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Current Management Structures and Costs of the HSC Trusts

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1. Context

The purpose of this briefing was to look at the corporate management structures and costs of the five HSC Trusts in Northern Ireland, using as a baseline the number of managers earning over £40,000 per annum

The first change-over of any government department under the Review of Public Administration was the merger, in April 2007, of 18 Health and Social Services Trusts into five Health and Social Care Trusts - Western, Northern, Southern, South Eastern and Belfast HSC Trusts.¹ At the time, the DHSSPS Permanent Secretary stated²

“In line with estimates in the Equality Impact Assessment of the Human Resources Frameworks, a reduction of nearly 1,700 executive, managerial and clerical level posts across both professional and administrative functions will be needed, enabling around £50m more to be invested each year in improving our services...this reduction will be phased in over a four-year period, allowing us to bring in the changes in a controlled and strategic way”.

The most recent phase of the RPA in health and social care saw the establishment on 1 April 2009 of the new Health and Social Care Board, the Business Services Organisation, the Public Health Agency and the Patient and Client Council, which replaced and subsumed the functions of the four Health and Social Services Boards, the Central Services Agency, The Health Promotion Agency, and the four Health and Social Services Councils.³

2. Management Costs in the HSC Trusts

Amongst a range of success factors for the RPA was an overall reduction in management and administrative costs. The Northern Ireland Audit Office analysis of the costs reported in 2006-07 accounts of the legacy trusts showed a total spend of over £113 million in this area. In 2007-08, the six new trusts (five HSC Trusts plus the NI Ambulance Service, NIAS) reported spending on management of £107.5m, a saving of £5.6m. However, by 2008-09 the total trust's management costs had risen again to £120m, exceeding those of the legacy trusts by £7m in cash terms.⁴ Specifically, the management costs of the NIAS and the Southern Trust rose by 27% and 13%, between 2006-07 and 2008-09. The NIAS is not covered in any further detail in this

¹ Belfast Telegraph, April 2, 2007, *Trusts merge in health shake-up*

² Belfast Telegraph, March 30, 2007, *Health service to axe 1,700 jobs*

³ General Report on the Health and Social Care Sector by the Comptroller and Auditor General for Northern Ireland – 2009, Report by the Comptroller and Auditor General, 30 June 2010, paragraph 3.2.1, Northern Ireland Audit Office

⁴ General Report on the Health and Social Care Sector by the Comptroller and Auditor General for Northern Ireland – 2009, Report by the Comptroller and Auditor General, 30 June 2010, paragraph 3.2.3-3.2.4, Northern Ireland Audit Office

briefing; however, it is worth noting that although it is a smaller organisation, with management costs on a smaller scale than the HSC Trusts, it still must carry out similar management functions. In response to the NIAO analysis the DHSSPS asserts that,

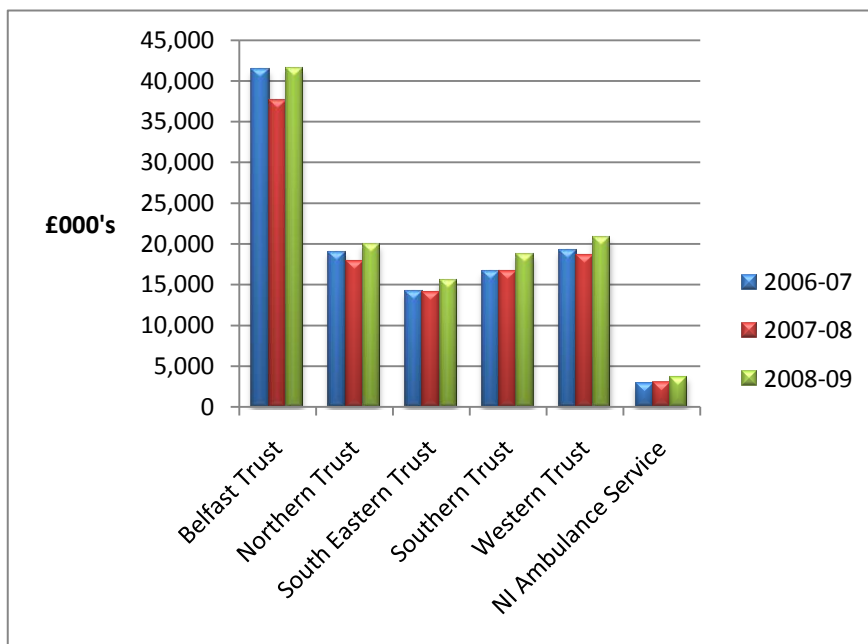
“when the 2006-07 management costs are rebased to 2008-09 levels factoring in inflation, Agenda for Change contracted progression and a change in employer’s superannuation rate, there is a real terms savings on management costs of almost £6.7m”.⁵

In an evidence session with the HSSPS Committee in June 2010, John Compton (Chief Executive, Health and Social Care Board) quoted a figure of 4.1% of total income was the amount spent by the five HSC Trusts on management costs. John Compton stated,

“spending 4p in every pound to manage and administer £4 billion worth of expenditure is not unreasonable. We may debate how it was spent, but it is not unreasonable to spend that amount of money”.⁶

Table 1 below is directly extracted from the NIAO analysis referred to above and shows the Trust’s management costs 2006-09.

Table 1 HSC Trust’s management costs 2006-09



Source: General Report on the Health and Social Care Sector by the Comptroller and Auditor General for Northern Ireland – 2009, 30th June 2010, NIAO

⁵ General Report on the Health and Social Care Sector by the Comptroller and Auditor General for Northern Ireland – 2009, Report by the Comptroller and Auditor General, 30 June 2010, paragraph 3.2.5, Northern Ireland Audit Office

⁶ Committee for HSSPS, Official Report (Hansard) Evidence Session with the Health and Social Care Board and the Public Health Agency on the Commissioning Plan 2010-2011, 3rd June 2010, page 18

Table 2 below shows the published figures for management costs for each of the HSC Trusts in 2009 and 2010, including expressed as a percentage of total income.

Table 2 HSC Trust's management costs 2009 and 2010

	Management Costs 2009 £000s	% of Total Income 2009	Management Costs 2010 £000s	% of Total Income 2010
Belfast HSC Trust	41,454	3.6%	41,966	3.2%
Northern HSC Trust	19,875	3.54%	21,356	3.46%
South Eastern HSC Trust	15,527	3.2%	15,877	2.9%
Southern Trust	19,655	4.1%	20,919	3.9%
Western Trust	20,815	4.31%	18,239	3.37%

Sources:

Belfast HSC Trust, Annual Accounts for the year ended 31 March 2010

Northern HSC Trust Annual Accounts for the year ended 31 March 2010

South Eastern HSC Trust Annual Accounts for the year ended 31 March 2010

Southern HSC Trust Annual Accounts for year ended 31 March 2010

Western HSC Trust Annual Accounts for year ended 31 March 2010

3. Senior Management Teams of the HSC Trusts

The senior management team within each of the HSC Trusts is made up of a Chief Executive and a number of Directors. For each of the HSC Trusts, the names, job titles and salaries for the Executive Directors/Directors are outlined below and also the names and remuneration of the non-executive directors. Executive Directors are paid on Senior Executive Terms and Conditions of Service as required by the DHSSPS.

3.1 Belfast Health and Social Care Trust

The Belfast Health and Social Care Trust became operational on the 1 April 2007 and assumed responsibility for services provided by Belfast City Hospital, The Royal Hospitals, The Mater Hospital, Greenpark Healthcare Trust, North and West Belfast and South and East Belfast HSS Trusts. The Trust employs nearly 22,000 staff (one in 30 of the total NI workforce) and provides services for more than 340,000 people in Belfast and regional services to the whole of Northern Ireland.

At the formation of the Trust, 12 Executive Directors, in addition to the Chief Executive, replaced a total of six Chief Executives and 48 Executive Directors of the six individual

Trusts⁷. The Trust 2009/10 Annual Report.⁸ Lists the following Executive Directors, Directors and Non-Executive Directors in the Trust as follows.

Executive Directors

Chief Executive - Mr William McKee (£145,000- £150,000)

Director of Social Services, Family & Child Care - Ms Bernie McNally⁹ (£75,000 - £80,000)

Medical Director - Dr Tony Stevens (£190,000-£195,000)

Director of Finance - Mrs Wendy Galbraith¹⁰ (£105,000-£110,000)

Director of Nursing, Older People, Medicine & Surgery - Ms Valerie Jackson (£50,000-£55,000). In October 2009 Ms Jackson was seconded to Northern Trust and Ms Nikki Patterson (£40,000- £45,000) became Acting Director of Nursing and Mr Brian Barry (£30,000 - £35,000) became Acting Director of Older People, Medicine and Surgery.

Directors

Chief Operating Officer & Deputy Chief Executive - Mr Hugh McCaughey (left the Trust in May 2009) – (£15,000-£20,000)

Director of Mental Health & Learning Disability Services - Mr Brendan Mullen (retired in September 2009) (£40,000-£45,000)

Director of Clinical Services - Dr Patricia Donnelly (£95,000 - £100,000)

Director of Specialist Services - Mrs Jennifer Welsh (£75,000- £80,000)

Director of Head & Skeletal Services - Miss Patricia O'Callaghan (retired in July 2009) (£20,000-£25,000)

Director of Human Resources - Mrs Marie Mallon (£95,000 - £100,000)

Director of Planning & Redevelopment - Ms Denise Stockman (£80,000- £85,000)

Director of Performance & Delivery - Mrs Catherine McNicholl (from September 2009) (£5,000- £10,000)

Director of Nursing & User Experience - Ms Brenda Creaney (appointed January 2010) (£55,000-£60,000)

⁷ The apparent number tallied from the last Annual Report and Accounts of the Individual Trusts

⁸ http://www.belfasttrust.hscni.net/pdf/Annual_Report_2009-2010.pdf Information on BHSC Executive and Non-Executive Directors is taken from the 2009/10 Annual Report, pgs 8, 9 and 39

⁹ In September 2009 Ms McNally also assumed responsibility for Mental Health and Learning Disability

¹⁰ In September 2009 Mrs Galbraith was also appointed Deputy Chief Executive

Non-Executive Directors

Chairman - Mr Pat McCartan (£30-35,000). Remuneration range of remaining Non-Executive Directors is £5,000-£10,000: Ms Joy Allen, Mr Les Drew, Professor Eileen Evason, Dr Val McGarrell, Councillor Tom Hartley, Mr Charles Jenkins, and Mr James O'Kane.

3.2 South Eastern Health and Social Care Trust

The South Eastern Health and Social Care Trust became operational on 1 April 2007 and assumed responsibility for the services provided by the former Ulster Community & Hospitals Trust and Down Lisburn Trust.

At the formation of the Trust there were eight Executive Directors in the Trust, replacing a total of two Chief Executives and 16 Executive Directors of the former trusts¹¹. The names of the present Directors listed below have been taken from the Executive Management Team document published on the Trust's website.¹² Salaries of those listed are taken from the Trust's 2008/09 Annual Report. Where no salary is stated it should be assumed the Director joined the management team after the publication of the 2008/09 Annual Report, the most recent available on the Trust website at the time of writing.

Executive Members

Chief Executive – Hugh McCaughey

Director of Adult Services - Desi Bannon (£60,000 - £65,000)

Medical Director (Consultant, Emergency Dept. Ulster Hospital) - Charlie Martyn (includes clinical duties) (£170,000 - £175,000)

Director of Primary Care, Elderly & Executive Director of Nursing - Charlotte McArdle (£70,000 - £75,000)

Director of Human Resources & Corporate Affairs - Eamonn Molloy (£90,000 - £95,000)

Director of Planning, Information & Performance Management - John Simpson (£90,000 - £95,000)

Director of Children's Services & Executive Director of Social Work - Kate Thompson (£85,000 - £90,000)

Director of Finance & Estates - Neil Guckian

Director of Hospital Services - Seamus McGoran (£90,000-£95,000)

¹¹ The apparent number tallied from the last Annual Report and Accounts of the Individual Trusts

¹² <http://www.setrust.hscni.net/corporate/Executive%20Management%20Team%20Structure.pdf> Management Structure Diagram accessed on 22/09/10

Non Executive Members (remuneration range £5,000-15,000)

D. Fitzsimons, C. McKenna, P. Davison, D. Flanagan, F. Graham, D. Mann-Kler, N. Mansley, D. O'Hara, and J. Trethowan.

3.3 Southern Health and Social Care Trust

The Southern Health and Social Care Trust became operational on 1 April 2007 and assumed responsibility for the services provided by the former Craigavon and Banbridge Community, Newry and Mourne and Armagh and Dungannon Health and Social Services Trusts.

At the formation of the Trust there were Nine Executive Directors replacing a total of four Chief Executives and 30 Executive Directors (plus 14 classed as 'other members') of the four Individual Trusts¹³. The names of the present Directors listed below have been taken from the Executive Management Structure document published on the Trust's website.¹⁴ Salaries of those listed are taken from the Trust's 2008/09 Annual Report. Where no salary is stated it should be assumed the Director joined the management team after the publication of the 2008/09 Annual Report, the most recent available on the Trust website at the time of writing.

Executive Members

Acting Chief Executive - Mrs Mairead McAlinden (since 01 September 2009) (£80,000 - £85,000)

Director Children & Young People's Services and Executive Director of Social Work - Mr Brian Dornan (£90,000 - £95,000)

Acting Director of Finance, Mr Stephen McNally (since 01 September 2009)

Director Mental Health & Disability (also the Executive Director of Nursing) - Mr Francis Rice (£90,000 - £95,000)

Medical Director - Dr Patrick Loughran (£185,000 - £190,000)

Directors

Acting Director of Performance and Reform - Mrs Paula Clarke (since 01 September 2009)

Director of Human Resources and Organisational Development - Mr Kieran Donaghy (£75,000 - £80,000)

¹³ The apparent number tallied from the last Annual Report and Accounts of the Individual Trusts

¹⁴ <http://www.southerntrust.hscni.net/trust/staff/Board%20of%20Directors%20and%20Non%20Executive%20Directors.pdf>
SHSCT Executive Management Structure, accessed on 22/09/10

Interim Director of Acute Services - Dr Gillian Rankin (from 01 December 2009)
(£85,000 - £90,000)

Acting Director of Older People and Primary Care Services - Mrs Angela McVeigh,
(from 01 December 2009 when Dr Rankin took up the post of Interim Director of Acute Services)

Non-Executive Members

Mrs A. Balmer (£25,000-£35,000) - remuneration range of remaining Non-Executive Directors, £5,000-£10,000: Mrs D. Blakely, Mrs R. Brownlee, Mr E. Graham, Mr A. Joynes; Mrs H. Kelly, Mrs E. Mahood, and Dr R. Mullan.

3.4 Northern Health and Social Care Trust

The Northern Health and Social Care Trust became operational on 1 April 2007 and provides services to the areas formerly covered by Homefirst, Causeway and United Hospitals Trusts. The Trust is geographically the largest in Northern Ireland, covering counties, Antrim and parts of Tyrone and Londonderry. It employs 13,000 staff providing services to a population of around 440,000.

At the formation of the Trust there were eight Executive Directors of the South Eastern Health and Social Care Trust. They replaced a total of three Chief Executives and 22 Executive Directors of the three individual Trusts. The names of the present Directors listed below have been taken from the Executive Management Structure document published on the Trust's website.¹⁵ Salaries of those listed have been taken from the Trust's 2009/10 Annual Report. Where no salary is stated it should be assumed the Director joined the management team after the publication of the 2009/10 Annual Report.

Executive Members

Interim Chief Executive – Sean Donaghy (£75,000 - £80,000- from Sept 2009)

Director Medical and Governance – Peter Flanagan (£140,000 - £145,000)

Interim Director of Finance – B. Scott (£70,000 - £75,000)

Director of Planning Performance Management and Support Services – Martin Sloan (£85,000 - £90,000)

Director of Mental Health and Disability Services – Oscar Donnelly (£65,000 - £70,000)

¹⁵ http://www.northerntrust.hscni.net/pdf/Trust_board_structure_chart_Sept_2010.pdf Northern HSC Trust Board Structure Chart, Sept 2010

Director of Human Resources – Jacinta Melaugh (£70,000 – £75,000)

(Acting) Director of Primary Care and Community Care for Older People’s Services and Executive Director of Nursing - Una Cuning

Interim Director of Acute Hospital Services - Valerie Jackson (£35,000- £40,000)

Director of Children’s Services (also Executive Director of Social Work) from May 2009, Cecil Worthington (£75,000-£80,000)

Non-Executive Members

J. Stewart (£25,000 - £30,000) - Remuneration range of remaining Non-Executive Directors, £5,000-£10,000: C. Ackah, R. McCann, S. Forsythe, P. Montgomery, J. Moore, M. Rankin, and D. Whittington.

3.5 Western Health and Social Care Trust

The Western Health and Social Care Trust became operational on 1 April 2007 and brought together the former Altnagelvin, Foyle and Sperrin Lakeland Trusts and Westcare Business Services.

The area covers almost 5000 square kilometres and has a population of just over 290,000 making up almost 17% of the total Northern Ireland population.

At the formation of the Trust there were nine Executive Directors of the South Eastern Health and Social Care Trust, replacing a total of three Chief Executives and 29 Executive Directors of the three individual Trusts. The names of the present Directors listed below have been taken from the Corporate Management Team document published on the Trust’s website.¹⁶ Salaries of those listed have been taken from the Trust’s 2009/10 Annual Report.

Executive Members

Chief Executive - Mrs Elaine Way (£115,000 - £120,000)

Director of Women and Children’s Services - Mr John Doherty (£90,000 - £95,000)

Director of Finance and Contracting - Mrs Lesley Mitchell (£80,000 - £85,000)

Director of Acute Services/Executive Director of Nursing (from 18/11/08 to 17/05/09) - Mr Alan Corry Finn (£80,000 - £85,000)

Medical Director - Dr Anne Kilgallen (£100,000 - £105,000)

¹⁶<http://www.westerntrust.hscni.net/corporate/How%20We%20Make%20Our%20Decisions/The%20Corporate%20Management%20Team.pdf> WHSCT Management Team Structure, accessed on 22/09/10

Directors

Deputy Chief Executive/Director of Planning and Performance Management - Mr Joe Lusby (£95,000 - £100,000)

Director of Human Resources - Mrs Nuala Sheerin (£75,000 - £80,000)

Director of Adult Mental Health and Disability Services - Mr Trevor Millar (£60,000 - £65,000)

Director of Primary Care and Older Peoples Services – Geraldine Hillick (£5,000-£10,000)

Non-Executive Directors

Chairman, Mr G. Guckian (£25,000 - £30,000) - Remuneration range of remaining Non-Executive Directors, £5,000-£10,000: Mrs J. Doherty, Mrs S. Cummings, Mrs S. O’Kane, Mr C. Mulgrew, Mr B. McCarthy, Mr N. Birthistle and Mrs B. Stuart.

4. Further Management Structures of the HSC Trusts

In order to further elucidate the scale of the management structures immediately beneath the senior management teams of the HSC Trusts (outlined in Section 3), each HSC Trust was requested to provide details of the numbers and job titles of its corporate managers on Agenda for Change (AfC) Pay Band 8 (Ranges A-D) and 9¹⁷:

Band 8, Range A (£38,851-46,621)

Band 8, Range B (£45,254-55,945)

Band 8, Range C (£54,454-67,134)

Band 8, Range D (£65,270-80,810)

Band 9 (£77,079-97,478)

Most Health and Social Care Posts, except Medical and Dental staff, are graded under the AfC Framework which provides a consistent basis for pay and conditions of service across a wide range of professional and other jobs. Posts graded as Pay Band 8 (A,B,C and D) or Band 9 include posts which are exclusively ‘management’ (such as Assistant Directors) and posts which are specifically ‘clinical’ and require advanced professional skills and experience. Therefore all Assistant Directors are paid on AfC rates and senior professional staff (such as senior nurses, senior physiotherapists and pharmacists) with both managerial and professional roles.

¹⁷ NHS terms and conditions of service handbook, Pay circular (AforC) 2/2010: amendment number 17, The NHS Staff Council, Annex C, Table 13

Not all Trusts were able to disaggregate the purely managerial roles from their total staff numbers paid on Bands 8 and 9. This briefing focuses, as far as the Trust information provided allows, on corporate managers and not professional staff with managerial roles. Several of the Trusts provided an analysis of all staff at Pay Bands 8A – 8D by Family Group in the Trust. This includes the following:

- Staff with a managerial role (e.g. Assistant Director of Planning and Performance Management);
- Staff with a managerial and professional role (e.g. Senior Managers in Child Care);
- Staff with a managerial and clinical remit (e.g. Clinical Psychology managers with a case load);
- Staff with a clinical role (e.g. Specialist Speech and Language Therapy staff); and
- Staff with a professional role (e.g. Assistant Director of Nursing).

It was suggested by the Northern Trust that to provide detailed information on each category above would require a further piece of work in order to assess the components of each post with agreed definitions of time spent under each type of remit above in terms of what would constitute a management post.¹⁸

4.1 Belfast Health and Social Care Trust¹⁹

Corporate Managers on Pay Bands 8 and 9

Band 8A – 55 (head count)

Band 8B – 36

Band 8C – 19

Band 8D – 12

Band 9 - 0

It was not possible for the HR Department at the Belfast HSC Trust to supply the majority of job titles, except for those known to HR as roles are viewed by HR in terms of their Band and department. The following job titles were known to HR, the remainder were classed as Senior Managers in either 'Admin & Clerical' or 'Estates Officer':

8A – Senior HR Manager IWL and Employment Equality (x2), Senior HR Manager Recruitment and Selection, Head of Governance and Audit, Senior Manager

¹⁸ Information provided by the Chief Executive's Office, Northern HSC Trust

¹⁹ Information provided by Human Resources Manager, Workforce Planning and Information, Belfast HSC Trust, 16/10/2010

Stakeholder Communications, Senior HR Manager Workforce Planning and Information, Senior HR Manager Widening Participation, Senior HR Manager Management and Team Development;

8B – Senior HR Manager Modernisation, Senior HR Manager Pay Modernisation and Employee Relations;

8C – Co-Director Risk/Governance/Litigation, Co-Director Patient & Client Support Services, Co-Director Operations, Finance Co-Director Capital & Investment, Co-Director Information Technology, Head of Communications, Co-Director Information Management, Co-Director Strategic Change, Co-Director Learning and Education; and

8D – HR Co-Director Learning and Development, HR Co-Director Workforce Gov., Employment Equality & Improving Working Lives, HR Co-Director Resourcing, Utilisation and Productivity, Co-Director Commissioning, Co-Director, Co-Director Capital Development.

4.2 South Eastern Health and Social Care Trust²⁰

Managers ('Admin & Clerical') on Pay Band 8 (none on 9)

Band 8A – 39 (head count) equal to 37.6 Whole Time Equivalentents (WTE)

Band 8B – 9 (head count) equal to 8.8 (WTE)

Band 8C – 27 (head count) equal to 26.16 (WTE)

Band 8D – 0

To get a more complete picture of the total number of staff paid on Bands 8 and 9 the Trust provided the following figures which are the total including Professional Staff and Professional Managers also paid on these bands:

Band 8A – 115 (head count) equal to 112.81 Whole Time Equivalentents (WTE)

Band 8B – 32 (head count) equal to 31.8 (WTE)

Band 8C – 28 (head count) equal to 27.16 (WTE)

Band 8D – 1 (head count) equal to 1 (WTE)

Band 9 – 1 (head count) equal to 0.9 (WTE)

The job titles provided by the Trust for the Managers ('Admin and Clerical') are attached at Appendix 1.

²⁰ Information provided by Senior Human Resources Officer, Workforce Information, South Eastern HSC Trust, 14/09/10

4.3 Southern Health and Social Care Trust²¹

Managers ('Admin & Clerical') on Pay Band 8 (none on 9) – extracted from table below.

Band 8A – 25 (head count) equal to 23.05 Whole Time Equivalents (WTE)

Band 8B – 34 (head count) equal to 32.84 (WTE)

Band 8C – 23 (head count) equal to 22.28 (WTE)

Band 8D – 0

To get a more complete picture of the total number of staff paid on Bands 8 and 9 the Trust also provided the following figures for Professional Staff and Professional Managers paid on these bands (table cut and pasted from email response):

Staff Group	Band	Number of Staff	Total WTE
Admin & Clerical	8A	25	23.05
	8B	34	32.84
	8C	23	22.28
Estates & Maintenance	8A	5	5
	8B	4	4
	8C	1	1
Nursing & Midwifery	8A	44	41.36
	8B	16	16
	8C	3	3
Professional & Technical	8A	76	66.82
	8B	17	16.69
	8C	10	7.39
	8D	9	8.71
	9	3	2.5
Social Care	8A	33	29.26
	8B	13	13
	8C	3	3
Grand Total		316	293.4

²¹ Information provided by Assembly Questions at Southern HSC Trust, 04/10/10

4.4 Northern Health and Social Care Trust²²

The table below includes an analysis of all staff at pay bands 8A – 8D by Family Group in the Northern Trust as of September 2010. It should be noted that this information includes the following:-

- Staff with a managerial role (e.g. Assistant Director of Planning and Performance Management);
- Staff with a managerial and professional role (e.g. Senior Managers in Child Care);
- Staff with a managerial and clinical remit (e.g. Clinical Psychology managers with a case load);
- Staff with a clinical role (e.g. Specialist Speech and Language Therapy staff); and
- Staff with a professional role (e.g. Assistant Director of Nursing).

Family Group	8A	8B	8C	8D	Total
<i>Admin</i>	32	19	12	0	63
<i>Estate Services</i>	6	4	1	0	11
<i>Nursing</i>	47	19	10	0	76
<i>Social Services</i>	45	14	7	0	66
<i>Prof. and Technical</i>	53	19	18	5	95
Total	183	75	48	5	311

The Trust advised that further information supplied to the Health Committee in March 2010 as a result of a request for information in regard to senior managers with a purely administrative type managerial remit included 10 at Pay Band 8C and a total of 43 at Pay Bands 8A and 8B.

Although there are currently no staff on Pay Band 9, the Trust has advised that there are two members of staff who have had a review of their AfC outcome up to a band 9.²³

4.5 Western Health and Social Care Trust²⁴

Band 8A – 152 (head count) equal to 146 Whole Time Equivalentents (WTE)

Band 8B – 62 (head count) equal to 61 (WTE)

²² Information provided by Chief Executive's Office, Northern HSC Trust, 12/10/10

²³ Information provided by Assistant Director of Human Resources, Northern HSC Trust, 14/10/10

²⁴ Information provided by Director of HR, Western HSC Trust, 08/09/10

Band 8C – 34 (head count) equal to 33 (WTE)

Band 8D – 5 (head count) equal to 5 (WTE)

Band 9 – 0

The Trust advised that, in addition to corporate managers, these figures include a number of clinical staff who are paid on the AfC Band 8, including certain Pharmacists, Clinical Psychologists, and Nurses.

The Trust was not in a position to provide detail on job titles for all of these posts but outlined the range of titles used at this grade – Heads of Service, General Managers and Assistant Directors.

5. Summary and Comments

The most senior management team within each of the HSC Trusts is made up of a Chief Executive and a number of Directors as outlined in detail in Section 3 of this briefing. Section 4 of this briefing looks below this senior management team using information provided by each of the HSC Trusts on further management structures. The HSC Trusts have provided the number of staff in each Trust working in management, in full or in part (in addition to other professional roles) on AfC pay bands 8 (A-D) and 9. However, it appears that each HSC Trust does not collate or record this information in the same way and some were able to provide a greater level of breakdown detail than others both in terms of separating out the number of corporate managers from other professional jobs paid on these Bands and in providing the range of job titles paid on these Bands. Due to these differences no direct comparisons were made with regard to management numbers and structures in this briefing.

The Belfast HSC Trust (Human Resources) was able to provide exact figures for the number of corporate managers on Pay Bands 8 and 9, however was unable to provide a detailed list of job titles for the posts paid on these Bands, only those known specifically to the Trust HR Department are provided. The remainder were classed as Senior Managers in either 'Admin and Clerical' or 'Estates'.

The Southern HSC Trust, South Eastern HSC Trust and the Northern HSC Trust provided the number of managers paid on these Bands under the job 'Family Group' of 'Admin and Clerical'. It is not clear if this is directly comparable to the heading 'corporate managers' provided by the Belfast Trust. In addition to these figures, these Trusts also provided the total number of staff paid on these Bands in other 'Family Groups' of jobs (such as Nursing and Midwifery, Social Services, Estate Services) therefore including Professional staff with and without managerial aspects to their jobs. The South Eastern Trust provided the most comprehensive list of job titles paid on these Bands and this is included at Appendix 1.

The Western HSC Trust has so far only provided the total number of staff paid on these Bands with no differentiation between managerial and professional roles. The Trust has

been requested to provide a further break down of these figures. It was unable to provide a detailed list of job titles paid on these Bands but outlined the range of titles used at this grade such as Heads of Service, General Managers and Assistant Directors.

Given that many of the professional jobs paid on these Bands have some management responsibility the Northern Trust noted that a full answer to a query such as this could only be provided by a substantial piece of work assessing the components of each job paid on Bands 8 and 9 with agreed definitions of time spent under each type of remit to determine what would constitute a management post. This would potentially be a substantial piece of work for each Trust and might be considered a disproportionate cost to produce.

However, the information covered in this briefing does highlight one particular question for further consideration - the Annual Accounts of each HSC Trust, as outlined in Section 2 of this briefing, clearly state management costs and express this figure as a percentage of Trust income. This was quoted to the Committee in an evidence session in June 2010 with John Compton (Chief Executive, Health and Social Care Board) as "*4p in every pound*".²⁵

However, the information provided by the Trusts would lead to the conclusion that, aside from posts that are clearly assigned as corporate management or management of a group of professional staff, it is not an easy matter to disaggregate the management components of other jobs paid on AfC Bands 8 and 9. The Committee may wish to investigate further how the management costs within the annual accounts are calculated and do they take into account the management components of jobs which also have a professional or clinical remit?

²⁵ Committee for HSSPS, Official Report (Hansard) Evidence Session with the Health and Social Care Board and the Public Health Agency on the Commissioning Plan 2010-2011, 3rd June 2010, page 18

Appendix 1

South Eastern HSC Trust – Job Titles for Directors and for Staff on Pay Band 8

Band / Grade	Job Title
Director	Planning, Information & Performance Management
	Finance & Estates
	Human Resources & Corporate Affairs
	Children's Services & Executive Director of Social Work
	Hospital Services
	Primary Care, Older People & Executive Director of Nursing
	Adult Services
	Medical Director
Band 8C	Technology & Telecommunications
(Assistant Director)	Capital Development & Projects
	Performance Improvement & Information Management
	Corporate Planning & Strategic Development
	Financial Services
	Financial Management
	Financial Performance
	Estates
	Organisation & Workforce Development
	Employee Resourcing & Admin Services
	Employee Relations
	Risk Management & Governance
	Patient Experience
	Cared for Children
	Safeguarding Children
	Children's Health
	Medicine
	Surgery
	Cancer & Clinical Support Services
	Woman & Acute Child Health
	Nursing Workforce
	Primary Care & Community Nursing
	Safe & Effective Care
	Care Provision
	Allied Health Professionals
	Mental Health
	Disability
	Prison Services
Band 8B	ICT Programme Manager

	ICT Services Manager
	Performance & Service Improvement Manager
	Financial Governance & Accountability Manager
	Resource Utilisation Accountant
	Social Work Regulation, Improvement & Audit
	Social Work Learning, Development & research
	Patient Services Manager
	Operations Manager (Disability)
Band 8A	Capital Development Manager (x2)
	Information Manager
	Planning Manager (x4)
	Planning & Performance Manager
	Financial Services Manager
	Payroll Manager
	Hospital Services Senior Finance Manager
	Adult & Children's Services Senior Finance Manager
	Primary Care, Older People & Nursing Senior Finance Manager
	Support Services Senior Finance Manager
	Resource Utilisation Accountant
	Cost & Commissioning Accountant
	Capital Accountant (x2)
	Learning & Development Manager
	Human Resources Business Partner (x3)
	Risk & Governance Manager
	Emergency Planning & Information Manager
	Project Manager - Nurse Bank
	Recruitment & Workforce Information Manager
	Employee Relations Manager
	Senior Manager - Patient Experience (x2)
	Quality & Performance Manager - Patient Experience
	Operations Manager - Medicine
	Operational Support Manager - Surgery
	Decontamination Lead Manager
	Unscheduled Care Manager
	Safe & Effective Care Manager
	Patient Involvement Manager
	Operational Support Manager - Mental Health
	Equality & Human Rights Manager (x2)