



## PWYLLGOR ADNODDAU CYNALIADWY SUSTAINABLE RESOURCES COMMITTEE

<b>DYDDIAD Y CYFARFOD: DATE OF MEETING:</b>	20 December 2022
<b>TEITL YR ADRODDIAD: TITLE OF REPORT:</b>	NHS Wales Shared Services Partnership (NWSSP) Performance Report Quarter 2 2022/23
<b>CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:</b>	Huw Thomas, Director of Finance
<b>SWYDDOG ADRODD: 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 Sustainable Resources Committee with summary performance data in respect of the services provided by NHS Wales Shared Services Partnership (NWSSP) for the quarter ended 30<sup>th</sup> September 2022 (Quarter 2 2022/23).

#### 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 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

As part of the approval of the Annual Plan for 2022/23, the SSPC reviewed their key performance indicators (KPIs). A number of Lead indicators were identified for each division. There are 22 Lead indicators currently identified.

Full details of the performance against all Wales agreed KPIs for services provided to HDdUHB are attached with comparison data for the rolling twelve-month period to 30<sup>th</sup> September 2022. Some indicators are new and only reported from April 2022.

### **HDdUHB Specific Key Performance Indicators**

In summary, of the 22 Lead Indicators for Quarter 2 the performance is as follows:

	Green	Amber	Red
Quarter 2 2022/23	19	2	1

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

Performance driven by both HDdUHB and NWSSP shows the organisation missing the following KPIs:

#### **Accounts Payable – PSPP Compliance**

- **PSPP compliance non NHS-YTD: Target 95%**  
**Performance 93.6%**

##### *What is happening?*

This KPIs are reported directly from Welsh Government using the organisations Monthly Monitoring Returns (MMR). The Non – NHS PSPP target has been missed. The main reasons for missing the target are due to delays in receipting, authorisation, and processing feeds by both the health organisation and Accounts Payable.

##### *What are NWSSP doing about it?*

NWSSP have now established a new P2P Group, comprising representatives from Procurement Services, Accounts Payable and the Central Oracle Team to investigate and agree an action plan to address these aspects of the P2P process that are under NWSSP's remit, as well as investigating other aspects of the Procure to Pay process, to improve efficiency.

From the Health Board's perspective the main driver for the failure is the delay in processing nurse agency invoices by the bank office. An alternative approach has been put in place to mitigate this problem.

#### **Employment Services – Recruitment**

- **% of conditional offer letters sent within 4 working days: Target 98%**  
**Performance 87.5%**

##### *What is happening?*

The recruitment teams are still experiencing unprecedented levels of demand compared to pre-pandemic activity levels, which has meant in some instances compliance with the KPI measures has been missed.

The percentage of conditional offers sent within 4 working days missed the target however on average achieved 4 days.

*What are NWSSP doing about it?*

Recruitment continues to engage with all organisations on their Recruitment Modernisation Programme to make improvements. The Recruitment Business Partners are meeting Health organisations regularly to share the programme and progress implementation on some of the key changes that can support a reduction in the Time to Hire and an improved customer experience. The Programme Board continues to meet regularly.

Performance driven by NWSSP shows the organisation missing the following KPI:

**Audit and Assurance**

- **Audit reported % of planned audits – YTD: Target 33%**  
**Performance 28%**

*What is happening?*

Performance in September was slightly missed with 28% of audits reported against a target of 33%.

*What are NWSSP doing about it?*

There are currently 18% of audit outputs in progress and will be brought through to draft/final report stage over the next couple of months.

Heads of Internal Audit discuss any potential delays regularly with Health organisations.

**All Wales Key Performance Indicators**

Performance is reported on an all Wales basis for KPIs that cannot be attributed to a specific health organisation, with comparative data for the rolling twelve-month period to 30<sup>th</sup> September 2022. Some indicators are new and only reported from April 2022.

One indicator missed the target and requires action:

- **Student Awards % Calls Handled: Target 95%**  
**Performance 94%**

*What is happening?*

For the month of September, 94% of calls were handled against a target of 95%.

*What are NWSSP doing about it?*

Performance was slightly behind target. At this time of year the volume of calls is high due to onboarding students for the new academic year and with a small team this has contributed to the slight underperformance.

**Summary Assessment by NWSSP**

The Quarter 2 performance for the organisation was generally on target with 19 out of 22 KPIs showing as green. Action is in hand to further investigate and address the performance in the other areas. NWSSP are set to deliver the agreed direct savings. However, NWSSP faced continued significant pressure during Qtr 2 in the linked areas of call handling and recruitment; this has been driven by an increase in activity by all Health Boards to recruit more staff.

During 2022-23 NWSSP plan further work, with more emphasis on developing outcome measures that will complement the traditional and largely transactional KPIs. These will be agreed through the Committee following discussion with NWSSP customers.

### Argymhelliad / Recommendation

The Sustainable Resources Committee is requested to receive an assurance from the content of the NWSSP Performance Report for Quarter 2 2022/23.

<b>Amcanion: (rhaid cwblhau)</b> <b>Objectives: (must be completed)</b>	
Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	2.6 Regularly review contractual performance 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 Choose an item. Choose an item. Choose an item.
Amcanion Strategol y BIP: UHB Strategic Objectives:	6. Sustainable use of resources Choose an item. Choose an item. Choose an item.
Amcanion Cynllunio Planning Objectives	6K_22 workforce, clinical service and financial sustainability Choose an item. Choose an item. Choose an item.
Amcanion Llesiant BIP: UHB Well-being Objectives: <a href="#">Hyperlink to HDdUHB Well-being Objectives Annual Report 2018-2019</a>	9. All HDdUHB Well-being Objectives apply Choose an item. Choose an item. Choose an item.

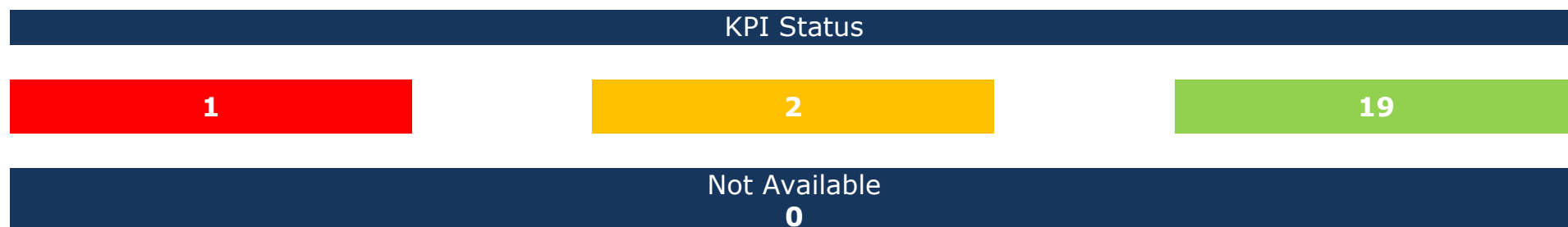
<b>Gwybodaeth Ychwanegol:</b> <b>Further Information:</b>	
Ar sail tystiolaeth: Evidence Base:	Summary performance data in respect of the services provided by NHS Wales Shared Services Partnership (NWSSP) for the quarter ended 30 <sup>th</sup> September 2022.
Rhestr Termau: Glossary of Terms:	Explanation of terms is included within the report.
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Adnoddau Cynaliadwy:	Shared Services Partnership Committee (SSPC)

Parties / Committees consulted prior to Sustainable Resources Committee:	
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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 01<sup>st</sup> July 2022 – 30<sup>th</sup> September 2022**

**Overview**



Points of Contact

Alison Ramsey – Director of Planning, Performance & Informatics ([Alison.ramsey@wales.nhs.uk](mailto:Alison.ramsey@wales.nhs.uk))

Richard Phillips – Business & Performance Manager ([Richard.phillips@wales.nhs.uk](mailto:Richard.phillips@wales.nhs.uk))

## Key Messages

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 30th September 2022.

As part of the approval of our Annual Plan for 2022-23, the Shared Services Partnership Committee (the Committee) reviewed our Key Performance Indicators. We then identified a number of Lead indicators for each division. There are 22 Lead indicators in total.

**Appendix 1** to this report provides Quarter 2 performance for your Health Organisation against the 22 Lead indicators with comparison data for the rolling twelve-month period to 30th September 2022. Some indicators are new and only reported from April 2022.

**Appendix 2** provides Quarter 2 performance against All Wales KPIs which cannot be attributed to a specific health org but report an All-Wales position with comparison data for the rolling twelve-month period to 30th September 2022. Some indicators are new and only reported from April 2022.

**Appendix 3** then highlights the position for all health organisations at the end of September 2022.

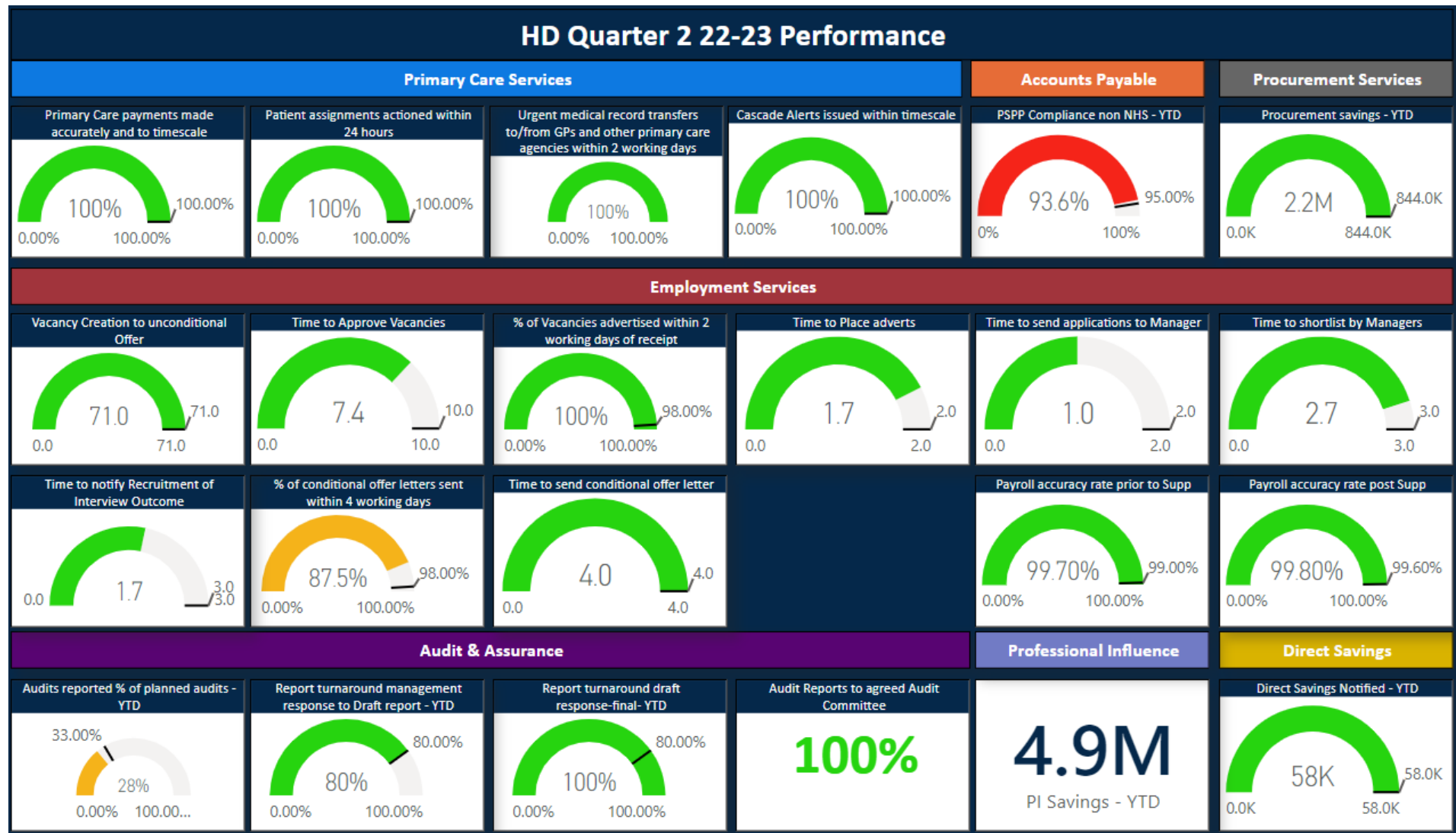
The Quarter 2 performance for the organisation was good with 19 out of 22 KPIs showing as green. Action is in hand to further investigate and address the performance in the other areas further along in this report. However, we have faced continued significant pressure during Qtr 2 in the linked areas of call handling and recruitment; this has been driven by an increase in activity by all Health Boards to recruit more staff. We are set to deliver the agreed direct savings.

Of the 3 KPIs that did not achieve the targets

- 2 are a combination of both NWSSP and our customers processes.
- 1 are the responsibility of NWSSP solely.

During 2022-23 we plan further work, with more emphasis on developing outcome measures that will complement our traditional and largely transactional KPIs. These will be agreed through the Committee following discussion with our customers.

## Summary Position





## Action Plan for Lead Indicators

The following measures are showing as **red** and requires action:

### Accounts Payable- PSPP Compliance

HD High Level - KPIs Sep 2022	Target	31/12/2021	31/03/2022	30/06/2022	30/09/2022	Trend
Financial Information Accounts Payable						
PSPP Compliance non NHS - YTD	95%	94.4%	95.2%	96.3%	93.6%	

#### What is happening?

This KPIs are reported directly from Welsh Government using the organisations Monthly Monitoring Returns (MMR). The Non – NHS PSPP target has been missed. The main reasons for missing the target are due to delays in receipting, authorisation, and processing feeds by both the health organisation and Accounts Payable.

#### What are we doing about it?

NWSSP have now established a new P2P Group, comprising representatives from Procurement Services, Accounts Payable and the Central Oracle Team to investigate and agree an action plan to address these aspects of the P2P process that are under NWSSP's remit, as well as investigating other aspects of the Procure to Pay process, to improve efficiency.

### Employment Services – Recruitment

One of the **amber** indicators is in relation to the end-to-end recruitment pathway where the influence sits with both the health organisation's responsibility and NWSSP.

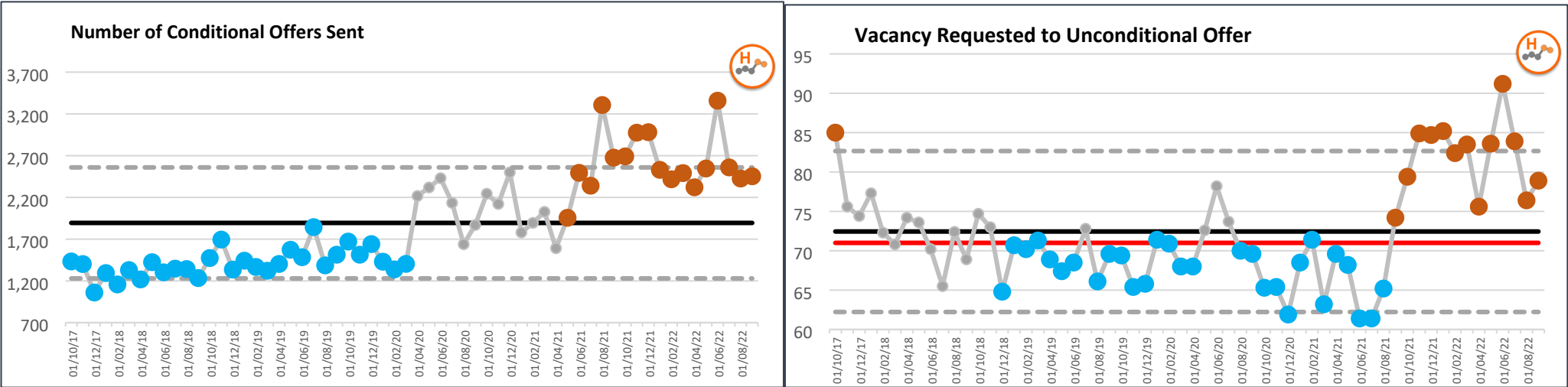
HD High Level - KPIs Sep 2022	Target	31/12/2021	31/03/2022	30/06/2022	30/09/2022	Trend
Financial Information NWSSP KPIs Recruitment						
% of conditional offer letters sent within 4 working	98.00%	23.8%	98.3%	98.3%	87.5%	
Time to send Conditional Offer Letter	4	5.1	3.8	3.6	4.0	

#### What is happening?

The recruitment teams are still experiencing unprecedented levels of demand compared to pre-pandemic activity levels, which has meant in some instances compliance with the KPI measures has been missed.

The percentage of conditional offers sent within 4 working days missed the target however on average achieved 4 days.

The charts below demonstrate the increased activity on Number of Conditional offers since 2017 but with greater maintained increases since April 2020.



*What are we doing about it?*

Recruitment continue to engage with all organisations on our Recruitment Modernisation Programme to make improvements. The Recruitment Business Partners are meeting Health orgs regularly to share the programme and progress implementation on some of the key changes that can support a reduction in the Time to Hire and an improved customer experience. The Programme Board continues to meet regularly.

## Audit & Assurance

HD High Level - KPIs Sep 2022	Target	31/12/2021	31/03/2022	30/06/2022	30/09/2022	Trend
		Financial Information				
		Internal audit				
Audits reported % of planned audits - YTD		Target 61%	Target 88%	Target 3%	Target 33%	
		Actual 47%	Actual 82%	Actual 3%	Actual 28%	

### What is happening?

Performance in September was slightly missed with 28% of audits reported against a target of 33%.

### What are we doing about it?


There are currently 18% of audit outputs in progress and will be brought through to draft/final report stage over the next couple of months.

Heads of Internal Audit discuss any potential delays regularly with Health organisations.

## Other planned action All Wales KPIs

The following All Wales measures require action and can be seen in **Appendix 2**:

## Student Awards

ALL WALES KPIs		31/12/2021	31/03/2022	30/06/2022	30/09/2022	Trend
Student Awards % Calls Handled	95%	94%	95%	91.8%	93.9%	

### What is happening?

For the month of September, 93.9% of calls were handled against a target of 95%.

### What are we doing about it?

Performance was slightly behind target, at this time of year the volume of calls is high due to onboarding students for the new academic year and with a small team this has contributed to the slight underperformance.

## Appendix 1 – HD Performance for the rolling twelve-month period to 30th September 2022

HD High Level - KPIs Sep 2022		Target	31/12/2021	31/03/2022	30/06/2022	30/09/2022	Trend
Financial Information							
Direct Savings Notified - YTD	£58k		£155k	£155k	£58k	£58k	
Professional Influence Savings - YTD			£12.706 m	£16.137m	£0.774m	£4.946m	
Employment Services							
Payroll services							
Payroll accuracy rate prior to Supp	99.0%		99.5%	99.7%	99.9%	99.7%	
Payroll accuracy rate post Supp	99.6%		99.7%	99.8%	99.9%	99.8%	
Organisation KPIs Recruitment							
% of vacancy creation to unconditional offer within 71 days			57.8%	69.9%	65.8%	67.5%	
Vacancy creation to unconditional offer	71		80.0	65.1	79.4	71.0	
% of vacancies approved within 10 working			70.4%	70.0%	82.0%	76.4%	
Time to Approve Vacancies	10		8.9	9.2	7.3	7.4	
% of vacancies shortlisted within 3 working			77.9%	79.2%	82.3%	80.7%	
Time to Shortlist by Managers	3		4.1	5.0	3.0	2.7	
% of interview outcomes notified within 3 working			91.2%	88.6%	81.3%	82.5%	
Time to notify Recruitment of Interview Outcome	3		4.1	2.1	1.9	1.7	
NWSSP KPIs Recruitment							
% of Vacancies advertised within 2 working of receipt	98.00%		45.0%	100.0%	100.0%	100.0%	
Time to Place Adverts	2		2.5	1.7	1.1	1.7	
% of applications moved to shortlisting within 2 working of vacancy closing			100.0%	99.7%	99.2%	100.0%	
Time to Send Applications to Manager	2		1.0	1.0	0.0	1.0	
% of conditional offer letters sent within 4 working	98.00%		23.8%	98.3%	98.3%	87.5%	
Time to send Conditional Offer Letter	4		5.1	3.8	3.6	4.0	
Procurement Services							
Procurement savings - YTD			Target £2.944m Actual £4.040m	Target £3.033m Actual £5.360m	Target £2.829m Actual £3.662m	Target £0.884m Actual £2.169m	
Accounts Payable							
Invoices on Hold > 30			1,941	1,780	1,999	2,407	
% Invoices as being in dispute >30			55%	51%	46%	44%	
Invoice Turnaround within 4 Days	80%		55.2%	No Longer Captured	No Longer Captured	No Longer Captured	
PSPP Compliance non NHS - YTD	95%		94.4%	95.2%	96.3%	93.6%	
Primary Care Services							
Primary Care payments made accurately and to timescale	100%		100%	100%	100%	100%	
Patient assignments actioned within 24 hours	100%		100%	100%	100%	100%	
Urgent medical record transfers to/from GPs and other primary care agencies within 2 working	100%		100%	100%	100%	100%	
Cascade Alerts issued within timescale	100%		100%	100%	100%	100%	
Internal audit							
Audits reported to agreed Audit Committee	100%		100%	100%	100%	100%	
Audits reported % of planned audits - YTD			Target 61% Actual 47%	Target 88% Actual 82%	Target 3% Actual 3%	Target 33% Actual 28%	
% of audit outputs in progress			19%	18%	23%	18%	
Report turnaround management response to Draft report - YTD	80%		100%	100%	0%	80%	
Report turnaround draft response-final- YTD	80%		100%	100%	0%	100%	

## Appendix 2 – All Wales Performance for the rolling twelve-month period to 30th September 2022

ALL WALES KPIs		31/12/2021	31/03/2022	30/06/2022	30/09/2022	Trend
Primary Care Services						
Prescription - Payment Month keying Accuracy rates	99%	99.71%	99.68%	99.74%	99.79%	
Prescriptions processed (Apr)	6.88m	48.56m	63.29m	83.86m	6.88m	
Welsh Risk Pool						
Time from submission to consideration by the Learning Advisory Panel	95%	100%	100%	100%	100.0%	
Time from consideration by the Learning Advisory Panel to presentation to the Welsh Risk Pool Committee	100%	100%	100%	100%	100.0%	
Holding sufficient Learning Advisory Panel meetings	90%	100%	100%	100%	100.0%	
Legal and risk						
Advice acknowledgement- 24hrs	90%	95%	95%	100%	100%	
Advice response – within 3 days	90%	94%	90%	90%	100%	
Student Awards						
% of NHS Bursary Applications processed within 10 days	100%	100%	100%	100%	100%	
Student Awards % Calls Handled	95%	94%	95%	91.8%	93.9%	
CTeS						
P1 incidents raised with the Central Team are responded to within 20 minutes	80%	100%	100%	100%	100%	
BACS Service Point tickets received before 14.00 will be processed the same working day	92%	100%	100%	100%	100%	
Digital Workforce						
DWS % Calls Handled	70%	91.00%	64.70%	89.20%	73.70%	
SMTL						
% of incident reports sent to manufacturer within 50 days of receipt of form	Under Review	88%	100%	100%	100%	
% delivery of audited reports on time (Commercial)	87%	100%	100%	93%	100%	
% delivery of audited reports on time (NHS)	87%	100%	Not Applicable	NA	NA	
Pharmacy Technical Services						
Service Errors	<0.5%			0%	0%	
Medical Examiner						
Deaths Scrutinised	60%			79%	100%	
All Wales Laundry						
Orders dispatched meeting customer standing orders	85%			98%	99%	
Delivery's made within 2 hours of agreed delivery time	85%			100%	100%	
Microbiological contact failure points	85%			93%	96%	
Inappropriate items returned to the laundry including Clinical waste items	<5			<5	0	

# Appendix 3 – Health Org Performance comparison 30th September 2022

KPIs Sep 2022	KFA		Target	SB	AB	BCU	C&V	CTM	HD	PHW	PTHB	VEL	WAST	HEIW	DHCW
HEALTH ORG KPIs															
Financial Information															
Direct Savings Notified - YTD	Value Money	for		£66k	£74k	£90k	£79k	£80k	£58k	£6k	£14k	£9k	£9k	0	0
Professional Influence Savings- YTD	Value Money	for	£110m	£12.756m	£28.253m	£9.088m	£6.471m	£5.160m	£4.946m	£0.199m	£0.317m	£0.851m	£0.273m	£0.042m	£0.036m
Employment Services															
Payroll services															
Payroll accuracy rate prior to Supp	Excellence		99.0%	99.6%	97.1%	99.5%	99.7%	99.3%	99.7%	99.4%	99.5%	99.6%	99.4%	99.5%	99.6%
Payroll accuracy rate post Supp	Excellence		99.6%	99.8%	98.5%	99.7%	99.9%	99.7%	99.8%	99.7%	99.7%	99.8%	99.7%	99.8%	99.3%
Organisation KPIs Recruitment															
Vacancy creation to unconditional offer	Excellence		71 days	82.4	81.3	93.6	89.6	109.8	71.0	59.6	79.8	74.0	85.0	69.3	59.5
Time to Approve Vacancies	Excellence		10 days	11.1	10.4	4.0	15.7	19.9	7.4	2.2	9.9	5.3	9.1	7.9	0.5
Time to Shortlist by Managers	Excellence		3 days	12.0	8.3	7.9	7.9	8.2	2.7	6.3	13.3	7.7	10.6	14.3	9.7
Time to notify Recruitment of Interview Outcome	Excellence		3 days	4.5	3.6	3.1	3.8	3.2	1.7	3.6	2.1	2.6	5.2	4.9	4.6
NWSSP KPIs Recruitment															
Time to Place Adverts	Excellence		2 days	1.8	1.8	2.0	1.7	2.1	1.7	2.0	1.8	1.6	1.4	2.1	1.9
Time to Send Applications to Manager	Excellence		2 days	1.0	1.0	1.2	1.0	1.0	1.0	1.0	1.2	1.0	1.0	1.0	1.0
Time to send Conditional Offer Letter	Excellence		4 days	3.7	3.6	3.8	3.3	3.9	4.0	3.3	3.8	3.6	3.3	3.6	3.1
Calls Answered % Quarterly Average	Customers		95%	94.4%											
Procurement Services															
Procurement savings- YTD	Value Money	for		Target	Target	Target	Target	Target	Target	Target	Target	Target	Target	Target	Target
				£0.616m	£2.627m	£1.385m	£3.461m	£1.349m	£0.884m	£0.010m	£1.151m	£0.082m	£0.022	£0.002m	£0.000m
				Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual
				£3.424m	£4.537m	£3.548m	£5.021m	£2.888m	£2.169m	£0.006m	£2.555m	£0.624m	£0.131	£0.042m	£0.000m
Accounts Payable															
Savings and Successes	Value Money	for		£4,339,761											
Invoices on Hold > 30 days	Customers			6,067	5,433	4,753	5,991	5,932	2,407	1,355	670	1,603	416	107	34
% Invoices as being In dispute >30 days	Customers			37%	54%	55%	48%	34%	44%	26%	61%	54%	18%	36%	50%
Invoice Turnaround within 4 Days	Excellence		80%	No Longer Captured											
Accounts Payable Call Handling %	Customers		95%	99.6%											
PSPP Compliance non NHS- YTD	Excellence		95%	94.8%	95.1%	95.0%	95.6%	92.0%	93.6%	96.6%	92.2%	95.7%	97.8%	97.0%	98.8%
Audit & Assurance															
Audits reported to agreed Audit Committee	Excellence		100%	100%	100%	100%	N	100%	100%	100%	N	100%	N	N	100%
Audits reported % of planned audits - YTD	Excellence			Target 13%	Target 19%	Target 25%	Target 20%	Target 23%	Target 33%	Target 18%	Target 31%	Target 29%	Target 19%	Target 40%	Target 20%
				Actual 13%	Actual 19%	Actual 17%	Actual 18%	Target 23%	Actual 28%	Actual 18%	Actual 27%	Actual 29%	Actual 14%	Actual 30%	Actual 20%
% of audit outputs in progress	Excellence			37%	44%	22%	24%	23%	18%	9%	35%	38%	43%	20%	33%
Report turnaround (15 days) management response to Draft report - YTD	Excellence		80%	50%	100%	75%	100%	100%	80%	100%	100%	50%	50%	50%	100%
Report turnaround (10 days) draft response-final-YTD	Excellence		80%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Primary Care Services															
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	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	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	N/A
Cascade Alerts Issued within timescale	Customers		100%	100%	100%	100%	100%	100%	100%	N/A	100%	N/A	N/A	N/A	N/A