Teitl adroddiad: *Report title:*	Independent Review Management Response (Rapid Review of Interim appointments to Executive posts at Betsi Cadwaladr University Health Board)
Adrodd i: *Report to:*	Remuneration Committee
Dyddiad y Cyfarfod: *Date of Meeting:*	14th November 2023
Crynodeb Gweithredol: *Executive Summary:*	This report outlines the management response to the independent report produced reviewing the current position of senior interim usage across BCU as at 20th June 2023. It covered the period 17th May to 6th June 2023 and this report is the management response to that review.
Argymhellion: *Recommendations:*	The Committee is asked to **note** the current position provided and feedback any elements of this report for future refinement across the process of interim controls in place within the organisation.
Arweinydd Gweithredol: *Executive Lead:*	Jason Brannan, Deputy Director of People
Awdur yr Adroddiad: *Report Author:*	Nick Graham, Associate Director Workforce Optimisation

Pwrpas yr adroddiad: *Purpose of report:*	I'w Nodi *For Noting* ☐	I Benderfynu arno *For Decision* ☒	Am sicrwydd *For Assurance* ☐

Lefel sicrwydd: *Assurance level:*	Arwyddocaol *Significant* ☐ Lefel uchel o hyder/tystiolaeth o ran darparu'r mecanweithiau / amcanion presennol *High level of confidence/evidence in delivery of existing mechanisms/objectives*	Derbyniol *Acceptable* ☐ Lefel gyffredinol o hyder/tystiolaeth o ran darparu'r mecanweithiau / amcanion presennol *General confidence / evidence in delivery of existing mechanisms / objectives*	Rhannol *Partial* ☐ Rhywfaint o hyder/tystiolaeth o ran darparu'r mecanweithiau / amcanion presennol *Some confidence / evidence in delivery of existing mechanisms / objectives*	Dim Sicrwydd *No Assurance* ☐ Dim hyder/tystiolaeth o ran y ddarpariaeth *No confidence / evidence in delivery*

Cyfiawnhad dros y gyfradd sicrwydd uchod. Lle bo sicrwydd 'Rhannol' neu 'Dim Sicrwydd' wedi'i nodi uchod, nodwch gamau i gyflawni sicrwydd 'Derbyniol' uchod, a'r terfyn amser ar gyfer cyflawni hyn:

Justification for the above assurance rating. Where 'Partial' or 'No' assurance has been indicated above, please indicate steps to achieve 'Acceptable' assurance or above, and the timeframe for achieving this:

Cyswllt ag Amcan/Amcanion Strategol: *Link to Strategic Objective(s):*	To support Special Measures

Goblygiadau rheoleiddio a lleol: *Regulatory and legal implications:*	Not applicable
Yn unol â WP7, a oedd EqIA yn angenrheidiol ac a gafodd ei gynnal? *In accordance with WP7 has an EqIA been identified as necessary and undertaken?*	Not applicable
Yn unol â WP68, a oedd SEIA yn angenrheidiol ac a gafodd ei gynnal? *In accordance with WP68, has an SEIA identified as necessary been undertaken?*	Not applicable
Manylion am risgiau sy'n gysylltiedig â phwnc a chwmpas y papur hwn, gan gynnwys risgiau newydd (croesgyfeirio at y BAF a'r CRR) *Details of risks associated with the subject and scope of this paper, including new risks(cross reference to the BAF and CRR)*	Not applicable
Goblygiadau ariannol o ganlyniad i roi'r argymhellion ar waith *Financial implications as a result of implementing the recommendations*	Not applicable
Goblygiadau gweithlu o ganlyniad i roi'r argymhellion ar waith *Workforce implications as a result of implementing the recommendations*	Not applicable
Adborth, ymateb a chrynodeb dilynol ar ôl ymgynghori *Feedback, response, and follow up summary following consultation*	Not applicable
Cysylltiadau â risgiau BAF: (neu gysylltiadau â'r Gofrestr Risg Gorfforaethol) *Links to BAF risks:* *(or links to the Corporate Risk Register)*	Not applicable
Rheswm dros gyflwyno adroddiad i fwrdd cyfrinachol (lle bo'n berthnasol) *Reason for submission of report to confidential board (where relevant)*	Not applicable
Camau Nesaf: Gweithredu argymhellion *Next Steps:* Implementation of recommendations	

Remuneration Committee – 14th November 2023

Special Measures Independent Reviews - Management Response

Rapid Review of Interim appointments to Executive posts at Betsi Cadwaladr University Health Board

1) Background and Context

The background to this review is based around the original findings of an internal audit carried out in spring 2021 which provided 'limited' assurance around the process and management of interim appointments to senior roles across BCUHB. A further internal audit carried out in early 2023, focusing on the Health Board's arrangements for recruitment of substantive and interim executives and senior posts, again provided 'limited' assurance.

The context of the review was around the lack of visibility of these appointments to the then Remuneration & Terms of Service Committee and the common practice of prolonged usage of interim appointments with extensions being common place. The volume of usage was also highlighted and the over reliance as an organisation on the use of interims to cover key senior roles wider within BCUHB.

2) Overview from Development Session

A positive development session was held and it was acknowledged that the organisation had recognised the situation and had already engaged and committed to reduce the number of interims across the organisation and that regular monthly reports would be shared with the Remuneration Committee covering current numbers, current rates, ongoing reduction trajectories, extension requests and any non-compliance with either workforce or finance processes aligned to the usage of senior interims.

It was agreed that an implementation plan would be developed to outline how the delivery of the relevant recommendations, within the control of the Health Board (R5-R11), would take place and the timescales this would cover. The relevant workforce and finance teams were tasked with overseeing the development of the implementation plan. This plan feeds into the Special Measures cycles BCUHB is current engaged in and will undertake across 23/24.

3) Key Themes from the Review

Themes from reviews received to date	Applicable to this review *Check box if applicable*
1. **Data, Intelligence & Insight**	☒

Ensuring that there is an organisation wide approach with prioritised interventions into improving our data, intelligence and insight tools and capabilities. This will be a key enabler for sustainable improvement as well as supporting identification of future potential services of concern.	
2. Culture Defining, engaging and committing to the long-term work necessary to improve the culture of the organisation. Integrated into our broader organisational development plan across Culture, Leadership and Engagement.	☒
3. Risk Management Reviewing and refining our approach and appetite to risk, including how risks are identified, managed, mitigated, reported and monitored.	☐
4. Patient, Family, Carer Involvement A single coordinated approach to maximise involvement and engagement with our patients and their families and carers, using their experiences to guide our ongoing service improvement.	☐
5. Operating Model Ensuring our operating model is designed to best deliver our strategic priorities, with clarity for everyone across all levels of the organisation on the roles and responsibilities, systems and processes within divisions and Pan BCU services.	☐
6. Organisation Governance and Compliance Ensuring organisation wide visibility and understanding of governance best practice and ensuring adherence to it.	☒
7. Integrated Planning A well understood integrated approach to planning as a discipline, as well as contributions to our annual planning process.	☐

4) Recommendations

The committee is asked to **APPROVE** the management response in readiness for onward publication into the public domain.

Table 1: Management Response Action Plan

Delete boxes for themes that are not applicable to this review

Data, Intelligence and Insight

Ref	Action	Lead	Deadline	RAG status[1]	Progress Update
R10	BCUHB needs to secure greater value from its use of senior interims and ensure appropriate handovers are undertaken.	Jason Brannan	February 2024	🟩	Originally through the Stronger Together Programme, now under the Integrated Leadership Framework, the 'Leaving Well' handbook was launched in Summer 2022 which was originally targeted to senior staff leaving under the Voluntary Early Release Scheme (VERS). The handbook is now in place for all staff, including interims, and departments are encouraged to use this to capture an effective handover.
R11	A review of the Health Board's plans for (i) workforce talent development, (ii) addressing the various second-tier capacity gaps and (iii) reducing the numbers of senior (non-executive) interim appointments should be undertaken by a CIPD-qualified professional.	Jason Brannan	March 24	🟩	This work will be undertaken as part of the ongoing workforce talent development work with specific focus given to this the area of how we develop our secondment opportunities and provide wrap around support for staff in these roles and how development plans are implemented to support staff 'acting up' into more senior roles.

[1] **RAG status definitions: Green**: On track, **Amber**: Off track with mitigations in place to bring back on track, **Red**: Off track without mitigations in place to bring back on track

Culture

Ref	Action	Lead	Deadline	RAG status[1]	Progress Update
R8	A cultural shift within BCUHB is needed, so that deploying senior interims for extended periods at very high daily rates is no longer viewed as the default 'go to' option for vacancy management.	Jason Brannan	April 2024		The Integrated Leadership Development Framework (ILDF) will be presented to Board by the end of 2023, which will set out the subsequent phase of succession planning and talent development of VSM, tier 2 and tier 3 levels of management. This is specifically aimed as growing our own leaders as opposed to recruiting high cost agency interim workers. It is expected the leadership development phase will commence in early 2024 Operational measures have also been implemented to limit the length of contract extensions to a maximum of 4 months. All requests now requires multiple Executive approval.
R9	The ability to 'check and challenge' proposals and decisions via robust governance arrangements needs to be further strengthened.	Jason Brannan	February 2024		In early 2023 a requirement was implemented for all senior interim requests to be approved by the Executive Director of Finance and the Executive Director of Workforce. Following this, increased establishment control measures were introduced in the of summer 2023 and all senior interim requests to recruit or extend workers now require a full impact assessment that is reviewed by a weekly Executive Panel.

[1] **RAG status definitions: Green**: On track, **Amber**: Off track with mitigations in place to bring back on track, **Red**: Off track without mitigations in place to bring back on track

Organisation Governance and Compliance

Ref	Action	Lead	Deadline	RAG status[1]	Progress Update
R5	Include a mandatory field in the IARs E-Form for the Requestor to write a robust justification of the requirement for an Interim. This narrative has a minimum level of detail and provides information on the breadth and depth of what is expected to be delivered by the Interim	Jason Brannan	February 2024		The specific action to update the Interim Approval Request (IAR) form was completed in August 2023. However, since then the increased Establishment Control measures now mandate all interim request include a full Impact Assessment paper to be reviewed by an Executive review panel which meets weekly.
R6	The revised draft Terms of Reference for the Remuneration and Terms of Service (RaTS) Committee require further amendment before Board approval.	Phil Meakin	July 2023		The new Terms of Reference for REMCOM (formerly RaTS) was approved in summer 2023
R7	The ongoing review of the BCUHB Corporate Risk Register needs to include an overhaul of the risks relating to use of senior interims.	Jason Brannan	February 2024		The review and update of the People Services corporate risk register is underway and will be completed by December 2023.

[1] **RAG status definitions: Green**: On track, **Amber**: Off track with mitigations in place to bring back on track, **Red**: Off track without mitigations in place to bring back on track