

**Workforce Report As At End December 2009**

Key Performance Indicators						
KPI	Target	Dec-09			Movement	
Total Paybill £000s for YTD	£62,249	£64,917			↑ ● Total overspend compared to budget is £2,668k	
Sickness Cumulative	3.25% Q2	3.78%			↑ ● An increase of 0.04% compared to November 2009.	
Total Spend on Non-Employed Staff (Inc.locums, bank) for YTD £000s	£4,417	£7,420			↑ ● Total overspend on non employed staff compared to budget is £3,003k	
EWTD	100% by Aug 2009	100%			● This excludes the Medicine SpR rotas which have been granted a derogation	
Turnover	10 -12%	9.45%			↑ ● Note that this figure includes all staff except junior doctors	
<b>Headcount and payroll</b>	<b>Actual outcome December 2009</b>	<b>Budgeted outcome December 2009</b>	<b>Variance</b>	<b>Actual December 08 total pay at 09/10 rates(+2.4% April 2009)</b>	<b>Variance 2009-10 v 2008-09</b>	<b>Top level reason /Action</b>
Total pay December 2009 £000's	£7,157	£6,768	(£ 389)	£6,883	£274	59 members of staff on maternity leave, 38 absent due to sickness for 4 weeks or more.
Staff in Post WTE excl PAs	2,010	2,110	101	2,007	3	
Headcount	2,399			2,403	-4	
Total Staff used WTE (Staff in post + extra staff)	2,165	2,110	(55)	2,190	-25	
Total Extra Staff Used	155			183	-28	
<b>Non-Employed Staff (bank, agency &amp; on-call)</b>				<b>Actual Dec 08 non employed pay at 09/10 rates(+2.4% April 2009 pay rises)</b>	<b>Variance 2009-10 v 2008-09</b>	
Extra staff spend £000's Dec 2009	£607	£190	(£ 417)	£682	-£75	
	<b>Dec-09</b>	<b>Sep-09</b>	<b>Jun-09</b>	<b>Mar-09</b>	<b>Dec-08</b>	
Extra staff used WTE	155	217	180	199	183	
<b>Bank &amp; Agency</b>	<b>Dec-09</b>	<b>Cum Spend YTD Current Year</b>			<b>Actual Cum Spend YTD Last Year</b>	
Total £000's	£607	£7,389			£5,590	
Doctors £000s	£203	£2,787			£2,331	
Nurses £000s	£204	£2,047			£1,456	
Tech & Scientific £000s	£25	£774			£354	
Additional Hours £000s	£134	£1,319			£1,186	
Other	£41	£462			£263	
<b>Sickness Absence</b>	<b>Dec-09</b>	<b>Target</b>	<b>Variance</b>		<b>Dec-08</b>	
Rate % (monthly)	4.08	3.25	(0.83)		3.89	
<b>Vacancies</b>	<b>Dec-09</b>	<b>Sep-09</b>	<b>Jun-09</b>	<b>Mar-09</b>	<b>Dec-08</b>	
Total WTE	101	94	125	111	116	
Doctors WTE	10	9	13	6	10	
Nurses & Midwives WTE	44	44	46	39	24	
Tech WTE	5.48	12	22	20	18	
Other	41.52	29	44	46	64	
<b>Staff Turnover %</b>	<b>9.45%</b>	<b>9.24%</b>	<b>10.47%</b>	<b>10.52%</b>	<b>9.07%</b>	
<b>Diversity</b>	The workforce remains representative of the local population					

**Key Points: December 2009**

**Pay bill** - The overspend on total pay against total budget for the month of December was £389k. When compared to November 2009, the variance of pay v budget has increased by £144k.

The total actual spend on pay has reduced by £53k compared to November 2009 (0.74%), however the variance has increased due to a reduction in the monthly budget.

For the year to date, the total overspend on pay compared to total pay budget has increased to £2,668k which equates to 4.1% of total spend on pay (3.9% in November).

The total spend on non employed pay in the year to date is £7,420k, which represents 11.4% of the total spend on pay.

Total pay budget in December 2009 was £6,768k. The pay budget for December has been reduced by 2.8% compared to November as a result of Cost Improvement Programme combined with the reduced number of budgeted staff as a result of the transfer of Pathology staff.

Of the total spend on pay, £637k was spent on extra staff - made up of £292k spent on bank staff, £131k on additional hours and £215k on agency workers, of which £136k (67%) was spent on medical locums in the month. The spend on medical locums decreased by 29.5% between November and December.

- Income is again ahead of plan.

At the end of December, the budgeted number of staff was 2,110 wte, which is a reduction of 66 wte budgeted staff, most ly due to the transfer of Pathology staff to GSTS on 1 December 2009. The budgeted number of staff increased in Women & Children by 17 wte, mostly in Maternity Hospital Services, in line with the agreed plan. Vacancies have increased to 101 wte (an increase of 9 wte compared to November). Most of these increased vacancies are for qualified nurses and midwives, and are due to budgetary changes.

Once extra staff (which includes bank, agency and extra hours) have been added, the equivalent total number of staff used in the month was 2,165 wte, which is an equivalent of 55 wte over budget in the month. This is an improvement on November when 94 wte staff were used over the budgeted number.

**Issues**

- Spend on agency staff in theatres was approximately the same as in November.
- Monthly sickness is static at 4.08%
- The third and final annual payment to clinical staff working at bands 5 - 8a was made in December. This was a cost of £39k and payments are made as a contribution to registration fees, as agreed in Agenda for Change.
- High use of bank staff in A & E, Scrubs, and Shuttleworth ward.

**Other Points to Note**

Employment Services have reported a reduction in the recruitment process from 22 weeks in June 2009 to a current average of 10 weeks, resulting in reduced recruitment costs plus a reduction in the requirement for non employed staff to cover interim periods.

- 69% of staff eligible for an annual appraisal have completed the appraisal process.

**Actions in place to reduce spend on extra staff:**

- Vacancies authorised by EDs weekly - restrictions in place.
- Agency / bank bookings controlled by General Managers.
- Overtime restricted across all areas, paid at plain time rates for the majority of bookings.
- Use of e-procurement system as additional control for medical locum bookings commencing in November across the Trust.
- Stronger management of leave, aided by the extension of the e-rostering system.
- Divisions reviewing the need for continuation of long term locums in place.
- Adjusting rotas to reduce the requirement for locums during periods of annual leave or sickness.
- Ensure that all bank work is controlled through the NHS-P office. Scrubs and Anaesthetics commenced the use of their substantive staff working through NHSP, rather than using agency staff. Theatre porters have joined the bank.

## Summary Pay Report Revised - April to Mar 10

	Empl Pay	Non Empl	Non Empl		Non Empl	
	Spend	Pay	Spend	spend as a	Non Empl spend excl	
	£ 000's	£ 000's	Total Spend	% of Total	vacancies	%
Actuals - Apr-09	6,254	801	7,055	11.4%	682	10.9
May-09	6,343	730	7,073	10.3%	614	9.7
Jun-09	6,339	825	7,164	11.5%	728	11.5
Jul-09	6,302	999	7,301	13.7%	864	13.7
Aug-09	6,378	900	7,278	12.4%	751	11.8
Sep-09	6,348	927	7,275	12.7%	799	12.6
Oct-09	6,524	882	7,406	11.9%	756	11.6
Nov-09	6,491	719	7,210	10.0%	621	9.6
Dec-09	6,519	637	7,157	8.9%	493	9.6
Cum	57,498	7,420	64,918	11.4%	6,308	11.7

### Employed Pay Spend

	Surg	Med	W & C	OpServ	Corp Serv	Totals
	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's
Apr-09	1,700	2,678	878	351	647	6,254
May	1,733	2,710	889	357	654	6,343
Jun	1,728	2,776	860	364	610	6,339
July	1,594	2,736	868	491	613	6,302
Aug	1,720	2,727	883	390	658	6,378
Sept	1,715	2,716	262	389	1,265	6,348
Oct	1,754	2,792	825	393	761	6,524
Nov	1,728	2,773	833	394	763	6,491
Dec	1,847	2,670	839	391	738	6,485
	15,519	24,577	7,138	3,519	6,744	57,498
Budget	15,382	24,768	7,256	3,553	6,873	57,832
Variance	(137)	191	118	34	129	335

Employed staff includes On-Call and Standby payments

### Non Employed Pay Spend

	Surg	Med	W & C	OpServ	Corp Serv	Totals
	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's
Apr-09	214	449	31	80	27	801
May	180	423	44	72	11	730
Jun	213	402	49	74	87	825
July	286	501	108	81	23	999
Aug	299	433	64	76	28	900
Sept	328	420	-5	80	103	927
Oct	283	433	54	76	37	882
Nov	166	400	48	72	32	719
Dec	170	332	28	60	48	637
	2,140	3,793	421	670	397	7,419
Budget	1,221	1,915	379	670	232	4,417
Variance	(919)	(1,878)	(42)	(0)	(164)	(3,003)

Non employed spend :

- Bank / Internal locums / Agency staff costs
- Additional Hours / Overtime

Within NHS-P the individuals making the request are asked to clarify the reason, this is completed for both Nursing & Admin :

### Nursing

	A/Leave	Sickness	Maternity	Vacancies	Other	Totals	Total excl Vacancies
April	10,748	27,212	12,415	92,504	62,694	205,573	113,069
May	4,955	31,144	7,256	88,525	66,197	198,077	109,552
Jun	11,663	27,890	10,653	70,337	44,722	165,265	94,928
Jul	15,726	35,319	22,611	108,336	27,089	209,081	100,745
Aug	20,429	35,210	11,624	111,551	13,405	192,219	80,668
Sept	15,258	40,371	10,951	91,418	16,367	174,365	82,947
Oct	18,750	49,783	12,100	87,015	23,041	190,689	103,674
Nov	9,953	45,036	11,797	67,419	30,526	164,731	97,312
Dec	5,605	38,977	12,943	89,209	28,633	175,367	86,158

A&C

	A/Leave	Sickness	Maternity	Vacancies	Other	Totals	Total excl Vacancies
April	652	1,452	0	26,414	0	28,518	2,104
May	613	1,349	626	26,775	360	29,723	2,948
Jun	877	996	61	27,155	-248	28,841	1,686
Jul	1,368	885	0	43,325	229	45,807	1,686
Aug	1,408	2,895	196	37,640	1,686	43,825	6,185
Sept	1,239	5,230	294	36,915	1,292	44,970	8,055
Oct	1,858	4,963	0	38,271	2,985	48,077	9,806
Nov	420	1,223	0	30,496	2,100	34,239	3,743
Dec	0	415	0	24,472	3,047	27,934	3,462

NHS-P = Internal temporary staff bank

\* 'Other' Includes: Study leave, carers' leave, discharge planning backfill, high demand

Accident and Emergency have used **agency** staff to cover due to high vacancies

Within nursing, Annual Leave is spread evenly across the first 6 months, however, there is an impact on areas with high vacancies when staff take annual leave, resulting in the need for temporary cover

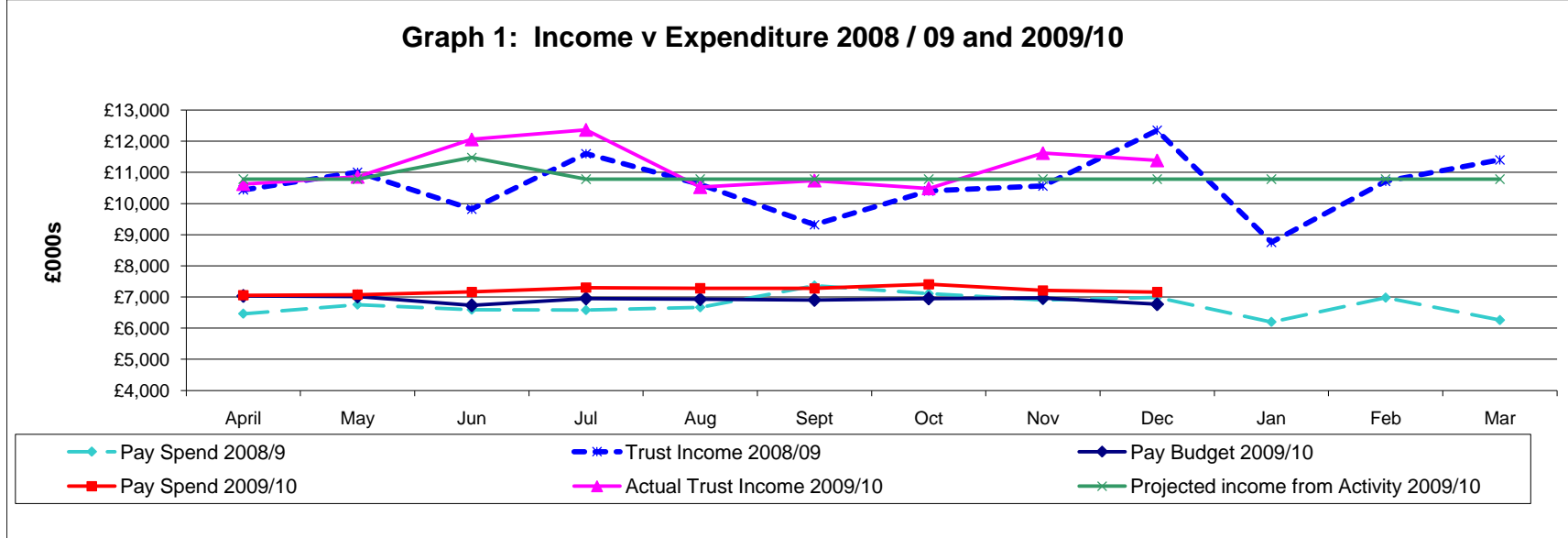
	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec	Total
	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's
<b>Bank</b>										
Nursing	206	198	165	209	192	174	191	165	175	1,675
A&C	29	30	29	46	44	45	48	34	28	332
Medics	67	68	71	101	83	66	81	58	67	662
Add'n Hrs	131	132	184	147	147	153	140	151	134	1,319
	432	428	449	503	466	438	460	408	404	3,988
<b>Agency</b>										
Medics	202	154	228	316	283	331	282	193	136	2,125
Nursing	76	62	35	45	27	44	33	21	29	372
STT	57	62	76	95	78	79	85	89	25	646
HCS	10	7	14	27	30	18	14	8	0	128
A&C	24	16	23	13	16	17	8	0	13	130
	369	301	376	496	434	489	422	311	203	3,401
	801	729	825	999	900	927	882	719	607	7,389

STT: Dental staff, theatre practitioners, pharmacists, allied health professionals

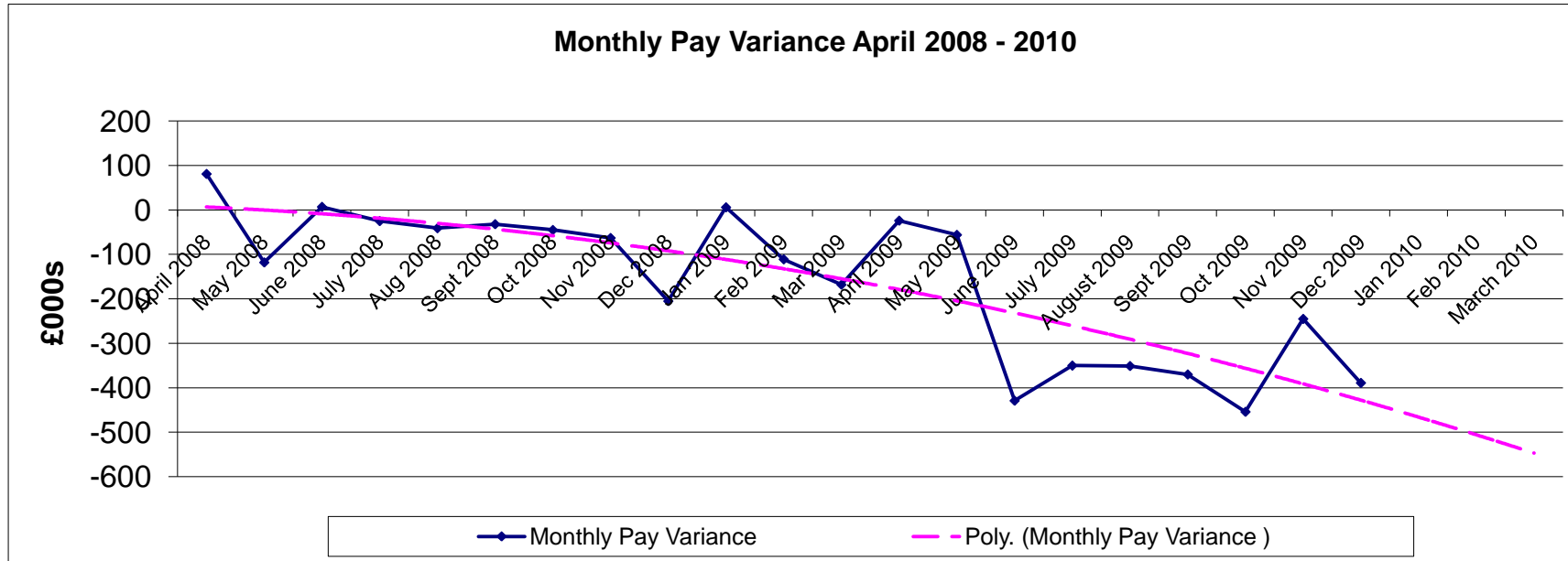
HCS: Audiology, pathology, cardiology, retinal screeners,

Workforce Report As At End December 2009

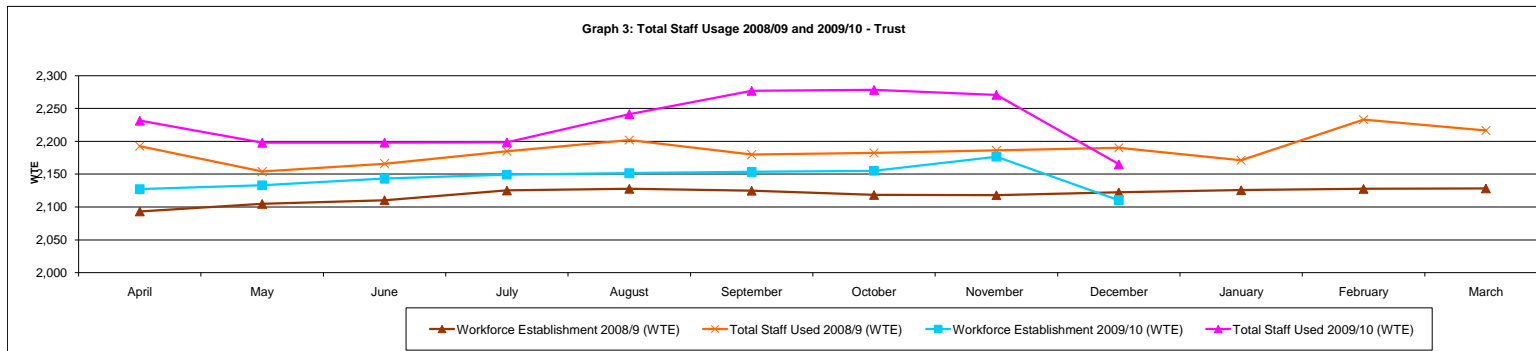
Graph 1: Income v Expenditure 2008 / 09 and 2009/10



Monthly Pay Variance April 2008 - 2010

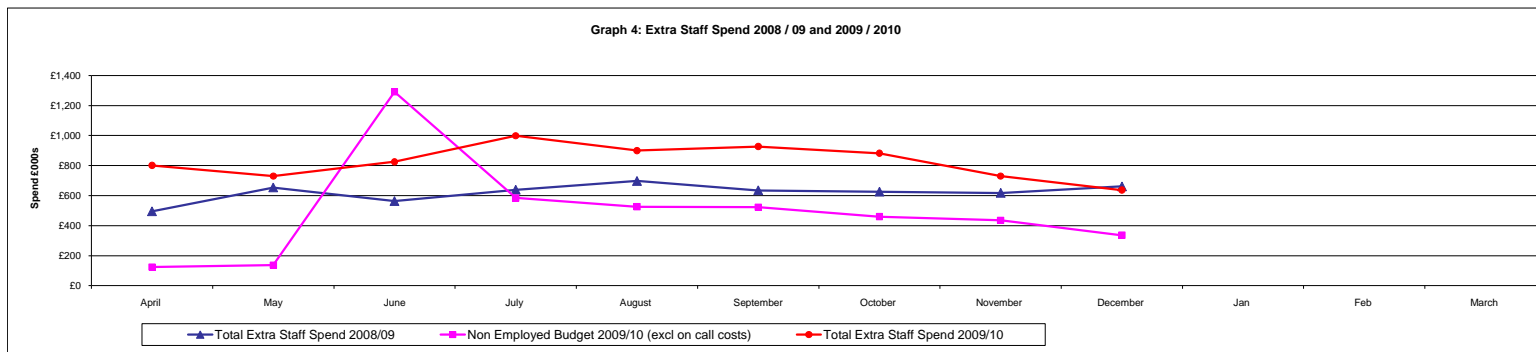


## Workforce Report As At End December 2009



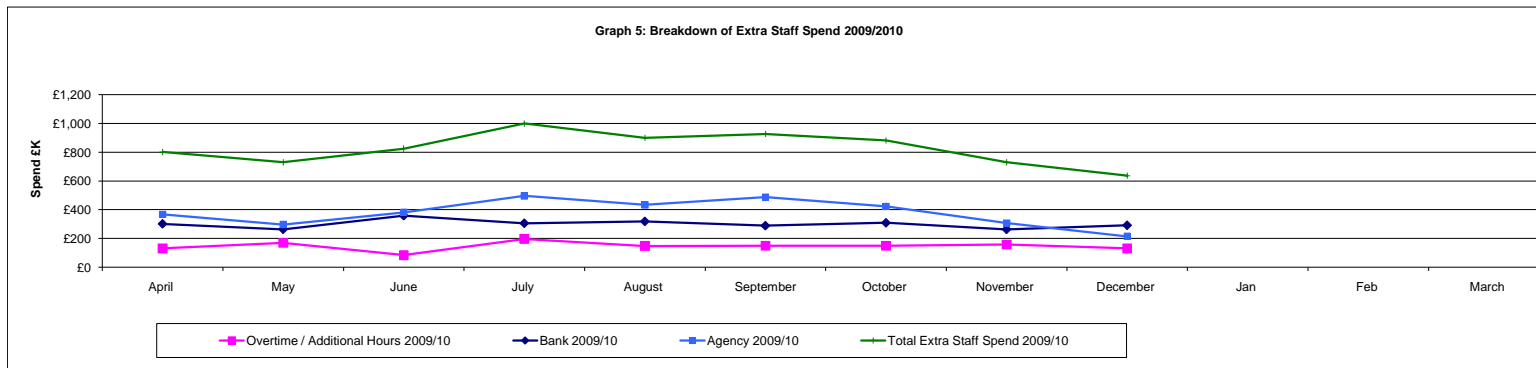
The budgeted workforce has decreased due to the transfer of Pathology staff to GSTS on 1 December 2009.

There has been a significant decrease in the number of extra staff used, which equates to a reduction of 31 wte staff. There should be a clear reduction in the cost of extra staff (bank, extra hours, agency staff).



Spend on extra staff (bank, agency, extra hours) was £607k in December, a reduction of 16.8% compared to November.

The December non employed budget was £190k which represents a 56.4% decrease in budget compared to November and resulted in an overspend of £417k on non employed staff in December 2009.

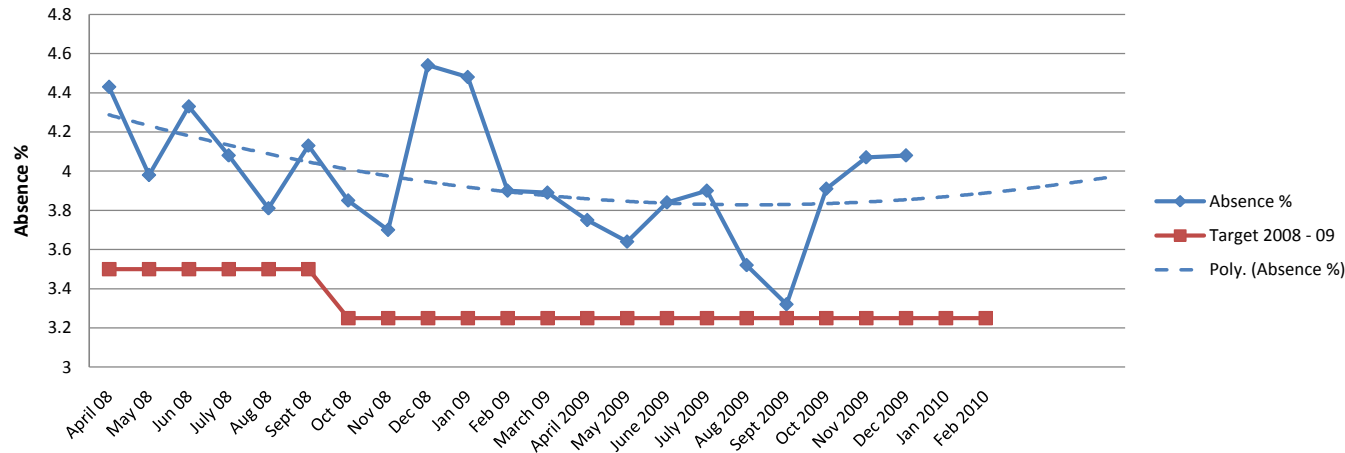


Spend on agency staff has decreased from £308k in November to £191k in December, a reduction of £117k. Of this, £136k was for medical locums, a 29.5% reduction compared to November 2009.

Workforce Report As At End December 2009

0.83  
0.46

Sickness Trends 2008 - 2010



Monthly sickness in December was at a similar level to November at 4.08% (4.07% in November). It is, however, the highest in the year to date and 0.83% above the Trust target. Compared to the same period last year, monthly sickness absence 0.46% lower in December 2009 than for December 2008.

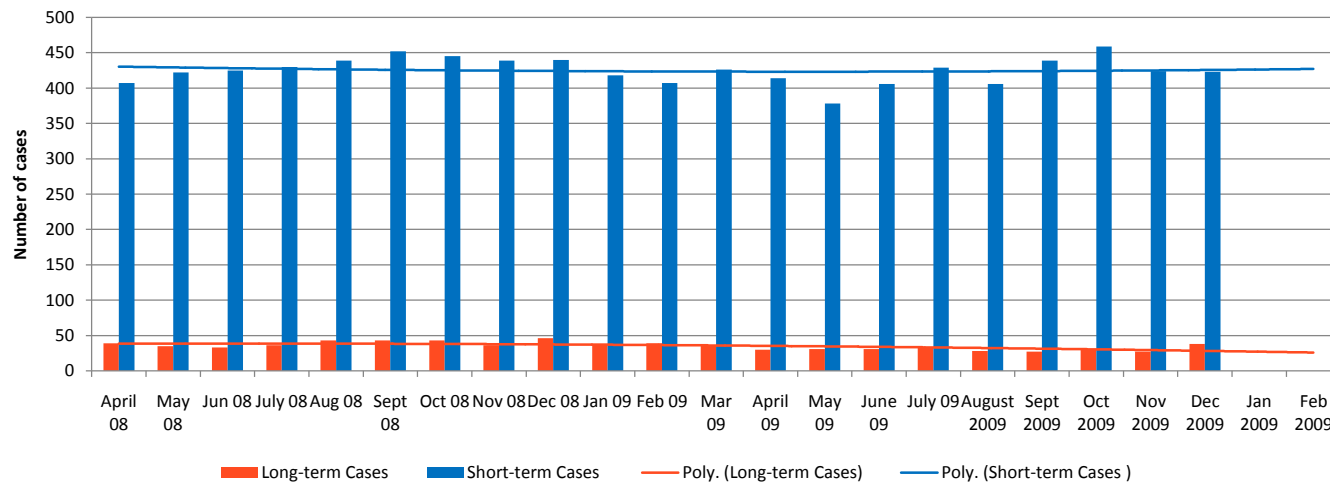
The sickness absence trend shows an overall decline from April 2008 to September 2009. Recently, however, there is an upward trend, which is projected to continue if sickness levels are not reduced.

The number of staff with Bradford scores of over 200 decreased by just one case (representing a drop of 0.24%).

Action: Active management of staff with high Bradford scores includes review meetings to develop action plans to improve attendance.

The number of staff absent for 4 weeks or more has increased by just under 29% to 38 cases, the highest level since April 2009.

Long and Short Term Sickness April 2008 - 2010



**Appraisal Position**

Period: 1 April 2009 - YTD December 2009

Division	SIP	Sick/Mat/NR	No to be appr.	App. YTD	% App. YTD	Variance	Trajectory
Surgery & Anaes	354	54	300	153	51	201	225
Med & Diag	738	138	600	366	61	372	450
W&C	209	58	151	100	66	109	113
Op. Services	268	31	237	205	86	63	178
CEO	9	0	9	9	100	0	7
Clinical Ops	78	19	59	24	41	54	44
Estates	31	8	23	26	113	5	17
Finance	38	7	31	22	71	16	23
HR	40	5	35	25	71	15	26
IM&T	39	5	31	27	87	12	23
Nursing & Pals	28	0	28	12	43	16	21
Medical Staff	125	0	125	74	59	51	94
<b>TOTAL</b>	<b>1832</b>	<b>325</b>	<b>1507</b>	<b>1043</b>	<b>69</b>		

M/L = Maternity Leave

S/L - Sick Leave

Staff on Mat leave or long-term sick leave have been excluded from the numbers requiring appraisals

**Appraisal Position - YTD December 2009**

