

## PWYLLGOR CYLLID FINANCE COMMITTEE

<b>DYDDIAD Y CYFARFOD: DATE OF MEETING:</b>	13 March 2020
<b>TEITL YR ADRODDIAD: TITLE OF REPORT:</b>	Workforce Efficiency and Effectiveness Programme 2020/21
<b>CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:</b>	Lisa Gostling, Executive Director of Workforce and Organisational Development
<b>SWYDDOG ADRODD: REPORTING OFFICER:</b>	Annamarie Thomas, Head of Workforce: Resourcing and Utilisation

**Pwrpas yr Adroddiad (dewiswch fel yn addas)**

**Purpose of the Report (select as appropriate)**

Ar Gyfer Trafodaeth/For Discussion

### ADRODDIAD SCAA

#### SBAR REPORT

##### Sefyllfa / Situation

This report provides the Finance Committee with an outline of the approach for the delivery of the Workforce Efficiency and Effectiveness Programme for the Financial Year 2020/21.

##### Cefndir / Background

The Finance Committee has previously received monthly updates on the KPMG Grip and Control Action Plan and the Establishment Control Project. Further to discussion at the previous meeting, it has been recognised that these two issues represent only part of a more extensive programme of work being undertaken to deliver workforce efficiency and effectiveness within the Health Board. It was agreed to present a more holistic update on the programme of work, in particular the vision for delivery, as we enter a new financial year.

##### Asesiad / Assessment

The Workforce Delivery Group has been established to oversee a programme of work that will provide assurance to the Executive Team in relation to the efficient and effective management of workforce activities. The Workforce Delivery Group is accountable to the People, Planning and Performance and Assurance Committee for its performance in exercising the functions set out in its Terms of Reference.

A number of Sub-Groups will be established to ensure delivery of specific schemes. Sub-Group Chairs will be responsible for updating the Programme Sponsors (who report directly to the Executive Director of Workforce and Organisational Development - W&OD) and will report progress at Workforce Delivery Group meetings. Programme Sponsors will attend Sub-Group meetings whenever possible. The Head of Workforce: Resourcing and Utilisation will take an overarching view of delivery across the Sub-Groups to ensure there is no duplication of effort directed to specific objectives. The Project Management Office (PMO) will provide project support across all Sub-Groups by supporting the meeting structure and assisting in the development of spreadsheets to track progress of delivery against objectives and monitor progress in financial terms.

Terms of Reference for each of the Sub-Groups are being drafted. Delivery against a number of objectives has commenced during 2019/20, and will either complete in 2020/21 or be subject to ongoing action to maintain grip and control.

The W&OD Directorate has set itself a challenging ambition to drive the delivery of circa £7m savings linked to its business case for investment, and lead the delivery of the following workforce efficiency and effectiveness savings in 2020/21:

<b>Savings Scheme</b>	<b>2020/21 £</b>
Sickness absence reduction – 4 specific areas identified for focused actions.	760k
Agency/ Bank/ Overtime staff - reduction in the use of agency/ bank staff linked to the recruitment of Newly Qualified Nurses (NQNs), based on known recruitment of 32 Nurses in March 2020 and planned recruitment of a minimum of 90 Nurses in September 2020.	3.3m
Reduction in Nursing and Medical staff group turnover based on returning turnover to levels previously experienced.	1.1m
Change in length of Apprenticeship Programme.	950k
Introduction of <i>Allocate</i> system for Nursing and Health Care Support Workers.	380k
Introduction of Medical Bank model.	250k

The above list is not exhaustive. At this stage it is an illustration of the key schemes only. A full list of schemes can be presented in a future report.

The Sub-Groups will focus on a number of themes to deliver workforce efficiency and effectiveness. This list is not exhaustive:

- Reviewing national guidance to identify controls or improvements in workforce utilisation and spend e.g. NHS Employers Guide on Managing Sickness Absence, NHS Employers Medical Workforce Resources, NHS Improvement: Rostering Good Practice Guide;
- Progressing the recommendations made in the KPMG report;
- Completing reviews of contractual arrangements for the Medacs Managed Service Model and Direct Engagement of Agency Workers for Allied Health Professionals (AHPs) and Health Care Specialists (HCS);
- Implementation of measures included in the Finance Delivery Support Unit 'Grip and Control Checklist';
- Reviewing existing operational procedures for the request, authorisation and approval of bank and agency workers;
- Regular service level agreement performance review meetings with current service providers e.g. Medacs and Liaison;
- Identification of improvement opportunities relating to pay controls;
- Improvement in turnover and sickness absence rates;
- Better usage of technology;
- Increased usage of data dashboards.

## Argymhelliad / Recommendation

The Finance Committee is asked to note the approach for the delivery of workforce efficiency and effectiveness programmes in 2020/21.

<b>Amcanion: (rhaid cwblhau) Objectives: (must be completed)</b>	
Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	4.5 Provide assurance on financial performance and delivery against Health Board financial plans and objectives and, on financial control, giving early warning on potential performance issues and making recommendations for action to continuously improve the financial position of the organisation, focusing in detail on specific issues where financial performance is showing deterioration or there are areas of concern.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	735 (score 16) There is a risk of the Health Board not achieving its agreed financial plan for the 2019/20 financial year. 646 (score 12) There is a risk of the Health Board not achieving breakeven over the medium term.
Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	5. Timely Care 7. Staff and Resources
Amcanion Strategol y BIP: UHB Strategic Objectives:	All Strategic Objectives are applicable
Amcanion Llesiant BIP: UHB Well-being Objectives: <a href="#">Hyperlink to HDdUHB Well-being Objectives Annual Report 2018-2019</a>	4. Improve Population Health through prevention and early intervention, supporting people to live happy and healthy lives

<b>Gwybodaeth Ychwanegol: Further Information:</b>	
Ar sail tystiolaeth: Evidence Base:	Monitoring returns to Welsh Government based on HDdUHB's financial reporting system.
Rhestr Termiau: Glossary of Terms:	Included within the body of the report
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y pwyllgor cyllid: Parties / Committees consulted prior to Finance Committee:	Not Applicable

<b>Effaith: (rhaid cwblhau)</b> <b>Impact: (must be completed)</b>	
<b>Ariannol / Gwerth am Arian:</b> <b>Financial / Service:</b>	Financial implications are inherent within the report.
<b>Ansawdd / Gofal Claf:</b> <b>Quality / Patient Care:</b>	The impact on patient care will be assessed when each action is progressed.
<b>Gweithlu:</b> <b>Workforce:</b>	The report considers the financial implications of our workforce.
<b>Risg:</b> <b>Risk:</b>	Financial risks are detailed in the report.
<b>Cyfreithiol:</b> <b>Legal:</b>	HDdUHB has a legal duty to deliver a breakeven financial position over a rolling three-year basis and an administrative requirement to operate within its budget within any given financial year.
<b>Enw Da:</b> <b>Reputational:</b>	Adverse variance against HDdUHB's financial plan will affect reputation with Welsh Government, Wales Audit Office, and with external stakeholders.
<b>Gyfrinachedd:</b> <b>Privacy:</b>	Not applicable
<b>Cydraddoldeb:</b> <b>Equality:</b>	Financial implications are inherent within the report.