

**PWYLLGOR CYLLID**  
**FINANCE COMMITTEE**

<b>DYDDIAD Y CYFARFOD:</b> <b>DATE OF MEETING:</b>	25 May 2021
<b>TEITL YR ADRODDIAD:</b> <b>TITLE OF REPORT:</b>	NWSSP Performance Report Quarter 4 2020/21
<b>CYFARWYDDWR ARWEINIOL:</b> <b>LEAD DIRECTOR:</b>	Huw Thomas, Director of Finance
<b>SWYDDOG ADRODD:</b> <b>REPORTING OFFICER:</b>	Rhian Davies, Assistant Director of Finance

**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 the Finance Committee with summary performance data in respect of the services provided by NHS Wales Shared Services Partnership (NWSSP) for the quarter ended 31<sup>st</sup> March 2021 (Quarter 4 2020/21).

Cefndir / Background

The NWSSP is hosted and governed by the Velindre NHS Trust Shared Services Regulations and the Shared Services Partnership Committee (SSPC). The SSPC is hosted by Velindre on behalf of each of the seven Health Boards, three Trusts and the Special Health Authority within NHS Wales (the partners) and is responsible for monitoring governance and performance. The required standards for effective governance are outlined within the SSPC's Standing Orders, values and Standards of Behaviours framework, and associated policies. The partners participate in the SSPC and take collective responsibility for the delivery of the services through a hosting agreement between the partners.

The purpose of the SSPC is to:

- Set the policy and strategy for NWSSP;
- Monitor the delivery of Shared Services, through the Managing Director of NWSSP;
- Seek to improve the approach to delivering Shared Services which are effective, efficient and provide value for money for partners;
- Ensure the efficient and effective leadership direction and control of NWSSP; and
- Ensure a strong focus on delivering savings that can be re-invested in direct patient care.

The Board has approved Standing Orders in relation to the establishment of joint committees. In line with these Standing Orders, Hywel Dda University Health Board (HDdUHB) has established a NWSSP Committee as a joint committee of the Board, the activities of which require reporting to the Board.

Asesiad / Assessment

**HDdUHB Specific Key Performance Indicators**

Full details of the performance against all Wales agreed key performance indicators (KPIs) for services provided to HDdUHB are attached in the annex. In summary, of the 23 KPIs where a target was reported against for Quarter 4 the performance is summarised as follows:

	Green	Amber	Red
Quarter 4 2020/21	15	4	4

By exception, the areas where performance is not on target are highlighted below:

Hywel Dda High Level - KPIs March 2021	Key Focus Area	Target	30/06/2020	30/09/2020	31/12/2020	31/03/2021
<b>Employment Services</b>						
Payroll services						
Payroll accuracy rate prior to supplementary payroll	Excellence	99.6%	99.51%	99.61%	99.52%	99.48%
<i>Organisation KPIs Recruitment</i>						
Resignation to Vacancy Approval date	Excellence	5 days	28.5 days	39.9 days	28.2 days	36.6 days
Time to Approve Vacancies	Excellence	10 days	34.8 days	12.8 days	18.7 days	12.4 days
Time to Shortlist by Managers	Excellence	3 days	16.7 days	5.1 days	3.1 days	4.4 days
<i>NWSSP KPIs Recruitment</i>						
Calls Answered % Quarterly	Customers	95%	89.9%	88.30%	88.96%	86.60%
<b>Accounts Payable</b>						
Invoices on Hold > 30 days	Customers		874	830	1,220	1,050
% Invoices as being in dispute >30 days	Customers		64%	61%	62%	47%
Invoice Turnaround within 4 Days (NWSSP Control) Basware, GHX, Manual & OCR	Excellence	90%	99.20%	49.40%	81.00%	Reporting Issue (Unable to Split out)
Invoice Turnaround within 4 Days (Health Org Control) Generic Feeds & Pharmacy	Excellence	90%	35.40%	41.00%	30.00%	Reporting Issue (Unable to Split out)
Invoice Turnaround within 4 Days	Excellence	90%				61%
<b>Internal audit</b>						
Audits reported % of planned audits – YTD	Excellence	93%	0%	31%	60%	83%
<b>Primary Care Services</b>						
Medical record transfers to/from GPs and other primary care agencies within 6 weeks	Customers	95%	82%	96%	89%	85%

### Employment Services – Payroll Services

Payroll accuracy without the supplementary payroll was 99.48%, narrowly missing the target. Once the supplementary payroll was taken into account, accuracy of 99.74% was achieved.

### Employment Services – Recruitment (HDdUHB)

Performance driven by HDdUHB shows the organisation missing the following KPIs:

- Resignation to vacancy approval date:** 36.6 days against a target of 5 days (a deterioration from Quarter 3, nevertheless the second best across Wales) - the average across Wales is 48 days with a range from 30.5 to 68.7. Until a vacancy is placed on *Trac*, the recruitment function is not aware that there is a vacancy, nor that a vacancy needs to be advertised. Having previously explored reasons for delays, the recruitment function was given a number of different reasons including those relating to individual workloads, a need to review skill mix within teams, and a lack of awareness of KPI requirements. There was also a common observation that a 5-day turnaround requirement is unrealistic when reviewing workforce/ skill mix. The recruitment function has not explored reasons for delay for this quarter but believes that performance for this indicator has been adversely affected by COVID-19 pressures experienced by recruiting managers.
- Time to approve vacancies:** 12.4 days reported against the target of 10 days. This represents an improvement from the Quarter 3 2020/21 performance of 18.7 days, but remains the second-worst performance across Wales, the average being 9.5 days. Given that performance is affected by a number of factors, performance for this indicator has no

doubt been adversely affected by COVID-19 pressures experienced by some recruiting managers and impacting upon the recruitment function within HDdUHB.

- **Time to shortlist by managers:** a deterioration to 4.4 days, compared with only marginally missing the target of 3 days last quarter. Performance for this indicator has no doubt been adversely affected by COVID-19 pressures upon some recruiting managers.

#### Employment Services – Recruitment (NWSSP)

For KPI performance driven by NWSSP recruitment, 3 performance targets have been met. The 'calls answered' percentage KPI was 86.6% and failed to achieve the 95% target for the quarter. The helpdesk returned to full operating hours from 5<sup>th</sup> February 2021 which will give increased capacity to answer calls. This will allow customers a wider time span during the day to raise queries.

#### Accounts Payable

The volume of invoices on hold for a period greater than 30 days decreased to 1,050 in March 2021. Within this figure, the number of invoices marked as being disputed also decreased to 47%. HDdUHB continues to work with budget holders and suppliers to improve performance in both these areas, e.g. targeting suppliers with price and quantity holds, targeting those who are consistently late, targeting suppliers not providing Purchase Order (PO) numbers to improve on the no PO/ no pay holds, and prompt receipting. These KPIs will form part of the standing agenda for the Local Purchase to Pay Group, which includes representatives from Finance, Procurement and Accounts Payable.

Invoice turnaround within 4 days is now split according to whether it comes under NWSSP control or health organisation control. An issue with reporting in March 2021 prevented reporting to be split by control. The overall combined figure reported for March 2021 was 61%, missing the 90% target of invoices turned around in 4 days.

#### Internal Audit

The annual audit schedule runs from June 2020 to May 2021. To the end of March 2021, 83% of audits were reported against a target of 93%, with 17% of further audits in progress.

#### Primary Care Services

For HDdUHB the target for medical record transfers within 6 weeks was missed in March 2021 with a performance of 85% against the 95% target. Primary Care Services (PCS) have implemented a revised process whereby practices are actively reminded on a more regular basis about records outstanding over 6 weeks. The return of these outstanding records will, in the short term, have a negative impact upon the KPI, because when they are receipted they will record a transfer period of over 6 weeks. This KPI is not measuring the work undertaken in NWSSP-PCS but the timescales over which practices are returning records. For 2021/22 this KPI has been reviewed and revised, and will monitor PCS's ability to ensure medical records are received and redistributed within 3 weeks.

### **All Wales Key Performance Indicators**

Performance is reported on an all Wales basis for Prescribing Services, Welsh Risk Pool (WRP) and Legal and Risk. All KPIs for Prescribing Services and Legal and Risk were achieved, with the exception of Legal and Risk 'time to raise invoices' which for Quarter 4 was reported at 69%, failing to achieve the 90% target. Additional resource has been put in place to improve performance in this area.

A new set of KPIs is being developed for WRP, which were intended to be reported from Quarter 4. These will now be reported in the new year and are:

- *Time from submission to consideration by the Learning Advisory Panel (LAP)* – Target 95% cases submitted by the end of the month will be included in the papers for the LAP 2

months later e.g. Cases submitted by 12:00 on 28th August 2020 will be presented to the October 2020 Learning Advisory Panel.

- *Time from consideration by the Learning Advisory Panel to presentation to the Welsh Risk Pool Committee* – Target 100% of cases will be presented at the next available WRP committee meeting.
- *Holding sufficient Learning Advisory Panel meetings* (at least 10 per financial year) – Target 90% (9 meetings).

### Summary Assessment by NWSSP

In common with other health bodies, the past year has proved to be particularly challenging and has required many staff to work long hours in order to maintain business continuity and to meet the additional demands placed on NWSSP by the Service. Notwithstanding this, all core services have been delivered and quality has been maintained throughout. Staff have adapted well to the new ways of working which in, a number of cases, have led to improvements in productivity.

Reported performance for March 2021 was good. However, NWSSP will continue to work with HDdUHB to continue to improve performance against recruitment targets, invoice turnaround within 4 days and audit targets.

### Argymhelliad / Recommendation

The Finance Committee is asked to note and take assurance from the content of the report.

<b>Amcanion: (rhaid cwblhau)</b>	
<b>Objectives: (must be completed)</b>	
Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	4.4 Regularly review contracts with key delivery partners.
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):	Governance, Leadership and Accountability
Amcanion Strategol y BIP: UHB Strategic Objectives:	4. Improve the productivity and quality of our services using the principles of prudent health care and the opportunities to innovate and work with partners.
Amcanion Llesiant BIP: UHB Well-being Objectives:	9. All HDdUHB Well-being Objectives apply

<b>Gwybodaeth Ychwanegol:</b>	
<b>Further Information:</b>	
Ar sail tystiolaeth: Evidence Base:	Summary performance data in respect of the services provided by NHS Wales Shared Services Partnership (NWSSP) for the quarter ended 31 <sup>st</sup> March 2021.
Rhestr Termau: Glossary of Terms:	Explanation of terms is included within the report.

Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Cyllid: Parties / Committees consulted prior to Finance Committee:	Shared Services Partnership Committee (SSPC)
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<b>Effaith: (rhaid cwblhau)</b> <b>Impact: (must be completed)</b>	
<b>Ariannol / Gwerth am Arian:</b> <b>Financial / Service:</b>	NWSSP was established to improve the approach to delivering Shared Services, which are effective, efficient and provide value for money for Partners.
<b>Ansawdd / Gofal Claf:</b> <b>Quality / Patient Care:</b>	NWSSP has a remit to focus on delivering savings that can be re-invested in direct patient care.
<b>Gweithlu:</b> <b>Workforce:</b>	NWSSP is hosted by Velindre NHS Trust and any workforce implications are dealt with by the Trust.
<b>Risg:</b> <b>Risk:</b>	In line with its Standing Orders, the Health Board has established a NWSSP Joint Committee, the activities of which require reporting to the Board.
<b>Cyfreithiol:</b> <b>Legal:</b>	In line with its Standing Orders, the Health Board has established a NWSSP Joint Committee, the activities of which require reporting to the Board.
<b>Enw Da:</b> <b>Reputational:</b>	Not applicable
<b>Gyfrinachedd:</b> <b>Privacy:</b>	Not applicable
<b>Cydraddoldeb:</b> <b>Equality:</b>	Not applicable

## NHS WALES SHARED SERVICES PARTNERSHIP SUMMARY PERFORMANCE REPORT

### HYWEL DDA UNIVERSITY HEALTH BOARD Period 1<sup>st</sup> January 2021 – 31<sup>st</sup> March 2021

#### Introduction

The purpose of this report is to provide summary performance data in respect of the services provided by NHS Wales Shared Services Partnership (NWSSP) for the quarter ended 31st March 2021.

The report provides end of quarter detail for the Health Board for the rolling twelve-month period to 31st March 2021 (Appendix 1/2) and further detail of the March 2021 position for all health organisations (Appendix 3).

#### Performance Summary

Within NWSSP work has been undertaken to align the Key Performance Indicators to Key Focus Areas (KFA) to enable us to have a balanced view of the performance information we report.

#### *Financial Information*

NWSSP returned £2m direct savings to NHS Wales compared to an original plan of £750k. For Hywel Dda a distribution of £58k was planned for 20/21 and after reinvestment, an additional cash distribution of £97k was returned.

Health Board /Trust	%	PLANNED DISTRIBUTION £	ADDITIONAL DISTRIBUTION £	TOTAL DISTRIBUTION £	Agreed Recurrent Reinvestment £	TOTAL 2020/21 DISTRIBUTION £
Hywel Dda	7.77	58,293	97,125	155,418	-58,293	97,125

In addition, professional influence benefits generated for Wales totals £164m for the year to March. This was made up of:

- £19m Procurement Savings,
- £25m of savings relating to Specialist Estates Services and
- £120m of Legal and Risk savings.

Of the £164m, £28.75m can be attributed to Hywel Dda.

#### *Employment Services – Payroll*

The performance accuracy data produced for payroll services provides detail regarding the performance after accounting for the supplementary payroll. This reflects amendments and payments made in the period which would otherwise have been missed and represents benefits for organisations and employees. For Hywel Dda the reported payroll accuracy prior to the supplementary payroll reported as 99.48%, this increased to 99.74% following the supplementary payroll. This was in line with the position reported last quarter and represents continuing strong performance against the target of 99.6%.

#### *Employment Services – Recruitment*

For March KPI performance driven by Hywel Dda shows the organisation missing the time to approve vacancies KPI with 12.4 days reported against the target of 10 days. Time to shortlist missed the target with 4.4 days reported against a target of 3 days. Time for notification of outcome achieved the target and reported as 1.6 days against the target of 3 days.

The Recruitment team continue to support Recruiting managers with training and advice through Trac drop-in sessions to improve time to shortlist and reduce the time to hire.

For KPI performance driven by the NWSSP recruitment team all 3 performance targets have been met. Time to place adverts achieved the target of 2 days. Time to send applications to manager reported as 1.9 day against a target of 2 days. Time to send conditional offer letter reported 3.8 days against a target of 4 days. The Calls Answered percentage KPI was 86.60%, which failed to achieve the 95% target for the quarter.

The helpdesk returned to full operating hours from 5th February 2021 which will give increased capacity to answer calls. This will allow customer a wider time span during the day to raise queries.

In the current year we are also reporting the recruitment KPIs as a percentage of the records that **achieved** the target timescales which are highlighted in the table below;

<i>Organisation KPIs Recruitment</i>		Target	Jun-20	Sep-20	Dec-20	Mar-21
Time to Approve Vacancies	10 days	70%	15%	40.7%	32%	79.8%
Time to Shortlist by Managers	3 days	70%	55%	66.7%	82.1%	84.5%
Time to notify Recruitment of Interview Outcome	3 days	90%	77%	80.7%	92.8%	90.0%
<i>NWSSP KPIs Recruitment</i>						
Time to Place Adverts	2 days	98%	100%	100.0%	100%	100%
Time to Send Applications to Manager	2 days	99%	100%	100.0%	100%	100%
Time to send Conditional Offer Letter	4 days	98%	100%	99.5%	100%	99.2%

#### *Procurement Services*

For the year to March 2021 procurement savings for Wales were reported as £19m, against a target of £15m. This included savings of £2.723m for Hywel Dda compared to a target of £1.084m.

#### *Accounts Payable*

The volume of invoice lines on hold greater than 30 days decreased to 1,050 in March 2021, within this figure the number of invoices marked as being disputed also decreased to 47%.

The level of automated invoicing represents a key area for the efficiency of the Accounts Payable system, here performance for March for all Wales was reported as 97.40%.

The Public Sector payment target of 95% was achieved with the Health Board achieving 95.3% for the year.

An issue with reporting in March prevented Invoice turnaround within 4 days to be split by control. The overall combined figure reported for March shows the 90% target was missed with 61% of invoices turned around in 4 days.

#### *Internal Audit*

To the end of March 83% of audits were reported against the target of 93%, with 17% of further audits in progress. The Health Board indicator of 80% for management responses to draft report to be received within 15 days achieved the target with 92% reported. Report turnaround to draft response within 10 days is 100%.

The published KPIs for contractor services relate to services provided to contractors. For the quarter ending March 2021, the indicators provided for Hywel Dda demonstrated full achievement against indicators relating to payments, cascade alerts, engagement and transfers. Medical record transfers to/from GPs and other primary care agencies within 6 weeks only achieved 85%.

Primary Care have implemented a revised process which will increase the number of records being returned over 6 weeks as practices are pro-actively reminded about records outstanding over 6 weeks. This KPI is not measuring the work undertaken in NWSSP-PCS but the timescales that practices are taking to return records. For 21-22 this KPI has been reviewed and revised which will monitor PCS's ability to ensure medical records are received and redistributed within 3 weeks.

The All Wales key performance indicator for Prescribing Services for keying accuracy rates has been consistently met with 99.64% reported for March, against the target of 99%. For the year to March 2021 a total of 62.19m prescriptions were processed. This represents an increase on the prescriptions processed in the same time frame in the previous year.

#### *Legal and Risk Services/Welsh Risk Pool*

The KPIs previously reported for Welsh Risk Pool relate to the management of claims processed through bimonthly committee meetings. These KPIs have been reviewed and a new suite of KPIs are to be reported in the New Year.

The new KPIs are:

- Time from submission to consideration by the Learning Advisory Panel – Target 95% cases submitted by the end of the month will be included in the papers for the LAP 2 months later e.g. Cases submitted by 12:00 on 28th August 2020 will be presented to the October 2020 Learning Advisory Panel.
- Time from consideration by the Learning Advisory Panel to presentation to the Welsh Risk Pool Committee (WRPC) – Target 100% of cases will be presented at the next available WRPC meeting.
- Holding sufficient Learning Advisory Panel meetings (at least 10 per financial year) – Target 90% (9 meetings).

The Legal & Risk KPIs for acknowledgement within 1 day and response to advice within 3 days are consistently reported as achieving the 100% target. Achievement of the KPI related to time to raise invoices for the year was reported at 69% failing to achieve the 90% target. Additional resource has been put in place to improve performance in this area.

### **Overall Conclusion**

In common with other health bodies the past year has proved to be particularly challenging and has required many staff to work long hours to maintain business continuity and to meet the additional demands placed on NWSSP by the Service. Notwithstanding this, all core services have been delivered and quality has been maintained throughout. Staff have adapted well to the new ways of working which in, a number of cases, have led to improvements in productivity.

Reported performance for March 2021 was good. However, NWSSP will continue to work with Hywel Dda to continue to improve performance against recruitment targets, invoice turnaround within 4 days and audit targets.



# Appendix 1

## Organisation specific KPIs April 2020 – March 2021

Hywel Dda High Level - KPIs March 2021	KFA	Target	30/06/2020	30/09/2020	31/12/2020	31/03/2021
<b>Financial Information</b>						
Direct Savings Notified – YTD	Value for Money	£58k	£58k	£58k	£155k	£155k
Professional Influence Savings – YTD	Value for Money		£17.006m	£24.47m	£25.57m	£28.75m
<b>Employment Services</b>						
Payroll services						
Payroll accuracy rate prior to Supp	Excellence	99.6%	99.51%	99.61%	99.52%	99.48%
Payroll accuracy rate post Supp	Excellence	99.6%	99.75%	99.81%	99.76%	99.74%
<b>Organisation KPIs Recruitment</b>						
Resignation to Vacancy Approval date	Excellence	5 days	28.5 days	39.9 days	28.2 days	36.6 days
Time to Approve Vacancies	Excellence	10 days	34.8 days	12.8 days	18.7 days	12.4 days
Time to Shortlist by Managers	Excellence	3 days	16.7 days	5.1 days	3.1 days	4.4 days
Time to notify Recruitment of Interview Outcome	Excellence	3 days	2.9 days	2.4 days	1.4 days	1.6 days
<b>NWSSP KPIs Recruitment</b>						
Time to Place Adverts	Excellence	2 days	1.7 days	1.9 days	2 days	1.9 days
Time to Send Applications to Manager	Excellence	2 days	1 day	1.0 days	1.0 days	1.0 days
Time to send Conditional Offer Letter	Excellence	4 days	3.2 days	3.0 days	3.8 days	3.8 days
Calls Answered % Quarterly	Customers	95%	89.9%	88.30%	88.96%	86.60%
<b>Procurement Services</b>						
Procurement savings – YTD	Value for Money	£1.084m	£0.344m	£1.358m	£1.698m	£2.723m
<b>Accounts Payable</b>						
Invoices on Hold > 30 days	Customers		874	830	1,220	1,050
% Invoices as being in dispute >30 days	Customers		64%	61%	62%	47%
eEnablement of invoices	Excellence	83%	96.9%	97.70%	97.30%	97.40%
Invoice Turnaround within 4 Days (NWSSP Control) Basware, GHX, Manual & OCR	Excellence	90%	99.20%	49.40%	81.00%	Reporting Issue (Unable to Split out)
Invoice Turnaround within 4 Days (Health Org Control) Generic Feeds & Pharmacy	Excellence	90%	35.40%	41.00%	30.00%	Reporting Issue (Unable to Split out)
Invoice Turnaround within 4 Days	Excellence	90%				61%
PSPP Compliance non NHS	Excellence	95%	95.10%	94.7%	95.0%	95.3%
<b>Internal audit</b>						
Audits reported % of planned audits – YTD	Excellence	93%	0%	31%	60%	83%
Report turnaround management response to Draft report – YTD	Excellence	80%	N/A	86%	88%	92%
Report turnaround draft response-final- YTD	Excellence	80%	N/A	100%	100%	100%
<b>Primary Care Services</b>						
Primary Care payments made accurately and to timescale	Excellence	100%	100%	100%	100%	100%
Patient assignments actioned within 24 hours	Customers	100%	100%	100%	100%	100%
Medical record transfers to/from GPs and other primary care agencies within 6 weeks	Customers	95%	82%	96%	89%	85%
Urgent medical record transfers to/from GPs and other primary care agencies within 2 working days	Customers	100%	100%	100%	100%	100%
Cascade Alerts issued within timescale	Customers	100%	100%	100%	100%	100%

**All Wales KPIs April 2020 – March 2021**

<b>ALL WALES KPIs</b>	<b>KFA</b>		<b>30/06/2020</b>	<b>30/09/2020</b>	<b>31/12/2020</b>	<b>31/03/2021</b>
<b>Primary Care Services</b>						
Prescription – Payment Month keying Accuracy rates	Excellence	99%	99.85%	99.61%	99.60%	99.64%
Prescriptions processed (Apr-Jan)	Excellence	46.79m	81.63m	27.31m	48.12m	62.19m
<b>Welsh Risk Pool</b>						
Acknowledgement of receipt of claim	Excellence	100%	100%	100%	KPI due to be replaced with new measure	KPI due to be replaced with new measure
Valid claims processed in time for next WRP committee	Excellence	100%	100%	100%	KPI due to be replaced with new measure	KPI due to be replaced with new measure
Claims agreed paid within 10 day	Excellence	100%	100%	100%	KPI due to be replaced with new measure	KPI due to be replaced with new measure
<b>Legal and risk</b>						
Advice acknowledgement- 24 hrs - YTD	Excellence	90%	99%	100%	100%	99%
Advice response – within 3 days - YTD	Excellence	90%	99%	100%	100%	100%
Invoices requested within 21 day - YTD	Excellence	90%	74%	80%	79%	69%

## All Health Organisation KPIs March 2021

KPIs March 2021	KFA	Target	SB	AB	BCU	C&V	CTM	HD	PHW	PTHB	VEL	WAST	HEIW
<b>HEALTH ORG KPIs</b>													
<b>Financial Information</b>													
Direct Savings Notified - YTD	Value for Money		Target £66k Actual £176k	Target £74k Actual £197k	Target £90k Actual £240k	Target £79k Actual £210k	Target £80k Actual £212k	Target £58k Actual £155k	Target £6k Actual £17k	Target £14k Actual £39k	Target £9k Actual £23k	Target £9k Actual £26k	n/a
Professional Influence Savings- YTD	Value for Money	£110m	£21.46m	£22.24m	£18.90m	£25.90m	£15.26m	£28.75m	£1.08m	£0.52m	£3.79m	£1.41m	£0.027m
<b>Employment Services</b>													
Payroll services													
Payroll accuracy rate prior to Supp	Excellence	99.6%	99.43%	98.93%	99.38%	99.50%	99.11%	99.48%	99.05%	99.41%	98.78%	99.13%	99.79%
Payroll accuracy rate post Supp	Excellence	99.6%	99.71%	99.46%	99.69%	99.75%	99.56%	99.74%	99.53%	99.70%	99.39%	99.57%	99.90%
<i>Organisation KPIs Recruitment</i>	-												
Resignation to Vacancy Approval date	Excellence	5 days	58.8	42.0	55.5	44.3	37.1	36.6	52.6	68.7	N/a	53.9	30.5
Time to Approve Vacancies	Excellence	10 days	8.5	6.8	10.0	9.2	8.1	12.4	8.7	8.7	10.5	7.8	13.5
Time to Shortlist by Managers	Excellence	3 days	8.7	8.6	6.5	7.2	6.0	4.4	6.7	3.3	7	5.1	7.9
Time to notify Recruitment of Interview Outcome	Excellence	3 days	3.9	3.1	2.1	2.2	1.6	1.6	1.8	1.2	4.7	6.1	1.6
<i>NWSSP KPIs Recruitment</i>	-												
Time to Place Adverts	Excellence	2 days	1.6	1.9	1.8	1.6	1.7	1.9	1.5	1.9	1.0	1.5	1.9
Time to Send Applications to Manager	Excellence	2 days	1.1	1.1	1.0	1.0	1.0	1.0	1.0	1.1	1.0	1.1	1.0
Time to send Conditional Offer Letter	Excellence	4 days	3.6	3.8	3.9	3.8	3.8	3.8	3.9	3.7	4.0	3.4	3.9
Calls Answered % Quarterly Average	Customers	95%	86.60%										
<b>Procurement Services</b>													
Procurement savings- YTD	Value for Money		Target £1.433m Actual £1.655m	Target £2.388m Actual £5.854m	Target £5m Actual £3.027m	Target £2.679m Actual £3.208m	Target £2.094m Actual £1.715m	Target £1.084m Actual £2.723m	Target £0.143m Actual £0.020m	Target £0.064m Actual £0.201m	Target £0.185m Actual £0.412m	Target £0.060 Actual £0.102	Target £0.003m Actual £0.027m

KPIs March 2021	KFA	Target	SB	AB	BCU	C&V	CTM	HD	PHW	PTHB	VEL	WAST	HEIW
<b>Accounts Payable</b>													
Invoices on Hold > 30 days	Customers		2,919	2,742	2,324	5,681	3,287	1,050	667	534	940	203	10
% Invoices as being in dispute >30 days	Customers		45%	54%	45%	47%	35%	47%	22%	22%	62%	22%	60%
E Enablement invoices - in Month	Excellence	83%	97.40%										
Invoice Turnaround within 4 Days (NWSSP Control) Basware, GHX, Manual & OCR	Excellence	90%	Reporting Issue (Unable to Split out)	Reporting Issue (Unable to Split out)	Reporting Issue (Unable to Split out)	Reporting Issue (Unable to Split out)	Reporting Issue (Unable to Split out)	Reporting Issue (Unable to Split out)	Reporting Issue (Unable to Split out)	Reporting Issue (Unable to Split out)	Reporting Issue (Unable to Split out)	Reporting Issue (Unable to Split out)	Reporting Issue (Unable to Split out)
Invoice Turnaround within 4 Days (Health Org Control) Generic Feeds & Pharmacy	Excellence	90%	Reporting Issue (Unable to Split out)	Reporting Issue (Unable to Split out)	Reporting Issue (Unable to Split out)	Reporting Issue (Unable to Split out)	Reporting Issue (Unable to Split out)	Reporting Issue (Unable to Split out)	Reporting Issue (Unable to Split out)	Reporting Issue (Unable to Split out)	Reporting Issue (Unable to Split out)	Reporting Issue (Unable to Split out)	Reporting Issue (Unable to Split out)
Invoice Turnaround within 4 Days	0	90%	70%	54%	79%	80%	62%	61%	66%	75%	58%	90%	98%
Accounts Payable Call Handling %	Customers	95%	99.20%										
PSPP Compliance non NHS- YTD	Excellence	95%	93.9%	96.3%	96.00%	96.2%	93.7%	95.3%	96.2%	93.00%	96.70%	97.20%	95.90%
<b>Internal audit</b>													
Audits reported % of planned audits - YTD	Excellence		Target 80% Actual 64%	Target 53% Actual 53%	Target 92% Actual 73%	Target 81% Actual 62%	Target 85% Actual 73%	Target 93% Actual 83%	Target 79% Actual 64%	Target 69% Actual 69%	Target 79% Actual 79%	Target 64% Actual 64%	Target 83% Actual 75%
Report turnaround (15 days) management response to Draft report - YTD	Excellence	80%	75%	100%	90%	100%	89%	92%	100%	100%	100%	89%	100%
Report turnaround (10 days) draft response-final- YTD	Excellence	80%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
<b>Primary Care Services</b>													
Primary Care payments made accurately and to timescale	Excellence	100%	100%	100%	100%	100%	100%	100%	n/a	100%	n/a	n/a	n/a
Patient assignments actioned within 24 hours	Customers	100%	100%	100%	100%	100%	100%	100%	n/a	100%	n/a	n/a	n/a
Medical record transfers to/from GPs and other primary care agencies within 6 weeks	Customers	95%	91%	42%	97%	77%	77%	85%	n/a	85%	n/a	n/a	n/a
Urgent medical record transfers to/from GPs and other primary care agencies within 2 working days	Customers	100%	100%	100%	100%	100%	100%	100%	n/a	100%	n/a	n/a	n/a
Cascade Alerts issued within timescale	Customers	100%	100%	100%	100%	100%	100%	100%	n/a	100%	n/a	n/a	n/a