

# **25% Reduction in Senior Management Posts Target – National Progress Towards 25% Reduction as at 31st March 2012**

An Official Statistics Publication for Scotland

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## **1. Introduction**

All NHS Boards have been asked to develop Local Delivery Plans (LDPs) and workforce plans, as well as using workforce workload tools, in order to assess if service redesign or changes in skill mix are required to best meet the needs of their population.

Alongside this, a national target was introduced to reduce the number of senior managers by 25% between 31<sup>st</sup> March 2010 and 1<sup>st</sup> April 2015. The definition of senior manager for the purposes of this target is different from the Management (non Agenda for Change) figure routinely published by ISD Scotland. Please see the methodology for an explanation of the differences.

The following tables show the number of senior managers in post as at 31<sup>st</sup> March each year and the national reduction since March 2010. These statistics are based on management information provided by NHS Boards to the Scottish Government.

## **2. Main Findings**

The main findings for year 2 of the target (financial year 2011/12) are:

- The overall reduction in senior management between March 2011 and March 2012 has been 105.1 wte, a drop of 8.7%.
- Reduction in territorial boards was 81.3 wte, a drop of 8.0%.
- Reduction in special boards was 23.8 wte, a drop of 12.0%.

The main findings for the first two years of the target (financial year 2010/11 and 2011/12) are:

- The overall reduction in senior management between March 2010 and March 2012 has been 212.4 wte, a drop of 16.1%.

**Table 1. Senior Management <sup>1,2</sup> Reduction (WTE) - Progress over Year 2 As At 31st March 2012 and Overall <sup>3</sup>**

	Board Baseline 31-Mar-10	Year 1	Year 2			Overall <sup>3</sup>	
		31-Mar-11	31-Mar-12	Change	%	Change	%
<b>NHS Scotland</b>	1,318.8	1,211.5	1,106.5	-105.1	-8.7%	-212.4	-16.1%
Territorial Board	1,102.8	1,013.9	932.6	-81.3	-8.0%	-170.2	-15.4%
Special Board	216.0	197.6	173.9	-23.8	-12.0%	-42.2	-19.5%

Source - NHS Board data.

1. In order to make the national target more consistent, NHS Boards were given the opportunity to exclude clinical staff on executive and senior management pay grades, but include administrative posts on AfC Band 8a and above that they would class as part of the senior managers.
2. These figures are not comparable to the Management (non AfC) figures in the National Statistics publication or the Workforce Projections publication. The definition used in the target allows the exclusion of clinically orientated staff from the Management (non AfC) group and the inclusion of some AfC Band 8a and above Administration staff.
3. Change between 31 March 2010 and 31 March 2012.

### 3. Methodology

The Management (non AfC) figure published as part of the ISD National Statistics release includes staff on senior manager and executive pay grades. However, some of these posts may be clinically orientated or involve support of frontline services. Further, some NHS Boards have a number of posts on AfC that other NHS Boards have within their executive or senior manager grades. In order to make the national target more consistent, NHS Boards were given the opportunity to exclude clinical staff, but include administrative posts on AfC Band 8a and above that they would class as part of the their senior managers. The guidance issued to NHS Boards regarding the criteria for meeting the national target was issued on 6 December 2010 and placed in the Scottish Parliament's Reference Centre (Bib number 52181).

### 4. Future Plans

Data will continue to be collected and analysed as part of the ongoing process of workforce planning and monitoring. Progress on the national target will be published annually.

### 5. Further Information

Although this is a national target, rather than an individual NHS Board target, Appendix 1 shows the progress by NHS Board.

ISD Scotland produce a broad range of quarterly statistics on NHS Workforce as part of the National Statistics publication. As noted above, the Management (non AfC) figure from the ISD publication will not be the same as the senior manager figure in this target. ISD Scotland are due to publish, on 28<sup>th</sup> August 2012, data on staff in post, vacancies and turnover. Please use link below to this publication.

There is also the Scottish Government publication on NHS Workforce Projections due for release on 28<sup>th</sup> August 2012. This details whole time equivalent changes to all staff groups based on ISD definitions. Please use the link below to this publication.

## 6. Useful Links

UK Statistics Authority, Code of Practice for Official Statistics –  
<http://www.statisticsauthority.gov.uk/assessment/code-of-practice/index.html>

ISD Scotland, NHS Workforce Information –  
<http://www.isdscotland.org/Health-Topics/Workforce/>  
Scottish Government, NHS Workforce Projections –  
<http://www.scotland.gov.uk/Publications/Recent>

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## 7. Appendix 1

**Table 2. Senior Management <sup>1,2</sup> Reduction (WTE) by NHS Board - Progress over Year 1 As At 31 March 2011, Year 2 As At 31st March 2012 and Overall <sup>3</sup>**

	Board Baseline 31-Mar-10	Year 1			Year 2			Overall <sup>3</sup>	
		31-Mar-11	Change	%	31-Mar-12	Change	%	Change	%
<b>NHS Scotland</b>	<b>1,318.8</b>	<b>1,211.5</b>	<b>-107.3</b>	<b>-8.1%</b>	<b>1,106.5</b>	<b>-105.1</b>	<b>-8.7%</b>	<b>-212.4</b>	<b>-16.1%</b>
<b>Territorial Board</b>	<b>1,102.8</b>	<b>1,013.9</b>	<b>-88.9</b>	<b>-8.1%</b>	<b>932.6</b>	<b>-81.3</b>	<b>-8.0%</b>	<b>-170.2</b>	<b>-15.4%</b>
NHS Ayrshire & Arran	49.8	43.9	-5.9	-11.9%	38.7	-5.2	-11.7%	-11.1	-22.2%
NHS Borders	20.7	15.9	-4.8	-23.2%	15.0	-0.9	-5.8%	-5.7	-27.6%
NHS Dumfries & Galloway	21.5	17.1	-4.4	-20.5%	15.0	-2.1	-12.3%	-6.5	-30.2%
NHS Fife	42.0	38.0	-4.0	-9.5%	36.0	-2.0	-5.3%	-6.0	-14.3%
NHS Forth Valley	39.2	35.6	-3.6	-9.2%	29.4	-6.2	-17.3%	-9.8	-24.9%
NHS Grampian	135.0	121.6	-13.4	-9.9%	109.7	-11.9	-9.8%	-25.3	-18.7%
NHS Greater Glasgow & Clyde	262.0	244.0	-18.0	-6.9%	229.0	-15.0	-6.1%	-33.0	-12.6%
NHS Highland	79.7	73.7	-6.0	-7.5%	70.9	-2.8	-3.8%	-8.8	-11.0%
NHS Lanarkshire	93.5	84.5	-9.0	-9.6%	81.5	-3.0	-3.5%	-12.0	-12.8%
NHS Lothian	174.5	166.0	-8.5	-4.9%	142.7	-23.3	-14.0%	-31.8	-18.2%
NHS Orkney	33.2	28.4	-4.8	-14.5%	28.2	-0.2	-0.7%	-5.0	-15.1%
NHS Shetland	14.5	14.0	-0.5	-3.4%	13.6	-0.4	-2.9%	-0.9	-6.2%
NHS Tayside	114.3	111.3	-3.0	-2.6%	104.9	-6.4	-5.8%	-9.4	-8.2%
NHS Western Isles	23.0	20.0	-3.0	-13.0%	18.0	-2.0	-10.0%	-5.0	-21.7%
<b>Special Board Total</b>	<b>216.0</b>	<b>197.6</b>	<b>-18.4</b>	<b>-8.5%</b>	<b>173.9</b>	<b>-23.8</b>	<b>-12.0%</b>	<b>-42.2</b>	<b>-19.5%</b>
National Waiting Times Centre	11.0	9.0	-2.0	-18.2%	8.0	-1.0	-11.1%	-3.0	-27.3%
State Hospital	9.0	8.0	-1.0	-11.1%	8.0	-	-	-1.0	-11.1%
Scottish Ambulance Service	45.0	42.0	-3.0	-6.7%	39.3	-2.7	-6.4%	-5.7	-12.7%
NHS 24	7.0	6.0	-1.0	-14.3%	5.0	-1.0	-16.7%	-2.0	-28.6%
National Services Scotland	96.0	88.6	-7.4	-7.7%	73.4	-15.2	-17.2%	-22.6	-23.5%
Education for Scotland	8.0	7.0	-1.0	-12.5%	7.0	0.0	-0.7%	-1.1	-13.1%
Health Scotland	32.0	29.0	-3.0	-9.4%	26.2	-2.8	-9.7%	-5.8	-18.1%
Healthcare Improvement Scotland	8.0	8.0	-	-	7.0	-1.0	-12.5%	-1.0	-12.5%

Source - NHS Board data.

1. In order to make the national target more consistent, NHS Boards were given the opportunity to exclude clinical staff on executive and senior management pay grades, but include administrative posts on AfC Band 8a and above that they would class as part of the senior managers.
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