

## HEALTH AND SOCIAL CARE

# 25% Reduction in Senior Management Posts Target – National Progress Towards 25% Reduction as at 31st March 2015

### 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 in this target is determined by the management team of each NHS board, and may include some staff on AfC terms and conditions. This differs from the management figure routinely published by ISD Scotland. Please see section 3. Methodology, below 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 5 of the target (financial year 2015/16) are:

- Senior managers in all NHSScotland boards reduced by 50.9 WTE (or 5.5%) between March 2014 and March 2015.
- Between March 2014 and March 2015, senior managers in NHSScotland territorial boards reduced by 43.5 WTE, (down 5.5%).
- Senior managers in NHSScotland special boards reduced by 7.3 WTE (5.0%) between March 2014 and March 2015.
- The overall reduction in senior management in the five years of the target (financial years 2010/11, 2011/12, 2012/13, 2013/14 and 2014/15) has been 437.0 WTE (down 33.1%), which exceeds the 25% reduction target by 8.1 percentage points.

**Table 1. Senior management <sup>1,2</sup> reduction (WTE) - progress over year 5 as at 31 March 2015 and overall change <sup>3</sup>**

	Board baseline 31- Mar-10	Year 1 <sup>4</sup>	Year 2 <sup>4</sup>	Year 3 <sup>5</sup>	Year 4	Year 5		Overall change <sup>3</sup>		
		31-Mar-11	31-Mar-12	31-Mar-13	31-Mar-14	31-Mar-15	n	%	n	%
NHSScotland	1,318.8	1,212.5	1,108.1	1,022.4	932.7	881.8	-50.9	-5.5%	-437.0	-33.1%
Territorial boards	1,102.8	1,013.9	933.2	857.9	786.7	743.1	-43.5	-5.5%	-359.7	-32.6%
Special boards	216.0	198.6	174.9	164.5	146.0	138.7	-7.3	-5.0%	-77.4	-35.8%

Source - NHS boards

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 2015

4. These data include revised senior management WTE figures in years 1 and 2

5. These data include revised senior management WTE figures in year 3

### 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.

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, analysed and published annually as part of the ongoing workforce planning and monitoring process.

## **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 1 September 2015, data on staff in post, vacancies and turnover. Please use link below to view this publication.

There is also the Scottish Government (SG) publication on NHS workforce projections due for release on 25 August 2015. This details whole time equivalent (WTE) changes to all staff groups based on ISD definitions. Please use the link below to view the SG 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>

## 7. Appendix

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 31 March 2012, year 3 as at 31 March 2013, year 4 as at 31 March 2014, year 5 as at 31 March 2015, and overall change <sup>3</sup>

	Board baseline 31 Mar-10	Year 1 <sup>4</sup>			Year 2 <sup>4,5</sup>			Year 3 <sup>6,7</sup>			Year 4			Year 5			Overall change <sup>3</sup>	
		Yearly change			Yearly change			Yearly change			Yearly change			Yearly change				
		31-Mar-11	n	%	31-Mar-12	n	%	31-Mar-13	n	%	31-Mar-14	n	%	31-Mar-15	n	%	n	%
<b>NHScotland</b>	<b>1,318.8</b>	<b>1,212.5</b>	<b>-106.3</b>	<b>-8.1%</b>	<b>1,108.1</b>	<b>-104.5</b>	<b>-8.6%</b>	<b>1,022.4</b>	<b>-85.7</b>	<b>-7.7%</b>	<b>932.7</b>	<b>-89.8</b>	<b>-8.8%</b>	<b>881.8</b>	<b>-50.9</b>	<b>-5.5%</b>	<b>-437.0</b>	<b>-33.1%</b>
<b>Territorial board total</b>	<b>1,102.8</b>	<b>1,013.9</b>	<b>-88.9</b>	<b>-8.1%</b>	<b>933.2</b>	<b>-80.7</b>	<b>-8.0%</b>	<b>857.9</b>	<b>-75.3</b>	<b>-8.1%</b>	<b>786.7</b>	<b>-71.3</b>	<b>-8.3%</b>	<b>743.1</b>	<b>-43.5</b>	<b>-5.5%</b>	<b>-359.7</b>	<b>-32.6%</b>
Ayrshire & Arran	49.8	43.9	-5.9	-11.9%	38.7	-5.2	-11.7%	32.7	-6.0	-15.5%	28.7	-4.1	-12.4%	23.8	-4.9	-16.9%	-26.0	-52.2%
Borders	20.7	15.9	-4.8	-23.2%	15.0	-0.9	-5.8%	15.0	-	-	15.0	-	-	13.0	-2.0	-13.3%	-7.7	-37.3%
Dumfries & Galloway	21.5	17.1	-4.4	-20.5%	15.6	-1.5	-8.8%	15.0	-0.6	-3.8%	14.0	-1.0	-6.7%	13.0	-1.0	-7.1%	-8.5	-39.5%
Fife	42.0	38.0	-4.0	-9.5%	36.0	-2.0	-5.3%	32.0	-4.0	-11.1%	29.0	-3.0	-9.4%	26.0	-3.0	-10.3%	-16.0	-38.1%
Forth Valley	39.2	35.6	-3.6	-9.2%	29.4	-6.2	-17.3%	26.8	-2.6	-8.8%	25.8	-1.0	-3.7%	25.8	-	-	-13.4	-34.1%
Grampian	135.0	121.6	-13.4	-9.9%	109.7	-11.9	-9.8%	105.5	-4.2	-3.8%	102.9	-2.6	-2.5%	95.5	-7.4	-7.2%	-39.5	-29.3%
Greater Glasgow & Clyde	262.0	244.0	-18.0	-6.9%	229.0	-15.0	-6.1%	209.0	-20.0	-8.7%	190.0	-19.0	-9.1%	182.0	-8.0	-4.2%	-80.0	-30.5%
Highland	79.7	73.7	-6.0	-7.5%	70.9	-2.8	-3.8%	62.1	-8.8	-12.4%	56.0	-6.1	-9.8%	52.0	-4.0	-7.2%	-27.7	-34.8%
Lanarkshire	93.5	84.5	-9.0	-9.6%	81.5	-3.0	-3.5%	76.4	-5.1	-6.3%	66.4	-10.0	-13.1%	66.2	-0.2	-0.3%	-27.3	-29.2%
Lothian	174.5	166.0	-8.5	-4.9%	142.7	-23.3	-14.0%	138.5	-4.2	-2.9%	132.5	-6.0	-4.3%	129.3	-3.2	-2.4%	-45.2	-25.9%
Orkney	33.2	28.4	-4.8	-14.5%	28.2	-0.2	-0.7%	21.9	-6.3	-22.3%	22.4	0.5	2.3%	21.0	-1.4	-6.2%	-12.2	-36.7%
Shetland	14.5	14.0	-0.5	-3.4%	13.6	-0.4	-2.9%	13.6	-	-	12.0	-1.6	-11.8%	11.5	-0.5	-4.2%	-3.0	-20.7%
Tayside	114.3	111.3	-3.0	-2.6%	104.9	-6.4	-5.8%	91.4	-13.5	-12.9%	77.0	-14.4	-15.8%	69.0	-8.0	-10.4%	-45.3	-39.6%
Western Isles	23.0	20.0	-3.0	-13.0%	18.0	-2.0	-10.0%	18.0	-	-	15.0	-3.0	-16.7%	15.0	-	-	-8.0	-34.8%
<b>Special board total</b>	<b>216.0</b>	<b>198.6</b>	<b>-17.4</b>	<b>-8.1%</b>	<b>174.9</b>	<b>-23.8</b>	<b>-12.0%</b>	<b>164.5</b>	<b>-10.4</b>	<b>-5.9%</b>	<b>146.0</b>	<b>-18.5</b>	<b>-11.2%</b>	<b>138.7</b>	<b>-7.3</b>	<b>-5.0%</b>	<b>-77.4</b>	<b>-35.8%</b>
National Waiting Times Centre	11.0	9.0	-2.0	-18.2%	8.0	-1.0	-11.1%	7.9	-0.1	-1.3%	7.9	-	-	7.9	-	-	-3.1	-28.2%
State Hospital	9.0	8.0	-1.0	-11.1%	8.0	-	-	7.0	-1.0	-12.5%	7.6	0.6	8.6%	7.0	-0.6	-7.9%	-2.0	-22.2%
Scottish Ambulance Service	45.0	42.0	-3.0	-6.7%	39.3	-2.7	-6.4%	43.0	3.7	9.4%	38.0	-5.0	-11.6%	33.0	-5.0	-13.2%	-12.0	-26.7%
NHS 24	7.0	7.0	-	-	6.0	-1.0	-14.3%	6.0	-	-	6.0	-	-	6.0	-	-	-1.0	-14.3%
National Services Scotland	96.0	88.6	-7.4	-7.7%	73.4	-15.2	-17.2%	67.1	-6.3	-8.6%	51.0	-16.1	-24.0%	50.0	-1.0	-2.0%	-46.0	-47.9%
Education for Scotland	8.0	7.0	-1.0	-12.5%	7.0	-0.0	-0.7%	5.7	-1.3	-18.7%	5.7	-	-	5.9	0.3	4.4%	-2.1	-26.3%
Health Scotland	32.0	29.0	-3.0	-9.4%	26.2	-2.8	-9.7%	22.0	-4.2	-16.0%	24.0	2.0	9.1%	23.0	-1.0	-4.2%	-9.0	-28.1%
Healthcare Improvement Scotland	8.0	8.0	-	-	7.0	-1.0	-12.5%	5.9	-1.2	-16.4%	5.9	-	-	5.9	-	-	-2.2	-26.9%

Source - NHS boards

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 2015

4. These data include revised senior management WTE figures for NHS 24 in years 1 and 2 due to job family reclassification.

5. These data include revised senior management WTE figures for NHS Dumfries and Galloway in year 2 whilst a staff member was in an interim position.

6. These data include revised senior management WTE figures for NHS National Services Scotland in year 3 due to job family reclassification.

7. These data include revised senior management WTE figures for NHS Lothian in year 3 due to posts being redesigned and graded to AfC.

## **An Official Statistics publication for Scotland**

Official and National Statistics are produced to high professional standards set out in the Code of Practice for Official Statistics. Both undergo regular quality assurance reviews to ensure that they meet customer needs and are produced free from any political interference.

### **Correspondence and enquiries**

For enquiries about this publication please contact:

Joanne Collins

Scottish Government

Health Workforce

Email: [joanne.collins@scotland.gsi.gov.uk](mailto:joanne.collins@scotland.gsi.gov.uk)

Tel: 0131 244 2414

Scott Jackson

Scottish Government

Health Workforce

Email: [Scott.Jackson@Scotland.gsi.gov.uk](mailto:Scott.Jackson@Scotland.gsi.gov.uk)

Tel: 0131 244 4098

Health Analytical Services Division (ASD) is one of a number of Analytical Services Divisions in the Scottish Government. Health Analytical Services Division's main objective is to continue to build the statistical, economic and research evidence base for Health and Care in Scotland, and to provide analytical support, briefing and advice to support policy development and service planning.

For general enquiries about Scottish Government statistics please contact:

Office of the Chief Statistician, Telephone: 0131 244 0442,

e-mail: [statistics.enquiries@scotland.gsi.gov.uk](mailto:statistics.enquiries@scotland.gsi.gov.uk)

### **How to access background or source data**

The data collected for this statistical bulletin may be made available on request, subject to consideration of legal and ethical factors. Please contact : [joanne.collins@scotland.gsi.gov.uk](mailto:joanne.collins@scotland.gsi.gov.uk) for further information.

### **Complaints and suggestions**

If you are not satisfied with our service or have any comments or suggestions, please write to the Chief Statistician, 3WR, St Andrews House, Edinburgh, EH1 3DG, Telephone: (0131) 244 0302, e-mail [statistics.enquiries@scotland.gsi.gov.uk](mailto:statistics.enquiries@scotland.gsi.gov.uk).

If you would like to be consulted about statistical collections or receive notification of publications, please register your interest at [www.gov.scot/scotstat](http://www.gov.scot/scotstat)  
Details of forthcoming publications can be found at [www.gov.scot/statistics](http://www.gov.scot/statistics)

ISBN 978-1-78544-591-0

### **Crown Copyright**

You may use or re-use this information (not including logos) free of charge in any format or medium, under the terms of the Open Government Licence.

See: [www.nationalarchives.gov.uk/doc/open-government-licence/](http://www.nationalarchives.gov.uk/doc/open-government-licence/)