



## PWYLLGOR ADNODDAU CYNALIADWY SUSTAINABLE RESOURCES COMMITTEE

<b>DYDDIAD Y CYFARFOD: DATE OF MEETING:</b>	27 June 2023
<b>TEITL YR ADRODDIAD: TITLE OF REPORT:</b>	NHS Wales Shared Services Partnership (NWSSP) Performance Report Quarter 4 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 31 March 2023 (Quarter 4 2022/23).

The Director of Finance has raised concerns with NWSSP as to whether the bar for green is set too low in areas of high transaction and whether accuracy could be improved by using technology as the focus for transformation. NWSSP has committed to refreshing its key performance indicators (KPIs) during 2023/24 and developing a series of outcome measures aligned to its Strategic Objectives as part of its Integrated Medium Term Plan (IMTP) reporting and Duty of Quality requirements. This is work in progress and will be discussed with the Shared Services Partnership Committee (SSPC).

Individual meetings will be set up with each organisation to discuss NWSSP 2023/24 performance reports during the course of 2023/24. This will be an opportunity to discuss any local queries or particular issues impacting the Health Board.

The Sustainable Resources Committee is requested to receive an assurance from the content of the NWSSP Performance Report for Quarter 4 2022/23.

#### Cefndir / Background

The NWSSP is hosted and governed by the Velindre NHS Trust Shared Services Regulations and the 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, the Health Board 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 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 the Health Board are attached at Appendix 1 with comparison data for the rolling twelve-month period to 31 March 2023. Some indicators are new and only reported from April 2022.

### **Health Board Specific Key Performance Indicators**

In summary, of the 22 Lead Indicators for Quarter 4 the performance is as follows:

	Green	Amber	Red	Not available <sup>1</sup>
Quarter 4 2022/23	19	1	1	1

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

### **Audit and Assurance**

- **Audit reported to agreed Audit Committee: Target Y/N Performance N**
- **Audit reported % of planned audits – YTD: Target 83% Performance 81%**

#### *What is happening?*

Audits reported to agreed Audit Committee failed to meet its target during March 2023. Reasons for audits not going to Audit Committee include two audits were delayed as a result of UHB response times, one of which required further audit work.

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

Audit and Assurance are planning to deliver all audits agreed and updated audit plans in time for their annual audit reports and opinions.

Continually working with organisations to review plans and audits that are behind schedule and will realign their resources to audits as required taking into account audit committee dates changing due to delays in the year end accounts timetable. Any delays are discussed directly with the Health organisation and are made aware of any revised timings.

<sup>1</sup> NWSSP reported PSPP compliance as not available at the time the report was produced. The Health Board's own monitoring showed that the target to pay 95% of non NHS invoices within 30 days was achieved with performance reported as 95.5%. Therefore, 20 out of 22 KPIs were green at year end.

Performance in March was slightly missed with 81% of audits reported against a target of 83%. There are currently 17% of audit outputs in progress and will be brought through to draft/final report stage by the end of May.

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

### All Wales KPIs

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 31 March 2023. Some indicators are new and only reported from April 2022.

All indicators met the target at year end.

### Summary Assessment by NWSSP

The Quarter 4 performance for the organisation was good with 19 out of 21 KPIs<sup>2</sup> showing as green. Further action will be taken forward into 2023/24 to address the performance in areas of underperformance.

### Argymhelliad / Recommendation

The Sustainable Resources Committee is requested to receive an assurance from the content of the NWSSP Performance Report for Quarter 4 2022/23.

Amcanion: (rhaid cwblhau) Objectives: (must be completed)	
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not Applicable
Galluogwyr Ansawdd: Enablers of Quality: <a href="#">Quality and Engagement Act (sharepoint.com)</a>	Not Applicable
Parthau Ansawdd: Domains of Quality <a href="#">Quality and Engagement Act (sharepoint.com)</a>	Not Applicable
Amcanion Strategol y BIP: UHB Strategic Objectives:	6. Sustainable use of resources

<sup>2</sup> See footnote 1.

Amcanion Cynllunio Planning Objectives	Not Applicable
Amcanion Llesiant BIP: UHB Well-being Objectives: <a href="#">Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022</a>	10. Not Applicable

Gwybodaeth Ychwanegol: Further Information:	
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 March 2023.
Rhestr Termiau: Glossary of Terms:	Explanation of terms is included within the report.
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Adnoddau Cynaliadwy: Parties / Committees consulted prior to Sustainable Resources Committee:	Shared Services Partnership Committee (SSPC)

Effaith: (rhaid cwblhau) Impact: (must be completed)	
<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

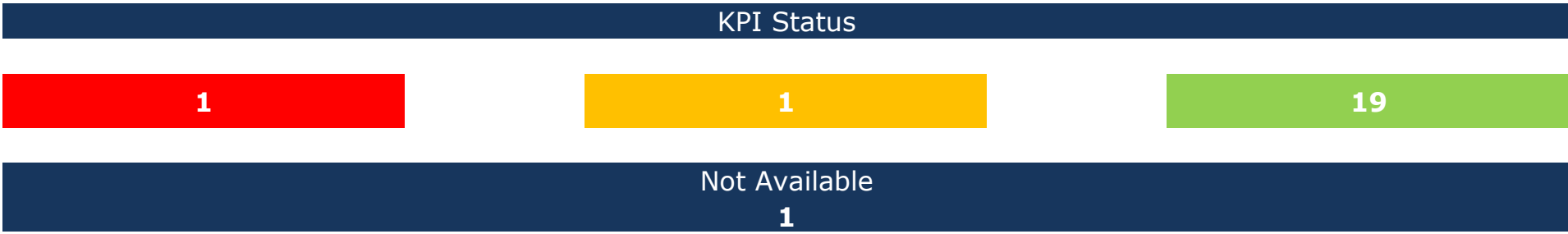
## SUMMARY PERFORMANCE REPORT

### HYWEL DDA UNIVERSITY HEALTH BOARD

Period 1st January 2023 – 31st March 2023

*Adding Value  
Through Partnership,  
Innovation and Excellence*

# 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 31st March 2023.

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.

**The Quarter 4 performance for the organisation was very good with 19 out of 21 KPIs showing as green.**

Further action will be taken forward into 2023-24 to address the performance in areas of underperformance.

We are experiencing delays in relation to the Audit plans however still set to deliver annual audit reports and opinions.

Of the 2 KPIs that did not achieve the targets

- 2 are a combination of both NWSSP and our customers processes.

The final Public Sector Payment Policy (PSPP) figures for 2022/23 are not yet available, as we are still waiting on the adjusted (by NHS Organisations) figures reported via Welsh Government as part of the Annual Accounts process.

## Explanation of Appendices

**Appendix 1** to this report provides Quarter 4 performance for your Health Organisation against the 22 Lead indicators with comparison data for the rolling twelve-month period to 31st March 2023. Some indicators are new and only reported from April 2022.

**Appendix 2** provides Quarter 4 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 31st March 2023. Some indicators are new and only reported from April 2022.

**Appendix 3** then highlights the position for all health organisations at the end of March 2023.



# Summary Position

## HD Quarter 4 22-23 Performance

### Primary Care Services

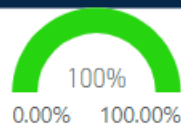
Primary Care payments made accurately and to timescale



Patient assignments actioned within 24 hours



Urgent medical record transfers to/from GPs and other primary care agencies within 2 working days



Cascade Alerts issued within timescale

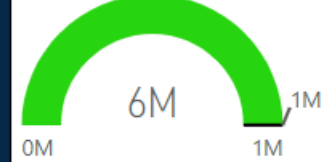


### Accounts Payable

Not Available

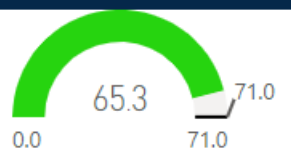
### Procurement Services

Procurement savings - YTD

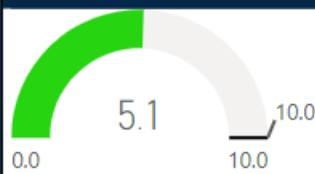


### Employment Services

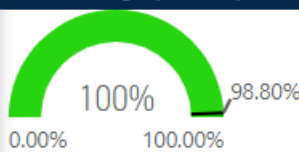
Vacancy Creation to unconditional Offer



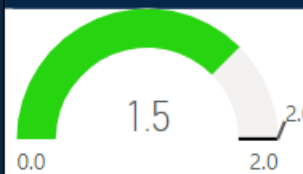
Time to Approve Vacancies



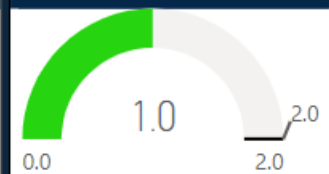
% of Vacancies advertised within 2 working days of receipt



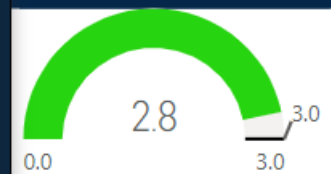
Time to Place adverts



Time to send applications to Manager



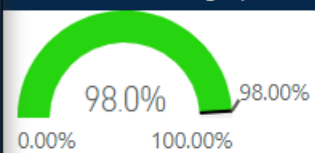
Time to shortlist by Managers



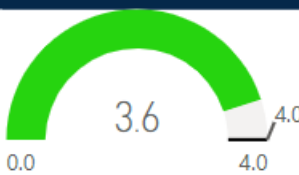
Time to notify Recruitment of Interview Outcome



% of conditional offer letters sent within 4 working days



Time to send conditional offer letter



NWSSP Pay Accuracy



Overall Payroll Accuracy

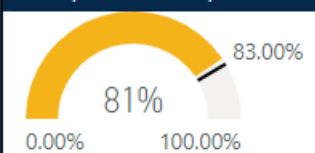


### Audit & Assurance

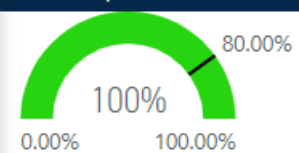
Audits reported % of planned audits - YTD



Report turnaround management response to Draft report - YTD



Report turnaround draft response-final- YTD



Audit Reports to agreed Audit Committee

No  
(See Explanation in Body of Report)

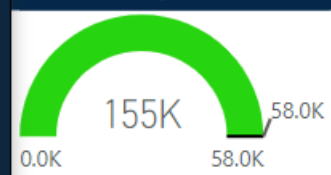
### Professional Influence

14.3M

PI Savings - YTD

### Direct Savings

Direct Savings Notified - YTD



# Action Plan for Lead Indicators

There was 1 KPI showing as red for the in-month March position.

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Innovation and Excellence*

# Audit & Assurance

HD High Level - KPIs Mar 2023	Target	30/06/2022	30/09/2022	31/12/2022	31/03/2023	Trend
		Internal audit				
Audits reported to agreed Audit Committee	Y/N	Y	Y	N	N	

What is happening?  
Audits Reported to agreed Audit Committee failed to meet its target during March 2023. Reasons for audits not going to Audit committee include two audits were delayed as a result of UHB response times, one of which required further audit work.

What are we doing about it?  
A&A are planning to deliver all audits agreed and updated audit plans in time for our annual audit reports and opinions.

Continually working with organisations to review plans and audits that are behind schedule and will realign out resources to audits as required taking into account audit committee dates changing due to delays in the year end accounts timetable.  
Any delays are discussed directly with the Health organisation and are made aware of any revised timings.

Heads of Audit continue to discuss report turnaround delays directly with Health Organisations.

# Other areas where action is planned

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Innovation and Excellence*

# Audit Assurance– Audits Reported

HD High Level – KPIs Mar 2023	Target	30/06/2022	30/09/2022	31/12/2022	31/03/2023	Trend
Internal audit						
Audits reported % of planned audits – YTD		Target 3% Actual 3%	Target 33% Actual 28%	Target 58% Actual 45%	Target 83% Actual 81%	
% of audit outputs in progress		23%	18%	28%	17%	

What is happening?  
Performance in March was slightly missed with 81% of audits reported against a target of 83%.

What are we doing about it?  
There are currently 17% of audit outputs in progress and will be brought through to draft/final report stage by the end of May.







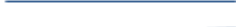










Heads of Internal Audit discuss any potential delays regularly with Health organisations.



# Appendix 1 – Performance for the rolling twelve-month period to 31st March 2023

HD High Level - KPIs Mar 2023		Target	30/06/2022	30/09/2022	31/12/2022	31/03/2023	Trend
Financial Information							
Direct Savings Notified - YTD	£58k	£58k	£58k	£155k	£155k		
Professional Influence Savings - YTD		£0.774m	£4.946m	£11.451m	£14.316m		
Employment Services							
Payroll services							
NWSSP Pay Accuracy	99.6%	99.9%	100.0%	100.0%	100.0%		
Overall Pay Accuracy	99.6%	99.9%	99.8%	99.9%	99.9%		
Organisation KPIs Recruitment							
% of vacancy creation to unconditional offer within 71 days		65.8%	67.5%	45.1%	69.1%		
Vacancy creation to unconditional offer	71	79.4	71.0	71.0	65.3		
% of vacancies approved within 10 working		82.0%	76.4%	91.1%	97.4%		
Time to Approve Vacancies	10	7.3	7.4	5.7	5.1		
% of vacancies shortlisted within 3 working		82.3%	80.7%	81.7%	84.9%		
Time to Shortlist by Managers	3	3.0	2.7	3.0	2.8		
% of interview outcomes notified within 3 working		81.3%	82.5%	85.0%	85.1%		
Time to notify Recruitment of Interview Outcome	3	1.9	1.7	2.5	3.0		
NWSSP KPIs Recruitment							
% of Vacancies advertised within 2 working of receipt	98.00%	100.0%	100.0%	100.0%	100.0%		
Time to Place Adverts	2	1.1	1.7	1.6	1.5		
% of applications moved to shortlisting within 2 working of vacancy closing		99.2%	100.0%	99.6%	100.0%		
Time to Send Applications to Manager	2	0.0	1.0	1.0	1.0		
% of conditional offer letters sent within 4 working	98.00%	98.3%	87.5%	96.9%	98.0%		
Time to send Conditional Offer Letter	4	3.6	4.0	3.6	3.6		
Procurement Services							
Procurement savings - YTD		Target £2.829m Actual £3.662m	Target £0.884m Actual £2.169m	Target £1.037m Actual £4.012m	Target £1.208m Actual £5.858m		
Accounts Payable							
Invoices on Hold > 30		1,999	2,407	2,247	2,244		
% Invoices as being in dispute >30		46%	44%	44%	45%		
PSPP Compliance non NHS	95%	96.3%	93.6%	93.6%	NA		
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	Y/N	Y	Y	N	N		
Audits reported % of planned audits - YTD		Target 3% Actual 3%	Target 33% Actual 28%	Target 58% Actual 45%	Target 83% Actual 81%		
% of audit outputs in progress		23%	18%	28%	17%		
Report turnaround management response to Draft report - YTD	80%	0%	80%	94%	82%		
Report turnaround draft response-final- YTD	80%	0%	100%	100%	100%		

# Appendix 2 – All Wales Performance for the rolling twelve-month period to 31st March 2023

ALL WALES KPIs		30/06/2022	30/09/2022	31/12/2022	31/03/2023	Trend
Primary Care Services						
Prescription - Payment Month keying Accuracy rates	99%	99.74%	99.79%	99.72%	99.73%	
Prescriptions processed (Apr-Sept)	70.05m	83.86m	6.88m	42.13m	71.42m	
Welsh Risk Pool						
Time from submission to consideration by the Learning Advisory Panel	95%	100%	100.0%	100.0%	100.0%	
Time from consideration by the Learning Advisory Panel to presentation to the Welsh Risk Pool Committee	100%	100%	100.0%	100.0%	100.0%	
Holding sufficient Learning Advisory Panel meetings	90%	100%	100.0%	100.0%	100.0%	
Legal and risk						
Advice acknowledgement- 24hrs	90%	100%	100%	100%	100%	
Advice response – within 3 days	90%	90%	100%	100%	100%	
Student Awards						
% of NHS Bursary Applications processed within 10 days	100%	100%	100%	100%	100%	
Student Awards % Calls Handled	95%	91.8%	93.9%	95.6%	98.6%	
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%	99%	
Digital Workforce						
DWS % Calls Handled	70%	89.20%	73.70%	96.20%	96.20%	
SMTL						
% of incident reports sent to manufacturer within 50 days of receipt of form	Under Review	100%	100%	100%	100%	
% delivery of audited reports on time (Commercial)	87%	93%	100%	100%	100%	
% delivery of audited reports on time (NHS)	87%	NA	NA	NA	NA	
Pharmacy Technical Services						
Service Errors	<0.5%	0%	0%	0%	0%	
Medical Examiner						
Deaths Scrutinised	60%	79%	100%	100%	100%	
All Wales Laundry						
Orders dispatched meeting customer standing orders	85%	98%	99%	110%	102%	
Delivery's made within 2 hours of agreed delivery time	85%	100%	100%	100%	100%	
Microbiological contact failure points	85%	93%	96%	95%	94%	
Inappropriate items returned to the laundry including Clinical waste items	<5	<5	0	0	0	

# Appendix 3 – Health Org Performance comparison 31st March 2023

KPIs Mar 2023	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		£176k	£197k	£240k	£210k	£212k	£155k	£17k	£39k	£23k	£26k	0	0
Professional Influence Savings- YTD	Value Money	for	£110m	£17.434m	£37.820m	£47.219m	£19.895m	£9.675m	£14.316m	£0.338m	£1.090m	£2.888m	£2.730m	£0.054m	£0.332m
Employment Services															
Payroll Services															
NWSSP Pay Accuracy	Excellence	99.6%		100.0%	99.9%	99.9%	99.8%	99.9%	100.0%	99.8%	100.0%	99.9%	99.7%	99.9%	99.8%
Overall Pay Accuracy	Excellence	99.6%		99.7%	99.6%	99.8%	99.5%	99.8%	99.9%	99.6%	99.0%	99.6%	99.7%	99.9%	99.7%
Calls Handling % Quarterly Average	Customers	95%							97.4%						
Organisation KPIs Recruitment															
Vacancy creation to unconditional offer	Excellence	71 days		80.8	77.4	79.6	78.3	91.0	65.3	57.2	71.7	70.4	107.1	54.4	58.3
Time to Approve Vacancies	Excellence	10 days		6.2	9.4	3.3	13.3	19.6	5.1	3.8	7.6	6.6	9.2	5.0	0.5
Time to Shortlist by Managers	Excellence	3 days		7.1	8.4	8.4	8.0	7.1	2.8	9.5	6.4	8.7	2.9	17.4	6.7
Time to notify Recruitment of Interview Outcome	Excellence	3 days		3.3	4.2	3.1	2.8	1.7	3.0	2.3	3.5	3.2	2.6	8.8	1.9
NWSSP KPIs Recruitment															
Time to Place Adverts	Excellence	2 days		1.7	1.5	1.3	1.5	1.6	1.5	1.5	1.5	1.4	1.0	0.9	0.9
Time to Send Applications to Manager	Excellence	2 days		1.0	1.1	1.0	1.0	1.0	1.0	1.0	1.0	1.1	1.1	1.1	1.0
Time to send Conditional Offer Letter	Excellence	4 days		3.2	3.8	3.4	3.0	3.9	3.6	3.1	2.8	3.8	3.9	4.0	4.0
Calls Handling % Quarterly Average	Customers	95%							98.9%						
Procurement Services															
Procurement savings- YTD	Value Money	for		Target £1.655m Actual £6.845m	Target £3.826m Actual £10.569m	Target £4.071m Actual £10.777m	Target £3.671m Actual £8.798m	Target £5.680m Actual £6.274m	Target £1.208m Actual £5.858m	Target £0.013m Actual £0.020m	Target £0.174m Actual £0.682m	Target £0.148m Actual £2.501m	Target £0.026m Actual £0.693m	Target £0.003m Actual £0.049m	Target £0.000m Actual £0.215m
Accounts Payable															
Savings and Successes	Value Money	for							£4,583,641						
Invoices on Hold > 30 days	Customers			4,279	5,173	5,214	5,537	5,869	2,244	683	943	1,268	471	114	19
% Invoices as being In dispute >30 days	Customers			41%	54%	60%	57%	45%	45%	50%	26%	83%	66%	68%	37%
Call Handling % - Quarterly Average	Customers	95%							99.4%						
PSPF Compliance non NHS	Excellence	95%							NA						
Audit & Assurance															
Audits reported to agreed Audit Committee	Excellence	Y/N		N	Y	N	N	N	N	Y	N	Y	N	N	Y
Audits reported % of planned audits - YTD	Excellence			Target 61% Actual 52%	Target 85% Actual 73%	Target 83% Actual 66%	Target 95% Actual 79%	Target 85% Actual 74%	Target 83% Actual 81%	Target 73% Actual 73%	Target 92% Actual 72%	Target 57% Actual 57%	Target 71% Actual 67%	Target 90% Actual 80%	Target 87% Actual 87%
% of audit outputs in progress	Excellence			39%	27%	28%	13%	26%	17%	27%	23%	19%	24%	20%	13%
Report turnaround (15 days) management response to Draft report - YTD	Excellence	80%		58%	65%	61%	54%	67%	82%	83%	82%	53%	50%	38%	82%
Report turnaround (10 days) draft response-final- YTD	Excellence	80%		100%	100%	100%	100%	95%	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



*Adding Value  
Through Partnership,  
Innovation and Excellence*