

<b>Enw y Grŵp/Is-Bwyllgor:</b> <b>Name of Group:</b>	Core Delivery Group and Financial Control Group
<b>Cadeirydd y Grŵp/Is-Bwyllgor:</b> <b>Chair of Group:</b>	Lisa Gostling, Director of Workforce and Organisational Development
<b>Cyfnod Adrodd:</b> <b>Reporting Period:</b>	February to April 2024

### **Y Penderfyniadau a'r Materion a Ystyriodd y Grŵp/Is-Bwyllgor:** **Key Decisions and Matters Considered by the Group:**

#### **CORE DELIVERY GROUP ACTIONS**

- **IEN Phase 3 Withybush Hospital and targeted 25a areas:** This scheme is designed to address the high vacancy rate in nursing by employing Internationally Educated Nurses (IENs). However, it's important to note that this programme is not expected to yield savings in the fiscal year 2024/25. The anticipated savings of £2.08 million will likely be seen from the fiscal year 2025/26 onwards.

The remaining 15 nurses from the initial cohort of 60 in phase 3 will be deployed to help reduce the reliance on agency nurses. This goes above and beyond the current operational demand to reduce the agency premium paid to nursing agency staff. In the financial year 2023/24 29 nurses have been onboarded; with the following 31 expected to be onboarded in 2024/25. A request has been made to shared services to include additional funding streams to support the 31 nurses due to be placed in this financial year and mitigate the risk of additional financial pressure.

- **Glangwili Hospital and Price Philip Hospital USC 25a areas:** A review of staffing levels in the 25a areas has revealed changes in patient demand. Due to the current funding streams, nursing agencies are being utilised to fill these vacancies. A presentation was made to the Core Delivery Group (CDG), outlining strategies to reduce agency usage while maintaining staffing levels with permanent staff. It was agreed that the Accident and Emergency Department at Glangwili Hospital (GGH) would be authorised to hire up to 12 Registered Nurses, and the Acute Medical Assessment Unit (AMAU) at Prince Philip Hospital (PPH) could recruit up to 5 nurses. The objective of this scheme is to replace agency nurses with permanent staff on a one-for-one basis, which is projected to save £40k per nurse that transition from agency to a substantive position.

#### **Variable Pay Group:**

- **Nursing:** a baseline for agency usage has been established, accompanied by a RAG status that highlights areas classified as Red, Amber, and Green in relation to the use of variable pay and the available solutions, this is due to be discussed in detail at the variable pay meeting on the 24 April 2024.
- **Allied Health Professionals and Healthcare Scientists:** a review has been completed, which highlights the areas with agency usage. A targeted approach has identified areas where an additional recruitment strategy or long-term service configuration is needed to

resolve the use of agency, this work is ongoing and further work is being done to meet with service to remove.

- **Non-Clinical (Admin and Clerical):** work has begun to identify areas where admin and clerical staff from the bank are being used. Two areas have been highlighted: the Emergency Department Reception at Withybush Hospital and the Out-of-Hours Service. Work is ongoing to identify baselines and solutions for these areas linked to establishment and head room percentage.
- **Estates:** a request has been communicated to assess the removal of bank and additional hours and overtime. Quality Impact Assessments have been requested in areas where this will not be possible. These will be reviewed by the variable pay group, with action plans to be drafted around the reduction of variable pay.
- **Medical:** work is ongoing in planned care and Carmarthenshire as a phase one to identify the challenges to the use of variable pay including bank locum and agency. A meeting with the rota co-ordinator for GGH and PPH is due to take place on the 22 April 2024 with action plans to be drafted and shared with variable pay group prior to sharing with general managers.
- **Medical Rostering:** The Health Board has been successful in procuring medical licences for Allocate Optima, this will include all medical staff moving to a rostering system. Ongoing work is taken place with leads from Workforce, Medical and Finance. Communication and first phase rollout plans are being discussed for approval.

## FINANCIAL CONTROL GROUP

- **Recruitment:** Vacancy panel reviews are ongoing, local panels are now reviewing the requirements for additional new posts or any admin and clerical posts new or existing prior to overarching authorisation being sought at the financial control group. To date 33wte out of 556wte requests have been declined saving a total of over £900k.
- **Room Bookings:** An allowed list of all facilities where managers can book venues without the need for approval has been published. This streamlines the decision-making process and is associated with facilities management.
- **Study Leave –** The study leave review process has driven a cost saving of £95k since its implementation.
- **Procurement –** All requests for tender are shared with Financial Control Group (FCG) which has led to greater scrutiny of service requests, this process will continue to be monitored and may be changed in the future.

**Materion y Mae Angen Ystyriaeth neu Gymeradwyaeth Lefel y Pwyllgor Adnoddau Cynaliadwy:**

**Matters Requiring Sustainable Resources Committee Level Consideration or Approval:**

- No Matters for Approval

**Risgiau Allweddol a Materion Pryder:**  
**Key Risks and Issues / Matters of Concern:**

- IEN Phase 3 Pembrokeshire and 25a areas 31 nurses funded from financial year 2024/25
- Variable Pay issues that are linked to service fragility (RED status)

**Busnes Cynlluniedig y Grŵp/Is-Bwyllgor ar Gyfer y Cyfnod Adrodd Nesaf:**  
**Planned Group/Sub-Committee Business for the Next Reporting Period:**

**Adrodd yn y Dyfodol:**  
**Future Reporting:**

CDG will now form part of the Value and Sustainability Group from the 15 May 2024.

**Dyddiad y Cyfarfod Nesaf:**  
**Date of Next Meeting:**

15 May 2024