

Report Title	Workforce and pay bill phasing and 'Fully Staffed' scorecard		
Sponsoring Executive	Raffaella Goodby – Director of People and Organisation Development		
Author	Raffaella Goodby - Director of People and Organisation Development		
Meeting	Trust Board	Date	7 th April 2019

1. Suggested discussion points *[two or three issues you consider the Trust Board should focus on]*

The Trust Board has previously heard that the pay position for 2019/20 will be met by holding the 18/19 pay position, filling substantive vacancies, reducing expensive spend on agency workers and reducing sickness absence in key areas. This will contribute to the agreed 'pay avoidance' plan of £11,481 per year. The board asked for an alignment between predicted pay spend, and the pay spend associated with the income delivery plan. A first version was verbally presented at the March Board and this paper gives an update on the predicted monthly whole time equivalent (WTE) and monthly predicted pay spend.

Finally the paper offers the proposed metrics for the 'Fully Staffed' PMO which will launch in early April. Fully Staffed is theme one of the Trust's People Plan, and the PMO will launch with Medicine and Emergency Care and Surgical Services Groups in the first instance. The intention is to closely monitor the 'workforce health' of directorates. The hypothesis being that with transparency and grip on the people metrics, the pay bill spend will be more easily achieved. This will also generate more visibility around quality and safety staffing metrics.

The Board is invited to discuss and note the alignment with the income delivery plan and receive updates both through the People and OD Committee and at future board meetings.

2. Alignment to 2020 Vision *[indicate with an 'X' which Plan this paper supports]*

Safety Plan	X	Public Health Plan		People Plan & Education Plan	X
Quality Plan	X	Research & Development		Estates Plan	
Financial Plan	X	Digital Plan		Other <i>[specify in the paper]</i>	

3. Previous consideration *[where has this paper been previously discussed?]*

Public Trust Board March 2019, February 2019, January 2019

Finance and Investment Committee March 2019, February 2019, January 2019

4. Recommendation(s)

The Trust Board is asked to:

a. DISCUSS and note the alignment with the income delivery plan, predicted pay and WTE

b. RECEIVE updates at People and OD Delivery Committee and Public Trust Board

5. Impact *[indicate with an 'X' which governance initiatives this matter relates to and where shown elaborate]*

Trust Risk Register		Risk 114				
Board Assurance Framework		BAF 8				
Equality Impact Assessment	Is this required?	Y		N	x	If 'Y' date completed
Quality Impact Assessment	Is this required?	Y		N	x	If 'Y' date completed

SANDWELL AND WEST BIRMINGHAM HOSPITALS NHS TRUST

Report to the Trust Board: 4th April 2019

Workforce and pay bill phasing and 'Fully Staffed' scorecard

1. Introduction

- 1.1 The Trust Board have previously heard that the pay position for 2019/20 will be met by holding the 18/19 pay position, filling substantive vacancies, reducing expensive spend on agency workers and reducing sickness absence in key areas. This will contribute to the agreed 'pay avoidance' plan of £11,481 per year. The board asked for an alignment between predicted pay spend, and the pay spend associated with the income delivery plan.

2. Alignment to Production Plan – predicted pay spend and WTE

- 2.1 There is a detailed plan in place to achieve the increase in income for 2019/20. The majority of this activity is in Surgical Services and Medicine and Emergency Care. There is a detailed programme management office (PMO) held weekly, chaired by the Deputy Chief Operating Officer, LK. This includes oversight of the activity, planned pay spend, recruitment trajectories against each post, prediction of locum or agency spend and exception reporting. The information is generated by the respective HR business partner and Group Senior Finance Manager. The PMO also oversees risks and issues.
- 2.2 The production plan is overseen through the Urgent Care Board, chaired by the Chief Operating Officer, and attended by the Deputy Director of People and OD. Information on recruitment trajectories, temporary spend and risk is generated at directorate and group level.
- 2.3 The Trust Board asked for assurance that the predicted pay spend associated with the production plan, was aligned to, and monitored alongside the pay bill plan of £11.4m. The table below outlines the spend predicted in order to deliver the production plan income. This based on the assumption that the activity will be delivered within the substantive cost. If it is a hard to fill post, the group will deliver the activity through extra sessions, waiting list initiatives, locums with DCC time etc. This has been successfully working for a number of months and spend will be monitored closely. This shows an additional £6,184 in pay and 92.78 WTE associated with delivering this plan. This is phased in months and per group below.

2.4 Production Plan Pay predicted WTE and pay spend

April 19 - Aug 19

Group	April		May		June		July		August	
	WTE	cost (£K)	WTE	cost (£K)	WTE	cost (£K)	WTE	cost (£K)	WTE	cost (£K)
Medicine	6	76.70583	11	76.70583	11	74.1225	11	74.1225	11	74.1225
Surgery	32.89	380.7725	32.89	380.7725	47.78	375.2725	48.78	369.6892	55.24	369.6892
PCCT	4	42.89	4	42.89	4	40.89	4	35.64	5	40.89
Imaging	3	56.88333	3	56.88333	3	56.88333	3	56.88333	3	56.88333
W&CH	0	0	0	0	0	0	0	0	0	0
Total	45.89	557.2517	50.89	557.2517	65.78	547.1683	66.78	536.335	74.24	541.585

Sep 19-March 20

WTE	September		October		November		December		January		February		March		Total Pay s
	cost (£K)	WTE	cost (£K)	WTE	cost (£K)	WTE	cost (£K)	WTE	cost (£K)	WTE	cost (£K)	WTE	cost (£K)		
11	74.1225	12	72.1225	12	72.1225	12	72.1225	12	72.1225	12	72.1225	12	72.1225		
65.22	341.3225	66.78	333.7392	66.78	333.7392	67.78	333.7392	67.78	333.7392	67.78	333.7392	67.78	333.7392		
6	39.64	7	35.64	7	35.64	7	35.64	7	35.64	7	35.64	7	35.64		
3	56.88333	4	55.68333	5	45.68333	6	45.68333	6	45.68333	6	45.68333	6	45.68333		
0	0	0	0	0	0	0	0	0	0	0	0	0	0		
85.22	511.9683	89.78	497.185	90.78	487.185	92.78	487.185	92.78	487.185	92.78	487.185	92.78	487.185	6,184.67	

2.4 Overall paybill spend for 19/20.

In issuing budgets for 2019/20 – the pay bill spend has been phased in to monthly spend and monthly WTE via professional group. This will be closely monitored through the Fully Staffed PMO and report updates to the People and OD committee. This is inclusive of production plan spend.

		Annual Budget		Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	TOTAL
		WTE	£000's													
3 - Pay	Medical Staffing	927.65	-97,138	-7,988	-8,014	-8,059	-8,112	-8,126	-8,118	-8,138	-8,136	-8,127	-8,108	-8,104	-8,107	-97,138
	Management	257.15	-15,988	-1,380	-1,328	-1,328	-1,328	-1,328	-1,328	-1,328	-1,328	-1,328	-1,328	-1,328	-1,328	-15,988
	Administration and Estates	1,046.60	-31,294	-2,719	-2,585	-2,598	-2,599	-2,599	-2,599	-2,599	-2,599	-2,599	-2,599	-2,599	-2,599	-31,294
	Healthcare Assistants and Support Staff	1,399.06	-38,666	-3,317	-3,165	-3,177	-3,216	-3,216	-3,216	-3,227	-3,227	-3,226	-3,227	-3,227	-3,226	-38,666
	Qualified Nursing and Midwifery	2,368.57	-109,585	-9,432	-9,022	-9,025	-9,091	-9,091	-9,091	-9,144	-9,144	-9,141	-9,135	-9,135	-9,135	-109,585
	Scientific, Therapeutic and Technical	1,051.48	-41,722	-3,595	-3,415	-3,424	-3,446	-3,475	-3,483	-3,481	-3,481	-3,481	-3,481	-3,480	-3,480	-41,722
	Bank Staff	0.00	-1,450	-121	-121	-121	-121	-121	-121	-121	-121	-121	-121	-121	-121	-1,450
	Agency Staff	0.00	-1,298	-108	-108	-108	-108	-108	-108	-108	-108	-108	-108	-108	-108	-1,298
	Other Pay	0.00	-2,362	-197	-197	-197	-197	-197	-197	-197	-197	-197	-197	-197	-197	-2,362
3 - Pay Total		7,050.50	-339,503	-28,857	-27,955	-28,037	-28,218	-28,261	-28,261	-28,343	-28,340	-28,328	-28,304	-28,299	-28,301	-339,503
WHOLE TIME EQUIVALENT BUDGETS																
				Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	
3 - Pay	Medical Staffing			915.21	918.84	920.98	923.79	923.79	927.65	927.65	927.65	927.65	927.65	927.65	927.65	
	Management			257.15	257.15	257.15	257.15	257.15	257.15	257.15	257.15	257.15	257.15	257.15	257.15	
	Administration and Estates			1,024.45	1,039.78	1,046.12	1,046.60	1,046.60	1,046.60	1,046.60	1,046.60	1,046.60	1,046.60	1,046.60	1,046.60	
	Healthcare Assistants and Support Staff			1,379.45	1,383.53	1,386.73	1,399.06	1,399.06	1,399.06	1,399.06	1,399.06	1,399.06	1,399.06	1,399.06	1,399.06	
	Qualified Nursing and Midwifery			2,358.19	2,358.19	2,358.19	2,370.57	2,370.57	2,370.57	2,370.57	2,370.57	2,370.57	2,368.57	2,368.57	2,368.57	
	Scientific, Therapeutic and Technical			1,034.74	1,034.14	1,036.14	1,039.74	1,049.48	1,052.48	1,051.48	1,051.48	1,051.48	1,051.48	1,051.48	1,051.48	
	Bank Staff			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
	Agency Staff			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
	Other Pay			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
3 - Pay Total				6,969.19	6,991.64	7,005.30	7,036.90	7,046.64	7,053.50	7,052.50	7,052.50	7,052.50	7,050.50	7,050.50	7,050.50	

3. People Plan – Fully Staffed' PMO

3.1 Theme one of the People Plan describes the Trust's ambition to be fully staffed. Fully Staffed is theme one of the Trust's People Plan, and the PMO will launch with Medicine and Emergency Care and Surgical Services Groups in the first instance during April 2019.

The intention is to closely monitor the 'workforce health' of directorates. The hypothesis being that with transparency and grip on the people metrics, the pay bill spend will be more easily achieved. This will also generate more visibility around quality and safety staffing metrics

3.2 The metrics proposed are:

Monthly pay spend by directorate vs budget	Sickness % all
Vacancies monitored against a max. 2% vacancy factor and Board agreed reduction plan	Cumulative bank spend per directorate vs budget
Monthly spend per professional group vs. budget expectation	Vacancies on hard to fill or hot spot areas vs. Board agreed recruitment plan
Number of people on long term sickness per directorate vs. Trust-wide maximum of 140	Agency spend metrics, including medical agency retrospective shifts booked and production plan agency bookings vs. Agency maximum plan for the Trust
Short term sickness on wards % vs 3%	RAID logs

3.3 The PMO outline has already been set up (see annex A) and is being populated with data presently. Meetings will initially be weekly.

3.4 Group Directors of Operations or nominated directorate general managers, HRBPs and Finance will be expected to attend. HR BPs will report their directorate positions.

4. Summary / Conclusions

4.1 The board requested an alignment of pay spend with the production plan, which is detailed and phased in this paper. The Fully Staffed PMO is in development, and will closely monitor the pay bill in 19/20

5. Recommendations

5.1 The Trust Board is asked to:

- a. **DISCUSS** and note the alignment with the income delivery plan, predicted pay and WTE
- b. **RECEIVE** updates at People and OD Delivery Committee and Public Trust Board

Annex A: Fully Staffed PMO pictures

Raffaella Goodby
 Director of People and Organisation Development
 28th March 2019

Annex A

