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|--|--|----------------------|
| <b>Meeting title:</b>                                  | <b>Trust Board (Public)</b>                        | <b>Paper L</b>       |
| <b>Date of the meeting:</b>                            | 8 August 2024                                      |                      |
| <b>Title:</b>  | Agency Reduction and Compliance                    |                      |
| <b>Report presented by:</b>                            | Clare Teeney, Chief People Officer                 |                      |
| <b>Report written by:</b>                              | Charlotte Whyman, Head of Recruitment & Resourcing |                      |
| <b>Action – this paper is for:</b>                     | Decision/Approval                                  | Assurance x Update x |
| <b>Where this report has been discussed previously</b> |  |                      |

**To your knowledge, does the report provide assurance or mitigate any significant risks? If yes, please detail which**

This paper aligns to BAF risk 07A-FIC failure to deliver the 2023/24 financial plan, BAF risk 07b relating to financial sustainability and BAF Risk '10-PCC - Insufficient workforce capacity, capability and lacking diversity' by providing assurance on controls and governance around our temporary staffing workforce together with an agency reduction programme which aligns to substantive recruitment.

### Impact assessment

This report demonstrates how the agency reduction and compliance programme has a direct impact on workforce staffing, finance and patient care. Increasing our substantive workforce, decreasing our reliance on agency workers impacts positively on our workforce, consistency and quality of care and finances.

### Acronyms used:

AHP – Allied Health Professional  
KPI – Key Performance Indicator  
NHSE – NHS England  
ST&T – Scientific, Therapeutic and Technical

### Purpose of the Report

This report seeks to provide the Trust Board on the UHL agency activity relating to:

- Our current compliance against the NHSE agency rules
- Our current agency use across staff groups
- Our financial performance by CMG and staff group

## Recommendation

Trust Board are asked to note the content of the report in terms of levels of compliance against the NHSE Agency Rules and receive assurance on the governance and oversight of agency usage and correlated spend.

## Main report details

### Agency Compliance

We continue to perform well against the NHSE Agency Rules. The % of agency spend is tracking at 1.27% of our total pay bill in month 3.

One of the non clinical agency workers ceased their placement with the Trust on 30<sup>th</sup> June.

We have been made aware of the direct procurement of a Locum Consultant Oncologist through an off framework supplier who is due to commence on 27<sup>th</sup> July. This will be reported through the governance routes and also to NHSE and the CMG are considering the exit plan and timeframes for this.

NHSE have now included reporting via the monthly return, band 2 and band 3 agency use from August 2024 (reporting time period will be the previous month). This will be reflected in our compliance figures from month 4. However, it should be noted that we have had no band 2 or band 3 agency usage in June.

| Agency Rules   | Current Position  | Actions to improve compliancy  |
|--|---|--|
| Agency spend 3.2% of total pay spend   | Month 3 spend – 1.27% of total pay spend  | Compliant  |
| Use framework suppliers  | No off-framework agency use in month 3  | *It should be noted that there will be one Locum Consultant Oncologist commencing on 27 <sup>th</sup> July via an off framework supplier, due to the specialist skill set required and to cover long term sickness. An exit plan is being considered by the CMG.                                 |
| Procure all agency staff at or below the price caps (calculated at 55% above basic substantive pay rates for ALL staff); | <ol style="list-style-type: none"><li>1. All Medical Agency (driven by wider supply/market issues)</li><li>2. Radiology, Pharmacy, Sonography, HCS</li><li>3. Nursing – Children's, ED &amp; Theatres</li></ol> | <b>Action 1:</b> work is progressing both regionally and locally to move towards collaboratively implement rate reviews to move towards price cap compliance.<br><b>Action 2:</b> centralisation of local bank into a temporary staffing office to identify opportunities to transition activity |
| Agency & bank shifts at £100 an hour or more and above price cap must be signed off by the chief executive               |   | Compliant but we will carry out an assessment of price cap activity  |
| Agency shift below £100 and/or 50% above the published price cap rate, signed off by an executive director.              |   | Compliant  |
| Remove non-clinical agency   | Special Projects exemptions   | – One non-clinical agency worker ceased at the end of June.  |

| Agency Rules | Current Position | Actions to improve compliancy  |
|--------------|------------------|--|
|              |                  | – Three estates project managers required for Capital projects – extension request via Special Projects exemption. |

## Agency Use

Our current agency usage across staff groups and CMG's is shown below (as at 1 Aug – this includes all current active agency workers and those with future bookings into September):

| Staff Group         | CMG    | Role                         | Area                          | Number of agency workers |
|---------------------|--------|------------------------------|-------------------------------|--------------------------|
| Nursing & Midwifery | ITAPS  | Registered Nurse             | Theatres                      | 8                        |
|                     | CHUGGS | Registered Nurse             | Chemo                         | 2                        |
|                     | W&C    | Registered Nurse             | Childrens Intensive Care Unit | 1                        |
|                     |        | Registered Nurse (Childrens) | A&E Paeds                     | 7                        |
|                     |        | Registered Nurse (Childrens) | Childrens Intensive Care Unit | 1                        |
|                     |        | Registered Nurse (Childrens) | Childrens Hospital            | 8                        |
| <b>Total</b>        |        |                              |                               | <b>27</b>                |
| Medical & Dental    | ESM    | Consultant                   | Dermatology/General Medicine  | 3                        |
|                     |        | Specialist Registrar         | General Medicine              | 1                        |
|                     |        | Registrar                    | Gastroenterology              | 1                        |
|                     | CHUGGS | Consultant                   | Oncology                      | 1*                       |
|                     |        | Registrar                    | Gastroenterology              | 1                        |
|                     | MSS    | Core Trainee                 | MaxFax/ENT                    | 2                        |
|                     |        | Higher Specialist            | MaxFax/ENT                    | 4                        |
|                     |        | Specialist                   | MaxFax                        | 1                        |
|                     |        | FY2                          | Orthopaedic Medicine          | 1                        |
| <b>Total</b>        |        |                              |                               | <b>15</b>                |
| AHP/ST&T            | ITAPS  | ODP                          | Theatres                      | 28                       |
|                     | CSI    | Biomedical Scientists        | Microbiology                  | 1                        |
|                     |        | Occupational Therapist       | Medicine                      | 3                        |
|                     |        | Pathologist                  | Mortuary                      | 1                        |
|                     |        | Pharmacists                  | Pharmacy                      | 6                        |
|                     |        | Physiotherapist              | MSK                           | 1                        |
|                     |        | Radiographer                 | Plain Film                    | 1                        |
|                     |        | Sonographer                  | Ultrasound                    | 6                        |
|                     |        | Speech & language Therapist  | SALT                          | 1                        |
|                     | RRCV   | Healthcare Scientist         | Cardiac/Respiratory           | 2                        |
|                     |        | Biomedical Scientist         | Respiratory Cardiac           | 1                        |
| <b>Total</b>        |        |                              |                               | <b>51</b>                |

|                    |                      |                  |                  |            |
|--------------------|----------------------|------------------|------------------|------------|
| Admin & Estates    | Estates & Facilities | Security Officer | ED               | 16         |
|                    |                      | Project Manager  | Capital Projects | 3          |
| Total              |                      |                  |                  | 19         |
| <b>Grand Total</b> |                      |                  |                  | <b>112</b> |

Agency usage within Medical and AHP/ST&T is categorised as long line bookings and these are kept under regular review within the relevant CMG with oversight from the Associate MD and Chief AHP. Within the AHP staff group the utilisation is for roles which are in national short supply/hard to fill and have all been assessed in terms of ongoing clinical need.

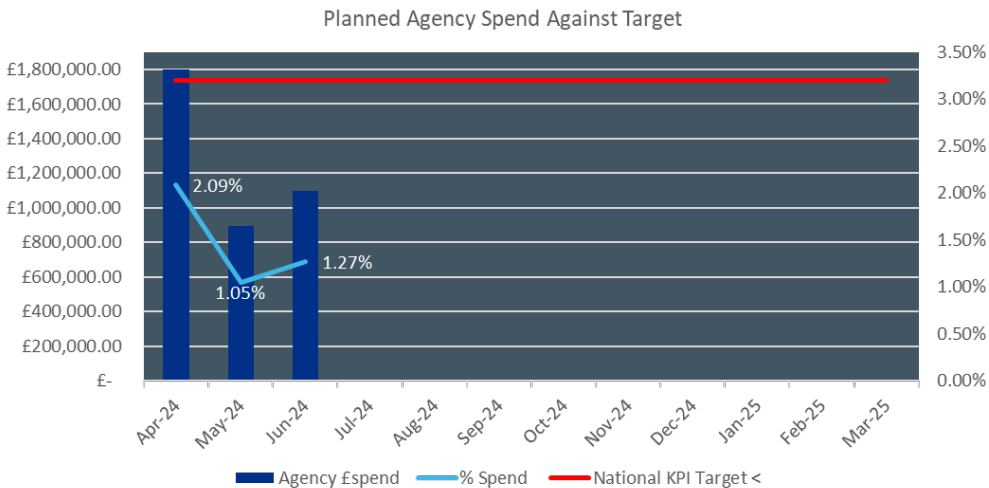
Within Nursing, the agency usage is within the specialist areas such as Chemo, Paeds/Children's and Theatres. These areas are currently actively recruiting into substantive roles, with both the Children's Hospital and ITAPS having recent recruitment open days. All are reviewed in terms of clinical need.

Within Admin & Estates, the Security Officers agency usage has replaced the off framework agency supply and the directorate is working towards utilisation of bank and recruitment into substantive roles. The admin usage is for the special projects (classed as capital) and are long term bookings.

All current active agency workers with future bookings are reviewed weekly.

## Agency Spend

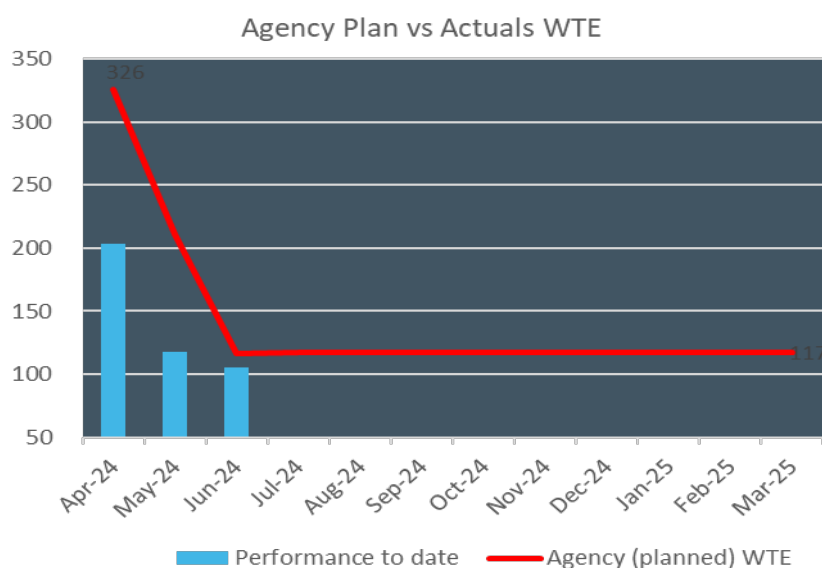
As referenced above the Trust has continued to perform well against the national KPI specifying the % of the pay bill spent on agency. An overview of performance for this financial year is shown below:



There has been an increase in Estates agency use through the on-framework supplier for security, both in terms of shifts and hours worked. In June the shifts worked increased to 289, compared to 226 in May. There may also be some legacy invoicing which relates to the spend in June, from SecureCare supplier.

The overall plan vs actual agency pay position for 2024 / 25 is encouraging and in month 3 our agency usage is 9.58% below plan (11wte), sitting at an actual use of 106wte against the plan of 117wte in June. Agency spend across Medical & Dental and other clinical staff group has decreased again in June. There has been an increase across Nursing & Midwifery in month but this still remains at a significantly reduced amount compared to April. The non clinical increase can be attributed to Estates & Facilities in June.

| Staff Group                   | Sum of April £ Actuals | Sum of May £ Actuals | Sum of June £ Actuals |
|-------------------------------|------------------------|----------------------|-----------------------|
| Medical & Dental              | -436                   | -385                 | -316                  |
| Nurse, Midwif & H/Visit Staff | -1,183                 | -244                 | -475                  |
| Other Clinical                | -211                   | -178                 | -159                  |
| Non Clinical                  | 30                     | -87                  | -146                  |
| <b>Grand Total</b>            | <b>-1,801</b>          | <b>-894</b>          | <b>-1,097</b>         |



An overview of the CMG/Directorate position is shown below for month 1, 2 & 3(24/25). Significant reductions can be seen in ESM from month 1 to month 3 spend. All CMG's have reduced spend from April's position and overall the total spend for CMG's has reduced from May to June.

|                     |                                | Sum of April £ Actuals | Sum of May £ Actuals | Sum of June £ Actuals |
|---------------------|--------------------------------|------------------------|----------------------|-----------------------|
| <b>Clinical CMG</b> | C.H.U.G.G.S                    | -309                   | -81                  | -97                   |
|                     | Clinical Support & Imaging     | -182                   | -195                 | -168                  |
|                     | Emergency & Specialist Med     | -694                   | -245                 | -165                  |
|                     | I.T.A.P.S                      | -157                   | -191                 | -138                  |
|                     | Musculo & Specialist Surgery   | -182                   | -107                 | -150                  |
|                     | Renal, Respiratory & Cardiac   | -73                    | -16                  | -50                   |
|                     | Womens & Childrens             | -259                   | -98                  | -153                  |
|                     | <b>Clinical CMG Total</b>      | <b>-1,857</b>          | <b>-933</b>          | <b>-921</b>           |
| <b>Corporate</b>    | Communications & Ext Relations |                        |                      |                       |
|                     | Corporate & Legal              |                        |                      |                       |
|                     | Corporate Medical              |                        |                      |                       |
|                     | Corporate Reserves             |                        |                      |                       |
|                     | Estates & Facilities           | 17                     | 5                    | -175                  |
|                     | Finance & Procurement          | 0                      | 0                    | 0                     |

|                        |                       |               |             |               |
|------------------------|-----------------------|---------------|-------------|---------------|
|                        | IM&T                  | 23            | 26          | 0             |
|                        | Nursing               | 17            | 8           |               |
|                        | Operations            | 0             | 0           | 0             |
|                        | People Services       |               |             |               |
|                        | Strategic Development |               |             |               |
| <b>Corporate Total</b> |                       | <b>56</b>     | <b>39</b>   | <b>-175</b>   |
| <b>Grand Total</b>     |                       | <b>-1,801</b> | <b>-894</b> | <b>-1,097</b> |

## Summary

Agency usage and spend across all staff groups has reduced significantly over the last financial year and has continued to reduce into this financial year. There has been an increase in month 3 but still below the planned position and below the agency cap. Agency usage and spend continues to be a focus for the Temporary Staffing Oversight Group in terms of actions and governance, particularly in view of the continued expectation to reduce agency usage (both nationally and within our workforce and financial plan for 24/25) and will report through the Strategic Workforce Oversight Group into FIC.

Continued compliance with NHSE Agency rules remains a priority and oversight of this will continue with the arrangements in place.