

Cyflwynwyd yr ymateb i ymgynghoriad y [Pwyllgor Iechyd a Gofal Cymdeithasol](#) ar [Ddeddf Lefelau Staff Nyrsio \(Cymru\) 2016: craffu ar ôl deddfu.](#)

This response was submitted to the [Health and Social Care Committee](#) consultation on the [Nurse Staffing Levels \(Wales\) Act 2016: post-legislative scrutiny.](#)

NS14:

**Ymateb gan: | Response from: Bwrdd Iechyd Prifysgol Betsi Cadwaladr/
Betsi Cadwaladr University Health Board**





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Mr Russell George MS
Chair of the Health and Social Care
Committee
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Cardiff
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☎: [REDACTED]

Gofynnwch am / Ask for: [REDACTED]

E-bost / Email: [REDACTED]

Dyddiad / Date: 15th August 2023

Sent via email: SeneddHealth@senedd.wales

Dear Mr George

Post-legislative scrutiny inquiry on the Nurse Staffing Levels (Wales) Act 2016

Following the completion of the consultation on the Post-legislative scrutiny inquiry on the Nurse Staffing Levels (Wales) Act 2016 which ran from 11th May 2023 to 6th July 2023 I note the responses to the consultation have been published.

It is noted within the Senedd Cymru Nurse Staffing Levels (Wales) Act 2016: post-legislative scrutiny response to consultation, that there is no published evidence in response to this consultation from Betsi Cadwaladr University Health Board (BCUHB). Please be advised that the organisation undertook a full and comprehensive consultation process and provided a response to this enquiry via the Welsh NHS Confederation on 23 July 2023.

It is understood that the formal consultation has now closed however in light of any unintended oversight it is kindly requested that the Senedd committee considers and accepts the organisation's formal response included herein.

Yours sincerely

Angela Wood
Cyfarwyddwr Gweithredol Nyrsio a Bydwreigiaeth /
Executive Director of Nursing and Midwifery

Nurse Staffing Levels (Wales) Act 2016 - Consultation Feedback provided to the NHS Confederation June 2023

The following provides a response against each of the elements of the Terms of Reference for the Inquiry.

Theme	Feedback	Person Providing Feedback (Name & Designation)
<p>The operation and effectiveness of the Act to date, including its impact on patient outcomes, impact on nurse recruitment and retention, and barriers to compliance with the legislation.</p>	<p><u>Operation and effectiveness</u></p> <p>The Act has enabled the formal, bi-annual (as a minimum) calculation of nurse staffing levels throughout all wards covered by Section 25B. The consistency of this approach and the principles of this process have strengthened the review of other wards/departments on an annual basis to ensure that there are sufficient nurses to deliver sensitive patient care. The process embodies a collaborative approach giving due regard to professional judgement, patient acuity/dependency, and patient outcomes - this collaborative approach is supported by the Board with a commitment to <i>ensuring all reasonable steps</i> are taken to ensure appropriate nurse staffing levels are maintained.</p> <p>Enacting the legislative requirements of the Act has meant that over a period of years, the Health Board has engaged with the national steering groups and welcomed the associated programmes of work. These have helped to ensure a consistent, <i>Once for Wales</i> approach to nurse staffing level calculations and other nursing workforce directives and initiatives.</p> <p><u>Impact on Patient outcomes (Appendix 1)</u></p> <p>There is a recognised body of evidence that demonstrates the correlation between nurse staffing levels and patient outcomes. However, when looking at the implementation of the Act it is difficult to confirm whether it has impacted directly</p>	

on patient outcomes since its introduction in 2018. Assessing the impact has been particularly challenging given the dynamic nature of the covid pandemic during the nurse staffing level reporting periods 2020 - 2023. Caution therefore is required with regard to interpretation of the data associated with nurse sensitive quality indicators such as falls, hospital acquired pressure ulcers (HAPU), and medication errors. Additionally, and parallel to the operational introduction of the Act, the grading of incidents has become more standardised across BCUHB particularly in relation to HAPUs where the level of harm defined is based on the grade of ulcer. Previously there were no standardised definitions of what grade of ulcer constituted low, moderate or severe harm. Grade 3 pressure ulcers are now reported as moderate harm where previously staff may have reported as low or reported grade 2 pressure ulcers as severe. This means the true level of harm may not be reflected in the comparisons year on year. The standardisation of the definitions now makes the harms data more accurate. Other improvements that have happened during this time include the introduction of local harm review meetings, increased staff education with regards to patient quality and safety, and the introduction of the Pressure Ulcer Risk Primary or Secondary Evaluation Tool (PURPOSE-T). As a result, attributing change purely to the introduction of the Act is particularly challenging.

Impact on nurse recruitment and retention (Appendix 2)



The triangulated methodology applied when undertaking nurse staffing level calculations ensures due regard is given to the skill mix within a ward. The skills across the nursing team are considered to ensure an appropriate balance between registered nurses and health care support workers in order to meet the needs and dependency of patients.

The last 5 years has seen a rise in actual nursing numbers across the wards pertaining to Section 25B of the Act which has equated to an increase of 49 WTE RNs and 148 WTE HCSWs.

	<p>The current vacancy rate for the areas pertaining to Section 25B of the Act is 18.74% for RNs which is a reduction of 2.87% against the highest recorded vacancy rate in 2019 which was 21.61%. There has also been a notable conversion of bank to substantive posts over the last 2 years. The organisation has established a Nurse Optimisation Programme with the aim of enhancing and stabilising the workforce, recruitment and retention is encompassed within this programme of work.</p> <p>At the beginning of June 2023 the organisation implemented Auto-cascade and Wagestream, both initiatives have provided positive and notable differences in temporary staffing provision, with an increase of bank workers recruited from our substantive workforce, and a reduction in our off contract agency usage.</p> <p><u>Barriers/Risks associated with the legislative requirements of the Act:</u> There are a number of barriers which have been identified that present challenges when seeking to deliver against the legislative requirements of the Act. These include -</p> <ol style="list-style-type: none"> 1. National challenges associated with nurse recruitment and retention including an increase in agency usage. The All Wales international nurse recruitment programme and the All Wales agency framework are contributing to a reduction in the use of agency staff whilst working towards a sustainable workforce. 2. Inability to 'flex' establishments as Act focuses on "traditional nursing roles" i.e. HCSW/RN Bands 2-5 3. IT functionality & availability – nationally work has been undertaken to enhance IT systems to support data capture, however there remain challenges to Health Boards in regard to easily reporting on requirements of the Act. The National focus on enhancing the systems available to support the reporting requirements needs to continue, with a period of review to ensure enhancements made deliver the required reporting outcomes. At a local level Health Boards need to ensure that appropriate IT systems and equipment are accessible to all with provisions in place to ensure staff are trained and supported in their use. 	
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	<p>4. Financial challenges associated with nurse staffing review outcomes and required changes to funded establishments; and financial cycle of business not aligned to NSA nurse staffing review outcomes giving rise to time lag between review outcomes and the allocation of budget.</p> <p>5. Quality of care and patient harm as a result of failure to meet planned/required nurse staffing levels</p>	
<p>Further actions needed to ensure a sustainable supply of nursing staff to meet patient needs and the requirements of the legislation going forward.</p>	<p>There is a clear requirement for continued work at a national level under the auspices of HEIW, CNO Wales & Welsh Government to ensure a governed and consistent approach to nurse staffing and the national workforce plan i.e. <i>Once for Wales</i> Nurse Staffing Act implementation/extension & attraction, recruitment & retention initiatives.</p> <p>A steady pipeline of local, national & international nurses will be joining Betsi Cadwaladr University Health Board via the All Wales International Recruitment programme; traditional recruitment methods; internal training & development opportunities; and student streamlining. Longer term actions to ensure a sustainable supply of nursing staff to meet patient needs and the requirements of the legislation going forward include Health Care Support Worker (HCSW) development opportunities, which includes:</p> <ul style="list-style-type: none"> • Online and face to face all Wales Mandatory HCA framework, enabling greater access to induction and support for completion of the competency workbook • Development of in-house cadet/apprenticeship programme which will offer a career route into health with a level 2 qualification • Supporting the development of QCF level 2 and 3 in line with the All Wales HCA framework to ensure a skilled and competent workforce • Study leave and support to achieve Level 4 Healthcare Practice (HCP) to enable progression to Band 4 Assistant Practitioner • Signposting and supporting all level 4 Healthcare Practice (HCP) graduates to part time routes into nursing with Bangor, Wrexham and Open Universities. • HCA access to free clinical skills modules. 	

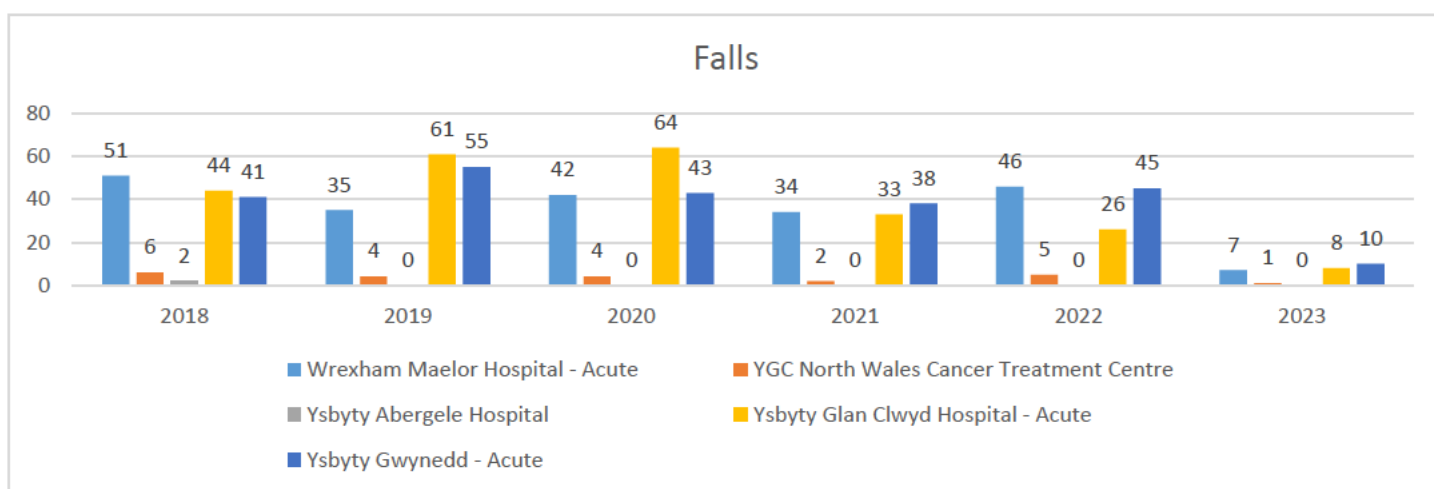
	<ul style="list-style-type: none"> • Physiological Measurements training which included NEWS and SEPSIS • Medicines management level 3 course • In house practice development programme, which covers a range of subjects <p>Growth of the band 4 Associate Practitioner workforce and implications of potential registered Nursing Associate role in Wales is subject to the outcome of the Chief Nursing Officer current band 4 scoping project.</p> <p>The organisation has purposefully increased Band 6 establishments across identified wards pertaining to Section 25B with a primary purpose of strengthening senior support out of hours, whilst enhancing professional development and leadership.</p> <p>The Health Board has benefited from the Welsh Government financial support associated with the introduction of a Nurse Staffing Programme Lead. The post is integral to ensuring the Health Board is able to meet the requirements of the Act and the Board is working towards a plan to fund this post recurrently (as is required by WG) following cessation of the funding early 2024.</p> <p>BCUHB also welcomes the news via HEIW that there is funding to be made available to Health Boards across Wales to support an 18-month fixed term post (Retention Lead) that will oversee the implementation of the national retention plan. To enhance the principles of the national retention plan the organisation has temporarily funded the provision of pastoral support for graduates and oversees nurses to ensure they settle well and have a rewarding and fulfilling career within BCUHB. There is a requirement for reoccurring funding to support the longer term provision of these roles.</p>	
<p>Progress in developing the evidence base to extend the Act to further settings.</p>	<p>Although there is a current period of ‘pause & reflect’ in regard to extension of the Act, there has been work undertaken at a national level under the auspices of HEIW, CNO Wales & Welsh Government to develop evidence to extend the Act to further settings. Work Streams within District Nursing, Health Visitors and Mental</p>	

	<p>Health were established to create evidence-based approaches to developing robust methods, tools and techniques to determine appropriate staffing levels within these respective services.</p> <p>Should the Act be extended to further settings it would promote an equitable approach to nurse staffing levels and service provision across these areas however there is a requirement for additional identified resources to fully enable and embed this, and an overarching steering group to ensure consistency, monitoring & evaluation of effectiveness and impact.</p> <p>The barriers and risks identified above would be applicable within any areas to which the Act is extended, therefore it would be beneficial to ensure that prior to any extension of the Act identified barriers / risks are mitigated where possible, which may require both local and national investments. The scope of the Act may need to be broadened to recognise the contribution of (for example) dementia support workers, activity co-ordinators, AHPs and emerging roles such as assistant practitioners.</p>	
<p>The extent to which the Act is 'future-proof', and will contribute to ensuring that NHS Wales has the future workforce it needs to deliver effective, patient-centred care that meets the needs of all population groups.</p>	<p>The Health Board have embraced the principles of Act which are well embedded within services and the approach is recognised as pivotal in ensuring a workforce that can meet the needs of our population. The organisation remains committed to the ongoing national groups to ensure there is a strong focus on recruitment and retention; preceptorship programmes for new graduates; an ethos of support for lifelong learning and staff development; the ability to provide a positive work-life balance; and a focus on staff wellbeing and work satisfaction.</p>	
<p>Appendix 1 – Nurse Sensitive Quality Indicators</p>	<p> Harms Data ACT Wards 2018 - 2023.d</p>	
<p>Appendix 2 – Recruitment & Retention</p>	<p> Copy of NSA Ward Data.xlsx</p>	

Harms Data – ACT Wards April 2018 – March 2023

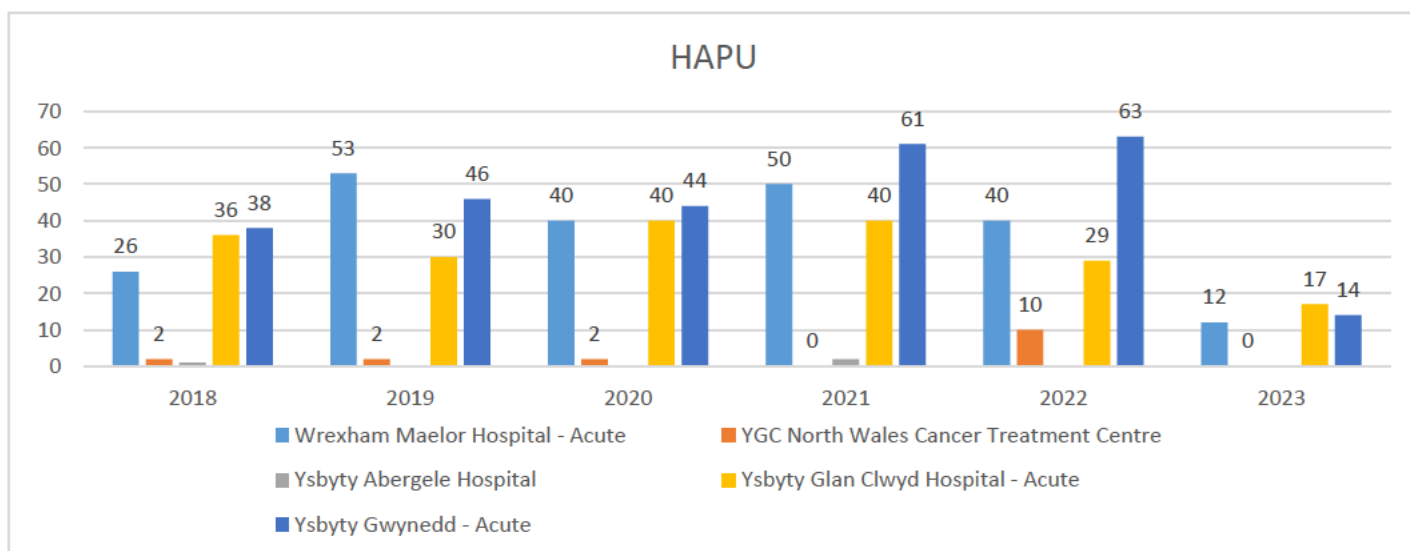
Falls 2018 -2023 Moderate or above

Falls MOD>	2018	2019	2020	2021	2022	2023	Total
Wrexham Maelor Hospital - Acute	51	35	42	34	46	7	215
YGC North Wales Cancer Treatment Centre	6	4	4	2	5	1	22
Ysbyty Abergele Hospital	2	0	0	0	0	0	2
Ysbyty Glan Clwyd Hospital - Acute	44	61	64	33	26	8	236
Ysbyty Gwynedd - Acute	41	55	43	38	45	10	232
Total	144	155	153	107	122	26	707



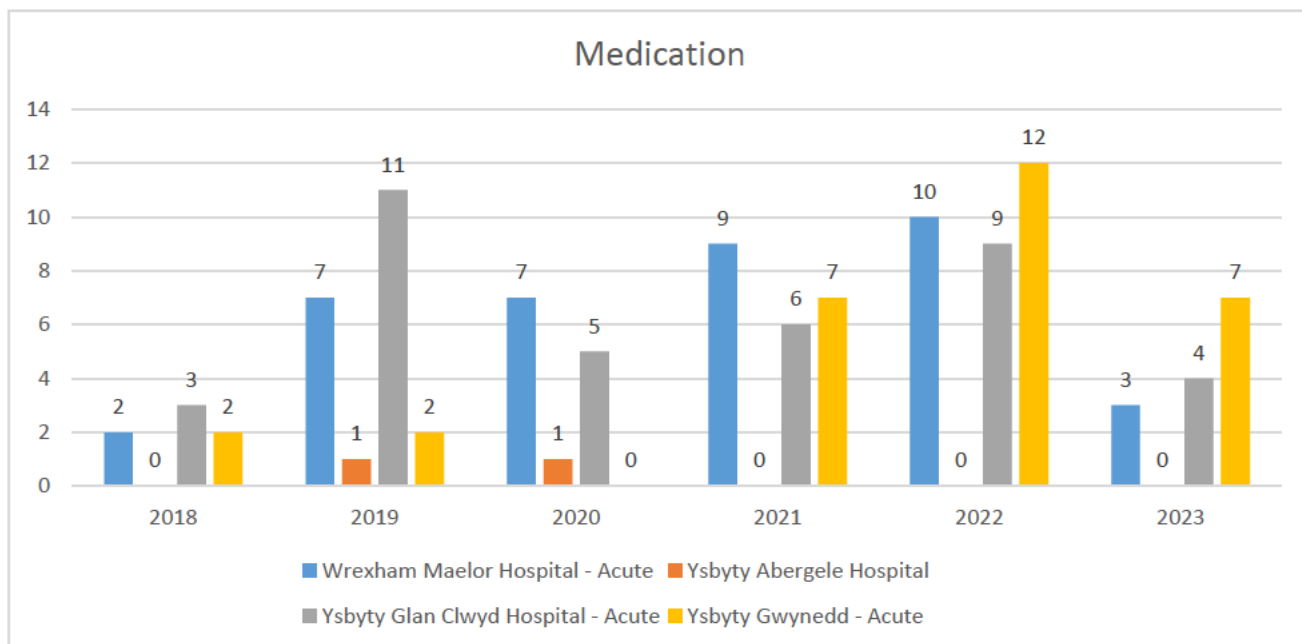
HAPU 2018 -2023 Moderate or above (figures do not include admitted with)

HAPU MOD >	2018	2019	2020	2021	2022	2023	Total
Wrexham Maelor Hospital - Acute	26	53	40	50	40	12	221
YGC North Wales Cancer Treatment Centre	2	2	2	0	10	0	16
Ysbyty Abergele Hospital	1	0	0	2	0	0	3
Ysbyty Glan Clwyd Hospital - Acute	36	30	40	40	29	17	192
Ysbyty Gwynedd - Acute	38	46	44	61	63	14	266
Total	103	131	126	153	142	43	698



Medication 2018 -2023 Moderate or above

Medication MOD>	2018	2019	2020	2021	2022	2023	Total
Wrexham Maelor Hospital - Acute	2	7	7	9	10	3	38
Ysbyty Abergele Hospital	0	1	1	0	0	0	2
Ysbyty Glan Clwyd Hospital - Acute	3	11	5	6	9	4	38
Ysbyty Gwynedd - Acute	2	2	0	7	12	7	30
Total	7	21	13	22	31	14	108



Of the 3130 Incidents recorded April 2018 - March 2022, 154 answered Yes to the below Question (Datix WEB)

- Do you consider that not maintaining the Nurse staffing level contributed to the incident?

	2018	2019	2020	2021	2022	Total
Wrexham Maelor Hospital - Acute	12	25	14	28	4	83
Ysbyty Glan Clwyd Hospital - Acute	6	15	10	5	1	37
Ysbyty Gwynedd - Acute	2	3	4	21	4	34
Total	20	43	28	54	9	154

Registered Nursing

Please note, the sum of starter minus the sum of the leavers does not reflect the change in actual FTE from one year to the next as data does not take into account movements into the cost centre and

Organisation Name	Values	Mar-19	Mar-20	Mar-21	Mar-22	Mar-23
C ABH Ward 6 Orthopaedic NSA E-R (N141)	Budgeted FTE	25.9	21.9	21.9	21.9	21.9
C ABH Ward 6 Orthopaedic NSA E-R (N141)	<i>Budget Change</i>		-4	0	0	0
C ABH Ward 6 Orthopaedic NSA E-R (N141)	Actual FTE	20.1	19.6	16	17.5	17.1
C ABH Ward 6 Orthopaedic NSA E-R (N141)	Vacancy FTE	5.8	2.3	5.9	4.4	4.8
C ABH Ward 6 Orthopaedic NSA E-R (N141)	Vacancy %	22.4%	10.5%	27.0%	20.2%	21.8%
C ABH Ward 6 Orthopaedic NSA E-R (N141)	OSN Starters				3.00	1.00
C ABH Ward 6 Orthopaedic NSA E-R (N141)	Newly Qualified Starters				3.00	
C ABH Ward 6 Orthopaedic NSA E-R (N141)	Other Starters		1.00	1.39		
C ABH Ward 6 Orthopaedic NSA E-R (N141)	External Leavers (12 Months)	-5.7	-0.9	-2.6	-2.2	0
C ABH Ward 6 Orthopaedic NSA E-R (N141)	Internal Leavers FTE	-2.7	-1	-1.9	-3.1	-4
C ABH Ward 6 Orthopaedic NSA E-R (N141)	Substantive to Bank					
C ABH Ward 6 Orthopaedic NSA E-R (N141)	Turnover Rate % (External)	25.3%	4.4%	12.5%	13.3%	
C Enfys Ward NSA E-R (Q096)	Budgeted FTE	16.7	17.3	17.3	17.3	17.3
C Enfys Ward NSA E-R (Q096)	<i>Budget Change</i>		0.6	0	0	0
C Enfys Ward NSA E-R (Q096)	Actual FTE	15.4	16.8	17.9	16.3	12.5
C Enfys Ward NSA E-R (Q096)	Vacancy FTE	1.3	0.4	-0.6	1	4.8
C Enfys Ward NSA E-R (Q096)	Vacancy %	7.8%	2.5%	-3.5%	5.7%	27.5%
C Enfys Ward NSA E-R (Q096)	OSN Starters					
C Enfys Ward NSA E-R (Q096)	Newly Qualified Starters				1.00	
C Enfys Ward NSA E-R (Q096)	Other Starters			2.00	1.00	0.32
C Enfys Ward NSA E-R (Q096)	External Leavers (12 Months)	-3.6	-0.4	-2	0	-1.9
C Enfys Ward NSA E-R (Q096)	Internal Leavers FTE	-1	-1	-2.2	-1.6	-4.9
C Enfys Ward NSA E-R (Q096)	Substantive to Bank				-1	
C Enfys Ward NSA E-R (Q096)	Turnover Rate % (External)	22.6%	2.5%	5.5%		13.1%
C YGC Childrens Unit NSA E-R (F070)	Budgeted FTE	32.8	32.8	35.2	35.2	39.4
C YGC Childrens Unit NSA E-R (F070)	<i>Budget Change</i>		0	2.4	0	4.2
C YGC Childrens Unit NSA E-R (F070)	Actual FTE	34	35.3	34.4	27.6	35.2
C YGC Childrens Unit NSA E-R (F070)	Vacancy FTE	-1.2	-2.5	0.8	7.6	4.2
C YGC Childrens Unit NSA E-R (F070)	Vacancy %	-3.7%	-7.5%	2.3%	21.6%	10.6%
C YGC Childrens Unit NSA E-R (F070)	OSN Starters					
C YGC Childrens Unit NSA E-R (F070)	Newly Qualified Starters		3.96	1.96	5.00	6.00
C YGC Childrens Unit NSA E-R (F070)	Other Starters		1.00	2.00	1.96	1.00
C YGC Childrens Unit NSA E-R (F070)	External Leavers (12 Months)	-1.8	-2.6	-1.5	-3.9	-2
C YGC Childrens Unit NSA E-R (F070)	Internal Leavers FTE	-2.8	-1.4	-5.4	-6.5	-2.8
C YGC Childrens Unit NSA E-R (F070)	Substantive to Bank				-2.8	
C YGC Childrens Unit NSA E-R (F070)	Turnover Rate % (External)	5.7%	7.6%	4.2%	12.5%	6.1%
C YGC Vascular Ward NSA E-R (N142)	Budgeted FTE	0	18.1	18.1	18.1	18.1

C YGC Vascular Ward NSA E-R (N142)	Budgeted FTE		18.1	0	0	0
C YGC Vascular Ward NSA E-R (N142)	Actual FTE	1	7	10.7	15.4	13
C YGC Vascular Ward NSA E-R (N142)	Vacancy FTE	-1	11.1	7.3	2.6	5
C YGC Vascular Ward NSA E-R (N142)	Vacancy %		61.4%	40.5%	14.5%	27.9%
C YGC Vascular Ward NSA E-R (N142)	OSN Starters			2.00	3.00	2.00
C YGC Vascular Ward NSA E-R (N142)	Newly Qualified Starters		3.00	3.00	3.00	1.00
C YGC Vascular Ward NSA E-R (N142)	Other Starters		0.53	0.64		
C YGC Vascular Ward NSA E-R (N142)	External Leavers (12 Months)	0	-3.6	-1.8	-3	-2.6
C YGC Vascular Ward NSA E-R (N142)	Internal Leavers FTE		-1.3	-1	-1	-2.9
C YGC Vascular Ward NSA E-R (N142)	Substantive to Bank				-0.5	
C YGC Vascular Ward NSA E-R (N142)	Turnover Rate % (External)		81.1%	19.2%	22.9%	18.5%
C YGC Ward 1 Elderly Care NSA E-R (C895)	Budgeted FTE	17.6	17.6	17.6	17.6	17.6
C YGC Ward 1 Elderly Care NSA E-R (C895)	Budget Change		0	0	0	0
C YGC Ward 1 Elderly Care NSA E-R (C895)	Actual FTE	13.5	13.5	10.1	9.6	13.4
C YGC Ward 1 Elderly Care NSA E-R (C895)	Vacancy FTE	4	4	7.4	8	4.2
C YGC Ward 1 Elderly Care NSA E-R (C895)	Vacancy %	23.0%	23.0%	42.3%	45.3%	23.7%
C YGC Ward 1 Elderly Care NSA E-R (C895)	OSN Starters		1.00		3.00	3.00
C YGC Ward 1 Elderly Care NSA E-R (C895)	Newly Qualified Starters		1.00			
C YGC Ward 1 Elderly Care NSA E-R (C895)	Other Starters		1.00			
C YGC Ward 1 Elderly Care NSA E-R (C895)	External Leavers (12 Months)	0	0	0	0	-1.6
C YGC Ward 1 Elderly Care NSA E-R (C895)	Internal Leavers FTE		-4	-3	-7.5	-2
C YGC Ward 1 Elderly Care NSA E-R (C895)	Substantive to Bank					-1
C YGC Ward 1 Elderly Care NSA E-R (C895)	Turnover Rate % (External)					14.0%
C YGC Ward 10 NSA E-R (C946)	Budgeted FTE	17.4	17.6	17.6	17.6	17.6
C YGC Ward 10 NSA E-R (C946)	Budget Change		0.2	0	0	0
C YGC Ward 10 NSA E-R (C946)	Actual FTE	5.6	10.6	8	18	12.9
C YGC Ward 10 NSA E-R (C946)	Vacancy FTE	11.7	7	9.6	-0.4	4.7
C YGC Ward 10 NSA E-R (C946)	Vacancy %	67.6%	39.7%	54.5%	-2.1%	26.8%
C YGC Ward 10 NSA E-R (C946)	OSN Starters			1.00	6.00	2.00
C YGC Ward 10 NSA E-R (C946)	Newly Qualified Starters		2.00		2.96	0.92
C YGC Ward 10 NSA E-R (C946)	Other Starters		1.00			
C YGC Ward 10 NSA E-R (C946)	External Leavers (12 Months)	0	0	-1	-1	-1
C YGC Ward 10 NSA E-R (C946)	Internal Leavers FTE	-2.3	-3	-4.6	-1	-6
C YGC Ward 10 NSA E-R (C946)	Substantive to Bank					-2
C YGC Ward 10 NSA E-R (C946)	Turnover Rate % (External)			10.7%	7.7%	6.5%
C YGC Ward 11 Respiratory NSA E-R (C887)	Budgeted FTE	23.1	23.1	23.1	23.1	23.1
C YGC Ward 11 Respiratory NSA E-R (C887)	Budget Change		0	0	0	0
C YGC Ward 11 Respiratory NSA E-R (C887)	Actual FTE	19.1	16.8	16.5	24.4	17.6
C YGC Ward 11 Respiratory NSA E-R (C887)	Vacancy FTE	4	6.3	6.6	-1.4	5.5
C YGC Ward 11 Respiratory NSA E-R (C887)	Vacancy %	17.4%	27.1%	28.4%	-5.9%	23.7%
C YGC Ward 11 Respiratory NSA E-R (C887)	OSN Starters				5.92	1.00

C YGC Ward 11 Respiratory NSA E-R (C887)	Newly Qualified Starters		2.00	1.00	4.00	2.00
C YGC Ward 11 Respiratory NSA E-R (C887)	Other Starters			3.00	1.00	0.59
C YGC Ward 11 Respiratory NSA E-R (C887)	External Leavers (12 Months)	0	-0.3	0	-2	-2.8
C YGC Ward 11 Respiratory NSA E-R (C887)	Internal Leavers FTE	-3.4	-5	-4.9	-4.9	-7.8
C YGC Ward 11 Respiratory NSA E-R (C887)	Substantive to Bank				-1	
C YGC Ward 11 Respiratory NSA E-R (C887)	Turnover Rate % (External)		1.8%		9.8%	13.3%
C YGC Ward 12 Renal NSA E-R (C894)	Budgeted FTE	17.6	17.6	17.6	17.6	17.6
C YGC Ward 12 Renal NSA E-R (C894)	<i>Budget Change</i>		0	0	0	0
C YGC Ward 12 Renal NSA E-R (C894)	Actual FTE	17.8	18.3	15.1	17.3	16.4
C YGC Ward 12 Renal NSA E-R (C894)	Vacancy FTE	-0.2	-0.7	2.5	0.2	1.2
C YGC Ward 12 Renal NSA E-R (C894)	Vacancy %	-1.1%	-3.9%	14.1%	1.3%	6.8%
C YGC Ward 12 Renal NSA E-R (C894)	OSN Starters				2.00	1.00
C YGC Ward 12 Renal NSA E-R (C894)	Newly Qualified Starters		2.80	3.00	2.00	2.00
C YGC Ward 12 Renal NSA E-R (C894)	Other Starters					
C YGC Ward 12 Renal NSA E-R (C894)	External Leavers (12 Months)	-1	-0.9	-1.8	-0.8	-2
C YGC Ward 12 Renal NSA E-R (C894)	Internal Leavers FTE	-1.9	-1.2	-5	-2	-4
C YGC Ward 12 Renal NSA E-R (C894)	Substantive to Bank				-1	
C YGC Ward 12 Renal NSA E-R (C894)	Turnover Rate % (External)	5.3%	5.0%	10.8%	4.9%	11.9%
C YGC Ward 14 Stroke NSA E-R (C885)	Budgeted FTE	23.1	23.1	23.1	23.1	23.1
C YGC Ward 14 Stroke NSA E-R (C885)	<i>Budget Change</i>		0	0	0	0
C YGC Ward 14 Stroke NSA E-R (C885)	Actual FTE	19	17.5	13.5	17.5	12.4
C YGC Ward 14 Stroke NSA E-R (C885)	Vacancy FTE	4.1	5.5	9.5	5.6	10.6
C YGC Ward 14 Stroke NSA E-R (C885)	Vacancy %	17.6%	24.0%	41.4%	24.2%	46.1%
C YGC Ward 14 Stroke NSA E-R (C885)	OSN Starters				1.00	2.00
C YGC Ward 14 Stroke NSA E-R (C885)	Newly Qualified Starters		0.96	2.00	3.64	
C YGC Ward 14 Stroke NSA E-R (C885)	Other Starters		0.96	1.08		
C YGC Ward 14 Stroke NSA E-R (C885)	External Leavers (12 Months)	-2	-0.8	-3.8	-0.5	-0.4
C YGC Ward 14 Stroke NSA E-R (C885)	Internal Leavers FTE	0	-3.8	-8.4	-3	-7.6
C YGC Ward 14 Stroke NSA E-R (C885)	Substantive to Bank					-1
C YGC Ward 14 Stroke NSA E-R (C885)	Turnover Rate % (External)	10.2%	4.4%	24.2%	3.1%	2.7%
C YGC Ward 19A - Glaslyn - Gynae NSA E-R (M511)	Budgeted FTE	13.9	13.9	13.9	13.9	13.9
C YGC Ward 19A - Glaslyn - Gynae NSA E-R (M511)	<i>Budget Change</i>		0	0	0	0
C YGC Ward 19A - Glaslyn - Gynae NSA E-R (M511)	Actual FTE	13	13.9	13.9	13.6	14.1
C YGC Ward 19A - Glaslyn - Gynae NSA E-R (M511)	Vacancy FTE	1	0	0	0.3	-0.1
C YGC Ward 19A - Glaslyn - Gynae NSA E-R (M511)	Vacancy %	6.8%	0.0%	0.0%	2.3%	-0.9%
C YGC Ward 19A - Glaslyn - Gynae NSA E-R (M511)	OSN Starters					
C YGC Ward 19A - Glaslyn - Gynae NSA E-R (M511)	Newly Qualified Starters		0.91	0.59	1.96	
C YGC Ward 19A - Glaslyn - Gynae NSA E-R (M511)	Other Starters					
C YGC Ward 19A - Glaslyn - Gynae NSA E-R (M511)	External Leavers (12 Months)	-0.8	0	-0.6	-1	0
C YGC Ward 19A - Glaslyn - Gynae NSA E-R (M511)	Internal Leavers FTE	-0.6		-0.6	-1.6	-0.3
C YGC Ward 19A - Glaslyn - Gynae NSA E-R (M511)	Substantive to Bank					

C YGC Ward 19A - Glaslyn - Gynae NSA E-R (M511)	Turnover Rate % (External)	6.3%		4.2%	7.3%	
C YGC Ward 2 Elderly Care NSA E-R (C896)	Budgeted FTE	17.6	17.6	17.6	17.6	17.6
C YGC Ward 2 Elderly Care NSA E-R (C896)	<i>Budget Change</i>		0	0	0	0
C YGC Ward 2 Elderly Care NSA E-R (C896)	Actual FTE	13.3	11.4	11.6	14.9	15.9
C YGC Ward 2 Elderly Care NSA E-R (C896)	Vacancy FTE	4.3	6.2	6	2.7	1.7
C YGC Ward 2 Elderly Care NSA E-R (C896)	Vacancy %	24.3%	35.2%	34.0%	15.1%	9.4%
C YGC Ward 2 Elderly Care NSA E-R (C896)	OSN Starters			1.00	2.00	2.00
C YGC Ward 2 Elderly Care NSA E-R (C896)	Newly Qualified Starters		1.00	2.00	5.00	
C YGC Ward 2 Elderly Care NSA E-R (C896)	Other Starters					
C YGC Ward 2 Elderly Care NSA E-R (C896)	External Leavers (12 Months)	0	-0.6	-2.8	-1.6	-1
C YGC Ward 2 Elderly Care NSA E-R (C896)	Internal Leavers FTE	-1	-5	-2	-2	-3
C YGC Ward 2 Elderly Care NSA E-R (C896)	Substantive to Bank					
C YGC Ward 2 Elderly Care NSA E-R (C896)	Turnover Rate % (External)		5.2%	24.0%	12.2%	6.5%
C YGC Ward 4 Cardiology NSA E-R (C886)	Budgeted FTE	17.6	17.6	17.6	17.6	17.6
C YGC Ward 4 Cardiology NSA E-R (C886)	<i>Budget Change</i>		0	0	0	0
C YGC Ward 4 Cardiology NSA E-R (C886)	Actual FTE	10.6	11.8	12.8	14.1	16.3
C YGC Ward 4 Cardiology NSA E-R (C886)	Vacancy FTE	7	5.8	4.8	3.5	1.3
C YGC Ward 4 Cardiology NSA E-R (C886)	Vacancy %	39.7%	32.9%	27.2%	19.9%	7.3%
C YGC Ward 4 Cardiology NSA E-R (C886)	OSN Starters			1.00	1.00	1.00
C YGC Ward 4 Cardiology NSA E-R (C886)	Newly Qualified Starters		4.92	4.00	3.00	1.00
C YGC Ward 4 Cardiology NSA E-R (C886)	Other Starters		0.43			0.64
C YGC Ward 4 Cardiology NSA E-R (C886)	External Leavers (12 Months)	-2.7	-4.4	-1	-1	-1
C YGC Ward 4 Cardiology NSA E-R (C886)	Internal Leavers FTE	-5	-5.5	-3.9	-1.9	-3
C YGC Ward 4 Cardiology NSA E-R (C886)	Substantive to Bank					
C YGC Ward 4 Cardiology NSA E-R (C886)	Turnover Rate % (External)	22.7%	30.2%	8.1%	7.4%	6.6%
C YGC Ward 5 Head and Neck NSA E-R (N058)	Budgeted FTE	23.1	23.1	23.3	23.3	23.3
C YGC Ward 5 Head and Neck NSA E-R (N058)	<i>Budget Change</i>		0	0.2	0	0
C YGC Ward 5 Head and Neck NSA E-R (N058)	Actual FTE	10.8	15.1	16.7	16.8	19.4
C YGC Ward 5 Head and Neck NSA E-R (N058)	Vacancy FTE	12.3	7.9	6.6	6.4	3.8
C YGC Ward 5 Head and Neck NSA E-R (N058)	Vacancy %	53.2%	34.4%	28.4%	27.7%	16.5%
C YGC Ward 5 Head and Neck NSA E-R (N058)	OSN Starters				1.00	
C YGC Ward 5 Head and Neck NSA E-R (N058)	Newly Qualified Starters		2.80	3.80	5.00	4.53
C YGC Ward 5 Head and Neck NSA E-R (N058)	Other Starters		0.59			
C YGC Ward 5 Head and Neck NSA E-R (N058)	External Leavers (12 Months)	-3.4	-1	-0.9	-3	0
C YGC Ward 5 Head and Neck NSA E-R (N058)	Internal Leavers FTE	-2.6	-2.6	-1.3	-2.2	-1.9
C YGC Ward 5 Head and Neck NSA E-R (N058)	Substantive to Bank				-3	-2
C YGC Ward 5 Head and Neck NSA E-R (N058)	Turnover Rate % (External)	35.2%	7.7%	5.8%	17.9%	
C YGC Ward 7 Orthopaedic NSA E-R (N140)	Budgeted FTE	19	23	23	23	23
C YGC Ward 7 Orthopaedic NSA E-R (N140)	<i>Budget Change</i>		4	0	0	0
C YGC Ward 7 Orthopaedic NSA E-R (N140)	Actual FTE	19.1	16.4	20.1	17.4	13
C YGC Ward 7 Orthopaedic NSA E-R (N140)	Vacancy FTE	-0.1	6.6	3	5.7	10.1

C YGC Ward 7 Orthopaedic NSA E-R (N140)	Vacancy %	-0.5%	28.6%	12.9%	24.6%	43.7%
C YGC Ward 7 Orthopaedic NSA E-R (N140)	OSN Starters			1.00	1.00	2.00
C YGC Ward 7 Orthopaedic NSA E-R (N140)	Newly Qualified Starters			4.00		1.00
C YGC Ward 7 Orthopaedic NSA E-R (N140)	Other Starters					1.00
C YGC Ward 7 Orthopaedic NSA E-R (N140)	External Leavers (12 Months)	-1.6	-1.5	-0.8	-1	-2.8
C YGC Ward 7 Orthopaedic NSA E-R (N140)	Internal Leavers FTE	-2	-1	0	-5.8	-7.6
C YGC Ward 7 Orthopaedic NSA E-R (N140)	Substantive to Bank					
C YGC Ward 7 Orthopaedic NSA E-R (N140)	Turnover Rate % (External)	8.2%	8.6%	4.4%	5.3%	18.5%
C YGC Ward 8 Colorectal NSA E-R (N055)	Budgeted FTE	17.6	17.6	17.7	17.7	17.7
C YGC Ward 8 Colorectal NSA E-R (N055)	<i>Budget Change</i>		0	0.1	0	0
C YGC Ward 8 Colorectal NSA E-R (N055)	Actual FTE	15.9	15.6	14.6	14.6	10.9
C YGC Ward 8 Colorectal NSA E-R (N055)	Vacancy FTE	1.7	2	3.1	3.1	6.8
C YGC Ward 8 Colorectal NSA E-R (N055)	Vacancy %	9.4%	11.3%	17.7%	17.7%	38.6%
C YGC Ward 8 Colorectal NSA E-R (N055)	OSN Starters				1.00	2.00
C YGC Ward 8 Colorectal NSA E-R (N055)	Newly Qualified Starters			2.00	2.00	1.00
C YGC Ward 8 Colorectal NSA E-R (N055)	Other Starters					
C YGC Ward 8 Colorectal NSA E-R (N055)	External Leavers (12 Months)	0	-1.8	0	-2	-1
C YGC Ward 8 Colorectal NSA E-R (N055)	Internal Leavers FTE	-3	-1.8	-3	-2	-5
C YGC Ward 8 Colorectal NSA E-R (N055)	Substantive to Bank				-2	-0.6
C YGC Ward 8 Colorectal NSA E-R (N055)	Turnover Rate % (External)		11.4%		13.7%	7.8%
C YGC Ward 9 Gastroenterology NSA E-R (C913)	Budgeted FTE	18	17.9	17.9	17.9	17.9
C YGC Ward 9 Gastroenterology NSA E-R (C913)	<i>Budget Change</i>		-0.1	0	0	0
C YGC Ward 9 Gastroenterology NSA E-R (C913)	Actual FTE	13	14.2	12.4	16.8	13.8
C YGC Ward 9 Gastroenterology NSA E-R (C913)	Vacancy FTE	5	3.6	5.5	1.1	4.1
C YGC Ward 9 Gastroenterology NSA E-R (C913)	Vacancy %	27.8%	20.4%	30.5%	5.9%	22.7%
C YGC Ward 9 Gastroenterology NSA E-R (C913)	OSN Starters				3.00	3.00
C YGC Ward 9 Gastroenterology NSA E-R (C913)	Newly Qualified Starters		2.00	3.00	3.00	
C YGC Ward 9 Gastroenterology NSA E-R (C913)	Other Starters		1.00			
C YGC Ward 9 Gastroenterology NSA E-R (C913)	External Leavers (12 Months)	-1	-1	-1.6	-1	-2
C YGC Ward 9 Gastroenterology NSA E-R (C913)	Internal Leavers FTE	-4.6	-2	-4.4	-4.6	-3
C YGC Ward 9 Gastroenterology NSA E-R (C913)	Substantive to Bank				-2	-1.8
C YGC Ward 9 Gastroenterology NSA E-R (C913)	Turnover Rate % (External)	7.6%	7.3%	12.1%		13.1%
E Acton Non Invasive Ventilation Respiratory NSA E-R (C660)	Budgeted FTE	24	24	24	24	24
E Acton Non Invasive Ventilation Respiratory NSA E-R (C660)	<i>Budget Change</i>		0	0	0	0
E Acton Non Invasive Ventilation Respiratory NSA E-R (C660)	Actual FTE	12.3	11.6	17.8	19.4	19.4
E Acton Non Invasive Ventilation Respiratory NSA E-R (C660)	Vacancy FTE	11.7	12.5	6.3	4.6	4.6
E Acton Non Invasive Ventilation Respiratory NSA E-R (C660)	Vacancy %	48.9%	51.9%	26.1%	19.2%	19.1%
E Acton Non Invasive Ventilation Respiratory NSA E-R (C660)	OSN Starters			3.00	5.00	2.00
E Acton Non Invasive Ventilation Respiratory NSA E-R (C660)	Newly Qualified Starters		2.00			1.00
E Acton Non Invasive Ventilation Respiratory NSA E-R (C660)	Other Starters				0.32	
E Acton Non Invasive Ventilation Respiratory NSA E-R (C660)	External Leavers (12 Months)	-1.8	0	0	-0.6	0

E Acton Non Invasive Ventilation Respiratory NSA E-R (C660)	Internal Leavers FTE	-4	-3.8	-1	-4	-7
E Acton Non Invasive Ventilation Respiratory NSA E-R (C660)	Substantive to Bank					
E Acton Non Invasive Ventilation Respiratory NSA E-R (C660)	Turnover Rate % (External)	12.6%			3.4%	
E Bonney Wd; WMH NSA E-R (M408)	Budgeted FTE	18.1	18.1	18.1	18.1	16
E Bonney Wd; WMH NSA E-R (M408)	<i>Budget Change</i>		0	0	0	-2.1
E Bonney Wd; WMH NSA E-R (M408)	Actual FTE	18.2	18.1	17.2	13.4	12.8
E Bonney Wd; WMH NSA E-R (M408)	Vacancy FTE	-0.1	0	0.9	4.7	3.3
E Bonney Wd; WMH NSA E-R (M408)	Vacancy %	-0.3%	-0.1%	4.9%	25.9%	20.5%
E Bonney Wd; WMH NSA E-R (M408)	OSN Starters					
E Bonney Wd; WMH NSA E-R (M408)	Newly Qualified Starters		0.96			
E Bonney Wd; WMH NSA E-R (M408)	Other Starters				0.50	0.96
E Bonney Wd; WMH NSA E-R (M408)	External Leavers (12 Months)	0	-1.3	0	-1.4	0
E Bonney Wd; WMH NSA E-R (M408)	Internal Leavers FTE		-1		-2	-1.1
E Bonney Wd; WMH NSA E-R (M408)	Substantive to Bank					
E Bonney Wd; WMH NSA E-R (M408)	Turnover Rate % (External)		7.3%		9.4%	
E Maelor Children's Ward Paediatric Nurses NSA E-R (F042)	Budgeted FTE	32.7	32.5	32.8	32.7	36.7
E Maelor Children's Ward Paediatric Nurses NSA E-R (F042)	<i>Budget Change</i>		-0.2	0.3	-0.1	4
E Maelor Children's Ward Paediatric Nurses NSA E-R (F042)	Actual FTE	33.3	29	29.5	34.3	34.7
E Maelor Children's Ward Paediatric Nurses NSA E-R (F042)	Vacancy FTE	-0.6	3.5	3.3	-1.6	1.9
E Maelor Children's Ward Paediatric Nurses NSA E-R (F042)	Vacancy %	-1.9%	10.7%	9.9%	-5.0%	5.3%
E Maelor Children's Ward Paediatric Nurses NSA E-R (F042)	OSN Starters					
E Maelor Children's Ward Paediatric Nurses NSA E-R (F042)	Newly Qualified Starters		1.00	4.76	7.88	5.00
E Maelor Children's Ward Paediatric Nurses NSA E-R (F042)	Other Starters			0.96		
E Maelor Children's Ward Paediatric Nurses NSA E-R (F042)	External Leavers (12 Months)	-1.2	-1	0	-0.6	-2
E Maelor Children's Ward Paediatric Nurses NSA E-R (F042)	Internal Leavers FTE	-2.6	-5.1	-6.5	-3.7	-2.8
E Maelor Children's Ward Paediatric Nurses NSA E-R (F042)	Substantive to Bank					-1
E Maelor Children's Ward Paediatric Nurses NSA E-R (F042)	Turnover Rate % (External)	3.9%	3.1%		1.8%	5.6%
E Prince of Wales Ward Medical NSA E-R (N380)	Budgeted FTE	13.8	14.6	13.8	12.7	12.7
E Prince of Wales Ward Medical NSA E-R (N380)	<i>Budget Change</i>		0.8	-0.8	-1.1	0
E Prince of Wales Ward Medical NSA E-R (N380)	Actual FTE	15.1	12.5	11.7	13.7	12.4
E Prince of Wales Ward Medical NSA E-R (N380)	Vacancy FTE	-1.3	2.1	2.1	-1	0.3
E Prince of Wales Ward Medical NSA E-R (N380)	Vacancy %	-9.4%	14.5%	15.3%	-7.5%	2.2%
E Prince of Wales Ward Medical NSA E-R (N380)	OSN Starters					1.00
E Prince of Wales Ward Medical NSA E-R (N380)	Newly Qualified Starters		1.00	1.00	2.00	0.84
E Prince of Wales Ward Medical NSA E-R (N380)	Other Starters				1.00	1.00
E Prince of Wales Ward Medical NSA E-R (N380)	External Leavers (12 Months)	0	-1.8	-1.8	0	-1.6
E Prince of Wales Ward Medical NSA E-R (N380)	Internal Leavers FTE		-3.6	0	-1	-4.2
E Prince of Wales Ward Medical NSA E-R (N380)	Substantive to Bank					
E Prince of Wales Ward Medical NSA E-R (N380)	Turnover Rate % (External)		13.1%	14.9%		12.6%
E YMW Acute Cardiac Unit Nursing Cardiology NSA E-R (C662)	Budgeted FTE	29.1	29.1	28.4	28.4	29.4
E YMW Acute Cardiac Unit Nursing Cardiology NSA E-R (C662)	<i>Budget Change</i>		0	-0.7	0	1

E YMW Acute Cardiac Unit Nursing Cardiology NSA E-R (C662)	Actual FTE	21.9	18.7	23.8	23.4	25
E YMW Acute Cardiac Unit Nursing Cardiology NSA E-R (C662)	Vacancy FTE	7.2	10.4	4.6	5	4.4
E YMW Acute Cardiac Unit Nursing Cardiology NSA E-R (C662)	Vacancy %	24.8%	35.8%	16.1%	17.5%	14.9%
E YMW Acute Cardiac Unit Nursing Cardiology NSA E-R (C662)	OSN Starters			1.00	7.00	2.00
E YMW Acute Cardiac Unit Nursing Cardiology NSA E-R (C662)	Newly Qualified Starters		1.00	4.00		1.00
E YMW Acute Cardiac Unit Nursing Cardiology NSA E-R (C662)	Other Starters		1.00	2.64		1.00
E YMW Acute Cardiac Unit Nursing Cardiology NSA E-R (C662)	External Leavers (12 Months)	-3.6	-2.4	-2.1	-3	-2.6
E YMW Acute Cardiac Unit Nursing Cardiology NSA E-R (C662)	Internal Leavers FTE	-4.7	-4.2	-5.4	-4.6	-6.4
E YMW Acute Cardiac Unit Nursing Cardiology NSA E-R (C662)	Substantive to Bank					
E YMW Acute Cardiac Unit Nursing Cardiology NSA E-R (C662)	Turnover Rate % (External)	15.2%	12.0%	9.7%	12.7%	10.9%
E YMW Arrivals & Pasteur Wards NSA E-R (N279)	Budgeted FTE	17	17	17	10.9	10
E YMW Arrivals & Pasteur Wards NSA E-R (N279)	<i>Budget Change</i>		0	0	-6.1	-0.9
E YMW Arrivals & Pasteur Wards NSA E-R (N279)	Actual FTE	17.6	16	13.7	15.9	11.4
E YMW Arrivals & Pasteur Wards NSA E-R (N279)	Vacancy FTE	-0.6	1	3.3	-5	-1.4
E YMW Arrivals & Pasteur Wards NSA E-R (N279)	Vacancy %	-3.5%	5.9%	19.5%	-45.8%	-14.2%
E YMW Arrivals & Pasteur Wards NSA E-R (N279)	OSN Starters				5.00	3.00
E YMW Arrivals & Pasteur Wards NSA E-R (N279)	Newly Qualified Starters				1.00	1.00
E YMW Arrivals & Pasteur Wards NSA E-R (N279)	Other Starters					
E YMW Arrivals & Pasteur Wards NSA E-R (N279)	External Leavers (12 Months)	-1.7	-1.7	-2.9	-2.8	-4.6
E YMW Arrivals & Pasteur Wards NSA E-R (N279)	Internal Leavers FTE	-1.3	-1.5	0	-1	-8.4
E YMW Arrivals & Pasteur Wards NSA E-R (N279)	Substantive to Bank					
E YMW Arrivals & Pasteur Wards NSA E-R (N279)	Turnover Rate % (External)	10.9%	9.9%	19.9%	19.0%	33.1%
E YMW Bershram Ward Nursing Stroke NSA E-R (C669)	Budgeted FTE	18.9	18.9	24	23.8	23.8
E YMW Bershram Ward Nursing Stroke NSA E-R (C669)	<i>Budget Change</i>		0	5.1	-0.2	0
E YMW Bershram Ward Nursing Stroke NSA E-R (C669)	Actual FTE	8.9	11.7	12.9	18.2	16.4
E YMW Bershram Ward Nursing Stroke NSA E-R (C669)	Vacancy FTE	10	7.2	11.2	5.6	7.4
E YMW Bershram Ward Nursing Stroke NSA E-R (C669)	Vacancy %	52.8%	38.2%	46.5%	23.4%	31.1%
E YMW Bershram Ward Nursing Stroke NSA E-R (C669)	OSN Starters			1.00	9.00	2.00
E YMW Bershram Ward Nursing Stroke NSA E-R (C669)	Newly Qualified Starters		2.00	1.00		2.00
E YMW Bershram Ward Nursing Stroke NSA E-R (C669)	Other Starters		2.64			
E YMW Bershram Ward Nursing Stroke NSA E-R (C669)	External Leavers (12 Months)	0	-1	-1	-3	-3
E YMW Bershram Ward Nursing Stroke NSA E-R (C669)	Internal Leavers FTE	-4	-1	0	-1.6	-9.8
E YMW Bershram Ward Nursing Stroke NSA E-R (C669)	Substantive to Bank					
E YMW Bershram Ward Nursing Stroke NSA E-R (C669)	Turnover Rate % (External)		9.7%	8.1%	19.3%	17.3%
E YMW Bonney Ward Nursing Diabetes NSA E-R (C663)	Budgeted FTE	18.9	18.9	18.9	18.9	18.9
E YMW Bonney Ward Nursing Diabetes NSA E-R (C663)	<i>Budget Change</i>		0	0	0	0
E YMW Bonney Ward Nursing Diabetes NSA E-R (C663)	Actual FTE	13.5	12.8	6.8	12	11
E YMW Bonney Ward Nursing Diabetes NSA E-R (C663)	Vacancy FTE	5.4	6.1	12.1	7	8
E YMW Bonney Ward Nursing Diabetes NSA E-R (C663)	Vacancy %	28.4%	32.5%	64.0%	36.8%	42.0%
E YMW Bonney Ward Nursing Diabetes NSA E-R (C663)	OSN Starters				5.00	2.00
E YMW Bonney Ward Nursing Diabetes NSA E-R (C663)	Newly Qualified Starters		2.00			

E YMW Bonney Ward Nursing Diabetes NSA E-R (C663)	Other Starters				1.00	
E YMW Bonney Ward Nursing Diabetes NSA E-R (C663)	External Leavers (12 Months)	0	-2.6	-3	-5	-1
E YMW Bonney Ward Nursing Diabetes NSA E-R (C663)	Internal Leavers FTE	-1	-2	-5	0	-5
E YMW Bonney Ward Nursing Diabetes NSA E-R (C663)	Substantive to Bank					
E YMW Bonney Ward Nursing Diabetes NSA E-R (C663)	Turnover Rate % (External)		7.6%	30.7%	53.3%	8.7%
E YMW Cunliffe Ward Nursing Renal NSA E-R (C716)	Budgeted FTE	16.4	18.9	17.3	17.3	17.3
E YMW Cunliffe Ward Nursing Renal NSA E-R (C716)	<i>Budget Change</i>		2.5	-1.6	0	0
E YMW Cunliffe Ward Nursing Renal NSA E-R (C716)	Actual FTE	12.8	12.9	12.1	16.1	14.2
E YMW Cunliffe Ward Nursing Renal NSA E-R (C716)	Vacancy FTE	3.5	6	5.2	1.3	3.1
E YMW Cunliffe Ward Nursing Renal NSA E-R (C716)	Vacancy %	21.5%	32.0%	29.9%	7.3%	17.7%
E YMW Cunliffe Ward Nursing Renal NSA E-R (C716)	OSN Starters				5.00	4.00
E YMW Cunliffe Ward Nursing Renal NSA E-R (C716)	Newly Qualified Starters		2.00	1.00	1.96	1.00
E YMW Cunliffe Ward Nursing Renal NSA E-R (C716)	Other Starters					
E YMW Cunliffe Ward Nursing Renal NSA E-R (C716)	External Leavers (12 Months)	0	-2	0	-1.8	-2.8
E YMW Cunliffe Ward Nursing Renal NSA E-R (C716)	Internal Leavers FTE	-1	0	-3.8	-1	-5.9
E YMW Cunliffe Ward Nursing Renal NSA E-R (C716)	Substantive to Bank					
E YMW Cunliffe Ward Nursing Renal NSA E-R (C716)	Turnover Rate % (External)		15.3%		12.8%	18.5%
E YMW Erddig Ward Colorectal NSA E-R (N090)	Budgeted FTE	17.7	18.7	26.6	26.6	26.6
E YMW Erddig Ward Colorectal NSA E-R (N090)	<i>Budget Change</i>		1	7.9	0	0
E YMW Erddig Ward Colorectal NSA E-R (N090)	Actual FTE	13.7	14.7	19.8	19	15
E YMW Erddig Ward Colorectal NSA E-R (N090)	Vacancy FTE	4	4	6.8	7.6	11.6
E YMW Erddig Ward Colorectal NSA E-R (N090)	Vacancy %	22.8%	21.5%	25.5%	28.5%	43.6%
E YMW Erddig Ward Colorectal NSA E-R (N090)	OSN Starters			1.00	1.00	4.00
E YMW Erddig Ward Colorectal NSA E-R (N090)	Newly Qualified Starters		1.00	4.00	3.00	1.00
E YMW Erddig Ward Colorectal NSA E-R (N090)	Other Starters				1.00	
E YMW Erddig Ward Colorectal NSA E-R (N090)	External Leavers (12 Months)	-2.7	-2.3	0	-1.8	-3
E YMW Erddig Ward Colorectal NSA E-R (N090)	Internal Leavers FTE	-3	-1.7	-0.9	-6	-7
E YMW Erddig Ward Colorectal NSA E-R (N090)	Substantive to Bank					-2
E YMW Erddig Ward Colorectal NSA E-R (N090)	Turnover Rate % (External)	18.5%	16.4%		9.3%	17.6%
E YMW Fleming Medical Ward Respiratory NSA E-R (C676)	Budgeted FTE	11.2	11.2	11.2	11.2	15.3
E YMW Fleming Medical Ward Respiratory NSA E-R (C676)	<i>Budget Change</i>		0	0	0	4.1
E YMW Fleming Medical Ward Respiratory NSA E-R (C676)	Actual FTE	3.8	5.5	6.7	17.7	14.2
E YMW Fleming Medical Ward Respiratory NSA E-R (C676)	Vacancy FTE	7.5	5.7	4.6	-6.5	1.2
E YMW Fleming Medical Ward Respiratory NSA E-R (C676)	Vacancy %	66.5%	50.8%	40.5%	-57.4%	7.6%
E YMW Fleming Medical Ward Respiratory NSA E-R (C676)	OSN Starters				6.00	2.00
E YMW Fleming Medical Ward Respiratory NSA E-R (C676)	Newly Qualified Starters				1.00	0.80
E YMW Fleming Medical Ward Respiratory NSA E-R (C676)	Other Starters				3.00	0.64
E YMW Fleming Medical Ward Respiratory NSA E-R (C676)	External Leavers (12 Months)	0	-0.3	0	-1	-5
E YMW Fleming Medical Ward Respiratory NSA E-R (C676)	Internal Leavers FTE	-0.8	-1		-1	-5.8
E YMW Fleming Medical Ward Respiratory NSA E-R (C676)	Substantive to Bank					
E YMW Fleming Medical Ward Respiratory NSA E-R (C676)	Turnover Rate % (External)		6.9%		8.2%	31.4%

E YMW Mason Ward Orthopaedic NSA E-R (N174)	Budgeted FTE	21.5	21.5	21.2	18.5	18.5
E YMW Mason Ward Orthopaedic NSA E-R (N174)	<i>Budget Change</i>		0	-0.3	-2.7	0
E YMW Mason Ward Orthopaedic NSA E-R (N174)	Actual FTE	11.8	10.2	14.2	18.2	15.4
E YMW Mason Ward Orthopaedic NSA E-R (N174)	Vacancy FTE	9.7	11.2	7	0.3	3.1
E YMW Mason Ward Orthopaedic NSA E-R (N174)	Vacancy %	45.0%	52.4%	33.0%	1.4%	16.6%
E YMW Mason Ward Orthopaedic NSA E-R (N174)	OSN Starters				1.00	2.00
E YMW Mason Ward Orthopaedic NSA E-R (N174)	Newly Qualified Starters		1.80	3.00	3.00	1.00
E YMW Mason Ward Orthopaedic NSA E-R (N174)	Other Starters		0.43	1.00		
E YMW Mason Ward Orthopaedic NSA E-R (N174)	External Leavers (12 Months)	-2.3	-1.8	0	0	-3
E YMW Mason Ward Orthopaedic NSA E-R (N174)	Internal Leavers FTE	-2.7	-3.9			-3
E YMW Mason Ward Orthopaedic NSA E-R (N174)	Substantive to Bank					-1.8
E YMW Mason Ward Orthopaedic NSA E-R (N174)	Turnover Rate % (External)	18.2%	16.3%			17.9%
E YMW Morris Ward Nursing Elderly Care NSA E-R (C664)	Budgeted FTE	18.9	18.9	16.4	16.4	16.4
E YMW Morris Ward Nursing Elderly Care NSA E-R (C664)	<i>Budget Change</i>		0	-2.5	0	0
E YMW Morris Ward Nursing Elderly Care NSA E-R (C664)	Actual FTE	11.6	11.6	10.6	14.6	15.5
E YMW Morris Ward Nursing Elderly Care NSA E-R (C664)	Vacancy FTE	7.4	7.3	5.7	1.7	0.9
E YMW Morris Ward Nursing Elderly Care NSA E-R (C664)	Vacancy %	38.9%	38.7%	34.9%	10.5%	5.5%
E YMW Morris Ward Nursing Elderly Care NSA E-R (C664)	OSN Starters				6.00	4.00
E YMW Morris Ward Nursing Elderly Care NSA E-R (C664)	Newly Qualified Starters		2.00	1.00		
E YMW Morris Ward Nursing Elderly Care NSA E-R (C664)	Other Starters					1.00
E YMW Morris Ward Nursing Elderly Care NSA E-R (C664)	External Leavers (12 Months)	0	-1	0	-1	-1
E YMW Morris Ward Nursing Elderly Care NSA E-R (C664)	Internal Leavers FTE	-2	-2	-2	0	-4
E YMW Morris Ward Nursing Elderly Care NSA E-R (C664)	Substantive to Bank				-1	
E YMW Morris Ward Nursing Elderly Care NSA E-R (C664)	Turnover Rate % (External)		8.6%		7.9%	6.6%
E YMW Pantomime Ward Gastroenterology NSA E-R (C668)	Budgeted FTE	15.2	15.2	15.2	15.2	15.2
E YMW Pantomime Ward Gastroenterology NSA E-R (C668)	<i>Budget Change</i>		0	0	0	0
E YMW Pantomime Ward Gastroenterology NSA E-R (C668)	Actual FTE	12.8	11.8	10.8	12	15
E YMW Pantomime Ward Gastroenterology NSA E-R (C668)	Vacancy FTE	2.4	3.4	4.4	3.2	0.2
E YMW Pantomime Ward Gastroenterology NSA E-R (C668)	Vacancy %	15.7%	22.3%	28.9%	20.9%	1.2%
E YMW Pantomime Ward Gastroenterology NSA E-R (C668)	OSN Starters				4.00	2.00
E YMW Pantomime Ward Gastroenterology NSA E-R (C668)	Newly Qualified Starters		2.00	1.00	2.00	2.00
E YMW Pantomime Ward Gastroenterology NSA E-R (C668)	Other Starters					
E YMW Pantomime Ward Gastroenterology NSA E-R (C668)	External Leavers (12 Months)	-1.9	-1	-1	-2.8	-2
E YMW Pantomime Ward Gastroenterology NSA E-R (C668)	Internal Leavers FTE	-1	-2	-2	-2	-1
E YMW Pantomime Ward Gastroenterology NSA E-R (C668)	Substantive to Bank					-1
E YMW Pantomime Ward Gastroenterology NSA E-R (C668)	Turnover Rate % (External)	14.2%	8.1%	8.8%	24.6%	14.8%
E YMW Samaritan Ward NSA E-R (N175)	Budgeted FTE	15.5	15.5	12	13	13
E YMW Samaritan Ward NSA E-R (N175)	<i>Budget Change</i>		0	-3.5	1	0
E YMW Samaritan Ward NSA E-R (N175)	Actual FTE	11.9	8.8	6.5	12.5	12.5
E YMW Samaritan Ward NSA E-R (N175)	Vacancy FTE	3.7	6.8	5.5	0.5	0.5
E YMW Samaritan Ward NSA E-R (N175)	Vacancy %	23.6%	43.6%	45.9%	3.9%	3.9%

E YMW Samaritan Ward NSA E-R (N175)	OSN Starters					5.00	
E YMW Samaritan Ward NSA E-R (N175)	Newly Qualified Starters					2.00	
E YMW Samaritan Ward NSA E-R (N175)	Other Starters			0.48			
E YMW Samaritan Ward NSA E-R (N175)	External Leavers (12 Months)	0	0	-2	0	0	0
E YMW Samaritan Ward NSA E-R (N175)	Internal Leavers FTE	-0.5	-3	-2.8	-3	-3	-1
E YMW Samaritan Ward NSA E-R (N175)	Substantive to Bank						
E YMW Samaritan Ward NSA E-R (N175)	Turnover Rate % (External)			26.2%			
E YMW Surgical Assessment Unit NSA E-R (N091)	Budgeted FTE	26.6	26.6	26.6	26.6	26.6	26.6
E YMW Surgical Assessment Unit NSA E-R (N091)	<i>Budget Change</i>		0	0	0	0	0
E YMW Surgical Assessment Unit NSA E-R (N091)	Actual FTE	21.3	20.2	20.4	24.7	23.6	23.6
E YMW Surgical Assessment Unit NSA E-R (N091)	Vacancy FTE	5.3	6.3	6.2	1.9	2.9	2.9
E YMW Surgical Assessment Unit NSA E-R (N091)	Vacancy %	19.9%	23.9%	23.4%	7.0%	11.1%	11.1%
E YMW Surgical Assessment Unit NSA E-R (N091)	OSN Starters					1.00	1.00
E YMW Surgical Assessment Unit NSA E-R (N091)	Newly Qualified Starters		2.64	2.00	3.40	2.28	2.28
E YMW Surgical Assessment Unit NSA E-R (N091)	Other Starters		0.96	2.00	2.00		
E YMW Surgical Assessment Unit NSA E-R (N091)	External Leavers (12 Months)	-1.6	-3	-2.1	-1.6	-3	-3
E YMW Surgical Assessment Unit NSA E-R (N091)	Internal Leavers FTE	-3	-2.7	-2.5	0	-3.8	-3.8
E YMW Surgical Assessment Unit NSA E-R (N091)	Substantive to Bank					-1	
E YMW Surgical Assessment Unit NSA E-R (N091)	Turnover Rate % (External)	7.5%	14.4%	10.4%	7.3%	12.4%	12.4%
W Alaw Ward NSA E-R (Q102)	Budgeted FTE	17.1	17.3	17.3	17.3	17.3	17.3
W Alaw Ward NSA E-R (Q102)	<i>Budget Change</i>		0.2	0	0	0	0
W Alaw Ward NSA E-R (Q102)	Actual FTE	15.6	15.8	18	16	17.1	17.1
W Alaw Ward NSA E-R (Q102)	Vacancy FTE	1.5	1.5	-0.7	1.3	0.2	0.2
W Alaw Ward NSA E-R (Q102)	Vacancy %	8.9%	8.8%	-4.1%	7.5%	0.9%	0.9%
W Alaw Ward NSA E-R (Q102)	OSN Starters						
W Alaw Ward NSA E-R (Q102)	Newly Qualified Starters		1.00	1.00		2.00	2.00
W Alaw Ward NSA E-R (Q102)	Other Starters		1.71	0.96	0.72	0.64	0.64
W Alaw Ward NSA E-R (Q102)	External Leavers (12 Months)	-1	-1.6	-1	-0.7	-0.9	-0.9
W Alaw Ward NSA E-R (Q102)	Internal Leavers FTE	-1.8	-1	0	-2	-5.2	-5.2
W Alaw Ward NSA E-R (Q102)	Substantive to Bank						
W Alaw Ward NSA E-R (Q102)	Turnover Rate % (External)	6.2%	10.2%	5.9%	4.2%	5.8%	5.8%
W Children' s Unit YG NSA E-R (F121)	Budgeted FTE	25.3	28	26.5	28	36.8	36.8
W Children' s Unit YG NSA E-R (F121)	<i>Budget Change</i>		2.7	-1.5	1.5	8.8	8.8
W Children' s Unit YG NSA E-R (F121)	Actual FTE	22.6	26.3	30.8	31.9	36.8	36.8
W Children' s Unit YG NSA E-R (F121)	Vacancy FTE	2.7	1.7	-4.3	-3.9	0.1	0.1
W Children' s Unit YG NSA E-R (F121)	Vacancy %	10.5%	5.9%	-16.3%	-13.9%	0.2%	0.2%
W Children' s Unit YG NSA E-R (F121)	OSN Starters						
W Children' s Unit YG NSA E-R (F121)	Newly Qualified Starters		1.00	4.00	1.00	7.00	7.00
W Children' s Unit YG NSA E-R (F121)	Other Starters		2.00		1.60	2.00	2.00
W Children' s Unit YG NSA E-R (F121)	External Leavers (12 Months)	-2	0	-1	0	-0.4	-0.4
W Children' s Unit YG NSA E-R (F121)	Internal Leavers FTE	-4.1	-0.9	-1.5	-1.3	-3.9	-3.9

W Children' s Unit YG NSA E-R (F121)	Substantive to Bank				-1	-0.6
W Children' s Unit YG NSA E-R (F121)	Turnover Rate % (External)	8.1%		3.4%		1.2%
W Ffrancon Ward NSA E-R (M302)	Budgeted FTE	14.6	14.6	14.6	14.6	14.6
W Ffrancon Ward NSA E-R (M302)	<i>Budget Change</i>		0	0	0	0
W Ffrancon Ward NSA E-R (M302)	Actual FTE	13.3	12	13.3	10.1	12.1
W Ffrancon Ward NSA E-R (M302)	Vacancy FTE	1.4	2.6	1.4	4.5	2.5
W Ffrancon Ward NSA E-R (M302)	Vacancy %	9.3%	18.0%	9.2%	30.8%	17.2%
W Ffrancon Ward NSA E-R (M302)	OSN Starters					
W Ffrancon Ward NSA E-R (M302)	Newly Qualified Starters		1.00	2.00		
W Ffrancon Ward NSA E-R (M302)	Other Starters					1.00
W Ffrancon Ward NSA E-R (M302)	External Leavers (12 Months)	-1	0	-0.5	-0.3	-0.8
W Ffrancon Ward NSA E-R (M302)	Internal Leavers FTE	-2.7	-2	-2.4	-5.2	-0.3
W Ffrancon Ward NSA E-R (M302)	Substantive to Bank					
W Ffrancon Ward NSA E-R (M302)	Turnover Rate % (External)	7.2%		3.8%	2.7%	7.2%
W YG Dulas Ward NSA E-R (N023)	Budgeted FTE	23.9	23.9	22.5	22.5	22.5
W YG Dulas Ward NSA E-R (N023)	<i>Budget Change</i>		0	-1.4	0	0
W YG Dulas Ward NSA E-R (N023)	Actual FTE	22.5	17.6	18.7	20.2	16.8
W YG Dulas Ward NSA E-R (N023)	Vacancy FTE	1.4	6.2	3.8	2.3	5.7
W YG Dulas Ward NSA E-R (N023)	Vacancy %	5.9%	26.1%	16.9%	10.2%	25.5%
W YG Dulas Ward NSA E-R (N023)	OSN Starters					
W YG Dulas Ward NSA E-R (N023)	Newly Qualified Starters		1.00	3.00	4.80	3.00
W YG Dulas Ward NSA E-R (N023)	Other Starters			0.64		0.48
W YG Dulas Ward NSA E-R (N023)	External Leavers (12 Months)	0	-2.2	-2.3	-1	-2.1
W YG Dulas Ward NSA E-R (N023)	Internal Leavers FTE	-4	-3.2	-1.1	-1.6	-4.3
W YG Dulas Ward NSA E-R (N023)	Substantive to Bank				-1	
W YG Dulas Ward NSA E-R (N023)	Turnover Rate % (External)		10.8%	13.1%	5.1%	11.5%
W YG Enlli Ward Orthopaedic NSA E-R (N123)	Budgeted FTE	13.5	13.5	13.5	13.5	13.5
W YG Enlli Ward Orthopaedic NSA E-R (N123)	<i>Budget Change</i>		0	0	0	0
W YG Enlli Ward Orthopaedic NSA E-R (N123)	Actual FTE	9	10	9.6	10.8	9.4
W YG Enlli Ward Orthopaedic NSA E-R (N123)	Vacancy FTE	4.5	3.5	3.9	2.7	4.2
W YG Enlli Ward Orthopaedic NSA E-R (N123)	Vacancy %	33.5%	26.1%	28.9%	19.9%	30.9%
W YG Enlli Ward Orthopaedic NSA E-R (N123)	OSN Starters				1.00	
W YG Enlli Ward Orthopaedic NSA E-R (N123)	Newly Qualified Starters		2.00		1.00	1.00
W YG Enlli Ward Orthopaedic NSA E-R (N123)	Other Starters				0.48	0.48
W YG Enlli Ward Orthopaedic NSA E-R (N123)	External Leavers (12 Months)	-2	0	0	-1.8	-3.4
W YG Enlli Ward Orthopaedic NSA E-R (N123)	Internal Leavers FTE	-1	-1.6		-5	-3.4
W YG Enlli Ward Orthopaedic NSA E-R (N123)	Substantive to Bank				-2	-1
W YG Enlli Ward Orthopaedic NSA E-R (N123)	Turnover Rate % (External)	21.2%			17.2%	34.1%
W YG Glaslyn Ward Elderly Care NSA E-R (C741)	Budgeted FTE	18	17.8	17.8	17.8	17.8
W YG Glaslyn Ward Elderly Care NSA E-R (C741)	<i>Budget Change</i>		-0.2	0	0	0
W YG Glaslyn Ward Elderly Care NSA E-R (C741)	Actual FTE	16	17.6	17.2	14.2	12.7

W YG Glaslyn Ward Elderly Care NSA E-R (C741)	Vacancy FTE	2.1	0.2	0.6	3.6	5.1
W YG Glaslyn Ward Elderly Care NSA E-R (C741)	Vacancy %	11.4%	1.2%	3.5%	20.3%	28.6%
W YG Glaslyn Ward Elderly Care NSA E-R (C741)	OSN Starters					1.00
W YG Glaslyn Ward Elderly Care NSA E-R (C741)	Newly Qualified Starters		1.00	0.96	1.00	3.00
W YG Glaslyn Ward Elderly Care NSA E-R (C741)	Other Starters					
W YG Glaslyn Ward Elderly Care NSA E-R (C741)	External Leavers (12 Months)	0	0	0	-1.2	-1.6
W YG Glaslyn Ward Elderly Care NSA E-R (C741)	Internal Leavers FTE	-2		-1	-3	-4.6
W YG Glaslyn Ward Elderly Care NSA E-R (C741)	Substantive to Bank					
W YG Glaslyn Ward Elderly Care NSA E-R (C741)	Turnover Rate % (External)				8.2%	12.2%
W YG Glyder Ward Cardiology NSA E-R (C743)	Budgeted FTE	14.5	14.5	14.5	14.5	14.4
W YG Glyder Ward Cardiology NSA E-R (C743)	<i>Budget Change</i>		0	0	0	-0.1
W YG Glyder Ward Cardiology NSA E-R (C743)	Actual FTE	14.4	12.5	12.3	11.8	15.6
W YG Glyder Ward Cardiology NSA E-R (C743)	Vacancy FTE	0	2	2.2	2.7	-1.2
W YG Glyder Ward Cardiology NSA E-R (C743)	Vacancy %	0.3%	13.6%	15.3%	18.6%	-8.2%
W YG Glyder Ward Cardiology NSA E-R (C743)	OSN Starters					
W YG Glyder Ward Cardiology NSA E-R (C743)	Newly Qualified Starters		4.00	2.00	1.80	4.60
W YG Glyder Ward Cardiology NSA E-R (C743)	Other Starters		0.64			
W YG Glyder Ward Cardiology NSA E-R (C743)	External Leavers (12 Months)	-2.6	-1.6	-1	-1	0
W YG Glyder Ward Cardiology NSA E-R (C743)	Internal Leavers FTE	-2	-6.2	-2.4	-3.8	-1.8
W YG Glyder Ward Cardiology NSA E-R (C743)	Substantive to Bank					
W YG Glyder Ward Cardiology NSA E-R (C743)	Turnover Rate % (External)	17.5%	11.9%	8.1%	8.3%	
W YG Hebog Ward Renal NSA E-R (C745)	Budgeted FTE	26	26	26	26	26
W YG Hebog Ward Renal NSA E-R (C745)	<i>Budget Change</i>		0	0	0	0
W YG Hebog Ward Renal NSA E-R (C745)	Actual FTE	25.1	25.8	26	26	25.2
W YG Hebog Ward Renal NSA E-R (C745)	Vacancy FTE	0.9	0.2	0	0	0.7
W YG Hebog Ward Renal NSA E-R (C745)	Vacancy %	3.4%	0.8%	-0.2%	-0.1%	2.8%
W YG Hebog Ward Renal NSA E-R (C745)	OSN Starters					
W YG Hebog Ward Renal NSA E-R (C745)	Newly Qualified Starters		2.00	1.80	1.00	1.00
W YG Hebog Ward Renal NSA E-R (C745)	Other Starters					
W YG Hebog Ward Renal NSA E-R (C745)	External Leavers (12 Months)	-1	-1	-1.6	0	-0.8
W YG Hebog Ward Renal NSA E-R (C745)	Internal Leavers FTE	0	0	-1	-0.8	-0.8
W YG Hebog Ward Renal NSA E-R (C745)	Substantive to Bank					
W YG Hebog Ward Renal NSA E-R (C745)	Turnover Rate % (External)	4.0%	3.8%	6.0%		3.1%
W YG Moelwyn Ward Respiratory NSA E-R (C746)	Budgeted FTE	23.6	23.6	23.6	23.6	23.6
W YG Moelwyn Ward Respiratory NSA E-R (C746)	<i>Budget Change</i>		0	0	0	0
W YG Moelwyn Ward Respiratory NSA E-R (C746)	Actual FTE	17.3	15.4	24.5	21	20.3
W YG Moelwyn Ward Respiratory NSA E-R (C746)	Vacancy FTE	6.3	8.2	-0.9	2.6	3.3
W YG Moelwyn Ward Respiratory NSA E-R (C746)	Vacancy %	26.8%	34.8%	-3.8%	10.9%	14.1%
W YG Moelwyn Ward Respiratory NSA E-R (C746)	OSN Starters					3.00
W YG Moelwyn Ward Respiratory NSA E-R (C746)	Newly Qualified Starters		2.00	8.80	1.96	2.00
W YG Moelwyn Ward Respiratory NSA E-R (C746)	Other Starters					2.00

W YG Moelwyn Ward Respiratory NSA E-R (C746)	External Leavers (12 Months)	-1	-1.9	0	-0.6	-2
W YG Moelwyn Ward Respiratory NSA E-R (C746)	Internal Leavers FTE	-1.5	-6	-3.8	-10.6	-6.8
W YG Moelwyn Ward Respiratory NSA E-R (C746)	Substantive to Bank					
W YG Moelwyn Ward Respiratory NSA E-R (C746)	Turnover Rate % (External)	6.1%	11.6%		2.8%	9.7%
W YG Ogwen Ward Orthopaedic NSA E-R (N122)	Budgeted FTE	17.1	17.1	17.1	17.1	17.1
W YG Ogwen Ward Orthopaedic NSA E-R (N122)	<i>Budget Change</i>		0	0	0	0
W YG Ogwen Ward Orthopaedic NSA E-R (N122)	Actual FTE	14.9	16.1	16.7	17.3	14.7
W YG Ogwen Ward Orthopaedic NSA E-R (N122)	Vacancy FTE	2.2	1	0.4	-0.2	2.5
W YG Ogwen Ward Orthopaedic NSA E-R (N122)	Vacancy %	12.8%	5.8%	2.5%	-1.2%	14.5%
W YG Ogwen Ward Orthopaedic NSA E-R (N122)	OSN Starters					1.00
W YG Ogwen Ward Orthopaedic NSA E-R (N122)	Newly Qualified Starters		5.00	4.00	4.00	1.00
W YG Ogwen Ward Orthopaedic NSA E-R (N122)	Other Starters		0.48		1.43	1.00
W YG Ogwen Ward Orthopaedic NSA E-R (N122)	External Leavers (12 Months)	-1	-2.3	-1.6	-0.8	-2
W YG Ogwen Ward Orthopaedic NSA E-R (N122)	Internal Leavers FTE	0	-3.6	-2.6	-3	-3.5
W YG Ogwen Ward Orthopaedic NSA E-R (N122)	Substantive to Bank				-1	
W YG Ogwen Ward Orthopaedic NSA E-R (N122)	Turnover Rate % (External)	7.0%	14.9%	9.7%	4.7%	12.5%
W YG Prysor Ward Stroke NSA E-R (C748)	Budgeted FTE	13.8	13.8	13.8	13.8	13.8
W YG Prysor Ward Stroke NSA E-R (C748)	<i>Budget Change</i>		0	0	0	0
W YG Prysor Ward Stroke NSA E-R (C748)	Actual FTE	10.2	10.8	14.8	14.8	10.6
W YG Prysor Ward Stroke NSA E-R (C748)	Vacancy FTE	3.5	3	-1	-1	3.2
W YG Prysor Ward Stroke NSA E-R (C748)	Vacancy %	25.6%	21.6%	-7.5%	-7.5%	23.0%
W YG Prysor Ward Stroke NSA E-R (C748)	OSN Starters					
W YG Prysor Ward Stroke NSA E-R (C748)	Newly Qualified Starters		1.00	4.00		
W YG Prysor Ward Stroke NSA E-R (C748)	Other Starters		1.00			
W YG Prysor Ward Stroke NSA E-R (C748)	External Leavers (12 Months)	-1	-1.1	0	0	0
W YG Prysor Ward Stroke NSA E-R (C748)	Internal Leavers FTE	-1	-1.6			-5
W YG Prysor Ward Stroke NSA E-R (C748)	Substantive to Bank					
W YG Prysor Ward Stroke NSA E-R (C748)	Turnover Rate % (External)	9.5%	10.6%			
W YG Tegid Ward Colorectal NSA E-R (N301)	Budgeted FTE	27.9	27.9	27.9	27.9	27.9
W YG Tegid Ward Colorectal NSA E-R (N301)	<i>Budget Change</i>		0	0	0	0
W YG Tegid Ward Colorectal NSA E-R (N301)	Actual FTE	15.8	23.8	22.8	23.6	18.2
W YG Tegid Ward Colorectal NSA E-R (N301)	Vacancy FTE	12	4.1	5.1	4.3	9.7
W YG Tegid Ward Colorectal NSA E-R (N301)	Vacancy %	43.2%	14.8%	18.3%	15.4%	34.7%
W YG Tegid Ward Colorectal NSA E-R (N301)	OSN Starters					2.00
W YG Tegid Ward Colorectal NSA E-R (N301)	Newly Qualified Starters		7.00	5.00	3.96	3.64
W YG Tegid Ward Colorectal NSA E-R (N301)	Other Starters		2.00	1.00		
W YG Tegid Ward Colorectal NSA E-R (N301)	External Leavers (12 Months)	-3	-0.8	-3	0	-0.6
W YG Tegid Ward Colorectal NSA E-R (N301)	Internal Leavers FTE	-6.6	-4	-4	-7.6	-15.6
W YG Tegid Ward Colorectal NSA E-R (N301)	Substantive to Bank					-1
W YG Tegid Ward Colorectal NSA E-R (N301)	Turnover Rate % (External)	16.7%	4.0%	12.9%		3.1%
W YG Tryfan Ward Gastroenterology NSA E-R (C744)	Budgeted FTE	20.7	20.7	20.7	20.7	20.7

W YG Tryfan Ward Gastroenterology NSA E-R (C744)	<i>Budget Change</i>		0	0	0	0
W YG Tryfan Ward Gastroenterology NSA E-R (C744)	Actual FTE	15.2	20.4	18.4	14.8	10.1
W YG Tryfan Ward Gastroenterology NSA E-R (C744)	Vacancy FTE	5.5	0.3	2.3	6	10.6
W YG Tryfan Ward Gastroenterology NSA E-R (C744)	Vacancy %	26.4%	1.3%	11.0%	28.7%	51.3%
W YG Tryfan Ward Gastroenterology NSA E-R (C744)	OSN Starters					
W YG Tryfan Ward Gastroenterology NSA E-R (C744)	Newly Qualified Starters		5.00	3.00	2.32	2.00
W YG Tryfan Ward Gastroenterology NSA E-R (C744)	Other Starters		1.00	1.00		
W YG Tryfan Ward Gastroenterology NSA E-R (C744)	External Leavers (12 Months)	0	-1.6	-2	-2	-2
W YG Tryfan Ward Gastroenterology NSA E-R (C744)	Internal Leavers FTE	-5	-2	-3	-6.4	-5
W YG Tryfan Ward Gastroenterology NSA E-R (C744)	Substantive to Bank				-1	-2.6
W YG Tryfan Ward Gastroenterology NSA E-R (C744)	Turnover Rate % (External)		9.2%	10.3%	12.0%	16.1%
NSA Wards Total	Total Budgeted FTE	872.5	898.1	901.8	894.1	913.1
NSA Wards Total	<i>Budget Change</i>		25.6	3.7	-7.7	19
NSA Wards Total	Total Actual FTE	693.6	704	721.9	789.4	742
NSA Wards Total	Total Vacancy FTE	178.9	193.5	180	104.6	171.3
NSA Wards Total	Total Vacancy %	923.40%	993.00%	935.70%	464.20%	815.80%
NSA Wards Total	Total External Leavers (12 Months)	-56	-57.1	-52.1	-59.8	-73.3
NSA Wards Total	Total Turnover Rate % (External)	3.536	4.104	3.476	3.922	4.625
NSA Wards Total	Total Internal Leavers FTE	-96.2	-110.2	-106.3	-131.9	-202.2
NSA Wards Total	Total Substantive to Bank				-21.3	-19.4

HCA's

Organisation Name	Values	2019	2020	2021	2022	2023
C ABH Ward 6 Orthopaedic NSA E-R (N141)	Budgeted FTE	9.1	9.1	9.1	9.1	9.1
C ABH Ward 6 Orthopaedic NSA E-R (N141)	Actual FTE	7.8	8.2	6.8	8.3	8.9
C ABH Ward 6 Orthopaedic NSA E-R (N141)	Vacancy FTE	1.2	0.9	2.3	0.7	0.2
C ABH Ward 6 Orthopaedic NSA E-R (N141)	Vacancy %	13.7%	9.5%	25.4%	8.2%	1.9%
C ABH Ward 6 Orthopaedic NSA E-R (N141)	External Starters FTE	0.6		0.8	4.6	
C ABH Ward 6 Orthopaedic NSA E-R (N141)	Internal Starters FTE	0	0.8	0	3.8	2.6
C ABH Ward 6 Orthopaedic NSA E-R (N141)	Bank to Substantive				1	1
C ABH Ward 6 Orthopaedic NSA E-R (N141)	External Leavers FTE	-3	-1.2		-1.9	
C ABH Ward 6 Orthopaedic NSA E-R (N141)	Internal Leavers FTE	-1.6	0	-2.2	-1.8	-1.8
C ABH Ward 6 Orthopaedic NSA E-R (N141)	Substantive to Bank					
C ABH Ward 6 Orthopaedic NSA E-R (N141)	12 Month Rolling Turnover Rate % (External)	37.6%	15.9%		24.9%	
C Enfys Ward NSA E-R (Q096)	Budgeted FTE	14.9	13.9	13.9	13.9	14.1
C Enfys Ward NSA E-R (Q096)	Actual FTE	17.2	14.4	15.1	14.3	16.5
C Enfys Ward NSA E-R (Q096)	Vacancy FTE	-2.3	-0.5	-1.2	-0.5	-2.5
C Enfys Ward NSA E-R (Q096)	Vacancy %	-15.1%	-3.7%	-8.6%	-3.4%	-17.4%
C Enfys Ward NSA E-R (Q096)	External Starters FTE		0.4		0.8	1.4
C Enfys Ward NSA E-R (Q096)	Internal Starters FTE	2.6	1	2	3	2.8
C Enfys Ward NSA E-R (Q096)	Bank to Substantive					1
C Enfys Ward NSA E-R (Q096)	External Leavers FTE		-1	-1	-1.3	-0.4
C Enfys Ward NSA E-R (Q096)	Internal Leavers FTE	-0.3	-2.9	-2	-1.9	-1
C Enfys Ward NSA E-R (Q096)	Substantive to Bank				-0.4	-2
C Enfys Ward NSA E-R (Q096)	12 Month Rolling Turnover Rate % (External)		6.3%	6.8%	8.8%	2.6%
C YGC Childrens Unit NSA E-R (F070)	Budgeted FTE	10.4	10.4	10.4	10.4	16.1
C YGC Childrens Unit NSA E-R (F070)	Actual FTE	9.3	9.3	10.2	8.1	12.3
C YGC Childrens Unit NSA E-R (F070)	Vacancy FTE	1	1.1	0.1	2.3	3.7
C YGC Childrens Unit NSA E-R (F070)	Vacancy %	10.0%	10.6%	1.3%	22.2%	23.3%
C YGC Childrens Unit NSA E-R (F070)	External Starters FTE		0.4	3		4.2
C YGC Childrens Unit NSA E-R (F070)	Internal Starters FTE	0	0	0	0	2
C YGC Childrens Unit NSA E-R (F070)	Bank to Substantive				0.6	1.7
C YGC Childrens Unit NSA E-R (F070)	External Leavers FTE	-1.1	-1	-0.8	-0.5	-1.8
C YGC Childrens Unit NSA E-R (F070)	Internal Leavers FTE	0	0	-0.8	0	-2
C YGC Childrens Unit NSA E-R (F070)	Substantive to Bank				-2.2	-1
C YGC Childrens Unit NSA E-R (F070)	12 Month Rolling Turnover Rate % (External)	12.6%	10.7%	8.2%	5.8%	17.6%
C YGC Vascular Ward NSA E-R (N142)	Budgeted FTE		9.2	9.2	9.2	9.2

C YGC Vascular Ward NSA E-R (N142)	Actual FTE		6.6	12.2	8.3	20.6
C YGC Vascular Ward NSA E-R (N142)	Vacancy FTE		2.6	-3	0.9	-11.4
C YGC Vascular Ward NSA E-R (N142)	Vacancy %		27.8%	-32.5%	9.4%	-123.6%
C YGC Vascular Ward NSA E-R (N142)	External Starters FTE		4	6	2	13.1
C YGC Vascular Ward NSA E-R (N142)	Internal Starters FTE		1	0	3	3.8
C YGC Vascular Ward NSA E-R (N142)	Bank to Substantive					3.6
C YGC Vascular Ward NSA E-R (N142)	External Leavers FTE			-1	-1	-2
C YGC Vascular Ward NSA E-R (N142)	Internal Leavers FTE		-1	-1.6	-3	-1
C YGC Vascular Ward NSA E-R (N142)	Substantive to Bank				-2.2	-0.8
C YGC Vascular Ward NSA E-R (N142)	12 Month Rolling Turnover Rate % (External)			10.6%	9.7%	13.8%
C YGC Ward 1 Elderly Care NSA E-R (C895)	Budgeted FTE	15.4	15.4	15.4	15.4	15.4
C YGC Ward 1 Elderly Care NSA E-R (C895)	Actual FTE	15.2	14.3	22.7	18.1	21.1
C YGC Ward 1 Elderly Care NSA E-R (C895)	Vacancy FTE	0.1	1.1	-7.2	-2.6	-5.7
C YGC Ward 1 Elderly Care NSA E-R (C895)	Vacancy %	0.9%	7.5%	-46.9%	-17.0%	-37.0%
C YGC Ward 1 Elderly Care NSA E-R (C895)	External Starters FTE			5	2	6.8
C YGC Ward 1 Elderly Care NSA E-R (C895)	Internal Starters FTE	1	1	1	2	0
C YGC Ward 1 Elderly Care NSA E-R (C895)	Bank to Substantive	0.6		1.3		1.5
C YGC Ward 1 Elderly Care NSA E-R (C895)	External Leavers FTE	-2		-0.9		-1.6
C YGC Ward 1 Elderly Care NSA E-R (C895)	Internal Leavers FTE	-3.8	-2	-1.6	-2	-0.6
C YGC Ward 1 Elderly Care NSA E-R (C895)	Substantive to Bank	-1.6			-2.3	-1
C YGC Ward 1 Elderly Care NSA E-R (C895)	12 Month Rolling Turnover Rate % (External)	12.8%		5.0%		8.2%
C YGC Ward 10 NSA E-R (C946)	Budgeted FTE	15.4	15.4	15.4	15.4	15.4
C YGC Ward 10 NSA E-R (C946)	Actual FTE	11	13.5	16.2	13.8	16.9
C YGC Ward 10 NSA E-R (C946)	Vacancy FTE	4.4	1.9	-0.8	1.7	-1.4
C YGC Ward 10 NSA E-R (C946)	Vacancy %	28.7%	12.2%	-5.1%	10.7%	-9.2%
C YGC Ward 10 NSA E-R (C946)	External Starters FTE		1	4	0.3	9.8
C YGC Ward 10 NSA E-R (C946)	Internal Starters FTE	15.6	5.4	0	4	1.8
C YGC Ward 10 NSA E-R (C946)	Bank to Substantive					2.2
C YGC Ward 10 NSA E-R (C946)	External Leavers FTE			-1	-2.7	-3.8
C YGC Ward 10 NSA E-R (C946)	Internal Leavers FTE	-3.6	-3.5	-2.6	0	-4
C YGC Ward 10 NSA E-R (C946)	Substantive to Bank					-1
C YGC Ward 10 NSA E-R (C946)	12 Month Rolling Turnover Rate % (External)			6.7%	18.4%	24.8%
C YGC Ward 11 Respiratory NSA E-R (C887)	Budgeted FTE	13.1	13.1	13.1	13.1	13.1
C YGC Ward 11 Respiratory NSA E-R (C887)	Actual FTE	12	13	14.4	13.4	16.5
C YGC Ward 11 Respiratory NSA E-R (C887)	Vacancy FTE	1.2	0.2	-1.3	-0.3	-3.4
C YGC Ward 11 Respiratory NSA E-R (C887)	Vacancy %	8.8%	1.3%	-9.7%	-2.0%	-26.0%

C YGC Ward 11 Respiratory NSA E-R (C887)	External Starters FTE		1	3	6	4.3
C YGC Ward 11 Respiratory NSA E-R (C887)	Internal Starters FTE	1	1	0	2	1
C YGC Ward 11 Respiratory NSA E-R (C887)	Bank to Substantive				0.5	2.8
C YGC Ward 11 Respiratory NSA E-R (C887)	External Leavers FTE					-1
C YGC Ward 11 Respiratory NSA E-R (C887)	Internal Leavers FTE	-2.2	-3	-3	-3	-3
C YGC Ward 11 Respiratory NSA E-R (C887)	Substantive to Bank					
C YGC Ward 11 Respiratory NSA E-R (C887)	12 Month Rolling Turnover Rate % (External)					6.7%
C YGC Ward 12 Renal NSA E-R (C894)	Budgeted FTE	14.4	14.4	14.4	14.4	14.4
C YGC Ward 12 Renal NSA E-R (C894)	Actual FTE	14.2	12	14	15.9	15.2
C YGC Ward 12 Renal NSA E-R (C894)	Vacancy FTE	0.2	2.4	0.4	-1.4	-0.7
C YGC Ward 12 Renal NSA E-R (C894)	Vacancy %	1.4%	16.7%	2.8%	-10.0%	-5.2%
C YGC Ward 12 Renal NSA E-R (C894)	External Starters FTE			1.8	1.6	6
C YGC Ward 12 Renal NSA E-R (C894)	Internal Starters FTE		0	2	2	1
C YGC Ward 12 Renal NSA E-R (C894)	Bank to Substantive				2.8	0.9
C YGC Ward 12 Renal NSA E-R (C894)	External Leavers FTE		-1	-1.2		-3.9
C YGC Ward 12 Renal NSA E-R (C894)	Internal Leavers FTE	0	-2	0	-3	-4
C YGC Ward 12 Renal NSA E-R (C894)	Substantive to Bank				-0.8	-1
C YGC Ward 12 Renal NSA E-R (C894)	12 Month Rolling Turnover Rate % (External)		7.6%	9.4%		25.3%
C YGC Ward 14 Stroke NSA E-R (C885)	Budgeted FTE	10.5	10.5	10.5	10.5	10.5
C YGC Ward 14 Stroke NSA E-R (C885)	Actual FTE	13.1	11.8	12.4	12.8	20.1
C YGC Ward 14 Stroke NSA E-R (C885)	Vacancy FTE	-2.6	-1.3	-1.9	-2.3	-9.6
C YGC Ward 14 Stroke NSA E-R (C885)	Vacancy %	-24.7%	-12.0%	-18.3%	-21.7%	-91.5%
C YGC Ward 14 Stroke NSA E-R (C885)	External Starters FTE			1	3	9
C YGC Ward 14 Stroke NSA E-R (C885)	Internal Starters FTE	0.7		0	2	1
C YGC Ward 14 Stroke NSA E-R (C885)	Bank to Substantive				2	1
C YGC Ward 14 Stroke NSA E-R (C885)	External Leavers FTE		-1	-0.7	-2.4	-1.7
C YGC Ward 14 Stroke NSA E-R (C885)	Internal Leavers FTE	-0.7	-0.7	0	-1.6	0
C YGC Ward 14 Stroke NSA E-R (C885)	Substantive to Bank				-0.6	
C YGC Ward 14 Stroke NSA E-R (C885)	12 Month Rolling Turnover Rate % (External)		8.0%	5.7%	19.4%	10.1%
C YGC Ward 19A - Glaslyn - Gynae NSA E-R (M511)	Budgeted FTE	7.2	7.3	7.3	7.3	7.3
C YGC Ward 19A - Glaslyn - Gynae NSA E-R (M511)	Actual FTE	7.6	6.6	7	7.1	6.7
C YGC Ward 19A - Glaslyn - Gynae NSA E-R (M511)	Vacancy FTE	-0.4	0.7	0.3	0.2	0.7
C YGC Ward 19A - Glaslyn - Gynae NSA E-R (M511)	Vacancy %	-5.3%	9.3%	4.2%	2.9%	8.9%
C YGC Ward 19A - Glaslyn - Gynae NSA E-R (M511)	External Starters FTE					1.4
C YGC Ward 19A - Glaslyn - Gynae NSA E-R (M511)	Internal Starters FTE			0.7		1.4
C YGC Ward 19A - Glaslyn - Gynae NSA E-R (M511)	Bank to Substantive					

C YGC Ward 19A - Glaslyn - Gynae NSA E-R (M511)	External Leavers FTE		-0.6			-3.3
C YGC Ward 19A - Glaslyn - Gynae NSA E-R (M511)	Internal Leavers FTE		0			0
C YGC Ward 19A - Glaslyn - Gynae NSA E-R (M511)	Substantive to Bank					
C YGC Ward 19A - Glaslyn - Gynae NSA E-R (M511)	12 Month Rolling Turnover Rate % (External)		9.0%			48.2%
C YGC Ward 2 Elderly Care NSA E-R (C896)	Budgeted FTE	16.9	19.2	19.2	19.2	19.2
C YGC Ward 2 Elderly Care NSA E-R (C896)	Actual FTE	18.6	18	21.2	21.4	23
C YGC Ward 2 Elderly Care NSA E-R (C896)	Vacancy FTE	-1.8	1.2	-2	-2.1	-3.8
C YGC Ward 2 Elderly Care NSA E-R (C896)	Vacancy %	-10.5%	6.2%	-10.2%	-11.1%	-19.7%
C YGC Ward 2 Elderly Care NSA E-R (C896)	External Starters FTE	2.8	2.3	4	5	7.7
C YGC Ward 2 Elderly Care NSA E-R (C896)	Internal Starters FTE	0	0	0	3	1
C YGC Ward 2 Elderly Care NSA E-R (C896)	Bank to Substantive	1			1	1
C YGC Ward 2 Elderly Care NSA E-R (C896)	External Leavers FTE	-0.7	-2.9	-1	-1.4	-6.3
C YGC Ward 2 Elderly Care NSA E-R (C896)	Internal Leavers FTE	-2.3	-1	-1	-1	0
C YGC Ward 2 Elderly Care NSA E-R (C896)	Substantive to Bank				-1.5	
C YGC Ward 2 Elderly Care NSA E-R (C896)	12 Month Rolling Turnover Rate % (External)	3.8%	15.9%	5.1%	6.6%	25.5%
C YGC Ward 4 Cardiology NSA E-R (C886)	Budgeted FTE	14.4	14.4	14.4	14.4	14.4
C YGC Ward 4 Cardiology NSA E-R (C886)	Actual FTE	11.4	15.6	15.7	18.5	17
C YGC Ward 4 Cardiology NSA E-R (C886)	Vacancy FTE	3	-1.2	-1.3	-4.1	-2.6
C YGC Ward 4 Cardiology NSA E-R (C886)	Vacancy %	21.0%	-8.1%	-8.9%	-28.3%	-17.9%
C YGC Ward 4 Cardiology NSA E-R (C886)	External Starters FTE		3.4		2.8	3.8
C YGC Ward 4 Cardiology NSA E-R (C886)	Internal Starters FTE	0	1	0	0.8	0
C YGC Ward 4 Cardiology NSA E-R (C886)	Bank to Substantive				5.9	2.5
C YGC Ward 4 Cardiology NSA E-R (C886)	External Leavers FTE	-0.8	-2.6	-0.8	-1	-2.8
C YGC Ward 4 Cardiology NSA E-R (C886)	Internal Leavers FTE	-6.8	0	0	-0.8	-1
C YGC Ward 4 Cardiology NSA E-R (C886)	Substantive to Bank				-2.4	-2.8
C YGC Ward 4 Cardiology NSA E-R (C886)	12 Month Rolling Turnover Rate % (External)	6.7%	19.3%	5.1%	5.8%	15.8%
C YGC Ward 5 Head and Neck NSA E-R (N058)	Budgeted FTE	15.9	15.9	15.8	15.8	15.8
C YGC Ward 5 Head and Neck NSA E-R (N058)	Actual FTE	16.7	17.7	16.8	15	16.8
C YGC Ward 5 Head and Neck NSA E-R (N058)	Vacancy FTE	-0.8	-1.7	-1	0.8	-1
C YGC Ward 5 Head and Neck NSA E-R (N058)	Vacancy %	-5.1%	-11.0%	-6.1%	5.2%	-6.1%
C YGC Ward 5 Head and Neck NSA E-R (N058)	External Starters FTE				1	2
C YGC Ward 5 Head and Neck NSA E-R (N058)	Internal Starters FTE	7	3		2	1.8
C YGC Ward 5 Head and Neck NSA E-R (N058)	Bank to Substantive					2
C YGC Ward 5 Head and Neck NSA E-R (N058)	External Leavers FTE			-0.9	-1	-1
C YGC Ward 5 Head and Neck NSA E-R (N058)	Internal Leavers FTE	-3	-3	0	-1.8	-1
C YGC Ward 5 Head and Neck NSA E-R (N058)	Substantive to Bank				-1	-1

C YGC Ward 5 Head and Neck NSA E-R (N058)	12 Month Rolling Turnover Rate % (External)			5.0%	6.3%	6.3%
C YGC Ward 7 Orthopaedic NSA E-R (N140)	Budgeted FTE	22.2	22.2	22.1	21.3	21.3
C YGC Ward 7 Orthopaedic NSA E-R (N140)	Actual FTE	18.6	16.5	17.3	18.9	15.3
C YGC Ward 7 Orthopaedic NSA E-R (N140)	Vacancy FTE	3.6	5.7	4.8	2.4	5.9
C YGC Ward 7 Orthopaedic NSA E-R (N140)	Vacancy %	16.1%	25.6%	21.7%	11.2%	27.8%
C YGC Ward 7 Orthopaedic NSA E-R (N140)	External Starters FTE			0.6	1	1
C YGC Ward 7 Orthopaedic NSA E-R (N140)	Internal Starters FTE	2.8		0	3	1
C YGC Ward 7 Orthopaedic NSA E-R (N140)	Bank to Substantive					1.6
C YGC Ward 7 Orthopaedic NSA E-R (N140)	External Leavers FTE	-1		-0.6		-0.6
C YGC Ward 7 Orthopaedic NSA E-R (N140)	Internal Leavers FTE	0	-1.6	-1.9	-2	-4.2
C YGC Ward 7 Orthopaedic NSA E-R (N140)	Substantive to Bank			-0.6		-2
C YGC Ward 7 Orthopaedic NSA E-R (N140)	12 Month Rolling Turnover Rate % (External)	6.1%		3.3%		3.7%
C YGC Ward 8 Colorectal NSA E-R (N055)	Budgeted FTE	14.4	14.4	14.4	14.4	14.4
C YGC Ward 8 Colorectal NSA E-R (N055)	Actual FTE	13.4	11.6	9.9	11.2	14.3
C YGC Ward 8 Colorectal NSA E-R (N055)	Vacancy FTE	1	2.9	4.5	3.2	0.1
C YGC Ward 8 Colorectal NSA E-R (N055)	Vacancy %	6.9%	19.8%	31.1%	22.5%	0.6%
C YGC Ward 8 Colorectal NSA E-R (N055)	External Starters FTE				2	5
C YGC Ward 8 Colorectal NSA E-R (N055)	Internal Starters FTE	1	0	1	2	2
C YGC Ward 8 Colorectal NSA E-R (N055)	Bank to Substantive				1	2
C YGC Ward 8 Colorectal NSA E-R (N055)	External Leavers FTE		-1		-1	-1
C YGC Ward 8 Colorectal NSA E-R (N055)	Internal Leavers FTE	-2.8	-1	-2.6	-1.8	-3
C YGC Ward 8 Colorectal NSA E-R (N055)	Substantive to Bank				-1	-1
C YGC Ward 8 Colorectal NSA E-R (N055)	12 Month Rolling Turnover Rate % (External)		8.0%		9.1%	7.8%
C YGC Ward 9 Gastroenterology NSA E-R (C913)	Budgeted FTE	15.1	14.5	14.5	14.5	14.5
C YGC Ward 9 Gastroenterology NSA E-R (C913)	Actual FTE	12.6	16.1	16.7	16.2	15.8
C YGC Ward 9 Gastroenterology NSA E-R (C913)	Vacancy FTE	2.6	-1.6	-2.3	-1.7	-1.3
C YGC Ward 9 Gastroenterology NSA E-R (C913)	Vacancy %	16.9%	-11.1%	-15.9%	-11.8%	-9.3%
C YGC Ward 9 Gastroenterology NSA E-R (C913)	External Starters FTE		3	1	7.5	8.8
C YGC Ward 9 Gastroenterology NSA E-R (C913)	Internal Starters FTE	0	1	0	0.8	3
C YGC Ward 9 Gastroenterology NSA E-R (C913)	Bank to Substantive	2			1	0.9
C YGC Ward 9 Gastroenterology NSA E-R (C913)	External Leavers FTE	-3	-1		-1.2	-5
C YGC Ward 9 Gastroenterology NSA E-R (C913)	Internal Leavers FTE	-2.6	-1	-2	-3	-1.9
C YGC Ward 9 Gastroenterology NSA E-R (C913)	Substantive to Bank				-1.6	-0.6
C YGC Ward 9 Gastroenterology NSA E-R (C913)	12 Month Rolling Turnover Rate % (External)	23.3%	7.1%		7.6%	31.3%
E Acton Non Invasive Ventilation Respiratory NSA E-R (C660)	Budgeted FTE	13.4	13.4	17.1	17.1	17.1
E Acton Non Invasive Ventilation Respiratory NSA E-R (C660)	Actual FTE	12.9	12.8	22.3	15.4	17.6

E Acton Non Invasive Ventilation Respiratory NSA E-R (C660)	Vacancy FTE	0.5	0.6	-5.2	1.7	-0.5
E Acton Non Invasive Ventilation Respiratory NSA E-R (C660)	Vacancy %	3.5%	4.5%	-30.4%	9.8%	-2.8%
E Acton Non Invasive Ventilation Respiratory NSA E-R (C660)	External Starters FTE		1	9.8	6.4	1.9
E Acton Non Invasive Ventilation Respiratory NSA E-R (C660)	Internal Starters FTE		1.3	1	0	2
E Acton Non Invasive Ventilation Respiratory NSA E-R (C660)	Bank to Substantive					1
E Acton Non Invasive Ventilation Respiratory NSA E-R (C660)	External Leavers FTE		0	-0.3	-2.8	-1.5
E Acton Non Invasive Ventilation Respiratory NSA E-R (C660)	Internal Leavers FTE		-1	0	-3.8	-1.6
E Acton Non Invasive Ventilation Respiratory NSA E-R (C660)	Substantive to Bank					
E Acton Non Invasive Ventilation Respiratory NSA E-R (C660)	12 Month Rolling Turnover Rate % (External)		7.8%	1.8%	15.0%	9.1%
E Bonney Wd; WMH NSA E-R (M408)	Budgeted FTE	8.2	8.2	8.2	8.2	6.2
E Bonney Wd; WMH NSA E-R (M408)	Actual FTE	6.2	7.2	8.6	7.2	6.3
E Bonney Wd; WMH NSA E-R (M408)	Vacancy FTE	1.9	1	-0.4	1	-0.1
E Bonney Wd; WMH NSA E-R (M408)	Vacancy %	23.4%	11.7%	-5.0%	11.7%	-2.4%
E Bonney Wd; WMH NSA E-R (M408)	External Starters FTE					
E Bonney Wd; WMH NSA E-R (M408)	Internal Starters FTE	1.6	1	2	0.4	
E Bonney Wd; WMH NSA E-R (M408)	Bank to Substantive					
E Bonney Wd; WMH NSA E-R (M408)	External Leavers FTE	-1.3				
E Bonney Wd; WMH NSA E-R (M408)	Internal Leavers FTE	-1	-1	-1.2	-1.8	
E Bonney Wd; WMH NSA E-R (M408)	Substantive to Bank					
E Bonney Wd; WMH NSA E-R (M408)	12 Month Rolling Turnover Rate % (External)	22.2%				
E Maelor Children's Ward Paediatric Nurses NSA E-R (F042)	Budgeted FTE	7.1	7.1	7	7	10.7
E Maelor Children's Ward Paediatric Nurses NSA E-R (F042)	Actual FTE	6.3	5.9	6.1	7.6	9.9
E Maelor Children's Ward Paediatric Nurses NSA E-R (F042)	Vacancy FTE	0.8	1.2	0.9	-0.6	0.8
E Maelor Children's Ward Paediatric Nurses NSA E-R (F042)	Vacancy %	10.6%	16.6%	12.9%	-8.1%	7.6%
E Maelor Children's Ward Paediatric Nurses NSA E-R (F042)	External Starters FTE	0.6	0.7	1.2	4.7	2
E Maelor Children's Ward Paediatric Nurses NSA E-R (F042)	Internal Starters FTE	0.5	0	0.4	2	0
E Maelor Children's Ward Paediatric Nurses NSA E-R (F042)	Bank to Substantive				1	
E Maelor Children's Ward Paediatric Nurses NSA E-R (F042)	External Leavers FTE	-0.9	-0.4		-0.8	
E Maelor Children's Ward Paediatric Nurses NSA E-R (F042)	Internal Leavers FTE	-0.8	-1.2	-1.2	0	
E Maelor Children's Ward Paediatric Nurses NSA E-R (F042)	Substantive to Bank					
E Maelor Children's Ward Paediatric Nurses NSA E-R (F042)	12 Month Rolling Turnover Rate % (External)	13.1%	7.0%		11.7%	
E Prince of Wales Ward Medical NSA E-R (N380)	Budgeted FTE	11	11	10.8	10	9.3
E Prince of Wales Ward Medical NSA E-R (N380)	Actual FTE	7.3	7.3	8.9	7.3	6.5
E Prince of Wales Ward Medical NSA E-R (N380)	Vacancy FTE	3.7	3.7	2	2.7	2.8
E Prince of Wales Ward Medical NSA E-R (N380)	Vacancy %	33.8%	33.8%	18.2%	27.3%	29.9%
E Prince of Wales Ward Medical NSA E-R (N380)	External Starters FTE					3.7

E Prince of Wales Ward Medical NSA E-R (N380)	Internal Starters FTE	0		0		0
E Prince of Wales Ward Medical NSA E-R (N380)	Bank to Substantive	1				1
E Prince of Wales Ward Medical NSA E-R (N380)	External Leavers FTE				-0.5	-0.8
E Prince of Wales Ward Medical NSA E-R (N380)	Internal Leavers FTE	-1.5			0	-1.9
E Prince of Wales Ward Medical NSA E-R (N380)	Substantive to Bank				-1	
E Prince of Wales Ward Medical NSA E-R (N380)	12 Month Rolling Turnover Rate % (External)				6.6%	11.6%
E YMW Acute Cardiac Unit Nursing Cardiology NSA E-R (C662)	Budgeted FTE	9	9	14.9	14.9	13.9
E YMW Acute Cardiac Unit Nursing Cardiology NSA E-R (C662)	Actual FTE	8.6	5.8	13.4	12.6	14.6
E YMW Acute Cardiac Unit Nursing Cardiology NSA E-R (C662)	Vacancy FTE	0.4	3.2	1.5	2.3	-0.7
E YMW Acute Cardiac Unit Nursing Cardiology NSA E-R (C662)	Vacancy %	4.5%	35.4%	10.1%	15.7%	-5.1%
E YMW Acute Cardiac Unit Nursing Cardiology NSA E-R (C662)	External Starters FTE			5.4	7.6	3.7
E YMW Acute Cardiac Unit Nursing Cardiology NSA E-R (C662)	Internal Starters FTE	0		2	2	1
E YMW Acute Cardiac Unit Nursing Cardiology NSA E-R (C662)	Bank to Substantive					1
E YMW Acute Cardiac Unit Nursing Cardiology NSA E-R (C662)	External Leavers FTE	-0.9		-1	-2.8	-1
E YMW Acute Cardiac Unit Nursing Cardiology NSA E-R (C662)	Internal Leavers FTE	-0.8	-1.6	0	-1	0
E YMW Acute Cardiac Unit Nursing Cardiology NSA E-R (C662)	Substantive to Bank				-1	
E YMW Acute Cardiac Unit Nursing Cardiology NSA E-R (C662)	12 Month Rolling Turnover Rate % (External)	10.6%		10.4%	21.6%	7.4%
E YMW Arrivals & Pasteur Wards NSA E-R (N279)	Budgeted FTE	5.6	5.6	5.6	1.7	1.6
E YMW Arrivals & Pasteur Wards NSA E-R (N279)	Actual FTE	4.9	5.1	4.1	5.1	10.3
E YMW Arrivals & Pasteur Wards NSA E-R (N279)	Vacancy FTE	0.7	0.6	1.6	-3.3	-8.7
E YMW Arrivals & Pasteur Wards NSA E-R (N279)	Vacancy %	12.5%	9.8%	27.6%	-194.6%	-536.2%
E YMW Arrivals & Pasteur Wards NSA E-R (N279)	External Starters FTE				2.6	5.7
E YMW Arrivals & Pasteur Wards NSA E-R (N279)	Internal Starters FTE	1	1		0	1.8
E YMW Arrivals & Pasteur Wards NSA E-R (N279)	Bank to Substantive				0.8	3.1
E YMW Arrivals & Pasteur Wards NSA E-R (N279)	External Leavers FTE	-0.8		-1		-1
E YMW Arrivals & Pasteur Wards NSA E-R (N279)	Internal Leavers FTE	0	-0.9	0	-1	-1.9
E YMW Arrivals & Pasteur Wards NSA E-R (N279)	Substantive to Bank				-0.8	
E YMW Arrivals & Pasteur Wards NSA E-R (N279)	12 Month Rolling Turnover Rate % (External)	16.6%		21.9%		13.0%
E YMW Bersham Ward Nursing Stroke NSA E-R (C669)	Budgeted FTE	9.7	9.7	13.3	13.3	13.3
E YMW Bersham Ward Nursing Stroke NSA E-R (C669)	Actual FTE	10.7	10.7	18.2	13.3	16.1
E YMW Bersham Ward Nursing Stroke NSA E-R (C669)	Vacancy FTE	-1	-1	-4.9	0	-2.8
E YMW Bersham Ward Nursing Stroke NSA E-R (C669)	Vacancy %	-9.9%	-10.4%	-37.0%	0.1%	-21.0%
E YMW Bersham Ward Nursing Stroke NSA E-R (C669)	External Starters FTE			6	9.4	4.7
E YMW Bersham Ward Nursing Stroke NSA E-R (C669)	Internal Starters FTE	0	1	1	0	0
E YMW Bersham Ward Nursing Stroke NSA E-R (C669)	Bank to Substantive				1.3	
E YMW Bersham Ward Nursing Stroke NSA E-R (C669)	External Leavers FTE	-1		-2		

E YMW Bersham Ward Nursing Stroke NSA E-R (C669)	Internal Leavers FTE	-3	-1.5	0	-3.6	-1
E YMW Bersham Ward Nursing Stroke NSA E-R (C669)	Substantive to Bank				-2.6	
E YMW Bersham Ward Nursing Stroke NSA E-R (C669)	12 Month Rolling Turnover Rate % (External)	9.0%		13.8%		
E YMW Bonney Ward Nursing Diabetes NSA E-R (C663)	Budgeted FTE	14.6	14.6	15.8	15.8	15.8
E YMW Bonney Ward Nursing Diabetes NSA E-R (C663)	Actual FTE	9.9	11.3	20.8	15.7	15.1
E YMW Bonney Ward Nursing Diabetes NSA E-R (C663)	Vacancy FTE	4.7	3.3	-5	0.1	0.7
E YMW Bonney Ward Nursing Diabetes NSA E-R (C663)	Vacancy %	32.4%	22.5%	-31.8%	0.7%	4.3%
E YMW Bonney Ward Nursing Diabetes NSA E-R (C663)	External Starters FTE		0.4	11.4	6	6
E YMW Bonney Ward Nursing Diabetes NSA E-R (C663)	Internal Starters FTE	0	0	0.4	1.3	1.4
E YMW Bonney Ward Nursing Diabetes NSA E-R (C663)	Bank to Substantive	1				1
E YMW Bonney Ward Nursing Diabetes NSA E-R (C663)	External Leavers FTE		-1	-2	-4.1	-2
E YMW Bonney Ward Nursing Diabetes NSA E-R (C663)	Internal Leavers FTE	-0.8	-1	-3.8	-0.5	-0.6
E YMW Bonney Ward Nursing Diabetes NSA E-R (C663)	Substantive to Bank				-1	
E YMW Bonney Ward Nursing Diabetes NSA E-R (C663)	12 Month Rolling Turnover Rate % (External)		9.4%	12.5%	22.7%	13.0%
E YMW Cunliffe Ward Nursing Renal NSA E-R (C716)	Budgeted FTE	12.2	13.3	15.3	15.3	15.3
E YMW Cunliffe Ward Nursing Renal NSA E-R (C716)	Actual FTE	12.2	12.7	14.3	14.9	18.2
E YMW Cunliffe Ward Nursing Renal NSA E-R (C716)	Vacancy FTE	0	0.6	1	0.4	-2.9
E YMW Cunliffe Ward Nursing Renal NSA E-R (C716)	Vacancy %	0.0%	4.5%	6.5%	2.8%	-19.1%
E YMW Cunliffe Ward Nursing Renal NSA E-R (C716)	External Starters FTE	0.7		5.2	7	7
E YMW Cunliffe Ward Nursing Renal NSA E-R (C716)	Internal Starters FTE	0	0	0	2	0
E YMW Cunliffe Ward Nursing Renal NSA E-R (C716)	Bank to Substantive	1				
E YMW Cunliffe Ward Nursing Renal NSA E-R (C716)	External Leavers FTE		-1	-1	-0.5	
E YMW Cunliffe Ward Nursing Renal NSA E-R (C716)	Internal Leavers FTE	-1.6	0	-2	0	-2.6
E YMW Cunliffe Ward Nursing Renal NSA E-R (C716)	Substantive to Bank					
E YMW Cunliffe Ward Nursing Renal NSA E-R (C716)	12 Month Rolling Turnover Rate % (External)		8.0%	7.4%	3.7%	
E YMW Erddig Ward Colorectal NSA E-R (N090)	Budgeted FTE	9.4	9.4	15.8	15.8	15.8
E YMW Erddig Ward Colorectal NSA E-R (N090)	Actual FTE	8.9	8.9	11.9	11.5	14.5
E YMW Erddig Ward Colorectal NSA E-R (N090)	Vacancy FTE	0.5	0.5	3.9	4.3	1.3
E YMW Erddig Ward Colorectal NSA E-R (N090)	Vacancy %	5.6%	5.6%	24.8%	27.3%	8.3%
E YMW Erddig Ward Colorectal NSA E-R (N090)	External Starters FTE			5	4.8	12
E YMW Erddig Ward Colorectal NSA E-R (N090)	Internal Starters FTE		2	1	0	1.8
E YMW Erddig Ward Colorectal NSA E-R (N090)	Bank to Substantive				1	1
E YMW Erddig Ward Colorectal NSA E-R (N090)	External Leavers FTE	-1	-1	-2		-5
E YMW Erddig Ward Colorectal NSA E-R (N090)	Internal Leavers FTE	0	-1	-1	-3	-3.8
E YMW Erddig Ward Colorectal NSA E-R (N090)	Substantive to Bank				-2	
E YMW Erddig Ward Colorectal NSA E-R (N090)	12 Month Rolling Turnover Rate % (External)	10.7%	11.3%	19.3%		38.6%

E YMW Fleming Medical Ward Respiratory NSA E-R (C676)	Budgeted FTE	4.9	4.9	4.9	4.9	4.9
E YMW Fleming Medical Ward Respiratory NSA E-R (C676)	Actual FTE	4.9	4	3.9	10.9	14.2
E YMW Fleming Medical Ward Respiratory NSA E-R (C676)	Vacancy FTE	0	1	1	-6	-9.3
E YMW Fleming Medical Ward Respiratory NSA E-R (C676)	Vacancy %	0.0%	19.5%	21.1%	-121.1%	-188.6%
E YMW Fleming Medical Ward Respiratory NSA E-R (C676)	External Starters FTE			0.4	11	4.3
E YMW Fleming Medical Ward Respiratory NSA E-R (C676)	Internal Starters FTE	0		0	3.5	3
E YMW Fleming Medical Ward Respiratory NSA E-R (C676)	Bank to Substantive				2	0.8
E YMW Fleming Medical Ward Respiratory NSA E-R (C676)	External Leavers FTE	-1.7	-1	-2	-2	-1.6
E YMW Fleming Medical Ward Respiratory NSA E-R (C676)	Internal Leavers FTE	-1	0	0	-0.5	0
E YMW Fleming Medical Ward Respiratory NSA E-R (C676)	Substantive to Bank				-1	-2
E YMW Fleming Medical Ward Respiratory NSA E-R (C676)	12 Month Rolling Turnover Rate % (External)	27.5%	21.6%	52.0%	26.6%	13.1%
E YMW Mason Ward Orthopaedic NSA E-R (N174)	Budgeted FTE	16.6	16.6	19.2	23.3	23.3
E YMW Mason Ward Orthopaedic NSA E-R (N174)	Actual FTE	12.1	13.7	16.9	19.1	18.3
E YMW Mason Ward Orthopaedic NSA E-R (N174)	Vacancy FTE	4.5	2.9	2.3	4.2	5
E YMW Mason Ward Orthopaedic NSA E-R (N174)	Vacancy %	27.4%	17.7%	12.2%	18.0%	21.4%
E YMW Mason Ward Orthopaedic NSA E-R (N174)	External Starters FTE		1	1	5.6	6.5
E YMW Mason Ward Orthopaedic NSA E-R (N174)	Internal Starters FTE	0	2.4	1	0.6	0
E YMW Mason Ward Orthopaedic NSA E-R (N174)	Bank to Substantive				2.6	5
E YMW Mason Ward Orthopaedic NSA E-R (N174)	External Leavers FTE	-1	-1		-1.2	-2.6
E YMW Mason Ward Orthopaedic NSA E-R (N174)	Internal Leavers FTE	-4.8	-4	-1	-3	-3.6
E YMW Mason Ward Orthopaedic NSA E-R (N174)	Substantive to Bank					-2
E YMW Mason Ward Orthopaedic NSA E-R (N174)	12 Month Rolling Turnover Rate % (External)	7.1%	7.8%		7.1%	14.1%
E YMW Morris Ward Nursing Elderly Care NSA E-R (C664)	Budgeted FTE	15.6	15.6	21.6	21.6	21.6
E YMW Morris Ward Nursing Elderly Care NSA E-R (C664)	Actual FTE	14.4	15.3	21.5	18.3	16
E YMW Morris Ward Nursing Elderly Care NSA E-R (C664)	Vacancy FTE	1.2	0.3	0	3.2	5.5
E YMW Morris Ward Nursing Elderly Care NSA E-R (C664)	Vacancy %	7.9%	2.1%	0.0%	15.1%	25.6%
E YMW Morris Ward Nursing Elderly Care NSA E-R (C664)	External Starters FTE			5	6.6	18.7
E YMW Morris Ward Nursing Elderly Care NSA E-R (C664)	Internal Starters FTE	2.3	0	1	0	0
E YMW Morris Ward Nursing Elderly Care NSA E-R (C664)	Bank to Substantive				0.8	
E YMW Morris Ward Nursing Elderly Care NSA E-R (C664)	External Leavers FTE				-1.2	-6
E YMW Morris Ward Nursing Elderly Care NSA E-R (C664)	Internal Leavers FTE	-3.9	-0.2	-1	-1	-8.2
E YMW Morris Ward Nursing Elderly Care NSA E-R (C664)	Substantive to Bank				-2.8	-1.6
E YMW Morris Ward Nursing Elderly Care NSA E-R (C664)	12 Month Rolling Turnover Rate % (External)				6.4%	28.7%
E YMW Pantomime Ward Gastroenterology NSA E-R (C668)	Budgeted FTE	14.6	14.6	13.3	13.3	13.3
E YMW Pantomime Ward Gastroenterology NSA E-R (C668)	Actual FTE	15.7	13.8	15.7	14.7	15.2
E YMW Pantomime Ward Gastroenterology NSA E-R (C668)	Vacancy FTE	-1	0.8	-2.4	-1.4	-1.9

E YMW Pantomime Ward Gastroenterology NSA E-R (C668)	Vacancy %	-7.2%	5.4%	-18.2%	-10.4%	-14.6%
E YMW Pantomime Ward Gastroenterology NSA E-R (C668)	External Starters FTE	1	2.4	3.2	2	3
E YMW Pantomime Ward Gastroenterology NSA E-R (C668)	Internal Starters FTE	0.1	1	0	0	2.4
E YMW Pantomime Ward Gastroenterology NSA E-R (C668)	Bank to Substantive				1	
E YMW Pantomime Ward Gastroenterology NSA E-R (C668)	External Leavers FTE		-2.5	-1.6		-2.4
E YMW Pantomime Ward Gastroenterology NSA E-R (C668)	Internal Leavers FTE	-2	-2.1	-1.3	-1	-1
E YMW Pantomime Ward Gastroenterology NSA E-R (C668)	Substantive to Bank					
E YMW Pantomime Ward Gastroenterology NSA E-R (C668)	12 Month Rolling Turnover Rate % (External)		16.8%	11.1%		16.3%
E YMW Samaritan Ward NSA E-R (N175)	Budgeted FTE	7.1	7.1	9.4	8.4	8.4
E YMW Samaritan Ward NSA E-R (N175)	Actual FTE	5.7	5.1	6.1	6.6	7.4
E YMW Samaritan Ward NSA E-R (N175)	Vacancy FTE	1.4	2.1	3.3	1.8	1
E YMW Samaritan Ward NSA E-R (N175)	Vacancy %	19.5%	28.9%	35.2%	21.2%	12.0%
E YMW Samaritan Ward NSA E-R (N175)	External Starters FTE			1	9	1
E YMW Samaritan Ward NSA E-R (N175)	Internal Starters FTE	1		1	2	0
E YMW Samaritan Ward NSA E-R (N175)	Bank to Substantive				1	0.8
E YMW Samaritan Ward NSA E-R (N175)	External Leavers FTE		-0.7	-1	-1.5	
E YMW Samaritan Ward NSA E-R (N175)	Internal Leavers FTE		0	0	-4	-1
E YMW Samaritan Ward NSA E-R (N175)	Substantive to Bank					
E YMW Samaritan Ward NSA E-R (N175)	12 Month Rolling Turnover Rate % (External)		12.3%	17.9%	23.3%	
E YMW Surgical Assessment Unit NSA E-R (N091)	Budgeted FTE	9.4	9.4	11.8	11.8	11.8
E YMW Surgical Assessment Unit NSA E-R (N091)	Actual FTE	7.6	9.5	10.4	11.4	10.6
E YMW Surgical Assessment Unit NSA E-R (N091)	Vacancy FTE	1.7	-0.1	1.4	0.4	1.3
E YMW Surgical Assessment Unit NSA E-R (N091)	Vacancy %	18.6%	-1.2%	11.8%	3.4%	10.7%
E YMW Surgical Assessment Unit NSA E-R (N091)	External Starters FTE			2	2	4.1
E YMW Surgical Assessment Unit NSA E-R (N091)	Internal Starters FTE	1	1.9	0.8	0	0.9
E YMW Surgical Assessment Unit NSA E-R (N091)	Bank to Substantive				1	
E YMW Surgical Assessment Unit NSA E-R (N091)	External Leavers FTE			-1.9	-0.9	-2
E YMW Surgical Assessment Unit NSA E-R (N091)	Internal Leavers FTE	-0.8		-1	-1	-2
E YMW Surgical Assessment Unit NSA E-R (N091)	Substantive to Bank					
E YMW Surgical Assessment Unit NSA E-R (N091)	12 Month Rolling Turnover Rate % (External)			18.6%	8.4%	18.2%
W Alaw Ward NSA E-R (Q102)	Budgeted FTE	14.5	14.1	14.1	14.1	14.1
W Alaw Ward NSA E-R (Q102)	Actual FTE	12.6	13.9	13	10.9	15
W Alaw Ward NSA E-R (Q102)	Vacancy FTE	1.9	0.2	1.1	3.2	-0.9
W Alaw Ward NSA E-R (Q102)	Vacancy %	13.3%	1.1%	7.7%	22.7%	-6.5%
W Alaw Ward NSA E-R (Q102)	External Starters FTE		1	0.8		1
W Alaw Ward NSA E-R (Q102)	Internal Starters FTE	1.6	1	0	0	2.8

W Alaw Ward NSA E-R (Q102)	Bank to Substantive				1	1.8
W Alaw Ward NSA E-R (Q102)	External Leavers FTE	-1.4		-1.5	-1	-0.3
W Alaw Ward NSA E-R (Q102)	Internal Leavers FTE	-0.6	-2	-0.6	-1	-1
W Alaw Ward NSA E-R (Q102)	Substantive to Bank				-0.6	
W Alaw Ward NSA E-R (Q102)	12 Month Rolling Turnover Rate % (External)	12.2%		11.9%	8.4%	2.5%
W Children' s Unit YG NSA E-R (F121)	Budgeted FTE	12.2	10	13	10.8	17.8
W Children' s Unit YG NSA E-R (F121)	Actual FTE	10.8	13.7	17.1	15.7	16
W Children' s Unit YG NSA E-R (F121)	Vacancy FTE	1.4	-3.7	-4	-4.9	1.8
W Children' s Unit YG NSA E-R (F121)	Vacancy %	11.1%	-36.7%	-30.9%	-44.9%	9.9%
W Children' s Unit YG NSA E-R (F121)	External Starters FTE	1	1	0.4	3.6	3.6
W Children' s Unit YG NSA E-R (F121)	Internal Starters FTE	1.6	2	0	0.6	0
W Children' s Unit YG NSA E-R (F121)	Bank to Substantive	0.2			4.8	2.8
W Children' s Unit YG NSA E-R (F121)	External Leavers FTE	-0.6	-0.8	-0.4	-0.6	-1.2
W Children' s Unit YG NSA E-R (F121)	Internal Leavers FTE	-1	-2.4	-0.3	0	-0.6
W Children' s Unit YG NSA E-R (F121)	Substantive to Bank	-0.2			-7.7	
W Children' s Unit YG NSA E-R (F121)	12 Month Rolling Turnover Rate % (External)	6.5%	6.5%	2.8%	3.9%	7.7%
W Ffrancon Ward NSA E-R (M302)	Budgeted FTE	5.7	5.7	5.7	5.7	5.7
W Ffrancon Ward NSA E-R (M302)	Actual FTE	5.6	5.6	5.3	5.6	7.4
W Ffrancon Ward NSA E-R (M302)	Vacancy FTE	0	0.1	0.4	0.1	-1.7
W Ffrancon Ward NSA E-R (M302)	Vacancy %	0.7%	1.4%	7.0%	1.4%	-30.0%
W Ffrancon Ward NSA E-R (M302)	External Starters FTE					2.6
W Ffrancon Ward NSA E-R (M302)	Internal Starters FTE	0			0.6	0.7
W Ffrancon Ward NSA E-R (M302)	Bank to Substantive	0.6			1.2	0.6
W Ffrancon Ward NSA E-R (M302)	External Leavers FTE	-1			0	-1.2
W Ffrancon Ward NSA E-R (M302)	Internal Leavers FTE	-1			0	-1.2
W Ffrancon Ward NSA E-R (M302)	Substantive to Bank				-0.6	
W Ffrancon Ward NSA E-R (M302)	12 Month Rolling Turnover Rate % (External)	18.7%			0.0%	17.9%
W YG Dulas Ward NSA E-R (N023)	Budgeted FTE	15.8	15.8	16.9	17.1	17.1
W YG Dulas Ward NSA E-R (N023)	Actual FTE	14.6	16.1	17.4	14.9	21.4
W YG Dulas Ward NSA E-R (N023)	Vacancy FTE	1.2	-0.3	-0.5	2.2	-4.3
W YG Dulas Ward NSA E-R (N023)	Vacancy %	7.5%	-2.1%	-2.7%	12.9%	-25.2%
W YG Dulas Ward NSA E-R (N023)	External Starters FTE		0.4		1	8
W YG Dulas Ward NSA E-R (N023)	Internal Starters FTE	0.6	0	0	0	0
W YG Dulas Ward NSA E-R (N023)	Bank to Substantive				1.6	5.8
W YG Dulas Ward NSA E-R (N023)	External Leavers FTE		-1.2		-1	-1
W YG Dulas Ward NSA E-R (N023)	Internal Leavers FTE	-1	0	-1.3	-1.3	-3.2

W YG Dulas Ward NSA E-R (N023)	Substantive to Bank					-2.5	-2
W YG Dulas Ward NSA E-R (N023)	12 Month Rolling Turnover Rate % (External)		7.9%			6.6%	5.5%
W YG Enlli Ward Orthopaedic NSA E-R (N123)	Budgeted FTE	7.3	7.3	7.3	7.3	7.3	7.3
W YG Enlli Ward Orthopaedic NSA E-R (N123)	Actual FTE	7.6	7.9	7.6	9	9.2	9.2
W YG Enlli Ward Orthopaedic NSA E-R (N123)	Vacancy FTE	-0.3	-0.6	-0.3	-1.7	-1.9	-1.9
W YG Enlli Ward Orthopaedic NSA E-R (N123)	Vacancy %	-4.1%	-8.5%	-4.1%	-23.3%	-26.0%	-26.0%
W YG Enlli Ward Orthopaedic NSA E-R (N123)	External Starters FTE				0.8	4.6	4.6
W YG Enlli Ward Orthopaedic NSA E-R (N123)	Internal Starters FTE	0	1		1	4	4
W YG Enlli Ward Orthopaedic NSA E-R (N123)	Bank to Substantive				1.6		
W YG Enlli Ward Orthopaedic NSA E-R (N123)	External Leavers FTE						-2
W YG Enlli Ward Orthopaedic NSA E-R (N123)	Internal Leavers FTE		-1		-2	0	0
W YG Enlli Ward Orthopaedic NSA E-R (N123)	Substantive to Bank						-2
W YG Enlli Ward Orthopaedic NSA E-R (N123)	12 Month Rolling Turnover Rate % (External)						22.0%
W YG Glaslyn Ward Elderly Care NSA E-R (C741)	Budgeted FTE	24.6	24.6	24.6	24.6	24.6	24.6
W YG Glaslyn Ward Elderly Care NSA E-R (C741)	Actual FTE	21.9	23.7	23.3	23.2	22.2	22.2
W YG Glaslyn Ward Elderly Care NSA E-R (C741)	Vacancy FTE	2.7	1	1.4	1.4	2.4	2.4
W YG Glaslyn Ward Elderly Care NSA E-R (C741)	Vacancy %	10.9%	3.9%	5.5%	5.8%	9.9%	9.9%
W YG Glaslyn Ward Elderly Care NSA E-R (C741)	External Starters FTE	1				2	2
W YG Glaslyn Ward Elderly Care NSA E-R (C741)	Internal Starters FTE	0	0	0	0	0	0
W YG Glaslyn Ward Elderly Care NSA E-R (C741)	Bank to Substantive				2.5	0.9	0.9
W YG Glaslyn Ward Elderly Care NSA E-R (C741)	External Leavers FTE				-0.3	-2	-2
W YG Glaslyn Ward Elderly Care NSA E-R (C741)	Internal Leavers FTE	-1.4	-1	-2.9	-1	-2.4	-2.4
W YG Glaslyn Ward Elderly Care NSA E-R (C741)	Substantive to Bank				-1		
W YG Glaslyn Ward Elderly Care NSA E-R (C741)	12 Month Rolling Turnover Rate % (External)				1.4%	8.6%	8.6%
W YG Glyder Ward Cardiology NSA E-R (C743)	Budgeted FTE	9	9	8.2	8.2	8.2	8.2
W YG Glyder Ward Cardiology NSA E-R (C743)	Actual FTE	7.2	8.2	8.3	7.4	7.6	7.6
W YG Glyder Ward Cardiology NSA E-R (C743)	Vacancy FTE	1.8	0.8	-0.1	0.7	0.6	0.6
W YG Glyder Ward Cardiology NSA E-R (C743)	Vacancy %	20.4%	9.3%	-1.3%	8.9%	7.5%	7.5%
W YG Glyder Ward Cardiology NSA E-R (C743)	External Starters FTE		1				
W YG Glyder Ward Cardiology NSA E-R (C743)	Internal Starters FTE	1	0	0	0	1	1
W YG Glyder Ward Cardiology NSA E-R (C743)	Bank to Substantive				2.2	2	2
W YG Glyder Ward Cardiology NSA E-R (C743)	External Leavers FTE						-1.2
W YG Glyder Ward Cardiology NSA E-R (C743)	Internal Leavers FTE	-2	-0.6	-1.8	-1.6	-1	-1
W YG Glyder Ward Cardiology NSA E-R (C743)	Substantive to Bank				-0.8	-1	-0.6
W YG Glyder Ward Cardiology NSA E-R (C743)	12 Month Rolling Turnover Rate % (External)						17.1%
W YG Hebog Ward Renal NSA E-R (C745)	Budgeted FTE	12.4	12.4	12.4	12.4	12.4	12.4

W YG Hebog Ward Renal NSA E-R (C745)	Actual FTE	11.4	10.8	12.4	12.1	12.3
W YG Hebog Ward Renal NSA E-R (C745)	Vacancy FTE	1	1.6	0	0.3	0.1
W YG Hebog Ward Renal NSA E-R (C745)	Vacancy %	8.4%	13.2%	0.3%	2.2%	0.9%
W YG Hebog Ward Renal NSA E-R (C745)	External Starters FTE		0.6			0.5
W YG Hebog Ward Renal NSA E-R (C745)	Internal Starters FTE		0	0		1
W YG Hebog Ward Renal NSA E-R (C745)	Bank to Substantive					0.6
W YG Hebog Ward Renal NSA E-R (C745)	External Leavers FTE		-1	-0.6		-1.5
W YG Hebog Ward Renal NSA E-R (C745)	Internal Leavers FTE		0	0		0
W YG Hebog Ward Renal NSA E-R (C745)	Substantive to Bank					
W YG Hebog Ward Renal NSA E-R (C745)	12 Month Rolling Turnover Rate % (External)		8.7%	5.5%		12.4%
W YG Moelwyn Ward Respiratory NSA E-R (C746)	Budgeted FTE	13.8	13.8	13.8	13.8	13.8
W YG Moelwyn Ward Respiratory NSA E-R (C746)	Actual FTE	17.5	14	15.7	16.7	19.3
W YG Moelwyn Ward Respiratory NSA E-R (C746)	Vacancy FTE	-3.7	-0.2	-2	-2.9	-5.6
W YG Moelwyn Ward Respiratory NSA E-R (C746)	Vacancy %	-27.1%	-1.6%	-14.4%	-21.3%	-40.3%
W YG Moelwyn Ward Respiratory NSA E-R (C746)	External Starters FTE				2	5
W YG Moelwyn Ward Respiratory NSA E-R (C746)	Internal Starters FTE	0	1	1.3	1	1
W YG Moelwyn Ward Respiratory NSA E-R (C746)	Bank to Substantive	0.6			2	3
W YG Moelwyn Ward Respiratory NSA E-R (C746)	External Leavers FTE		-1		-0.6	-2.4
W YG Moelwyn Ward Respiratory NSA E-R (C746)	Internal Leavers FTE	-0.6	-3.3	-6.3	-0.9	-2.3
W YG Moelwyn Ward Respiratory NSA E-R (C746)	Substantive to Bank			-1	-1	
W YG Moelwyn Ward Respiratory NSA E-R (C746)	12 Month Rolling Turnover Rate % (External)		6.1%			7.9%
W YG Ogwen Ward Orthopaedic NSA E-R (N122)	Budgeted FTE	22.5	22.5	23.2	22.9	22.9
W YG Ogwen Ward Orthopaedic NSA E-R (N122)	Actual FTE	26.2	23.5	26.4	23.9	24.7
W YG Ogwen Ward Orthopaedic NSA E-R (N122)	Vacancy FTE	-3.7	-1	-3.2	-1	-1.8
W YG Ogwen Ward Orthopaedic NSA E-R (N122)	Vacancy %	-16.3%	-4.5%	-13.9%	-4.1%	-7.8%
W YG Ogwen Ward Orthopaedic NSA E-R (N122)	External Starters FTE	1			1.8	6.6
W YG Ogwen Ward Orthopaedic NSA E-R (N122)	Internal Starters FTE	0.6	1	1.6	1	5
W YG Ogwen Ward Orthopaedic NSA E-R (N122)	Bank to Substantive			1.2	3.4	4
W YG Ogwen Ward Orthopaedic NSA E-R (N122)	External Leavers FTE	-0.8	-0.6	-2	-1.9	
W YG Ogwen Ward Orthopaedic NSA E-R (N122)	Internal Leavers FTE	-2.2	-2	-4.7	-5.8	-12.3
W YG Ogwen Ward Orthopaedic NSA E-R (N122)	Substantive to Bank	-0.6		-1.2	-1.8	-2.6
W YG Ogwen Ward Orthopaedic NSA E-R (N122)	12 Month Rolling Turnover Rate % (External)	3.1%	2.6%	8.0%	7.5%	
W YG Prysor Ward Stroke NSA E-R (C748)	Budgeted FTE	10.5	10.5	10.5	10.5	10.5
W YG Prysor Ward Stroke NSA E-R (C748)	Actual FTE	9.2	9	8.8	8.9	10.9
W YG Prysor Ward Stroke NSA E-R (C748)	Vacancy FTE	1.3	1.5	1.7	1.7	-0.3
W YG Prysor Ward Stroke NSA E-R (C748)	Vacancy %	12.1%	14.7%	16.3%	15.8%	-3.3%

W YG Prysor Ward Stroke NSA E-R (C748)	External Starters FTE				0.4	1.6
W YG Prysor Ward Stroke NSA E-R (C748)	Internal Starters FTE	0	0	0.6	0.6	1
W YG Prysor Ward Stroke NSA E-R (C748)	Bank to Substantive				1.3	1.2
W YG Prysor Ward Stroke NSA E-R (C748)	External Leavers FTE	-1		-0.6	-1.9	
W YG Prysor Ward Stroke NSA E-R (C748)	Internal Leavers FTE	0	-1.3	-0.6	-0.6	-0.6
W YG Prysor Ward Stroke NSA E-R (C748)	Substantive to Bank					-0.6
W YG Prysor Ward Stroke NSA E-R (C748)	12 Month Rolling Turnover Rate % (External)	11.3%		6.3%	18.6%	
W YG Tegid Ward Colorectal NSA E-R (N301)	Budgeted FTE	19.8	19.8	20.1	21.1	21.1
W YG Tegid Ward Colorectal NSA E-R (N301)	Actual FTE	22.4	21.1	20.1	20	21.6
W YG Tegid Ward Colorectal NSA E-R (N301)	Vacancy FTE	-2.6	-1.3	-0.1	1.1	-0.5
W YG Tegid Ward Colorectal NSA E-R (N301)	Vacancy %	-13.2%	-6.6%	-0.3%	5.4%	-2.1%
W YG Tegid Ward Colorectal NSA E-R (N301)	External Starters FTE	1.3	0.6		0.6	8.6
W YG Tegid Ward Colorectal NSA E-R (N301)	Internal Starters FTE	1	1		1	0.6
W YG Tegid Ward Colorectal NSA E-R (N301)	Bank to Substantive	1			2.3	3.2
W YG Tegid Ward Colorectal NSA E-R (N301)	External Leavers FTE	-0.6			-4.6	-0.6
W YG Tegid Ward Colorectal NSA E-R (N301)	Internal Leavers FTE	-3	-3.3		0	-3.6
W YG Tegid Ward Colorectal NSA E-R (N301)	Substantive to Bank					-3.5
W YG Tegid Ward Colorectal NSA E-R (N301)	12 Month Rolling Turnover Rate % (External)	2.8%			23.0%	3.1%
W YG Tryfan Ward Gastroenterology NSA E-R (C744)	Budgeted FTE	9.5	9.5	9.5	9.5	9.5
W YG Tryfan Ward Gastroenterology NSA E-R (C744)	Actual FTE	12.4	12	12.9	11.6	18.6
W YG Tryfan Ward Gastroenterology NSA E-R (C744)	Vacancy FTE	-2.9	-2.5	-3.4	-2.1	-9.1
W YG Tryfan Ward Gastroenterology NSA E-R (C744)	Vacancy %	-30.7%	-25.8%	-35.9%	-22.0%	-95.6%
W YG Tryfan Ward Gastroenterology NSA E-R (C744)	External Starters FTE					5
W YG Tryfan Ward Gastroenterology NSA E-R (C744)	Internal Starters FTE	0	0	1	0	0
W YG Tryfan Ward Gastroenterology NSA E-R (C744)	Bank to Substantive	0.6			1.1	5.1
W YG Tryfan Ward Gastroenterology NSA E-R (C744)	External Leavers FTE			-0.3	-2	-1
W YG Tryfan Ward Gastroenterology NSA E-R (C744)	Internal Leavers FTE	-0.8		-1.3	0	-1
W YG Tryfan Ward Gastroenterology NSA E-R (C744)	Substantive to Bank			-1		-1.3
W YG Tryfan Ward Gastroenterology NSA E-R (C744)	12 Month Rolling Turnover Rate % (External)			2.6%	16.0%	6.4%
NSA Wards Total	Budgeted FTE	555.3	563.8	602.4	598.7	611.5
NSA Wards Total	Actual FTE	526.4	533.8	620	592.8	674
NSA Wards Total	Vacancy FTE	28.5	30.7	-17.6	6.1	-62.5
NSA Wards Total	Vacancy %	239.3%	264.8%	-84.4%	-234.6%	-1179.0%
NSA Wards Total	External Starters FTE	10	25.6	88	134.5	217.7
NSA Wards Total	Internal Starters FTE	45.6	33.8	22.8	53	57.6
NSA Wards Total	Bank to Substantive	9.6		2.5	53.3	71.4

NSA Wards Total	External Leavers FTE	-25.6	-26.5	-31.1	-47.6	-76.5
NSA Wards Total	Internal Leavers FTE	-65.3	-55.1	-54.6	-66.1	-86.9
NSA Wards Total	Substantive to Bank	-2.4		-5.6	-43.4	-32.4
NSA Wards Total	12 Month Rolling Turnover Rate % (External)	274.3%	241.6%	294.7%	360.9%	541.9%

	Values	Mar-19	Mar-20	Mar-21	Mar-22	Mar-23	Movement
RN NSA Wards Total	Total Budgeted FTE	872.5	898.1	901.8	894.1	913.1	40.6
RN NSA Wards Total	<i>Budget Change</i>		25.6	3.7	-7.7	19	
RN NSA Wards Total	Total Actual FTE	693.6	704	721.9	789.4	742	48.4
		79.50%	78.39%	80.05%	88.29%	81.26%	
RN NSA Wards Total	Total Vacancy FTE	178.9	193.5	180	104.6	171.3	-7.6
RN NSA Wards Total	Total Vacancy %	20.50%	21.61%	19.95%	11.71%	18.74%	1.77%
RN NSA Wards Total	Total External Leavers (12 Months)	-56	-57.1	-52.1	-59.8	-73.3	
RN NSA Wards Total	Total Turnover Rate % (External)	3.536	4.104	3.476	3.922	4.625	
RN NSA Wards Total	Total Internal Leavers FTE	-96.2	-110.2	-106.3	-131.9	-202.2	106
RN NSA Wards Total	Total Substantive to Bank				-21.3	-19.4	

Saw a significant drop in Mar 23 due to the rise in external leavers numbers

Have seen a slight decrease in vacancy % over the last 5 years of 1.77% (from Mar19-Mar23)

Have seen a big rise in staff moving to other areas of the HB of over a 100% increase in the last 5 years (from Mar19-Mar23)

	Values	Mar-19	Mar-20	Mar-21	Mar-22	Mar-23	Movement
HCA NSA Wards Total	Budgeted FTE	555.3	563.8	602.4	598.7	611.5	56.2
HCA NSA Wards Total	<i>Budget Change</i>		8.5	38.6	-3.7	12.8	
HCA NSA Wards Total	Actual FTE	526.4	533.8	620	592.8	674	147.6
HCA NSA Wards Total	Vacancy FTE	28.5	30.7	-17.6	6.1	-62.5	-91
HCA NSA Wards Total	Vacancy %	5.2%	5.3%	-2.9%	1.0%	-10.2%	
HCA NSA Wards Total	External Starters FTE	10	25.6	88	134.5	217.7	
HCA NSA Wards Total	Internal Starters FTE	45.6	33.8	22.8	53	57.6	
HCA NSA Wards Total	Bank to Substantive	9.6		2.5	53.3	71.4	
HCA NSA Wards Total	External Leavers FTE	-25.6	-26.5	-31.1	-47.6	-76.5	
HCA NSA Wards Total	Internal Leavers FTE	-65.3	-55.1	-54.6	-66.1	-86.9	
HCA NSA Wards Total	Substantive to Bank	-2.4		-5.6	-43.4	-32.4	
HCA NSA Wards Total	12 Month Rolling Turnover Rate % (External)	274.3%	241.6%	294.7%	360.9%	541.9%	

Have seen a significant rise in actual numbers over the 5 years with an increase of 148 WTEs in that period

Significant increase in external starter numbers over the 5 year period

Significant conversion of bank to substantive posts over the last 2 years