



PWYLLGOR ADNODDAU CYNALIADWY SUSTAINABLE RESOURCES COMMITTEE

DYDDIAD Y CYFARFOD: DATE OF MEETING:	28 February 2023
TEITL YR ADRODDIAD: TITLE OF REPORT:	NHS Wales Shared Services Partnership (NWSSP) Performance Report Quarter 3 2022/23
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Huw Thomas, Director of Finance
SWYDDOG ADRODD: REPORTING OFFICER:	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 December 2022 (Quarter 3 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 acknowledged at the January 2023 Shared Service Partnership Committee (SSPC) that there were two aspects of performance NWSSP wanted to bring back to the SSPC for further discussion in depth:

1. An update on the Recruitment and Payroll Modernisation Programmes; capturing the progress being made, alongside some areas where input/support from the SSPC may be needed to drive further change or secure greater traction/uptake.
2. As part of the NWSSP IMTP discussion, NWSSP established in January 2023 a performance and outcome group that will be developing a new basket of measures with more of a focus on outcomes. This work will build upon the revised strategic objectives and outcomes NWSSP signed off with SSPC in January 2023 as an output from the development session in November 2022. NWSSP will bring that work back to the SSPC to discuss the proposed measures and respective targets.

This will be discussed as part of the NWSSP IMTP update agenda item.

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 at Appendix 1, with comparison data for the rolling twelve-month period to 31 December 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 3 the performance is as follows:

	Green	Amber	Red
Quarter 2 2022/23	18	2	2

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

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. All Health boards have seen an Increase in Invoices on Hold during December, problem areas have been identified as Quantities received, Awaiting Authorisation and missing Purchase Order Numbers

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 with positive progress seen. The in-month position in January 2023 was 97.06% and the cumulative year to date 95.24%.

Employment Services – Recruitment

- **% of conditional offer letters sent within 4 working days: Target 98%**
Performance 96.9%

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.

Audit and Assurance

- **Audit reported to agreed Audit Committee: Target Y/N**
Performance N
- **Audit reported % of planned audits – YTD: Target 58%**
Performance 45%

What is happening?

Audits reported to agreed Audit Committee failed to meet its target during December 2022. Reasons for audits not going to Audit Committee include several changes required to the audit plan, two reported needing further work, one required further agreement with management and one delayed due to information supplied.

What are NWSSP doing about it?

There are currently 28% 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 31 December 2022. Some indicators are new and only reported from April 2022.

One indicator missed the target and requires action:

- **Payroll Call Handling % Calls Handled: Target 95%**
Performance 79%

What is happening?

For the month of December, 80% of calls were handled against the target of 95%. The November performance was 77% and 80% in October.

What are NWSSP doing about it?

Performance has improved in month and remains within normal variation, however, remains behind target. During November, Aneurin Bevan being the Pilot were the first to move the call handling into the payroll teams in conjunction with the devolution of the call centre. Early indications have shown improvements with the call handling for Aneurin Bevan. The other payroll teams will be going live and completed by the end of February 2023. SSPC meeting on 19 January 2023 raised concerns in relation to the performance, requesting a summary update at a future SSPC on what action is being taken to address root cause and improvement.

Summary Assessment by NWSSP

The Quarter 3 performance for the organisation was good with 18 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 3 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 3 2022/23.

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

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
Amcanion Strategol y BIP: UHB Strategic Objectives:	6. Sustainable use of resources
Amcanion Cynllunio Planning Objectives	6K_22 workforce, clinical service and financial sustainability
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2018-2019	9. All HDdUHB Well-being Objectives apply

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 December 2022.
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)	
Ariannol / Gwerth am Arian: Financial / Service:	NWSSP was established to improve the approach to delivering Shared Services, which are effective, efficient and provide value for money for Partners.
Ansawdd / Gofal Claf: Quality / Patient Care:	NWSSP has a remit to focus on delivering savings that can be re-invested in direct patient care.
Gweithlu: Workforce:	NWSSP is hosted by Velindre NHS Trust and any workforce implications are dealt with by the Trust.
Risg: Risk:	In line with its Standing Orders, the Health Board has established a NWSSP Joint Committee, the activities of which require reporting to the Board.

Cyfreithiol: Legal:	In line with its Standing Orders, the Health Board has established a NWSSP Joint Committee, the activities of which require reporting to the Board.
Enw Da: Reputational	Not applicable
Gyfrinachedd: Privacy:	Not applicable
Cydraddoldeb: Equality:	Not applicable

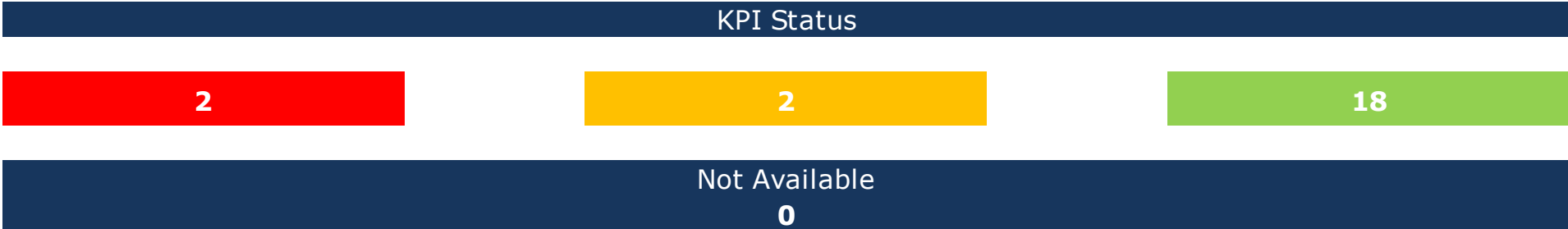
NHS WALES SHARED SERVICES PARTNERSHIP SUMMARY PERFORMANCE REPORT

HYWEL DDA UNIVERSITY HEALTH BOARD

Period 01 Oct 2022 – 31 Dec 2022

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Overview



Points of Contact
Alison Ramsey – Director of Planning, Performance & Informatics (Alison.ramsey@wales.nhs.uk)
Richard Phillips – Business & Performance Manager (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 December 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 3 performance for your Health Organisation against the 22 Lead indicators with comparison data for the rolling twelve-month period to 31st December 2022. Some indicators are new and only reported from April 2022.

Appendix 2 provides Quarter 3 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 December 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 December 2022.

The Quarter 3 performance for the organisation was good with 18 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 3 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 4 KPIs that did not achieve the targets

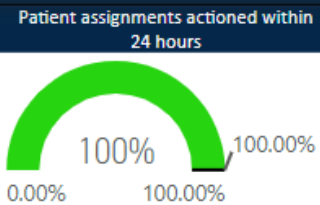
- 3 are a combination of both NWSSP and our customers processes.
- 1 is the responsibility of NWSSP solely.

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.

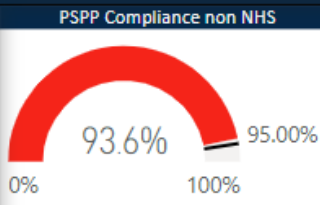
Summary Position

HD Quarter 3 22-23 Performance

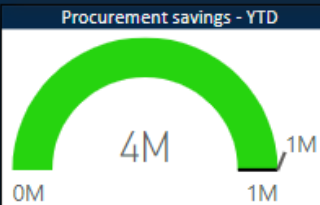
Primary Care Services



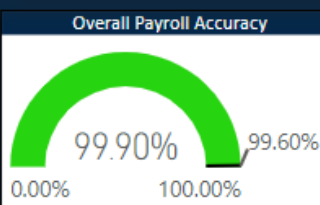
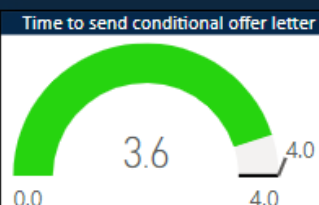
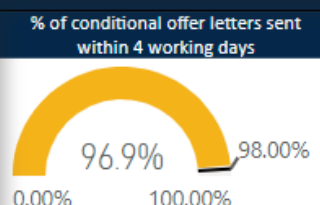
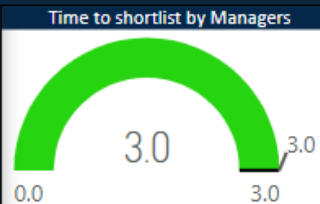
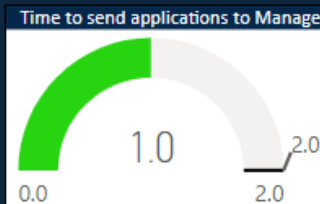
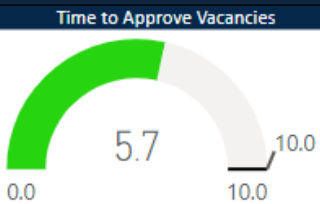
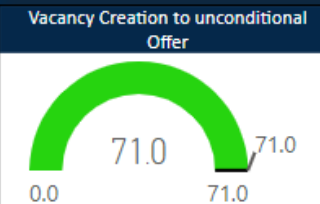
Accounts Payable



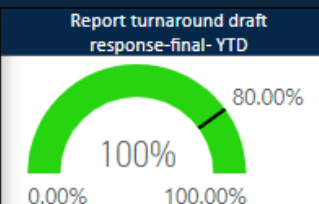
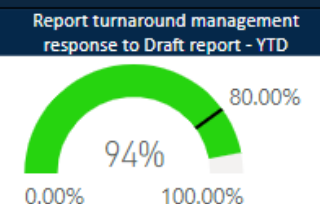
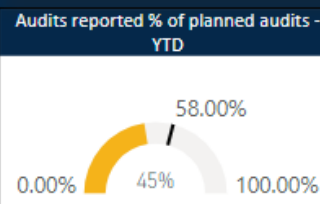
Procurement Services



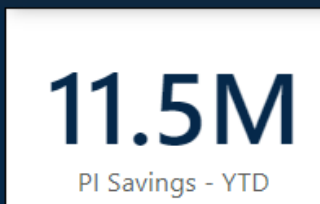
Employment Services



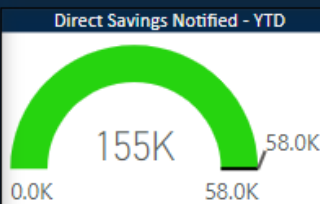
Audit & Assurance



Professional Influence



Direct Savings




Action Plan for Lead Indicators

There was 2 KPIs showing as red for the in-month December position.

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Accounts Payable- PSPP Compliance

HD High Level - KPIs Dec 2022	Target	31/03/2022	30/06/2022	30/09/2022	31/12/2022	Trend
Accounts Payable						
PSPP Compliance non NHS	95%	95.2%	96.3%	93.6%	93.6%	

What is happening?

This KPI is reported directly from Welsh Government using the organisations Monthly Monitoring Returns (MMR). The Non – NHS PSPP target of 95% has been narrowly missed reporting 93.6% during Quarter 3 however, is achieving the YTD target with 95%.

All Health boards have seen an Increase in Invoices on Hold during December, problem areas have been identified as Quantities received, Awaiting Authorisation and missing Purchase Order Numbers.

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.

HD High Level - KPIs Dec 2022		Target	31/03/2022	30/06/2022	30/09/2022	31/12/2022	Trend
		Internal audit					
Audits reported to agreed Audit Committee	Y/N		Y	Y	N		
Audits reported % of planned audits - YTD		Target 88% Actual 82%	Target 3% Actual 3%	Target 33% Actual 28%	Target 58% Actual 45%		
% of audit outputs in progress		18%	23%	18%	28%		

What is happening?

Audits Reported to agreed Audit Committee failed to meet its target during December 2022. Reasons for audits not going to Audit committee include several changes required to the audit plan, two reported needing further work, one required further agreement with management and one delayed due to information supplied.

Audits reported % of planned audits missed their target of 58% reporting 45% during December 2022.

What are we doing about it?

There are currently 28% 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 areas where action is planned

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Employment Services – Recruitment

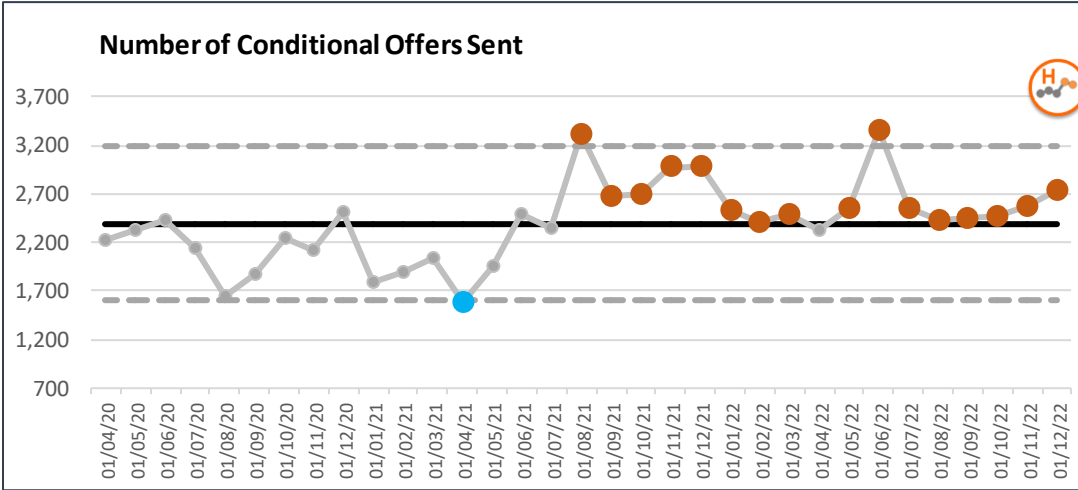
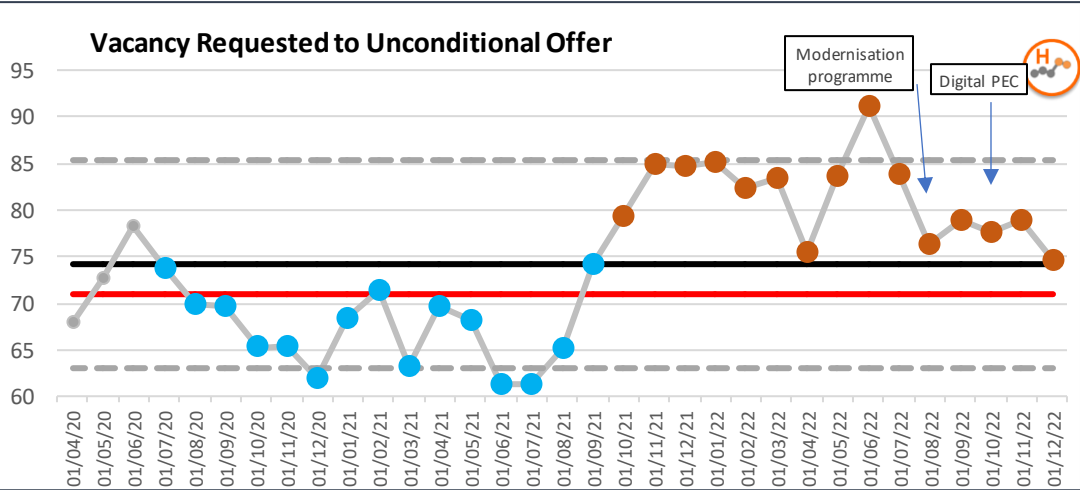
HD High Level - KPIs Dec 2022	Target	31/03/2022	30/06/2022	30/09/2022	31/12/2022	Trend
NWSSP KPIs Recruitment						
% of conditional offer letters sent within 4 working	98.00%	98.3%	98.3%	87.5%	96.9%	
Time to send Conditional Offer Letter	4	3.8	3.6	4.0	3.6	

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 98% target achieving 96.9%, however on average achieved the 4 days.

The charts below demonstrate the increased activity on Number of Conditional offers since 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.

Other Planned Action – All Wales KPIs

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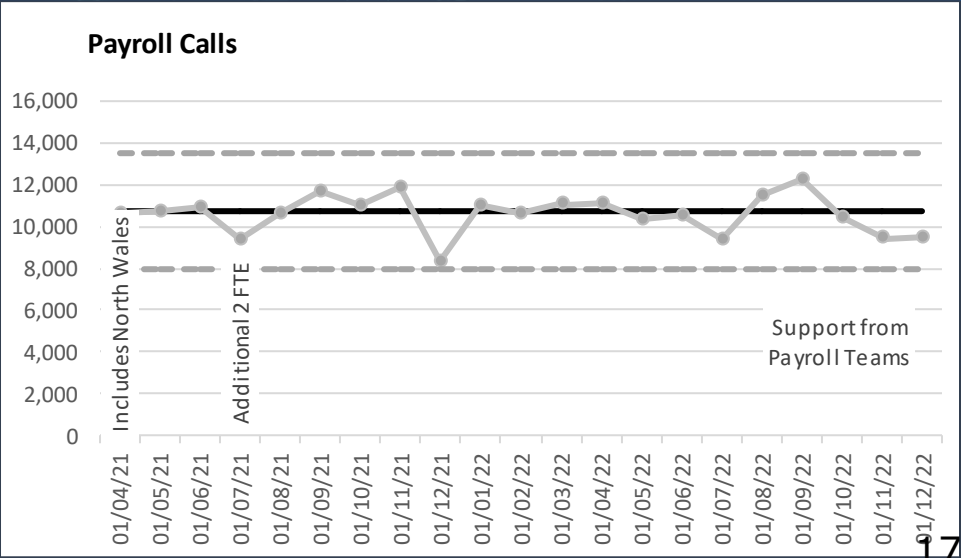
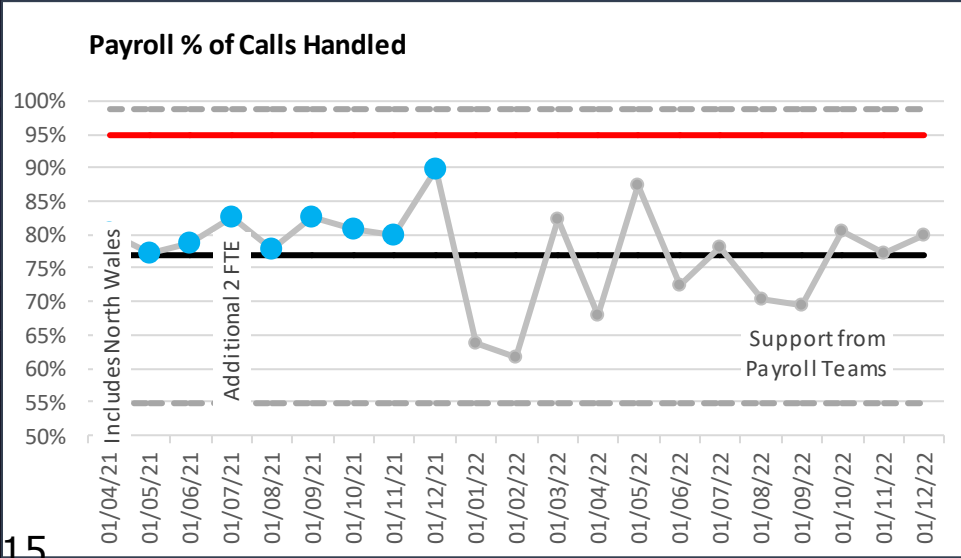
Payroll Call Handling

			ALL WALES KPIs
KPIs Dec 2022	KFA	Target	Actual
Employment Services			
Calls Handling % Quarterly Average	Customers	95%	79.0%

What is happening?
For the month of December, 80% of calls were handled against the target of 95%. The November performance was 77% and 80% in October.

What are we doing about it?
Performance has improved in month and remains within normal variation, however, remains behind target.
During November, Aneurin Bevan being the Pilot were the first to move the call handling into the payroll teams in conjunction with the devolution of the call centre. Early indications have shown improvements with the call handling for Aneurin Bevan. The other payroll teams will be going live and completed by the end of February 2023.

SSPC meeting on 19th January 23 raised concerns in relation to the performance, requesting a summary update at a future SSPC on what action is being taken to address root cause and improvement.



Appendix 1 – Performance for the rolling twelve-month period to 31st December 2022

HD High Level - KPIs Dec 2022		Target	31/03/2022	30/06/2022	30/09/2022	31/12/2022	Trend
Financial Information							
Direct Savings Notified - YTD		£58k	£155k	£58k	£58k	£155k	
Professional Influence Savings - YTD			£16.137m	£0.774m	£4.946m	£11.451m	
Employment Services							
Payroll services							
NWSSP Pay Accuracy		99.6%	100.0%	99.9%	100.0%	100.0%	
Overall Pay Accuracy		99.6%	99.8%	99.9%	99.8%	99.9%	
Organisation KPIs Recruitment							
% of vacancy creation to unconditional offer within 71 days			69.9%	65.8%	67.5%	45.1%	
Vacancy creation to unconditional offer	71		65.1	79.4	71.0	71.0	
% of vacancies approved within 10 working			70.0%	82.0%	76.4%	91.1%	
Time to Approve Vacancies	10		9.2	7.3	7.4	5.7	
% of vacancies shortlisted within 3 working			79.2%	82.3%	80.7%	81.7%	
Time to Shortlist by Managers	3		5.0	3.0	2.7	3.0	
% of interview outcomes notified within 3 working			88.6%	81.3%	82.5%	85.0%	
Time to notify Recruitment of Interview Outcome	3		2.1	1.9	1.7	2.5	
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		1.7	1.1	1.7	1.6	
% of applications moved to shortlisting within 2 working of vacancy closing			99.7%	99.2%	100.0%	98.6%	
Time to Send Applications to Manager	2		1.0	0.0	1.0	1.0	
% of conditional offer letters sent within 4 working	98.00%		98.3%	98.3%	87.5%	96.9%	
Time to send Conditional Offer Letter	4		3.8	3.6	4.0	3.6	
Procurement Services							
Procurement savings - YTD			Target £3.033m Actual £5.360m	Target £2.829m Actual £3.662m	Target £0.884m Actual £2.169m	Target £1.037m Actual £4.012m	
Accounts Payable							
Invoices on Hold > 30			1,780	1,999	2,407	2,247	
% Invoices as being in dispute >30			51%	46%	44%	44%	
PSPP Compliance non NHS	95%		95.2%	96.3%	93.6%	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	Y/N			Y	Y	N	
Audits reported % of planned audits - YTD			Target 88% Actual 82%	Target 3% Actual 3%	Target 33% Actual 28%	Target 58% Actual 45%	
% of audit outputs in progress			18%	23%	18%	28%	
Report turnaround management response to Draft report - YTD	80%		100%	0%	80%	94%	
Report turnaround draft response-final- YTD	80%		100%	0%	100%	100%	

Appendix 2 – All Wales Performance for the rolling twelve-month period to 31st December 2022

ALL WALES KPIs		31/03/2022	30/06/2022	30/09/2022	31/12/2022	Trend
Primary Care Services						
Prescription - Payment Month keying Accuracy rates	99%	99.68%	99.74%	99.79%	99.78%	<div></div>
Prescriptions processed (Apr-Sept)	41.36m	63.29m	83.86m	6.88m	42.13m	
Welsh Risk Pool						
Time from submission to consideration by the Learning Advisory Panel	95%	100%	100%	100.0%	100.0%	<div></div>
Time from consideration by the Learning Advisory Panel to presentation to the Welsh Risk Pool Committee	100%	100%	100%	100.0%	100.0%	<div></div>
Holding sufficient Learning Advisory Panel meetings	90%	100%	100%	100.0%	100.0%	<div></div>
Legal and risk						
Advice acknowledgement- 24hrs	90%	95%	100%	100%	100%	<div></div>
Advice response – within 3 days	90%	90%	90%	100%	100%	<div></div>
Student Awards						
% of NHS Bursary Applications processed within 10 days	100%	100%	100%	100%	100%	<div></div>
Student Awards % Calls Handled	95%	95%	91.8%	93.9%	95.6%	<div></div>
CTeS						
P1 incidents raised with the Central Team are responded to within 20 minutes	80%	100%	100%	100%	100%	<div></div>
BACS Service Point tickets received before 14.00 will be processed the same working day	92%	100%	100%	100%	100%	<div></div>
Digital Workforce						
DWS % Calls Handled	70%	64.70%	89.20%	73.70%	96.20%	<div></div>
SMTL						
% of incident reports sent to manufacturer within 50 days of receipt of form	Under Review	100%	100%	100%	100%	<div></div>
% delivery of audited reports on time (Commercial)	87%	100%	93%	100%	100%	<div></div>
% delivery of audited reports on time (NHS)	87%	Not Applicable	NA	NA	NA	
Pharmacy Technical Services						
Service Errors	<0.5%		0%	0%	0%	
Medical Examiner						
Deaths Scrutinised	60%		79%	100%	100%	
All Wales Laundry						
Orders dispatched meeting customer standing orders	85%		98%	99%	110%	
Delivery's made within 2 hours of agreed delivery time	85%		100%	100%	100%	
Microbiological contact failure points	85%		93%	96%	N/A	
Inappropriate items returned to the laundry including Clinical waste items	<5		<5	0	0	

Appendix 3 – Health Org Performance comparison 31st December 2022

KPIs Dec 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		£176k	£197k	£240k	£210k	£212k	£155k	£17k	£39k	£23k	£26k	0	0
Professional Influence Savings- YTD	Value Money	for	£110m	£16.024m	£31.986m	£36.962m	£15.192m	£7.783m	£11.451m	£0.269m	£0.250m	£1.657m	£0.602m	£0.047m	£0.144m
Employment Services															
Payroll services															
NWSSP Pay Accuracy	Excellence		99.6%	100.0%	99.9%	100.0%	99.8%	99.9%	100.0%	100.0%	99.9%	99.3%	99.9%	100.0%	100.0%
Overall Pay Accuracy	Excellence		99.6%	99.5%	99.8%	99.8%	99.5%	99.6%	99.9%	99.5%	99.7%	99.0%	99.7%	99.9%	99.5%
Calls Handling % Quarterly Average	Customers		95%	79.0%											
Organisation KPIs Recruitment															
Vacancy creation to unconditional offer	Excellence		71 days	86.2	80.8	69.6	84.4	89.1	71.0	54.0	72.1	70.7	93.1	71.6	74.3
Time to Approve Vacancies	Excellence		10 days	8.2	9.5	3.4	12.4	17.2	5.7	3.0	11.3	4.7	11.7	2.5	1.1
Time to Shortlist by Managers	Excellence		3 days	6.0	6.3	7.1	6.5	7.8	3.0	9.3	19.6	8.1	7.3	3.6	5.8
Time to notify Recruitment of Interview Outcome	Excellence		3 days	4.4	3.8	2.7	3.2	3.1	2.5	1.9	3.3	5.5	4.7	3.5	1.5
NWSSP KPIs Recruitment															
Time to Place Adverts	Excellence		2 days	1.7	1.7	1.9	1.8	1.7	1.6	1.6	1.9	1.7	1.5	1.4	1.5
Time to Send Applications to Manager	Excellence		2 days	1.0	1.1	1.0	1.1	1.0	1.0	1.1	0.9	1.0	1.0	1.0	1.1
Time to send Conditional Offer Letter	Excellence		4 days	3.3	3.6	3.5	3.0	3.5	3.6	3.1	3.3	3.8	3.8	4.2	2.7
Calls Handling % Quarterly Average	Customers		95%	93.4%											
Procurement Services															
Procurement savings- YTD	Value Money	for		Target	Target	Target	Target	Target	Target	Target	Target	Target	Target	Target	Target
				£0.652m	£2.715m	£2.087m	£3.915m	£1.706m	£1.037m	£0.008m	£0.112m	£0.083m	£0.020	£0.001m	£0.000m
				Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual
				£6.057m	£6.502m	£6.768m	£8.159m	£4.748m	£4.012m	£0.009m	£0.137m	£1.343m	£0.020	£0.043m	£0.046m
Accounts Payable															
Savings and Successes	Value Money	for		£4,422,317											
Invoices on Hold > 30 days	Customers			6,154	6,989	5,712	6,599	7,048	2,247	1,441	849	2,001	462	218	39
% Invoices as being In dispute >30 days	Customers			40%	47%	51%	44%	34%	44%	24%	56%	47%	42%	54%	31%
Call Handling % - Quarterly Average	Customers		95%	99.1%											
PSPF Compliance non NHS	Excellence		95%	94.6%	96.6%	95.2%	94.5%	94.7%	93.6%	96.0%	81.3%	95.3%	97.5%	95.6%	99.4%
Audit & Assurance															
Audits reported to agreed Audit Committee	Excellence		Y/N	N	Y	N	N	N	N	N	N	Y	N	Y	Y
Audits reported % of planned audits - YTD	Excellence			Target 35% Actual 29%	Target 58% Actual 45%	Target 47% Actual 36%	Target 48% Actual 44%	Target 45% Target 34%	Target 58% Actual 45%	Target 45% Actual 36%	Target 58% Actual 50%	Target 57% Actual 57%	Target 52% Actual 43%	Target 60% Actual 50%	Target 53% Actual 60%
% of audit outputs in progress	Excellence			35%	36%	22%	17%	26%	28%	18%	23%	19%	24%	30%	20%
Report turnaround (15 days) management response to Draft report - YTD	Excellence		80%	56%	78%	58%	73%	69%	94%	100%	83%	20%	50%	20%	100%
Report turnaround (10 days) draft response-final-YTD	Excellence		80%	100%	100%	100%	100%	100%	100%	100%	100%	90%	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
Caseload Alerts Issued within timescale	Customers		100%	100%	100%	100%	100%	100%	100%	N/A	100%	N/A	N/A	N/A	20/22



*Adding Value
Through Partnership,
Innovation and Excellence*