

7.3

Audit Wales Review of Estates Update

Presenter: Andrew Carruthers

Audit Wales Review of Estates Update ARAC October 2020

Appendix 1 - Audit Wales Estates Management Response October 2020

Appendix 2 - Estates Operational Workforce Plan



**PWYLLGOR ARCHWILIO A SICRWYDD RISG
AUDIT AND RISK ASSURANCE COMMITTEE**

DYDDIAD Y CYFARFOD: DATE OF MEETING:	20 October 2020
TEITL YR ADRODDIAD: TITLE OF REPORT:	Audit Wales (formerly Wales Audit Office) Review of Estates 2016: Outstanding Actions
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Andrew Carruthers, Executive Director of Operations
SWYDDOG ADRODD: REPORTING OFFICER:	Rob Elliott, Director of Estates, Facilities & Capital Management

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Er Sicrwydd/For Assurance

**ADRODDIAD SCAA
SBAR REPORT**

Sefyllfa / Situation

The purpose of this report is to provide specific information on the two outstanding recommendations from the Audit Wales (formerly Wales Audit Office) Review of Estates.

In addition, to provide an update to the previous Management Response, at Appendix 1.

Cefndir / Background

The Audit Wales Review of Estates has been the subject of previous reports to the Audit & Risk Assurance Committee (ARAC), with the most recent update being October 2019.

The two recommendations that remained outstanding at the time of the previous update, namely Audit Wales Recommendation 6 and 8, are updated within this SBAR.

Asesiad / Assessment

At the October 2019 ARAC meeting, there were two remaining Audit Wales recommendations, which were yet to be completed. The current position with these is as noted below:

Audit Wales Recommendation 6

At the above Committee meeting, further assurance was provided on how the current Estates Information System would address several of the outstanding actions from the Audit Review. The limitations of the existing system to develop further KPIs around time, cost and quality were also outlined, which could only be addressed with the introduction of the new Information System.

With the support of the Director of Finance, the Estates Department has now successfully bid for the funding for this investment, which was approved in February 2020 under the Invest to Save initiative with Welsh Government.

The implementation of the new System has been substantially affected by COVID-19 restrictions. This has impacted on both the ability of the supplier to undertake necessary work

on systems and on the capacity of the Operational Estates Staff to undertake the work necessary to implement the new system.

Noting the above, we now have developed a revised programme to deliver these improvements.

Current status of the new system is as follows:

- The full review of software/hardware systems and selection confirmed - Completed
- Staff engagement sessions (noting changes to working practice) - Completed
- Software installation - Completed

Subsequent stages to this implementation are:

- Deliver formal staff training, which is due to complete by the end of November 2020.
- Construction of the system data and input of all Planned Preventative Maintenance (PPM) schedules and cost information, which will be completed by December 2020.
- System testing and completion of installation, scheduled for April 2021.

The current plan indicates that the system will go live in early April 2021. From this point on, we will have the first output of statistics and ability to analyse the new Key Performance Indicators (KPIs). This will allow a formal quarterly review at the end of the first Quarter 2021/2022.

The system will then be developed further to allow electronic staff requests for assistance and, most importantly, the ability for customer feedback to be given as a quality review of maintenance activities. We will initially be piloting this aspect of the system at 4 separate departments on each site from April 2021, with a plan to implement in full by August 2021.

The KPIs which will be targeted during the above periods are as follows:

- **Time** – PPM timings for maintenance activities are included in the system, enabling the department to calculate (time values) within the agreed parameters for tasks carried out.
- **Cost** - With individual timings now included, maintenance work for each trade/task can be accurately costed.
- **Productivity** – Instantly record maintenance activity via the hand held devices, thus enhancing productivity for both back office administrative functions and measuring maintenance operative's workloads.
- **Non-productive time** – System can identify daily workload activity for all staff who have a maintenance schedules to perform. It also calculates maintenance activity that is on hold and the specific reasons for this.
- **Quality and Service** – System offers enhanced quality and service, especially in the form of streamlined systems/processes, reduced duplication, use of modern technology solutions offering instant data. Furthermore, the maintenance portal system will allow staff to request maintenance assistance via a Hywel Dda University Health Board (HDdUHB) branded website with improved traceability.
- **Customer feedback** – System has the capability of recording customer satisfaction for work carried out. This can help to identify any departmental improvements where necessary and improve the quality of our service.

Whilst this is the current programme, we may need to revisit this further, given currently escalating concerns around COVID-19 and potential impact this will have on Operational staff.

Audit Wales Recommendation 8

The key requirement in relation to the above recommendation is for HDdUHB to ensure that we have the right number of people, with the right skills, available now and in the future, by developing fully funded plans for workforce and training.

To fully consider this, we have reviewed a number of areas which are contained within the attached Workforce Plan at Appendix 2:

- **Age Profile** – This is considered for each member of Estates Operational and Officer Grade staff, into a range of age categories, ranging from 20-24 up to 60-65
- **Resource needed and skills required** – This has considered the current resource available within the current Estates staff and the level of activity currently undertaken and that proposed in future
- **Succession planning** and opportunities for apprenticeship programmes
- **Analysis of Training needs** – considering historical training and future requirements of all Estates staff members

Age Profile

A review of our Age Profile identifies 12 Operational Estates staff who could retire between Year 2 to Year 3. In addition, in the same period, 8 of the Officer level staff could also retire. This position will need to be continually reviewed.

This information clarifies how important succession planning is within the organisation.

As noted in Appendix 2, the Workforce Plan, we will need to manage this in a number of ways, including development of current individuals' skills and experience, advancing employment processes and developing a new Apprenticeship Programme within the Estate Department.

A key enabler for this is the recent appointment to the role of Head of Operational Services (approximate start date January 2021). This is a critical position for the Operational Team, which has been covered by acting positions for the last 12 months. An early priority for the Department will be to review all management/operational structures for the Operational Team and this will form the basis of a future employment strategy.

Resource and Skills Sets Needed

This was included in previous briefings to this Committee and involves a major review of PPM within HDdUHB. In essence, to raise PPM compliance to the level recommended by the Health Technical Memorandum (HTM) and to support this increase by employing additional staff resources. This plan will involve the employment of an additional 10.4 whole time equivalent (WTE) at a cost of circa £250k. The support for this additional resource is now in place within the Facilities Directorate Budget and these appointments are underway.

In summary, 8 appointments have already been made, with staff due to commence in October 2020. A further 2 posts have been appointed to and will commence employment in November 2020.

These staff will require time to familiarise and undertake essential training, so the expectation is they will be fully operational during the final quarter 2020/2021. We will then be able to commence the raising of our PPM programmes in good time to commence the 2021/2022 Financial Year. This will align with the implementation of the new Estates IT system referred to above in Audit Wales Recommendation 6.

These new staff have not yet been factored into the Age Profile assessments in the attached Workforce Plan but will improve the position. These new appointments will facilitate internal development of staff and allow the back fill in future to be managed more effectively.

Succession Planning

As noted in the attached Workforce Plan, the Age Profiles of the Estates Operational Teams highlight the need to be working proactively to identify ways of bringing new, appropriately skilled staff into the organisation.

We have already reviewed, as far as possible, those individuals who may retire within the next 3-year period. When considering this review, we will need to introduce over the next 12 months a strategy of advance recruitment processes to ensure that we avoid any gaps in our teams due to the usual lag in staff leaving/retiring and new appointments joining the organisation. We will need to work closely with our Finance Partners over the next 12 months to ensure that this is incorporated into our financial planning.

In addition, we have ambitious plans to develop a strong apprenticeship contingent within our Estates Team. This will allow us to develop our own individuals to enter the workplace with the skills necessary to replace Operational Staff as they retire in future years. Whilst this may need to be supplemented with external appointments, we believe this should be the core strategy for shaping our workforce in future years. When this has been introduced in previous years we have found huge support for this amongst established operational staff wishing to pass on their skills to younger individuals joining on this basis.

Within our current financial structure for 2020/2021, we have identified funding for 4 individuals to join the Workforce and a further 4 to join us in 2021/2022. This has been delayed due to COVID-19 factors in terms of the ability for colleges to engage with the UHB, but we are now urgently evaluating this to move forward as quickly as possible. We are currently working with our Finance Partners to incorporate this resource into the future financial years as we see it as an essential part of a successful and sustainable recruitment strategy.

Training Needs

To complete the picture in understanding the skill sets needed within our operational teams, we have completed a review of historical training undertaken by staff members and, most importantly, reviewed the training needs of those staff going forward.

The costings of this have also been planned and are included within our Financial position for the next 2 years.

Argymhelliad / Recommendation

The Audit & Risk Assurance Committee is asked:

- To note and take assurance from the content of this report;
- To note that further reports will be submitted, as required, to update on progress.

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

Committee ToR Reference
Cyfeirnod Cylch Gorchwyl y Pwyllgor

4.1 The purpose of the Audit & Risk Assurance Committee is to advise and assure the HDdUHB and the Accountable Officer on whether effective arrangements are in place, through the design and operation of the HDdUHB's system of assurance, to

	<p>support them in their decision taking and in discharging their accountabilities for securing the achievement of the HDdUHB's objectives, in accordance with the standards of good governance determined for the NHS in Wales.</p> <p>4.4 The Committee's principle duties encompass the following:</p> <p>4.4.1 Review the establishment and maintenance of an effective system of good governance, risk management and internal control across the whole of the organisation's activities, both clinical and non clinical.</p>
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not applicable
Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	7. Staff and Resources 3.3 Quality Improvement, Research and Innovation
Amcanion Strategol y BIP: UHB Strategic Objectives:	Not Applicable
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Statement	Develop a sustainable skilled workforce

Gwybodaeth Ychwanegol: Further Information:

Ar sail tystiolaeth: Evidence Base:	Not applicable
Rhestr Termiau: Glossary of Terms:	Contained within the body of the text
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Archwilio a Sicrwydd Risg: Parties / Committees consulted prior to Audit and Risk Assurance Committee:	Not applicable

Effaith: (rhaid cwblhau) Impact: (must be completed)

Ariannol / Gwerth am Arian: Financial / Service:	<p>New IT system has been bid for via the Discretionary Programme. Future running costs will be contained within existing budgets.</p> <p>Staffing issues call out the need to ensure that we have full continuity of appropriate expertise available within operational teams. This will need to be contained with existing budgets.</p>
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Ansawdd / Gofal Claf: Quality / Patient Care:	No direct patient care consequences within this report
Gweithlu: Workforce:	Not applicable
Risg: Risk:	The management of this risk around information analysis for KPIs and for workforce planning are contained within the actions referred to in the SBAR.
Cyfreithiol: Legal:	Not applicable.
Enw Da: Reputational:	Not applicable.
Gyfrinachedd: Privacy:	Not applicable.
Cydraddoldeb: Equality:	Not applicable.

Management response

Report title: Review of Estates

Completion date: June 2016

Document reference: 85A2016

Ref	Recommendation	Intended outcome/benefit	Management response	Completion date	Responsible officer	Update
R1	<p>Strengthen performance management by:</p> <ul style="list-style-type: none"> Setting clear business objectives; Widening the range of performance measures; Ensuring there is robust data; and 	<p>Service has a clear direction and is able to demonstrate progress against it.</p>	<ul style="list-style-type: none"> Establish full Development Control Plans per site with Site Service Management. To include clear targets for estate performance based on established KPIs. Provide annual update to Board Committee. To deliver on principles of Estates Strategy i.e. reduce new build and 	Complete		<p>A full baseline assessment has been produced for the whole of the Estate (used in consultation docs for A Healthier Mid and West Wales). An annual update to the Estates Investment Plan is delivered to support Health Board Service Objectives included in the Health Board Annual Plan. These performance measures include:</p> <ul style="list-style-type: none"> Estate operating costs

	<ul style="list-style-type: none"> Reporting performance regularly. 		<p>maximize refurbishment/backlog reduction. To include clear targets for reduction of high risk/significant risk over the five-year planning period.</p> <ul style="list-style-type: none"> Support the delivery of IMTP investment objectives in terms of Capital procurement and 			<ul style="list-style-type: none"> Backlog statistics Energy and Carbon performance Estate acquisitions/ disposals Age profile <p>Incorporated in the Health Board Annual Plan submitted to CEIMTs.</p> <p>UPDATED OCTOBER 2020 As part of the AHMWW, an updated Estates Strategy will be developed as part of the master planning work delivered by the consultant team. This will support the Clinical model. This programme is planned to complete by March 2021 for the Programme Business Case stage.</p>
			<p>Estates Performance Management. To include providing guidance on best fit of any proposed investment plan when considering existing estate/new build opportunities. To continue to</p>			<p>The Estates plan is completed and is updated annually or as required. In order to support the existing Estate during the intervening years whilst the Healthier Mid and West</p>

			<p>support the service leads throughout IMTP and estate strategy development process;</p> <ul style="list-style-type: none"> • Improve the VFM of the Estates service based on set KPI's. (see point 8 below). • Establishment of a wider performance management approach with the development of additional KPIs to track cost/productivity and VFM. • Review existing systems and modify/change where necessary to ensure systems can provide robust data. • Agree CEIMTSC regular reporting timeline based on an established work • Programme to allow scrutiny of a range of 	<p>Complete</p> <p>Complete</p> <p>Complete</p> <p>Complete</p>		<p>Wales programme commences additional work is being undertaken. We are currently developing a Major Infrastructure Investment plan targeting urgent priorities to support business objectives during the intervening years before new build and repurposing of our Hospital stock. This work is targeted to complete at Programme Business Case.</p> <p>In advance of this work, the Health Board has already completed a full Programme Business Case on backlog investment and ward refurbishments to gain a full understanding of the risks involved in our building stock.</p> <p>All above reported to CEIMTS.</p> <p>We also submit IPARs on Hard FM performance, C4C, Catering quality and Fire Risk Assessments on a monthly basis.</p> <p>UPDATED OCTOBER 2020</p>
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			performance information on Estates management.			Programme Business Case for infrastructure investment has now been considered at CEIMTs and will be considered at PPPAC in late October 2020
R2	Create a Capital, Estates and IM&T Sub-Committee forward work plan that includes regular scrutiny of the estates function.	Estates matters are given sufficient independent scrutiny.	<p>Agree reporting timeline with CEIMC.</p> <p>To confirm annual performance review report.</p> <p>To confirm scheduled deep dive reports into specific estates areas. Intention to target high priority areas identified in Annual Review, i.e. areas which show disparity across the Estate in performance.</p> <p>Provide programme of proposed reporting schedule</p>	Complete		<p>Annual update to CEIMTs on Estate Backlog performance and Environmental performance.</p> <p>C4C and Hard FM KPIs reported to QSEAC.</p> <p>Health & Safety and Emergency Planning Sub Committee receive regular updates on a wide range of Estate compliance standards.</p> <p>Infection Prevention & Control Sub Committee receives regular updates on Water Safety matters</p> <p>UPDATED OCTOBER 2020 CEIMTs have fully supported the Programme Business Case for Major Infrastructure investment as noted above. In addition, at the September meeting the annual</p>

						update on Estate Backlog performance and Environmental performance was considered.
R3	<p>Improve customer focus and Clinical engagement. Do this by introducing a multi-disciplinary forum for discussion of estates matters and/or using suitable existing groups or for a where appropriate.</p>	<p>Estates service and clinicians understand each other's respective needs, roles and perspectives.</p>	<p>Initial feedback is planned to be delivered at the Senior Nurse Manager Groups. This will then be followed up with key attendance at the QSEAC Sub-Committee, which will allow further Estates and Clinical engagement and establish Capital and Estates feedback and actions.</p> <p>Acute Services Quality Safety and Patient Experience Sub Committee Agenda will include strategic capital investments, estates management, operational performance and customer feedback/satisfaction. Note</p>	Complete		<p>Ops and Estates Team attend a range of meetings including Acute Site Senior Nurse Managers & Service Manager forums, Community locality premises meetings.</p> <p>Ops team also attend locality based Nursing Scrutiny Assurance Groups as requested.</p> <p>Ops team also attend Infection Control Locality meetings, which report to Infection Prevention & Control Sub Committee.</p>

			<p>intentions identified later on customer feedback initiative.</p> <p>This will also be regularly reported back for information to CEIMTSC.</p>			
R4	Develop a second iteration of the estates strategy focused on development of the estate and supporting the IMTP.	A clear future direction for improving the health board estate that is consistent with the IMTP	<p>Confirmation of estate investment priorities identified within the IMTP is critical to the delivery of this recommendation.</p> <p>Estates Strategy will support this approach to ensure that investment decisions are made on the best possible estate information.</p> <p>Second iteration of the Estates Strategy to follow confirmation of IMTP project prioritisation.</p>	January 2018	RJE (PW)	<p>Updated Estates Plan completed. This was presented to CEIMTSC in July 2019.</p> <p>As noted above this is updated annually and forms part of the Health Board Annual Plan</p> <p>UPDATED OCTOBER 2020 A revised Estates strategy is part of the Master Planning team commission within AHMWW. To support the new Clinical Model. This is due for completion March 2021.</p>

						This is further supported by the Programme Business Case for the major infrastructure investment
R5	Develop a zero base estates Budget that makes provision for likely revenue costs arising from changes to the health board estate such as new buildings.	Service has sustainable budget, Reducing the risk of not meeting future essential and statutory maintenance needs.	Currently all Development Approval Forms, Capital Bid Proforma and Business Cases set out revenue costs identified as a consequence of the investment. Develop tracking matrix on an annual basis to feedback into The work plan for CEIMTSC These costs/savings to be scheduled out by estates team and ratified as part of annual budget setting process for the Estates Team. This will include an annual schedule of estate changes and associated revenue impacts (plus and	Complete		Database established to track and capture all revenue costs associated with Estate changes. Note this approach has assisted in supporting the Estates Budget for new build projects, i.e. Cardigan Health Centre.

			minus) which can be tracked back to departmental budget adjustments.			
R6	<p>Widen the range of performance management KPI to include:</p> <ul style="list-style-type: none"> • time; • cost; • productivity; • non-productive time; • quality; • service; and • Customer feedback. 	<p>More comprehensive management information identifies areas for improvement and increases senior management awareness of estates issues</p>	<p>Establish a Working Group to set out the IT requirements to capture this range of KPIs Implement any changes necessary to ensure these KPIs are reported.</p> <p>Actions/Timescales to be progressed during 2016/17 with reports to be provided to CEIMTSC as part of agreed work plan.</p>	September 2016	RJE (ML/MA)	<p>Capital needs to support IT purchase not currently available. Invest to Save bid has now been submitted to Welsh Government. Using the existing system limited progress has been made in establishing further KPIs. This has been restricted to PPM percentage statistics and for breakdown performance management</p> <p>Implementation of new software system in the order of 6 months. Aimed to be operational by May 2020.</p> <p>We have also established further IPAR reports which now include:</p>

1. Credits For Cleaning performance statistics.
2. Hard FM PPM statistics.

**UPDATED OCTOBER 2020
Invest to Save Bid approved by
Welsh Government**

The above implementation has been substantially impacted on by Covid- 19 restrictions. This has impacted on both the ability for both the company to undertake necessary work on systems locally and on the capacity of the Operations Estates staff to undertake the work necessary to undertake a new system.

Despite these delays, we now have a revised programme to deliver these improvements. We have already completed:

- **The full review of software systems and a selection confirmed**
- **Staff engagement sessions**
- **Software installation**

The next stage is to complete formal staff training which is due to complete by the end of November 20.

The construction of the system data and input of all PPM schedules and cost information will be completed by December 20.

System testing and completion of installation scheduled for April 2021.

The current plan indicates that whilst the system will go live the first review of our data analysis and KPIs will be at the end of the 1st quarter of 2021/22.

The system will then be developed to allow electronic staff request for assistance and most importantly the ability for customer feedback to be given as a quality review of maintenance activities. We will initially be piloting this aspect of the system at 4 separate departments on each site from April 21 with a plan to implement in full by August 21.

Whilst this is the current programme, we may need to revisit this further given currently escalating concerns around Covid- 19 and potential impact this will have on Operational staff.

NOTE This system will allow us to monitor the following KPIs as noted in the WAO report

- **Time – PPM timings for maintenance activities are included in the system,**

enabling the department to calculate (time values) within the agreed parameters for tasks carried out.

- **Cost** - With individual timings now included, maintenance work for each trade/task can be accurately costed.
- **Productivity** – Instantly record maintenance activity via the hand held devices, thus enhancing productivity for both back office administrative functions and measuring maintenance operative's workloads.
- **Non-productive time** – System can identify daily workload activity for all staff who have a maintenance schedules to perform. It also calculates maintenance activity that is on hold and the specific reasons for this.

- **Quality and Service** – System offers enhanced quality and service, especially in the form of streamlined systems/processes, reduced duplication, use of modern technology solutions offering instant data. Furthermore, the maintenance portal system will allow staff to request maintenance assistance via a HB branded website with improved traceability.
- **Customer feedback** – System has the capability of recording customer satisfaction for work carried out. This can help to identify any departmental improvements where necessary.

R7	<p>Introduce a long-term approach to improving value for money. Do this either as a separate plan or include it within existing business plans. Ensure this is part of the department's regular business planning mechanisms.</p>	<p>Service takes value for money decisions that provide best whole-life and/or long term returns.</p>	<p>Establish working group objectives to identify target performance areas to deliver VFM</p> <p>Linked outcomes of KPI report and deep dive investigations. To identify impact and solutions required as a consequence to improve VFM.</p>	Complete	<p>A full review undertaken of Estates investment priorities in order to establish opportunities for recurring efficiencies.</p> <p>This has been transacted by a Project Initiation Document approach to demonstrate full analysis and planning to deliver specific cost reductions.</p> <p>This has been supported by a detailed comparison to the All-Wales cost structures in identifying where opportunities lie for further efficiencies.</p> <p>This is supported by the Holding to Account process within the Health Board.</p> <p>Targeted investments identified by the Credits for Cleaning process allow the Health Board to priorities spend in areas of greatest need.</p> <p>UPDATED OCTOBER 2020 Facilities department delivered on all financial targets to complete</p>
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						<p>2019/20 Financial Year within set control targets.</p> <p>This included a wide-ranging review of a number of expenditure profiles to identifying where efficiencies could be made whilst maintaining appropriate standards of service. This was delivered by way of regular working groups to consider opportunities and reported formally via the hold to account process.</p>
R8	Ensure the right number of people with the right skills is available now and in the future by developing fully funded plans for workforce and training.	Staffing levels are sufficient to meet demand, now and in future.	<p>Review to be undertaken of workforce plans to identify: -</p> <ul style="list-style-type: none"> Existing resources/ age profile <p>This is updated annually Currently working with Workforce and OD to develop an “apprentice academy”</p> <ul style="list-style-type: none"> To consider all Investment plans and any 	Complete December 2016	RJE (ML)	<p>This has been supported by the substantial piece of work identifying the HTM maintenance gap for operational maintenance. This work is currently being validated by Shared Services colleagues. Recent papers to the Workforce and Organisational Development Committee has identified the further</p>

			<p>subsequent resource impact within Estates.</p> <ul style="list-style-type: none"> Action plan to address identified gaps. 	See above		<p>actions needed to support this requirement.</p> <p>Further work needed to complete this includes a range of risk assessments of staff retiring and associated mitigation plans. Also the development of apprenticeship opportunities. Apprenticeship funding to be included within the IMTP process. Subject to support all recommendations to be delivered by April 2020.</p> <p>UPDATED OCTOBER 2020 The Estates Operational Team have now developed a Workforce Plan setting out a range of information including:</p> <ul style="list-style-type: none"> Age Profile of Staff Full analysis of Resources and Skills needed Opportunities for Apprenticeships Training Needs Analysis
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ESTATES OPERATIONAL WORKFORCE PLAN

IN RESPONSE TO THE
WELSH AUDIT OFFICE REVIEW
RECOMMENDATION 8
(OCTOBER 2020)

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 - ii. Future Training Needs to Support Future Workforce Model

Item 1 – Executive Summary

This paper is primarily concerned with the modernisation and succession planning of the Estates Workforce.

It identifies the Key challenges in respect of staff age profiles and training needs which will need to be addressed.

It also identifies the significant opportunities around increasing the workforce to achieve higher PPM standards, introduction of new training programmes and commencing an apprenticeship programme to develop our own staff internally.

A key challenge over the last 12 months has been the need for acting arrangement to the Head of Operational Services. This position has now been appointed to and it is hoped that the new individual will join the HDdUHB at the start of January 2021. This appointment will allow us to rapidly review our management/supervisory structure and to support this with an established workforce plan.

Item 2 - Background to WAO Recommendation

Ensure the right number of people with the right skills are available now and in the future by developing fully funded plans for our Workforce and training.

The approach here has been to review a wide range of staff issues including:

- Age profile – Estates Operational and Officer positions.
- Resource and skill sets needed – to include training and the increased resource to raise maintenance levels.
- Future opportunities for Apprenticeship programmes.
- Detailed analysis of training needs - this is a significant piece of work which is now complete.

Item 3 – HDdUHB Review

Item 3a - Review of Age Profile of Estates Staff

Age Profile of Operational Staff

HDdUHB currently employs 107 staff in the Estates Operational Service function, 58 of these staff are currently over 50, see Table 1.

In addition and more importantly, we have 15 individuals in the 60-65 age bracket. Further analysis of this group of staff indicates that 12 number could retire within Years 2-3 if we assume a 65 year retirement threshold. This may change given the legislation around pensionable age.

Table 1 - Age profile of Hard FM staff

Age Band	Headcount	FTE
20-24	0	0
25-29	7	7
30-34	7	7
35-39	10	10
40-44	11	11
45-49	14	14
50-54	19	19
55-59	24	24
60-65	15	15
66-70	0	0
Grand Total	107	107

The above figures indicate that we will need to continue with external appointments as we have in the past for the next 2-3 years. Historically this has not been an issue for the HDdUHB to recruit in this way but noting that there will be the need for further training and support as engineering staff join the HDdUHB from other industries.

Given the above, there is clearly an opportunity to develop an Apprenticeship program, which would allow us wherever possible to have “home grown” maintenance staff available as individuals retire. It is likely this will need to be supplemented by external appointments dependent on when individual actually chose to retire.

Considerable work has been undertaken with Workforce and the local college to introduce engineering apprentices into the organisation. We had planned to commence 4 apprentices, one on each acute site for the next two years commencing in September 2020.

This timescale has been affected by Covid-19 and we are awaiting confirmation from the college regarding the arrangements to commence the Apprentices.

The long term objective is to use the qualifying apprentices to backfill the vacancies as current staff retire over the next 3-4 years. The result of this initiative would enable all acute

sites to gain one electrical and one mechanical craftsman over the next few years. Additional apprenticeship numbers will be followed on as a Phase 2.

The objective is to have an electrical and mechanical apprentice on each acute site; this would result in 8 staff being ready to replace operational staff roles with minimal induction.

Age Profile of Officer Staff

Table 2 - Age Profile of Estates Officers/Managers Ops and Fire

Age Band	Headcount	FTE
35-39	2	2
40-44	3	3
45-49	4	4
50-54	1	1
55-59	3	3
60-65	9	9
Grand Total	22	22

From the above table it is evident that out of our 22 staff, 13 are over 50. In addition, and more importantly we have 9 individuals in the 60-65 age bracket.

A further review of this staff group identify up to 8 staff could retire in Years 2 and 3.

The Estates Officer/Management group will be subject to a review to modernise the current structure to be fit for purpose for the future management of the operational functions.

Whilst the age profile indicated above does present challenges, there is also a huge opportunity to introduce a new management structure with appropriately skilled individuals as these retirements take place.

In support of the above, the department has been reviewing a number of Officer Grade staff with a view to succession planning over this period.

There are a number of key individuals currently operating at more junior Officer Level who have demonstrated the potential to step up with appropriate support and further training.

Across the HDdUHB, we have identified around 6 individuals who fall into this category. A number of these individuals have either completed or in the process of achieving higher levels of qualification including Degree/Masters.

It should also be recognised that whilst wherever possible internal appointments will be made, it may still be necessary to be recruit externally in order to obtain the appropriate level of experience and skills required.

This will be further explored within the Future Training Needs Analysis (Item 3dii)

Item 3b - Full analysis of Resource and Skill Set within Estates Operations

As part of a major review of Planned Preventative Maintenance (PPM), the Estates Team have reviewed all current operational staff resources against the requirement for an appropriate level of PPM compliance.

The level of PPM compliance has been reviewed against current Health Technical Memorandum (HTM) and the work undertaken has identified a gap in resource from the current status to full HTM compliance.

As part of this the skills set of the workforce was also reviewed so that we could develop the specific gaps in our workforce both at a resource level and at an appropriate skill level.

There is a substantial evidence base to this work.

This work has been completed and the HDdUHB has supported the revenue uplift to the Operational budget to increase staff numbers by the 10.4 WTEs required.

As an additional assurance, we have worked with NWSSP-SES to review the detail of this exercise in supporting additional resources. It has been helpful to have individual specialists from this organisation to assist us in reviewing the appropriateness of the resources identified and the skills required.

We have to date appointed 8 semi-skilled staff in relation to the GAP analysis resources, these staff are due to commence October 2020.

There are two Band 4 Craftsmen posts that have been appointed to and the target date for these staff to commence is early November 2020.

For all these positions, an element of site familiarisation and training will be undertaken and it is anticipated that the relevant KPI's will start to indicate improvement by April 2021 in line with the new CAFM system.

Item 3c - Opportunities for Apprenticeships within Estates Operations

Covid 19 has caused a significant delay in our apprenticeship program but we are still committed to develop an appropriate apprenticeship programme to support the operational workforce as vacancies arise.

The initial stage of this is planned to include 2 apprentices for each acute site, 8 in total over the next two years.

In discussions with HR leads, we are awaiting confirmation of the capacity to safely appoint the apprentices.

The current plan is to employ 4 individuals within the current financial year and a further 4 from April 2021.

We have already discussed this with our Financial Lead and built this into our financial projections for 2020/2021 Financial Year. We are working to identify the resource needed for future years to support this programme noting that these staff will automatically fill vacancies as they arise, as set out earlier in the update of Age Profiles in our Workforce.

We are currently awaiting an update from Workforce Advisors who lead on the Apprenticeship Programme to engage as soon as possible with Colleges of Further Education to progress this.

Item 3d - Training Needs Analysis:

i - Historical Review of Training Undertaken by Operational Staff

This work is complete and is embedded below.



Historic Staff HS
Training Record 18-

Item 3d - Training Needs Analysis:

ii - Future Training Needs to Support Future Workforce Model

This work is complete and is embedded below.



Ops H&S and HTM
Training Requiremer

