/organisations and may not be included. Since the introduction of the NHS Lothian Secondment Policy, a homogenised process and template contract has ensured a common approach to the management of secondments.

Table 31: Staff on Secondment by Category

Area Seconded To	Secondment Type	Q1		Q2		Q3		Total headcount	Total wte
		headcount	wte	headcount	wte	headcount	wte		
NHS Lothian	higher grade	52	45.06	20	17.99	11	11.00	83	74.05
	same grade	54	44.54	20	17.93	4	3.60	78	66.06
	unknown	1	1.00	-	-	1	1.00	2	2.00
NHS Lothian Total		107	90.60	40	35.92	16	15.60	163	142.12
Outwith Lothian	higher grade	2	1.99	-	-	2	1.78	4	3.76
	same grade	3	1.74	2	2.00	-	-	5	3.74
	unknown	2	2.00	-	-	-	-	2	2.00
Outwith Lothian Total		7	5.73	2	2.00	2	1.78	11	9.51
Scottish Executive	higher grade	1	1.00	-	-	-	-	1	1.00
	same grade	2	1.40	-	-	-	-	2	1.40
Scottish Executive Total		3	2.40	-	-	-	-	3	2.40
Unknown	higher grade	2	2.00	-	-	-	-	2	2.00
	same grade	2	1.67	-	-	-	-	2	1.67
Unknown Total		4	3.67	-	-	-	-	4	3.67
Grand Total		121	102.39	42	37.92	18	17.38	181	157.69

Please note the figures for Q1 and Q2 have been revised.

9. Staff Turnover

9.1 Leavers by Staff Group

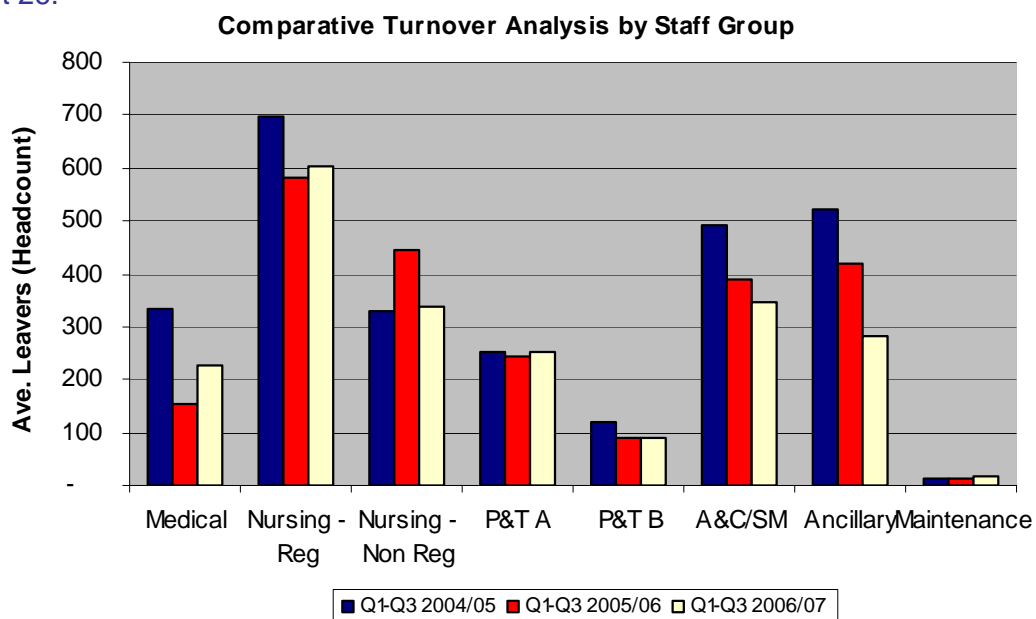
The following table and chart detail the number of staff who terminated their employment with their employing Division by staff group. Note from October 2004 onwards changes between Divisions are no longer dealt with as leavers.

Table 32: Leavers by Staff Group 2004/05 – 2006/07 comparison

Staff Group	Q1-Q3 2004/05	Q1-Q3 2005/06	Q1-Q3 2006/07
Medical	334	153	227
Nursing - Reg	698	583	602
Nursing - Non Reg	329	446	336
P&T A	251	243	252
P&T B	121	89	88
A&C/SM	494	391	348
Ancillary	520	418	284
Maintenance	11	14	19
Total	2,758	2,337	2,156

Note – excludes SHOs, HOs and Nurse Bank staff

Chart 26.



Within this overall reduction of 182 there have been significant improvements within the lower paid areas of the workforce; non registered nursing, A&C and most notably Ancillary which has reduced by 32% over the last 3 years

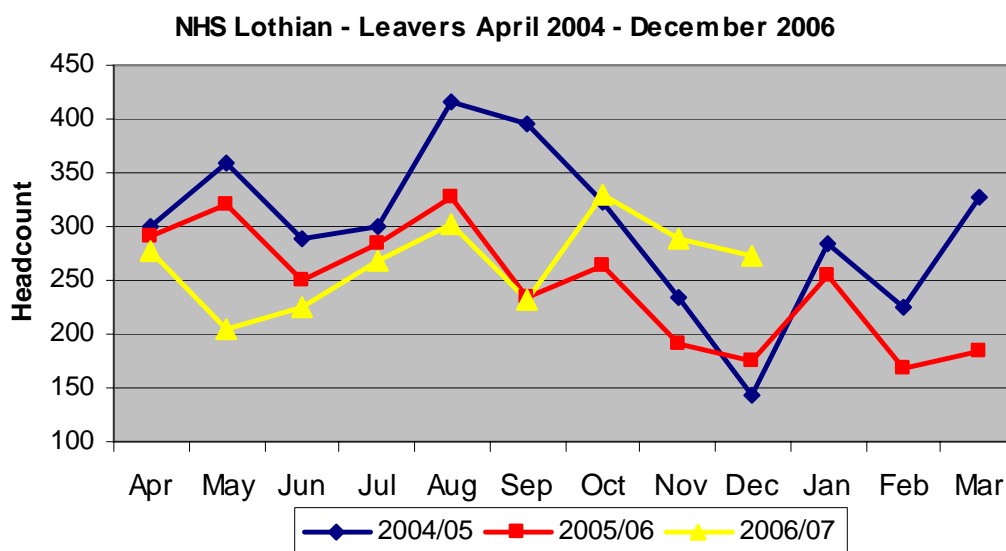
9.2 Leavers by Division

The following table illustrates the number of leavers for the Q3 2006/07 excluding bank staff and Junior Doctors.

Table 33: NHS Lothian Leavers by Division/CHP Q2 – Q3 2006/07 breakdown and comparison

Division/CHP	Q2 2006/07	Q3 2006/07	Difference in Headcount	difference Q2 - Q3
Acute	361	280	-81	-22.4%
Corporate and Facilities	214	156	-58	-27.1%
East Lothian CHP	19	17	-2	-10.5%
Edinburgh CHP	34	34	0	0.0%
Mid Lothian CHP	13	3	-10	-76.9%
PCO	123	121	-2	-1.6%
West Lothian CHP	39	35	-4	-10.3%
Total	803	646	-157	-19.6%

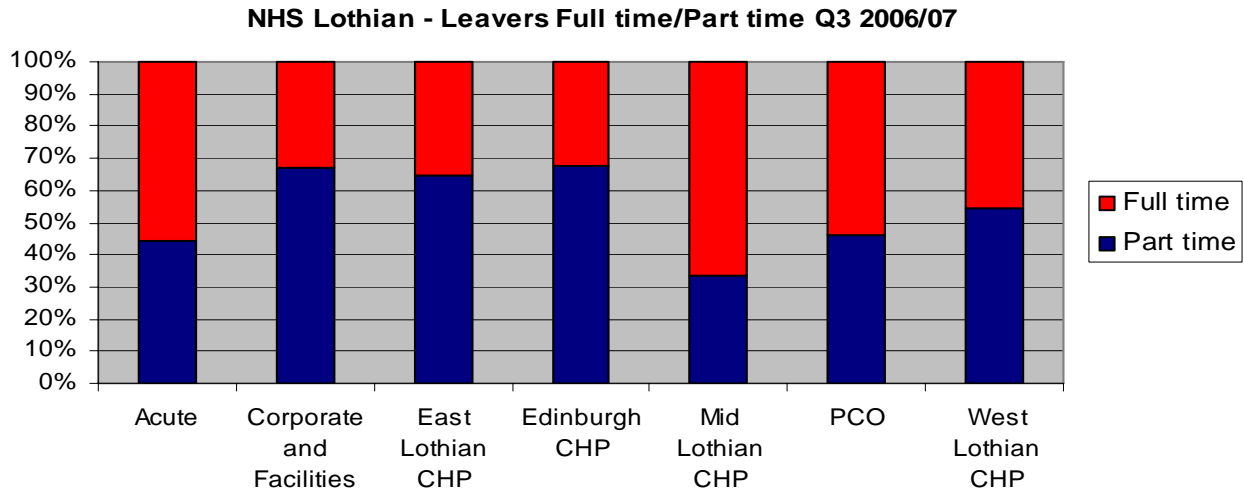
Chart 27.



Staff turnover in NHS Lothian has decreased by a headcount of 181 compared to the Q1-Q3 2005/06. Within maintenance the no of leavers has increased over the last three years which is a concern given the relatively old workforce and recruitment challenges. Medical turnover has also increased in comparison with 2005/06, however it is down from 2 years ago, with the low level in 2005/06 as a result of new consultants contract. Overall Nursing staff show a reduction of 9% (91 headcount). However when comparing the Q2 2006/07 figures to the Q3 2006/07 figures there is an increase of 157 staff leaving.

9.3 Divisional Leavers by Contract Type

Chart 28.

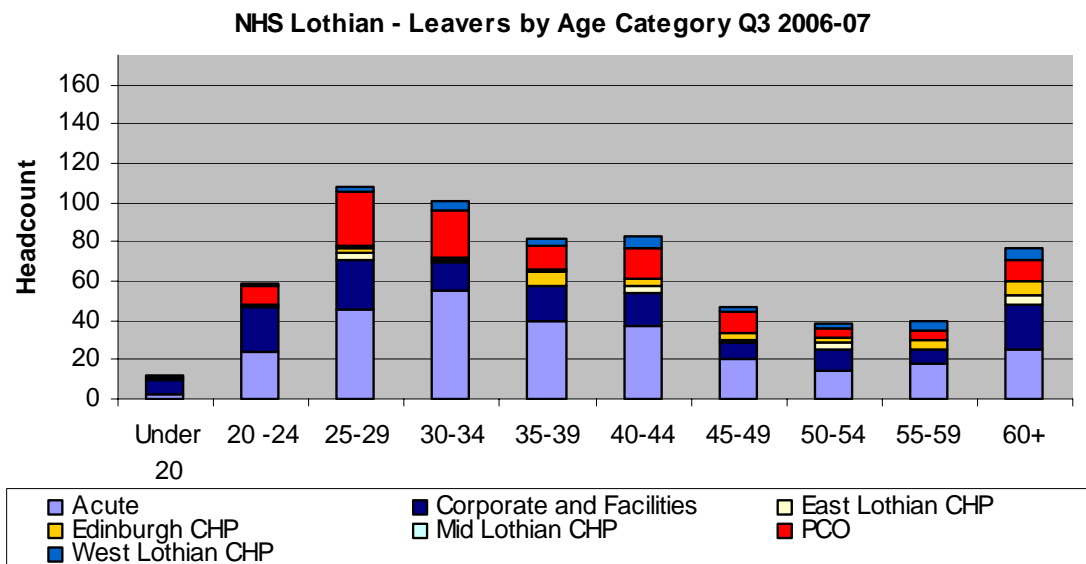


Within the Corporate and Facilities, East Lothian CHP, Edinburgh CHP and West Lothian CHP the majority of leavers are part time..

In the Acute division, Nursing staff amounts to 55.7% of leavers in particular registered nurses (35%) and A&C staff turnover at 11% are worthy of particular note, As are a number of medical staff (18%) the majority of which have taken up employment within NHS Scotland. In order to determine if there are specific reasons for leaving it would be necessary to undertake exit interviews for all leavers, this is an area, which is currently being considered by the NHS Lothian recruitment team.

9.4 Divisional leavers by Age Category

Chart 29



9.5 Reasons for Leaving

Below is a table detailing the reasons why people have left NHS Lothian within the past three quarters.

Table 34: Reason for leaving by Quarter

Reason Description	Q1	Q2	Q3	Grand Total
Death in Service	1	5	5	11
Dismissal capability	2	9	6	17
Dismissal	21	14	15	50
End of fixed term contract	32	73	20	125
Ill health	19	20	27	66
New employment with NHS outwith Scotland	17	26	16	59
New employment with NHS within Scotland	67	84	55	206
Non Occupational illness	-	-	1	1
Occupational illness	-	1	-	1
Other	300	316	249	865
Pregnancy	2	3	4	9
Redundancy voluntary	1	1	1	3
Retirement - age	66	77	52	195
Retirement other	6	11	10	27
Voluntary Early retirement - actuarial reduction	1	3	2	6
Voluntary Early retirement - no actuarial reduction	1	2	-	3
Voluntary resignation - lack of opportunity	3	4	2	9
Voluntary resignation - lateral move	21	33	28	82
Voluntary resignation - other	135	192	136	463
Voluntary resignation - promotion	5	9	16	30
Unknown	1	-	1	2
Grand Total	701	883	646	2230

Table 35: Reason for leaving split by Staff Group for the Q1-Q3 2006/07 period

Reason Description	Nursing								Grand Total
	Medical	Nursing Reg	Non Reg	P&T A	P&T B	A&C/SM	Ancillary	Maintenance	
Death in Service	-	3	2	-	-	2	2	2	11
Dismissal capability	-	2	6	1	-	2	6	-	17
Dismissal	-	3	7	-	8	5	27	-	50
End of fixed term contract	45	8	2	37	11	19	3	-	125
Ill health	1	15	20	2	1	8	18	1	66
New employment with NHS outwith Scotland	18	19	7	10	1	3	1	-	59
New employment with NHS within Scotland	50	78	17	26	6	26	3	-	206
Non Occupational illness	-	-	-	-	-	-	1	-	1
Occupational illness	-	-	1	-	-	-	-	-	1
Other	99	213	115	107	37	148	141	5	865
Pregnancy	-	1	1	2	1	-	4	-	9
Redundancy voluntary	-	-	-	-	-	3	-	-	3
Retirement - age	11	58	40	6	13	46	18	3	195
Retirement other	2	9	3	1	1	11	-	-	27
Voluntary Early retirement - actuarial reduction	-	2	1	2	-	-	-	1	6
Voluntary Early retirement - no actuarial reduction	-	-	-	1	-	-	1	1	3
Voluntary resignation - lack of opportunity	-	-	-	1	2	2	3	1	9
Voluntary resignation - lateral move	9	24	4	9	-	17	17	2	82
Voluntary resignation - other	12	99	65	47	23	78	135	4	463
Voluntary resignation - promotion	4	5	4	2	5	9	1	-	30
Unknown	-	-	1	-	-	-	1	-	2
Grand Total	251	539	296	254	109	379	382	20	2230

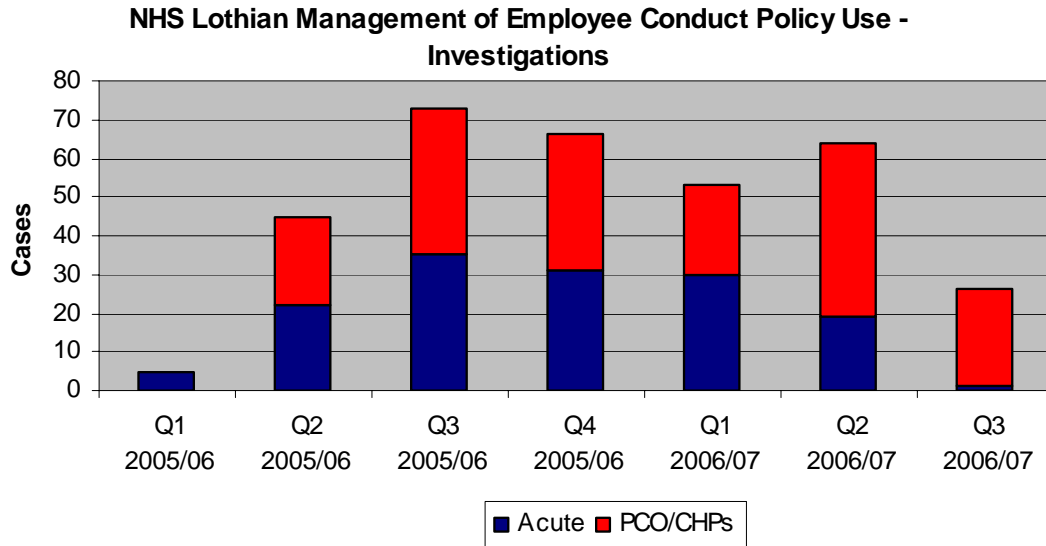
Table 36: Detailing the reason and Division/CHP split for the Q1-Q3 2006/07 period

Reason Description	Corporate and Facilities		East Lothian	Edinburgh	Mid Lothian	West Lothian	Grand Total
	Acute	Facilities	CHP	CHP	CHP	PCO	
Death in Service	6	4	1	-	-	-	11
Dismissal capability	4	8	-	-	-	5	17
Dismissal	15	31	-	-	-	4	50
End of fixed term contract	74	17	1	4	1	23	125
Ill health	21	23	3	1	2	15	66
New employment with NHS outwith Scotland	44	3	-	1	-	11	59
New employment with NHS within Scotland	138	16	6	6	3	31	206
Non Occupational illness	-	1	-	-	-	-	1
Occupational illness	-	-	-	1	-	-	1
Other	388	183	15	65	6	159	865
Pregnancy	3	4	-	-	-	2	9
Redundancy voluntary	-	2	-	-	-	-	3
Retirement - age	66	36	10	19	5	36	195
Retirement other	8	7	1	-	-	8	27
Voluntary Early retirement - actuarial reduction	3	1	1	-	-	1	6
Voluntary Early retirement - no actuarial reduction	-	2	-	-	-	1	3
Voluntary resignation - lack of opportunity	3	5	-	-	-	1	9
Voluntary resignation - lateral move	42	24	1	8	1	4	82
Voluntary resignation - other	193	173	11	11	5	53	463
Voluntary resignation - promotion	11	10	2	-	1	3	30
Unknown	1	1	-	-	-	-	2
Grand Total	1,020	551	52	116	24	357	2,230

10. Disciplinary & Grievance

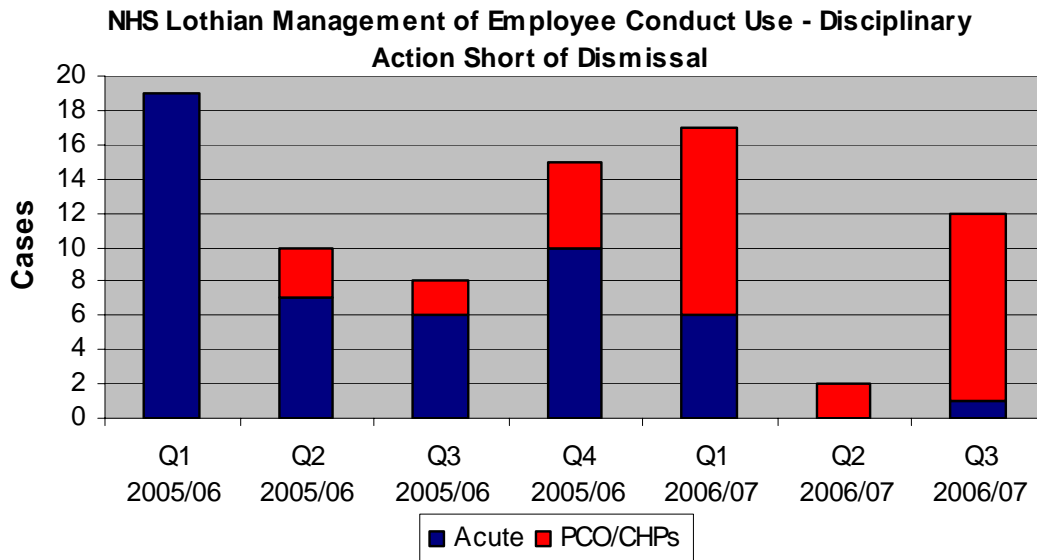
Information on policy monitoring and compliance is now being collated across NHS Lothian's former divisions. A standardized reporting structure has been implemented and will provide statistical information on currently operating and forthcoming NHS Lothian HR Policies.

Chart 30



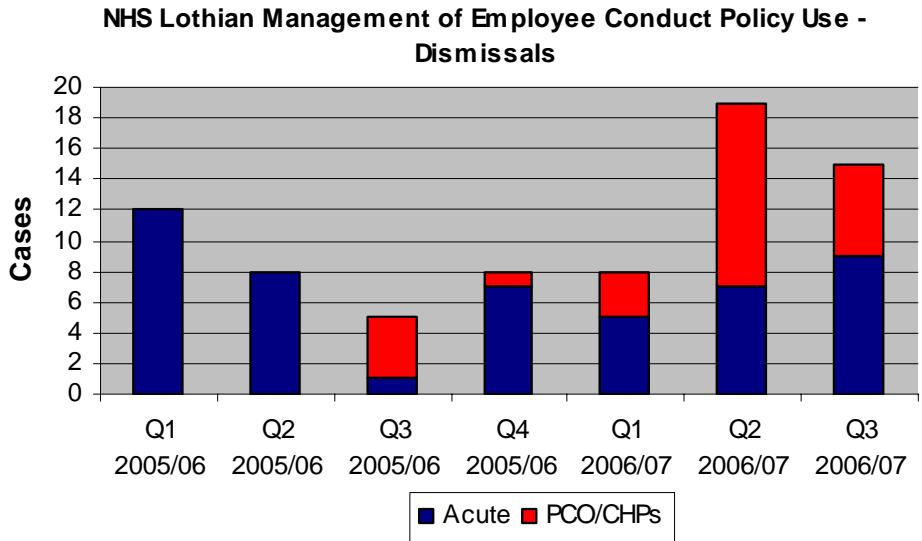
The information below reflects both ongoing and concluded investigations during the past year and current quarter. Almost all investigatory hearings in Lothian have been conducted in compliance with the policy timescales. Continuing to expand policy awareness sessions will potentially address areas where a lack of understanding exists.

Chart 31.



The most common disciplinary action in cases where dismissal is not considered appropriate remains a recorded verbal warning. However, it is clear that all policy options short of dismissal, where considered appropriate, are being utilized.

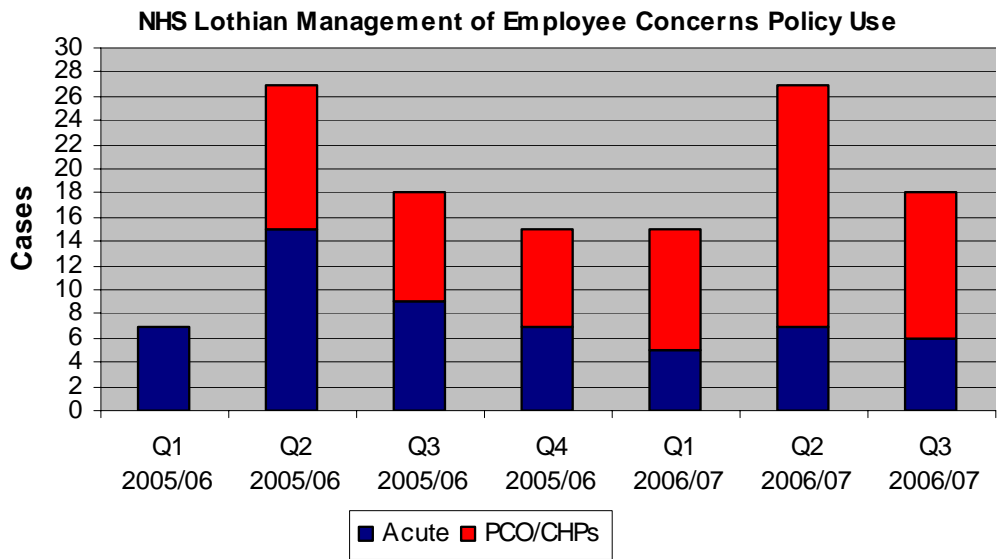
Chart 32



During Q3 2006/07, 15 members of staff were dismissed.

Statistics are not yet available to enable analysis of which stage grievances are most frequently resolved. With the introduction of the new NHS Lothian Employee Concern Policy (formerly known as Grievance Policy) and a renewed emphasis on informally resolving grievances, it is anticipated that the number of grievances will continue to rise.

Chart 33:



11. Agenda for Change Transition

This is a section of the Quarterly report that seeks to keep the Board up to date on the progress of the transition to Agenda for Change (AfC).

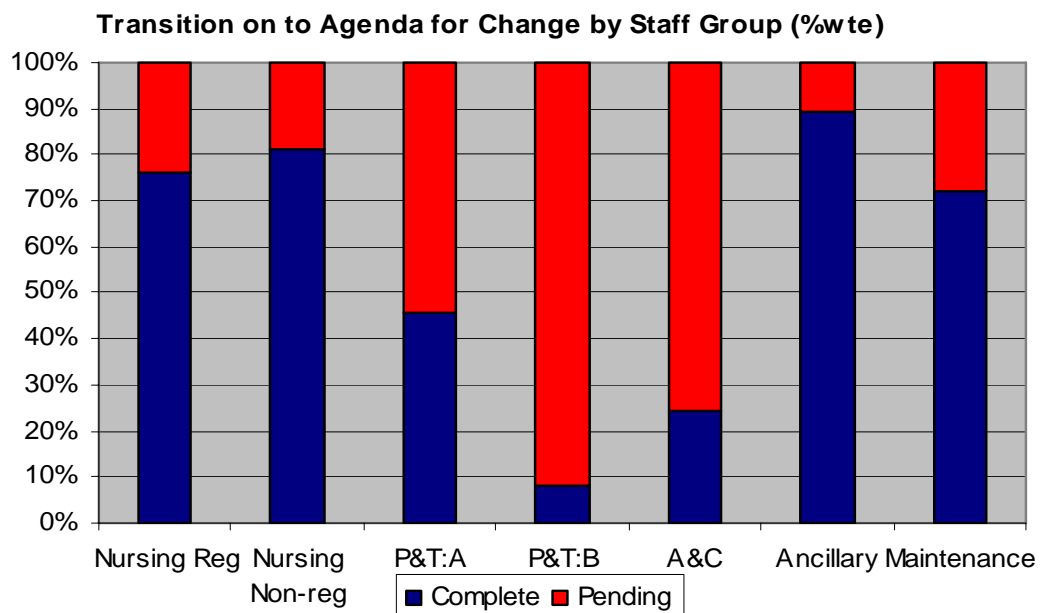
In workforce planning terms this transitional phase poses challenges, as there will be a 'mixed economy' making historical reporting at grade level difficult, it will also impact on the workforce plans as the projected costs and profile of staff may change.

In the Q3 2006/07 period there has been a substantial increase in the number of staff assimilated to Agenda for Change the number of staff on AfC is 9,897 wte, this number is however expected to rapidly accelerate in the coming months. The following table details the progression for Q3 2006/07 and a comparison with Q2 2006/07.

Table 37: Agenda for Change Assimilation

Staff Category	NHS Lothian wte as at September 06	Agenda for wte transition September % complete	NHS Lothian wte as at December 06	Agenda for wte transition December 2006	December % complete
Nursing Reg	6,173	3,673.64 59.52	6,381	4,855.54	76.09
Nursing Non-reg	2,377	1,619.23 68.13	2,371	1,923.96	81.16
P&T:A	1,728	64.26 3.72	1,794	820.12	45.71
P&T:B	1,061	0.13 0.01	936	75.89	8.11
A&C	3,073	- -	3,078	747.38	24.28
Ancillary	1,507	1,030.42 68.37	1,483	1,323.91	89.25
Maintenance	191	- -	209	150.54	71.88
Total	16,109	6,388 39.65	16,253	9,897	60.89

Chart 34:



Between the months of October and December 2006 the staff who have been assimilated have received c£7.3m in pay arrears and other payments. These payments have an impact on all expenditure categories including Overtime, Enhanced and Total Gross Charge. Future reports will include more detail on pay arrears and will seek to determine the split between inflationary pay and that which is associated with grading increases.

12 Human Resources Policy Development

Policy Update as at 31st December 2006

Policies completed, approved by Lothian Partnership Forum and issued

Adoption Leave
Facilitating Breastfeeding on Return to Work
Management of Employee Capability
Carer Leave
Leave for Civil and Public Duties
Compassionate Leave
Dignity at Work
Management of Employee Conduct (Disciplinary Policy)
Equal Opportunities
Facilities Agreement
Flexible Working for Working Parents
Freedom of Speech
Grievance Policy
Homeworking
Job Sharing
Maternity Leave
Organisational Change
Parental Leave
Paternity Leave
Promoting Attendance
Race Equality
Redeployment
Secondment
Special Leave
Management of Violence and Aggression

Policies approved by Lothian Partnership Forum and in process of implementation

Adverse Weather/Major Transport Disruption
Career Breaks (*revision*)
Flexi-Time Systems
Over/Underpayment of Salaries (*revision*)
Term Time Working

Policies/Initiatives completed, approved by Lothian Partnership Forum and implemented

Home Computing Initiative (Salary Sacrifice Scheme)
Childcare Vouchers (Salary Sacrifice Scheme)

Policies awaiting approval of Lothian Partnership Forum

Alcohol and Substance Use
Travel Costs on Transfer of Services

Policies at final draft stage

Fixed Term Contracts
Lone Working
Compressed Working Weeks

Dealing Positively with Stress at Work
Temporary Reduction in Working Hours

Policies at first draft stage

Absence Records
Annualised Hours
Car Leasing
Exit Interviews
Personal Development Planning and Review
Probationary Periods
Staff Development
Team Based Self Rostering
Zero Hours Working Arrangements

Policies currently in preparation/to be developed during 2006/7

Domestic Abuse
Long Service Awards
Removal Expenses
Study Leave (Workforce & Organisational Development Lead)
Working Time Regulations Compliance

“Salary Sacrifice” Schemes:

Bike to Work

Flexible Working Options:

Phased Retiral

PIN Guideline - Managing Health at Work (OHS Lead):

Biological and Chemical Hazards
Reducing Work-Related Driving Risks
Promoting Safe Manual Handling
Glove Selection

Policies Under Review:

Managing Employee Conduct (Disciplinary Policy)
Carer Leave
Compassionate Leave
Grievance Policy
Maternity Leave
Special Leave

Policies to be reviewed in 2006/7:

Adoption Leave
Parental Leave
Paternity Leave

Revised PIN Guidelines (requiring review of existing policies):

Facilities Arrangements
Supporting the Work-Life Balance (covers 16 policies)

Note:

Employment Policy Manuals containing all the policies and revisions implemented from April 2005 have been distributed to all departments across NHS Lothian; the policies are also accessible on the four intranet sites.

Awareness sessions for the majority of these policies were conducted for line managers across a range of sites (28 three-hour sessions) between June and September 2005. Four workshops were held to support implementation of the Promoting Attendance Policy. Briefing programmes for line managers on six key policy areas were conducted between May and July 2006 (13 half-day sessions). Further training on developing associated skills is incorporated in the Induction for Managers programme which commenced in December 2006.

13. Training and Development

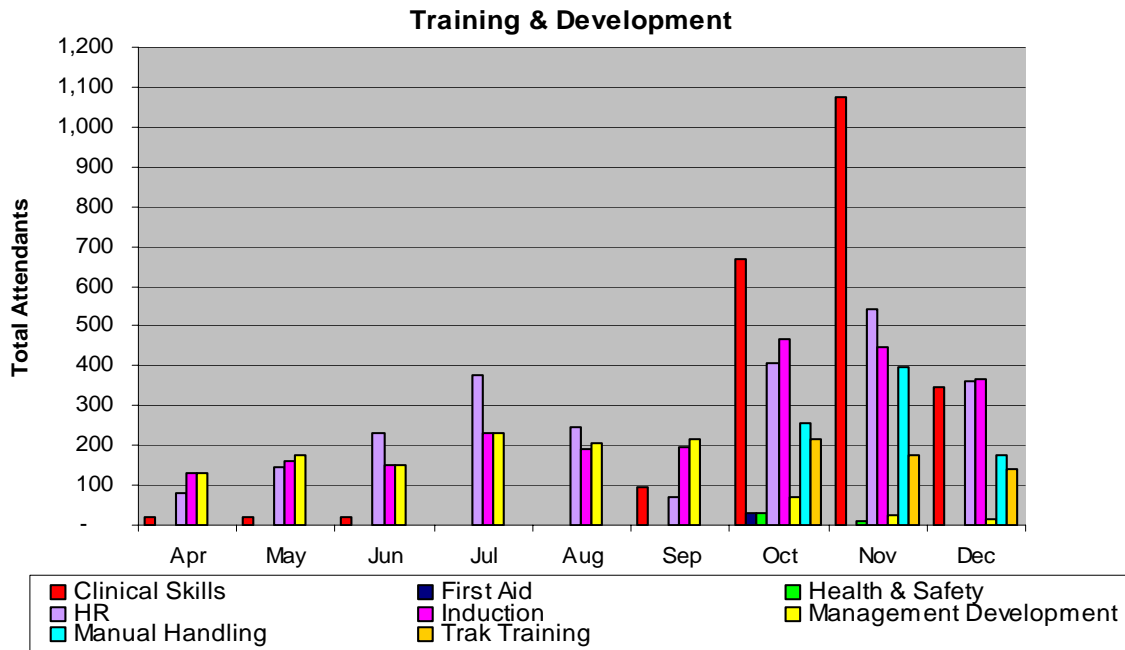
The following table outlines the reported activity that has taken place for Q1 – Q3 2006/07 this report not only details courses provided by Learning and Development but also many other areas including Health and Safety and HR Systems.

The data has been categorised and is detailed in the table below – (a full list of courses and the appropriate category number of attendees has been attached in the appendices.)

Table 38: Training Details April 2006 –December 2006

Course Category	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Grand Total
Clinical Skills	18	18	18	-	-	94	668	1,076	345	2237
First Aid	-	-	-	-	-	-	32	-	-	32
Health & Safety	-	-	-	-	-	-	32	8	-	40
HR	80	148	232	379	244	69	408	544	364	2468
Induction	129	162	149	233	190	198	468	449	366	2344
Management Development	129	175	149	233	205	216	69	24	14	1214
Manual Handling	-	-	-	-	-	-	258	397	176	831
Trak Training	-	-	-	-	-	-	215	174	140	529
Grand Total	356	503	548	845	639	577	2,150	2,672	1,405	9695

Chart 35



14. Ethnic Monitoring

Ethnic monitoring is now recorded through the Northgate Empower HR system and it is now believed that the entire NHS Lothian workforce is included within the data supplied. The figures below do not however include staff on Nurse Bank.

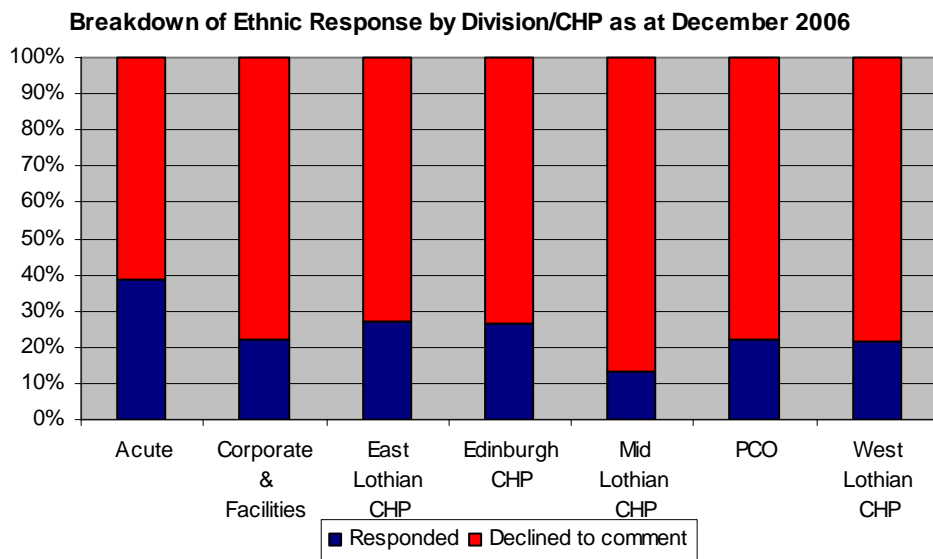
The figures confirm that 29.8% of the workforce have responded to the questions previously asked about Ethnic Diversity by staff group the following chart outlines the response by Division and CHP.

Table 39: Responses to ethnic monitoring as at December 2006

	Medical	Nursing Reg	Nursing Non reg	P&T A	P&T B	A&C/SM	Ancillary	Maintenance	Total
Declined to Comment	2,124	4,802	2,110	1,259	1,252	2,567	1,970	115	16,199
Declined to Comment (%)	80.68	62.41	72.47	65.15	70.19	68.22	84.21	73.21	67.19
Responded	556	2,913	845	691	551	1,220	362	46	7,184
Responded (%)	19.32	37.59	27.53	34.85	29.81	31.78	15.79	26.79	29.80

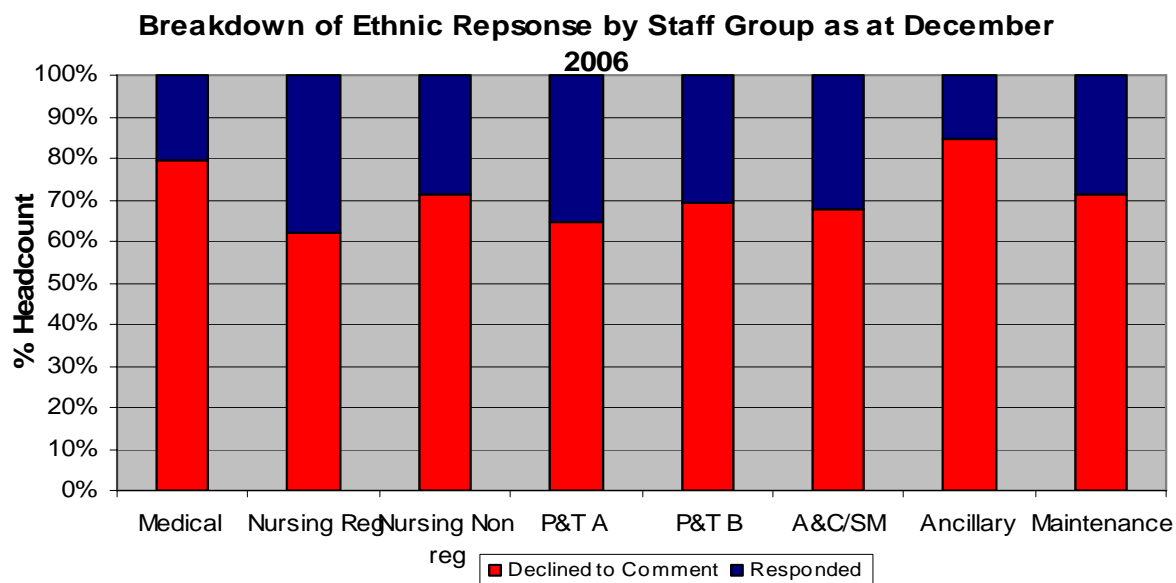
The figures are for headcount and exclude those staff working within Nurse Bank and with more than one job with NHS Lothian and amounts to a total of 23,383.

Chart 36:



It is possible to see from the above figures that there is a higher level of response those who work within Acute Services, this is in the main due to the fact that there is higher turnover and information on new starts has been obtained as part of the recruitment process. The chart below details responses by staff group.

Chart 37:

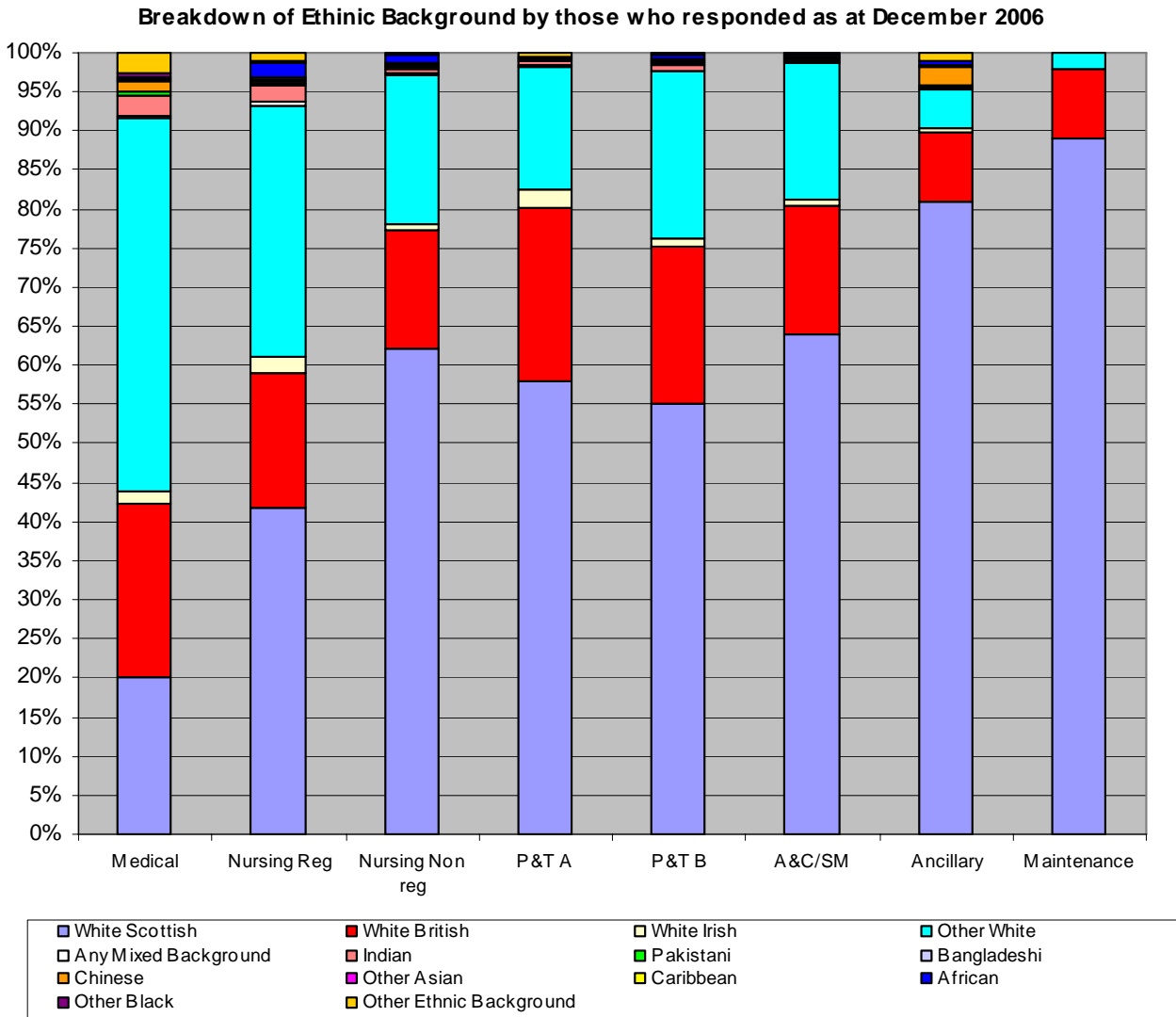


The ethnic background of those who have responded is shown in the table and chart below.

Table 39: Identifying Ethnic Backgrounds of those who responded

Ethnic Group	Staff Group								Total
	Medical	Nursing Reg	Nursing Non reg	P&T A	P&T B	A&C/SM	Ancillary	Maintenance	
White Scottish	112	1,217	524	400	303	781	293	41	3,671
White British	123	501	130	154	111	201	32	4	1,256
White Irish	9	60	6	16	6	10	2	-	109
Other White	266	940	160	109	118	211	18	1	1,823
Any Mixed Background	1	9	4	2	-	2	-	-	18
Indian	15	64	4	3	4	3	1	-	94
Pakistani	2	4	1	-	2	1	1	-	11
Bangladeshi	1	2	-	-	-	-	-	-	3
Chinese	7	11	3	2	1	5	8	-	37
Other Asian	1	9	2	-	1	3	1	-	17
Caribbean	-	4	1	-	-	1	-	-	6
African	2	52	7	2	3	1	2	-	69
Other Black	2	8	-	-	1	-	-	-	11
Other Ethnic Background	15	32	3	3	1	1	4	-	59
Grand Total	556	2,913	845	691	551	1,220	362	46	7,184

Chart 38



In future Quarterly reports will provide further analysis with regards to Ethnic profile covering;

- analysis of applicants for employment
- analysis of successful applicants
- analysis of profile of those who participate in training development
- analysis of career changes such as promotion

15. Special Report – GP and Dental practice workforce

NHS Lothian GP Workforce Survey Results

Background

Whilst NHS Lothian has relatively robust workforce information on directly paid staff it pays directly, there have been significant gaps in relation to staff in areas such as General Practice. This has been highlighted as an area of concern at both national and local levels given that this is a significant part of the healthcare workforce.

At a national level it is necessary for the SEHD to be able to assess demand requirements for medical and nursing staff in order that they can commission the appropriate numbers within Universities to ensure adequate supply.

In order to determine the profile of this workforce a national pilot was instigated, with Lothian as one of the initial participants. The survey sought to identify the following

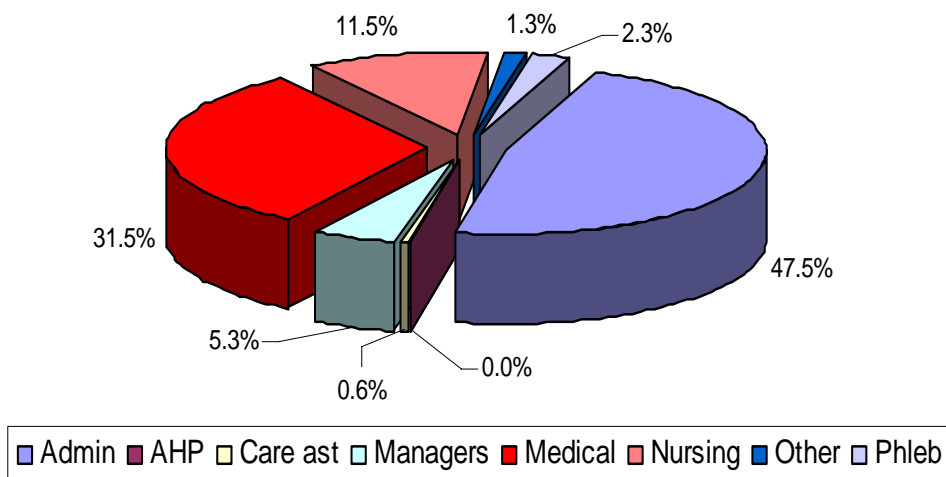
- Number of staff by staff group
- Number of staff within medical staff group
- Extent of full & part time working
- Gender profile
- Age profile

The survey was distributed to all 123 practices and consequently 115 responses were received of which 80 were complete and 25 incomplete, these are detailed in the following section.

Workforce Profile

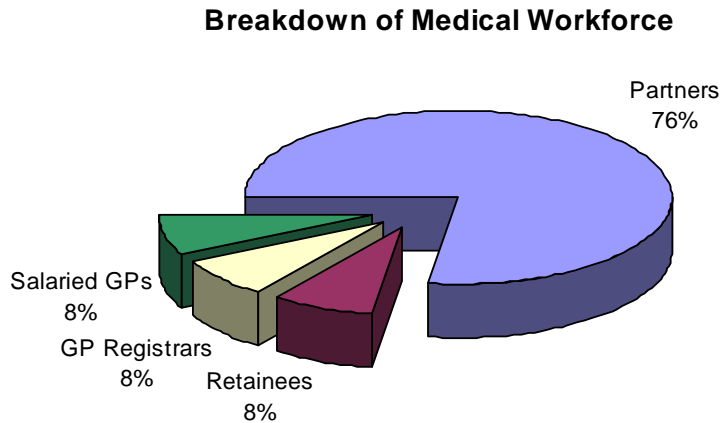
Chart 39:

Distribution of Staff Category - GP Practice's as at August 2006(2154 heads)



Within approximately 53% of the workforce is associated with Management and Administration admin, 44% associated with clinical care and treatment, with clinical support roles covering the remaining 3%.

Chart 40:

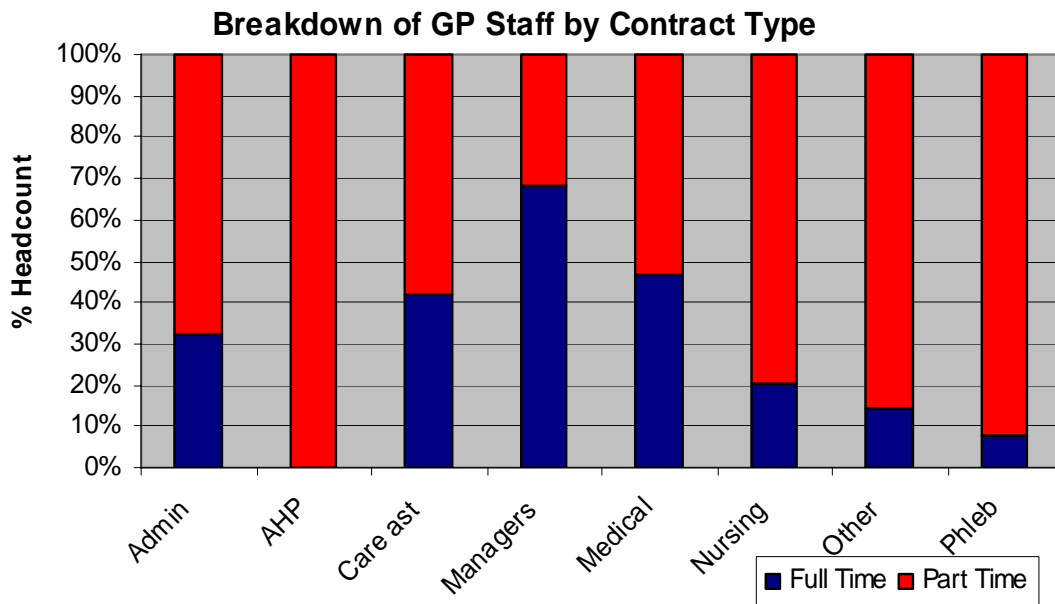


Within this workforce 92% of the workforce are fully qualified with the training grade component of 8%. The 8% Salaried GPs represent staff that are directly employed by NHS Lothian and the 8% of retainees represent staff that are employed via NES for up to a maximum of four sessions per week within a given practice. Retainees are essentially staff who may be at a reduced capacity, for example due to caring responsibilities for family.

Working Patterns

The following chart details the part/full time profile within the workforce.

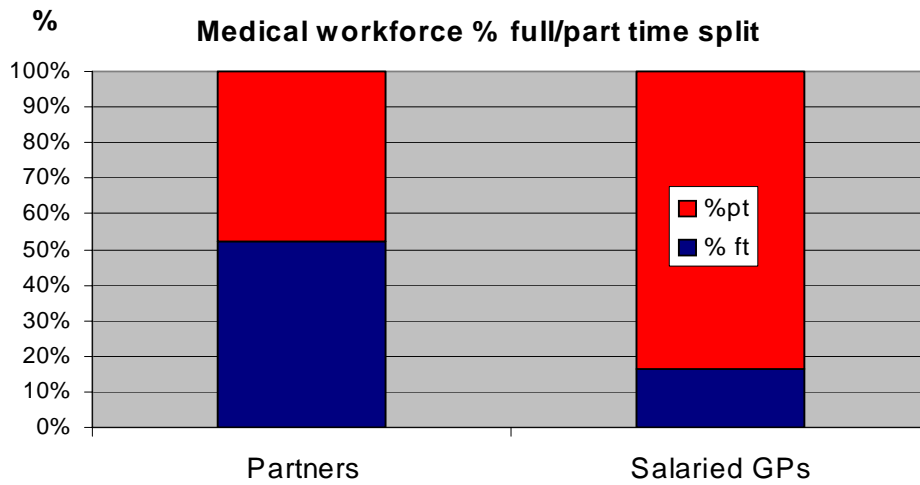
Chart 41:



Within all categories the majority of the staff work on a part-time basis with the exception of Managers where only approximately 32% work part-time. This pilot survey did not however gather any information on the average number of hours worked, which is important for the SEHD to know for informing the commissioning of training for clinical staff.

Chart 42:

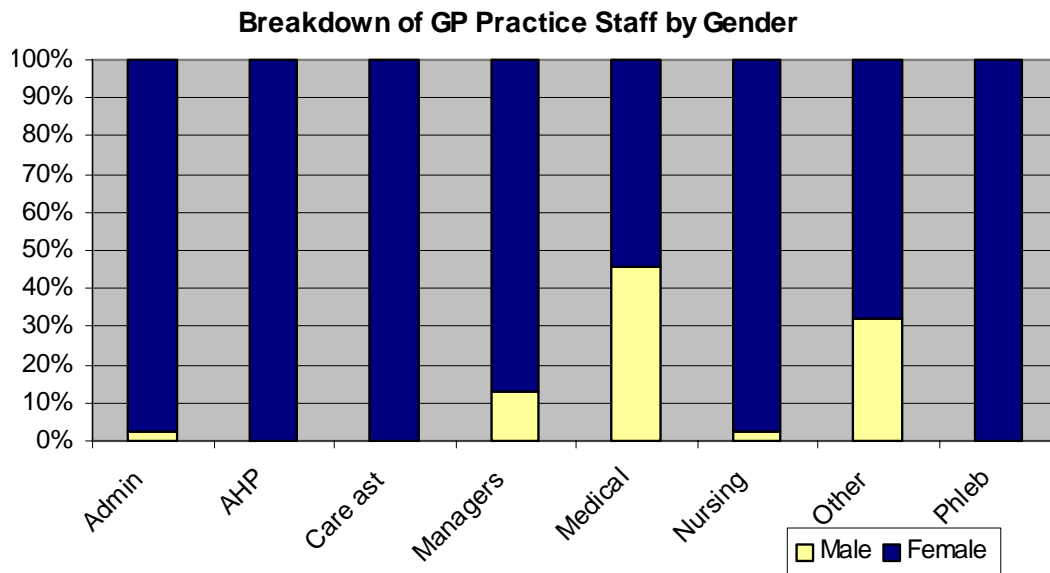
The following chart provides further detail within the medical workforce.



Approximately 53% of partners work full-time, this varies significantly with salaried GPs where only 18% work full time. Unfortunately robust intelligence around historic working patterns does not exist, however anecdotal evidence suggests that there has been a significant reduction in the extent of full time working and in the average number of hours worked. Given the increasing feminisation of the medical workforce within all sectors forecasting training places will be difficult as the overall contribution within a career reduces and therefore more trainees are required to maintain overall volumes of service.

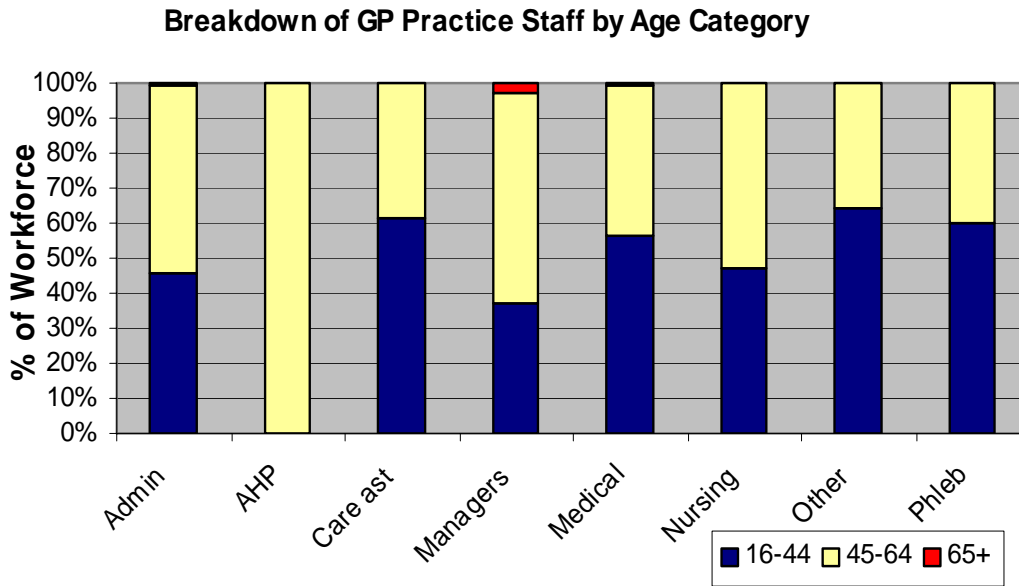
Gender and Age Distribution

Chart 43:



The vast majority of the workforce in all categories is female; within the medical workforce this is now 53% reflecting the significant feminisation of the workforce.

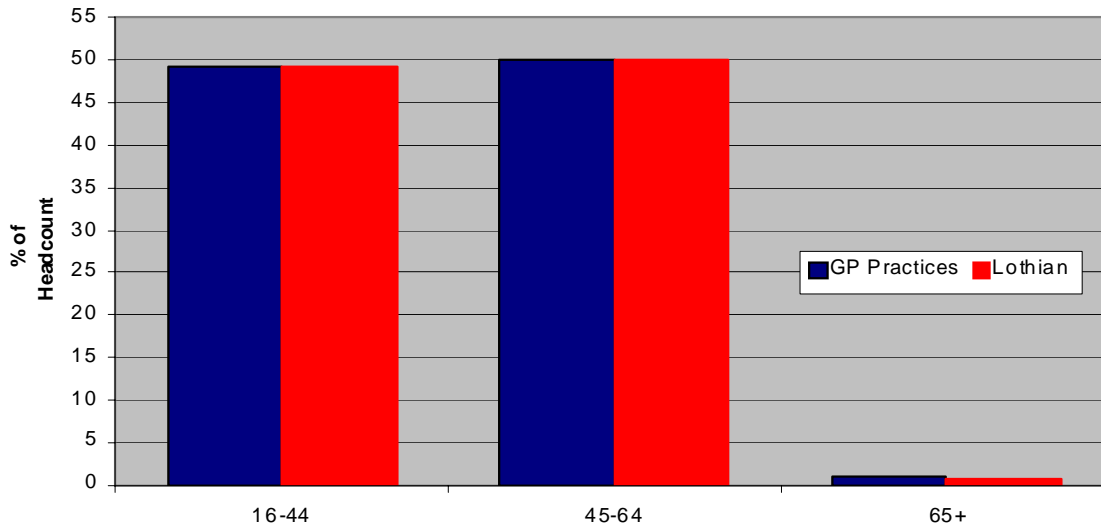
Chart 44:



The medical workforce is the only group here the majority are under the age of 45, in general there is a relatively mature workforce with admin, management, AHPs and nursing where the majority of staff are between 45 and 64 years old. The following chart details a comparison with the overall NHS Lothian workforce.

Chart 45:

Comparison between GP Practice Staff and NHS Lothian Staff by Age Category



At this level there is minimal difference overall, however in order to make more meaningful comparison it is necessary to obtain a more detailed demographic profile of the GP practice workforce by 5 year age category. This was highlighted as part of the pilot and will be incorporated into the 2007 exercise.

Retirals

The following charts detail the proportion of practices that anticipate retirals within the next five years and the areas where these will occur.

Chart 46:

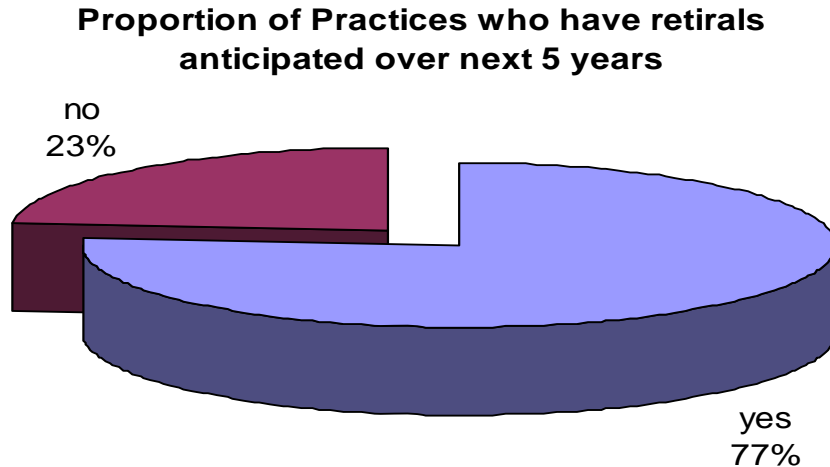
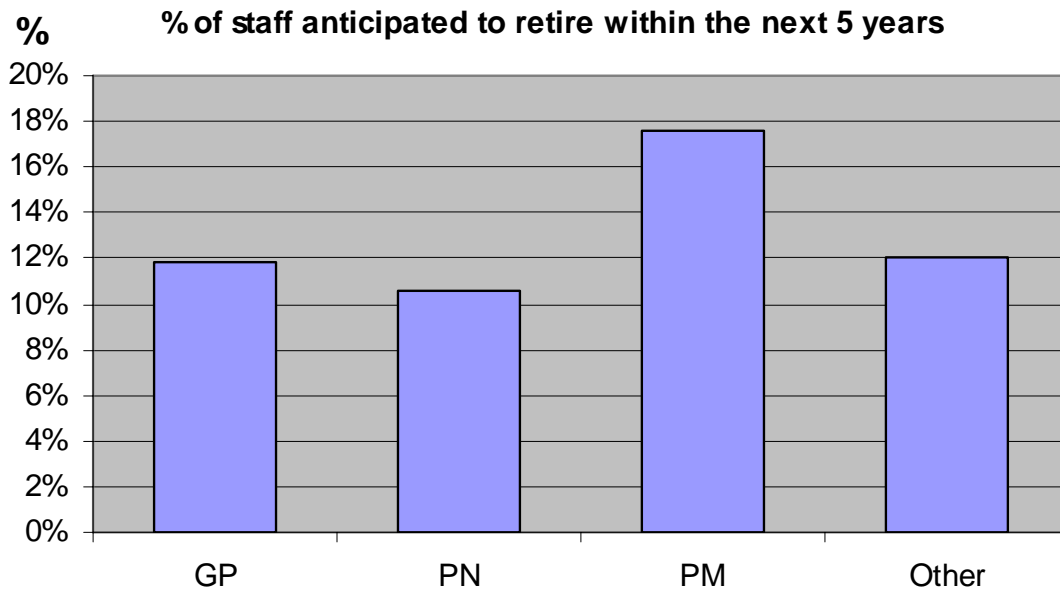


Chart 47:



Within this timeframe there are significant levels of retirement anticipated, with more than one in ten of the workforce likely to retire. The level is highest within practice management with approximately 18% planning to retire.

Within the GP workforce there are 68 anticipated retirals within the next 5 years, with 29 (43%) expected to be filled by another GP, however the fill option within the remaining 39 (57%) not yet determined.

Conclusion

This initial GP workforce survey has successfully established a baseline albeit limited in scope, with an excellent level of response across the practices. It is hoped that future surveys will be able

to collect further information in relation to some of the workforce supply issues, particularly around the areas of demography and working patterns.

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Appendix 1

Table detailing all courses undertaken by staff April to December 2006

Category	Course Title	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Clinical Skills	Advanced Neonatal Resuscitation	-	-	-	-	-	-	7	8	3
	Best Practice Conference	-	-	-	-	-	-	-	147	-
	Breast Feeding Refresher Workshop	-	-	-	-	-	-	6	-	-
	Cannulation Programme	-	-	-	-	-	-	37	50	45
	Cervical Screening	-	-	-	-	-	2	-	-	-
	Change Acceleration Programme CAP	-	-	-	-	-	-	18	-	-
	Clinical Update	-	-	-	-	-	-	171	230	78
	Coronary Heart Disease Prevention in Primary Care – Mid Course Revision Session	-	-	-	-	-	70	-	-	-
	ELS- Express Results & Orders	-	-	-	-	-	-	1	-	-
	IV Therapy Programme	-	-	-	-	-	-	41	62	23
	Male Catheterisation	-	-	-	-	-	-	15	25	8
	Management of Central Lines	-	-	-	-	-	-	17	-	-
	Management of Violence and Agression	-	-	-	-	-	-	87	203	37
	Mandatory Group 1 Workshops	-	-	-	-	-	-	3	-	-
	Mandatory Module 1 & 2	-	-	-	-	-	-	61	94	38
	Mandatory Procedural Update	-	-	-	-	-	-	21	21	13
	Medical Devices Training	-	-	-	-	-	-	12	24	17
	Recording A Standard 12 Lead ECG	-	-	-	-	-	-	26	25	-
	REHIS Intermediate Food Hygiene	-	-	-	-	-	-	-	5	5
	RHSC Basic Life Support Open Session	-	-	-	-	-	-	6	19	-
	Skills for Clinical Practice Module	-	-	-	-	-	-	20	24	12
	Skills For Supervision	-	-	-	-	-	-	-	13	-
	Springboard Day	18	18	18	-	-	12	12	12	12
	Study & Writing Skills Workshop	-	-	-	-	-	-	13	-	-
	The Final Act of Care	-	-	-	-	-	-	-	10	-
	The Management of COPD / Spirometry in General Practice	-	-	-	-	-	10	-	-	-
	The Nature of Cancer	-	-	-	-	-	-	-	21	-
	Theatre/ICU Link Follow Up	-	-	-	-	-	-	-	5	-
	Theatres Update	-	-	-	-	-	-	10	-	3
	Tracheostomy & Suctioning Techniques	-	-	-	-	-	-	9	3	-
	Update ICU	-	-	-	-	-	-	25	23	8
	Vascular Access Devices	-	-	-	-	-	-	-	16	-
Venepuncture Programme	-	-	-	-	-	-	32	36	43	
Work Out Training	-	-	-	-	-	-	18	-	-	
Clinical Skills Total		18	18	18	-	-	94	668	1,076	345

Appendix 1

Category	Course Title	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
First Aid	First Aid 4 Day Course - Day 1	-	-	-	-	-	-	8	-	-
	First Aid 4 Day Course - Day 2	-	-	-	-	-	-	8	-	-
	First Aid 4 Day Course - Day 3	-	-	-	-	-	-	8	-	-
	First Aid 4 Day Course - Day 4	-	-	-	-	-	-	8	-	-
First Aid Total								32		
Health & Safety	COSHH	-	-	-	-	-	-	9	-	-
	Health and Safety Risk Management	-	-	-	-	-	-	13	6	-
	Incident Reporting & Investigation Trgn	-	-	-	-	-	-	10	2	-
Health & Safety Total								32	8	
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
HR	Equality & Diversity Impact Assessment	-	12	-	13	-	-	-	15	-
	Fair for All: Promoting Race Equality	17	-	-	-	9	4	-	28	-
	Good Attitude Training	17	-	-	-	9	4	205	224	173
	HR Policies and Staff Governance	-	88	175	260	-	-	-	-	-
	PDPP/Appraisal Training	-	-	-	-	-	-	53	-	-
	Practice Receptionist Programme	-	-	-	-	-	12	-	-	-
	Promoting Race Equality	34	35	22	-	-	-	-	-	-
	Protecting Vulnerable Adults Guidelines	-	-	-	90	39	-	-	-	-
	PWA - Recruitment	-	-	-	-	-	-	-	4	-
	PWA Absence Training	-	-	-	-	-	-	-	1	6
	PWA- Core Personnel Module	-	-	-	-	-	-	-	3	5
	PWA Intranet Version Managers Training	-	-	-	-	-	-	36	78	48
	Recruitment & Selection	-	-	23	16	16	19	-	-	-
	RHSC - Mentor Update Course Child Health	-	-	-	-	-	-	6	11	-
	Stress Resolution Programme	12	13	12	-	-	-	-	-	-
	Violence & Aggression	-	-	-	-	171	30	32	22	-
	Violence & Aggression Module 1	-	-	-	-	-	-	30	65	53
	Violence & Aggression Module 2	-	-	-	-	-	-	-	-	-
	Breakaway	-	-	-	-	-	-	21	49	38
	Violence & Aggression Module 3	-	-	-	-	-	-	-	10	18
Violence & Aggression Refresher	-	-	-	-	-	-	16	23	23	
Violences & Aggression 2 Day	-	-	-	-	-	-	9	11	-	
HR Total		80	148	232	379	244	69	408	544	364
Category	Course Title	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Induction	Induction	129	162	149	233	190	190	205	224	173
	Induction for GP Staff	-	-	-	-	-	8	-	-	-
	Induction St Johns Hospital	-	-	-	-	-	-	81	69	55
	Induction Western General Hospital	-	-	-	-	-	-	182	151	138
	Professional Induction Day (Reprohealth)	-	-	-	-	-	-	-	5	-
Induction Total		129	162	149	233	190	198	468	449	366
Management Development	ilm Level 3 Introductory Certificate in First Line Management	-	13	-	-	15	18	-	-	-
	Introduction to Management Programme Level 1	-	-	-	-	-	-	-	15	-
	Leadership Training	129	162	149	233	190	190	27	-	-
	LEAN Training	-	-	-	-	-	8	18	-	-
	Mentorship Update 1/2 day Session	-	-	-	-	-	-	24	9	14
Management Development Total		129	175	149	233	205	216	69	24	14
Manual Handling	0.5 Day Course For Non Patient Handlers	-	-	-	-	-	-	16	-	18
	0.5 Day for A&C Staff	-	-	-	-	-	-	3	16	19
	0.5 Day Patient Handler Update	-	-	-	-	-	-	62	101	50
	0.5 Day Update Theatres & ITU	-	-	-	-	-	-	9	9	5
	1 Day Patient Handling Induction	-	-	-	-	-	-	72	72	28
	2 Hour Non-Nursing Induction	-	-	-	-	-	-	-	-	31
	3.5 Hour Non-Nursing Induction	-	-	-	-	-	-	22	43	11
	Minimal Patient Handling Update	-	-	-	-	-	-	6	12	-
	Module 1 - MH	-	-	-	-	-	-	30	84	-
	Module 2 - MT	-	-	-	-	-	-	9	34	14
	Onsite Update	-	-	-	-	-	-	24	-	-
	Update Physios & Ots	-	-	-	-	-	-	5	26	-
Manual Handling Total								258	397	176