



PWYLLGOR ADNODDAU CYNALIADWY SUSTAINABLE RESOURCES COMMITTEE

DYDDIAD Y CYFARFOD: DATE OF MEETING:	28 June 2022
TEITL YR ADRODDIAD: TITLE OF REPORT:	NHS Wales Shared Services Partnership (NWSSP) Performance Report Quarter 4 2021/22
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 a summary of performance data in respect of the services provided by NHS Wales Shared Services Partnership (NWSSP) for the quarter ended 31st March 2022 (Quarter 4 2021/22).

The performance data has also been discussed by the Executive Team.

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 2021/22, the SSPC reviewed their key performance indicators (KPIs). A number of Lead indicators were identified for each division. There are 19 Lead indicators currently identified. A new style of reporting has also been developed for 2021/22.

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 31st March 2022. Some indicators are new and only reported from April 2021.

HDdUHB Specific Key Performance Indicators

In summary, of the 19 Lead Indicators for Quarter 4, the performance is as follows:

	Green	Amber	Red
Quarter 4 2021/22	16	3	0

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

Employment Services – Recruitment (HDdUHB)

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

- **% of vacancy creation to unconditional offer within 71 days: Target 70%
Performance 69.9%**
- **% of interview outcomes notified within 3 working days: Target 90%
Performance 88.6%**

What is happening?

- 69.9% of records are meeting the target of creation to unconditional offer within the targeted 71 days with an average of 65 days.
- 89% of records have the interview outcomes notified within the target of 3 days with an average of 2.1 days.

Compliance with KPI targets was marginally missed, however, to provide some context, 100% of vacancies were advertised within 3 days and 100% of conditional offer letters were sent within 5 days.

Significantly increased activity levels in respect of adverts and offers across NHS Wales has impacted on performance.

What are NWSSP doing about it?

Recruitment is recruiting additional staff to support the increases in activity, coupled with implementing robotics processes and Trac system enhancements.

The additional resource that was brought in during Autumn 2021 is now returning the benefits. In addition, the modernisation program is aiming to enhance the service that NWSSP deliver, whilst also delivering against their targets.

Recruitment continues to work with recruiting managers through customer meetings and has invited organisations to suggest any improvements specifically to the conditional and unconditional offer processes. The Recruitment Modernisation plan was discussed in detail at the March 2022 Shared Services Partnership Committee meeting.

Audit & Assurance

- **Audit reported % of planned audits: Target 88%**
Performance 82%

What is happening?

Performance in March 2022 was missed, with 82% of audits reported against a target of 88%.

What are NWSSP doing about it?

Heads of Internal Audit discuss these delays regularly with Health bodies. NWSSP is aware of the pressures and competing priorities at Health bodies and therefore, the key focus is on ensuring that reports are presented to the next Audit Committee, even if the response deadline is missed, to ensure effective action can be taken. There are not anticipated to be any limitations in scope on Internal Audit opinions for 2022-23 and Audit delivery is on track for 2021-22 and completed in readiness for May 2022 Audit Committees.

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 31st March 2022. Some indicators are new and only reported on from April 2021.

Two of the new indicators that missed the target and require action are:

- **Recruitment Services - % of Calls Handled: Target 95%**
Performance 85%

What is happening?

Performance decreased significantly in the quarter to March 2022, missing the target with 85% of calls handled against the target of 95%. However, the March 2022 performance achieved the target with **96.9%** of calls handled.

For the 2021/22 year to date, the target was slightly missed with **93%** of calls handled, which is an improvement on the previous year where 90% of the calls were handled.

What are NWSSP doing about it?

Resource within the team was previously identified as the cause of the drop in performance, combined with the high levels of activity. However, there is now additional resource within the team and improvement in the performance has been seen in March 2022 where the target was achieved.

- **Digital Workforce Solutions - % of Calls Handled: Target 95%**
Performance 66%

What is happening?

Performance has decreased significantly in March 2022, missing the target with 65% of calls handled against the target of 95%.

For the 2021/22 year to date, the target was missed with 74% of calls handled, which is an improvement on the previous year where 57% of the calls were handled.

What are NWSSP doing about it?

Resource within the team was identified as the cause of the drop in performance due to staff returning from sickness alongside staff using annual leave before the end of the financial year. The performance is expected to improve once staff return.

Summary Assessment by NWSSP

The Quarter 4 performance for the organisation was generally on target with 19 out of 19 KPIs showing as green or amber. Action is in hand to further investigate and address the performance in the other areas. NWSSP has delivered the agreed direct savings. However, NWSSP has faced continued significant pressure during Qtr 4 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. The Recruitment Modernisation plan was discussed in detail at the March 2022 Shared Services Partnership Committee meeting.

Argymhelliad / Recommendation

The Sustainable Resources Committee is requested to receive an assurance from the content of the NWSSP Performance Report for Quarter 4 2021/22.

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

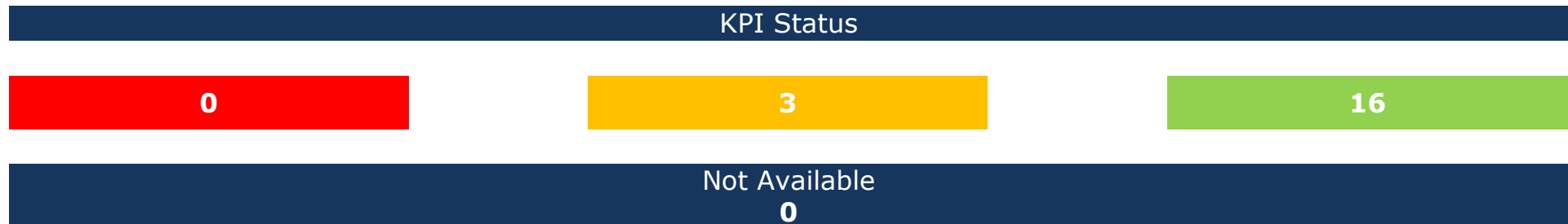
Gwybodaeth Ychwanegol: Further Information:

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 st March 2022.
Rhestr Termau: 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) Executive Team

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 01st January 2022 – 31st March 2022

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 March 2022.

As part of the approval of our Annual Plan for 2021-22, the Shared Services Partnership Committee reviewed our Key Performance Indicators. We then identified a number of Lead indicators for each division. There are 19 Lead indicators in total.

Appendix 1 to this report provides Quarter 4 performance for your Health Organisation against the 19 Lead indicators with comparison data for the rolling twelve-month period to 31st March 2022. Some indicators are new and only reported from April 2021.

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 2022. Some indicators are new and only reported from April 2021.

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

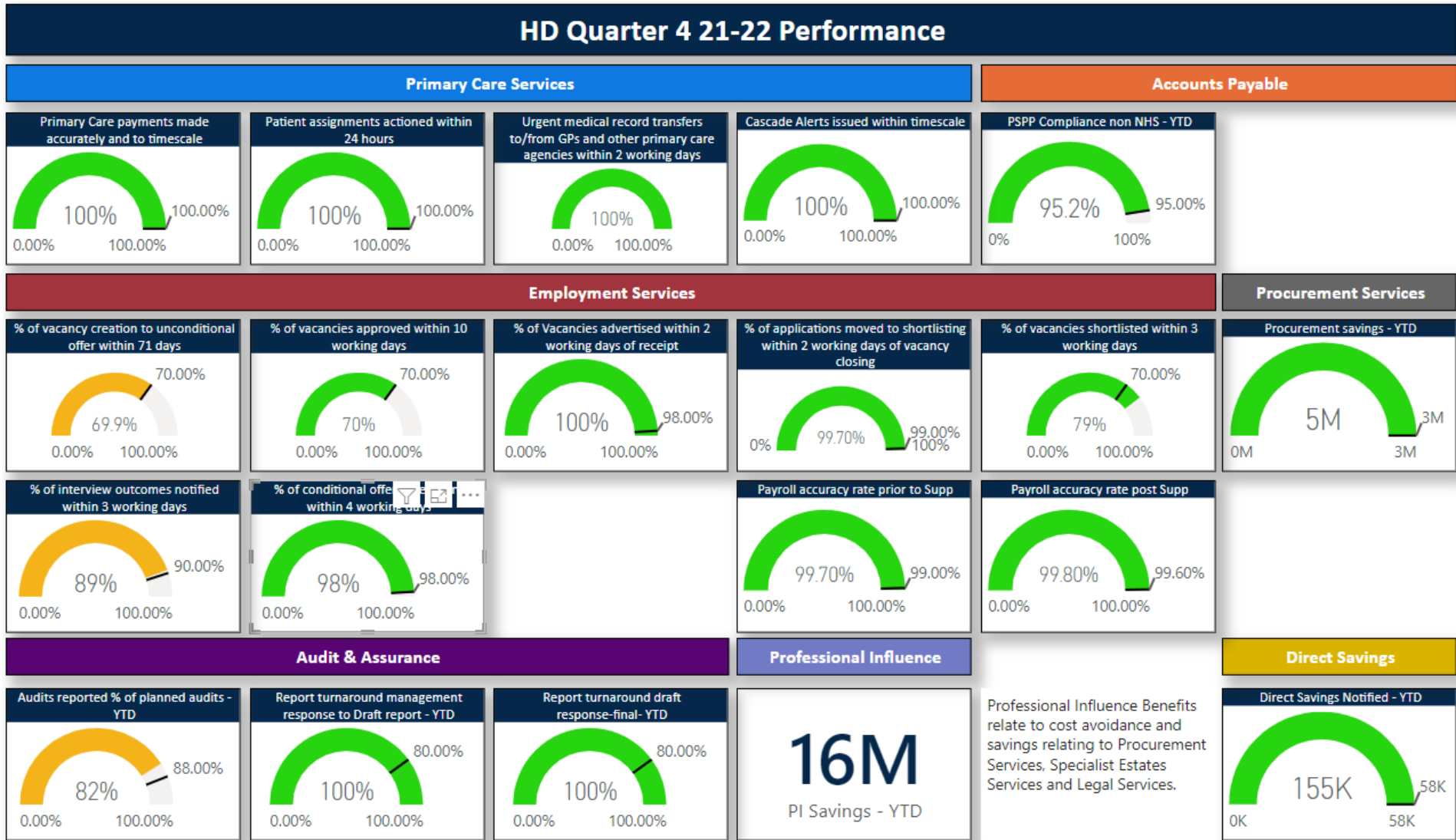
The Quarter 4 performance for the organisation was generally on target with 19 out of 19 KPIs showing as green or amber. Action is in hand to further investigate and address the performance in the other areas further along in this report. We have delivered the agreed direct savings. However, we have faced continued significant pressure during Qtr 4 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. The Recruitment Modernisation plan was discussed in detail at the March Shared Services Partnership Committee meeting.

Of the 3 KPIs that did not achieve the targets

- 1 are not in complete control of NWSSP and are dependent on our customers.
- 2 are a combination of both NWSSP and our customers processes.
- 0 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. This will include a means of capturing NWSSP customer satisfaction in a consistent manner across a range of our core services.

Summary Position



Action Plan for Lead Indicators

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

There were no March in-month measures showing as red.

Employment Services – Recruitment

One of the **amber** indicators are in relation to the steps within the end-to-end recruitment pathway where the influence sits with the health organisation's responsibility.

HD High Level - KPIs Mar 2022	Target	30/06/2021	30/09/2021	31/12/2021	31/03/2022	Trend
Employment Services						
<i>Organisation KPIs Recruitment</i>						
% of vacancy creation to unconditional offer within 71 days	70.00%	85.10%	59.2%	57.8%	69.9%	
Vacancy creation to unconditional offer	71	57.7	66.3	80.0	65.1	
% of interview outcomes notified within 3 working	90.00%	88.60%	76.9%	91.2%	88.6%	
Time to notify Recruitment of Interview Outcome	3	1.9	2.6	4.1	2.1	

What is happening?

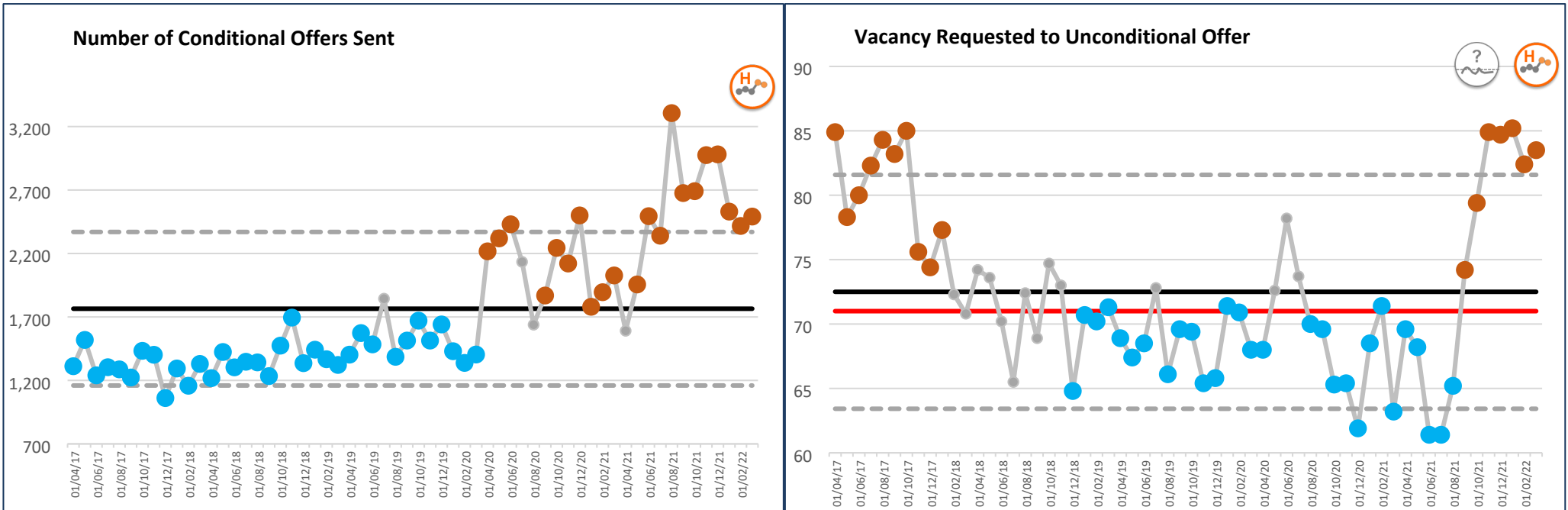
69.9% of records meeting the target of creation to unconditional offer within the targeted 71 days with an average of 65 days. 89% of records have the interview outcomes notified within the target of 3 days with an average of 2.1 days.

To provide some context however, 100% of vacancies were advertised within 3 days and 100% of conditional offer letters were sent within 5 days.

As seen in the table below activity has significantly increased across NHS Wales which is impacting on performance due to bulk receipt of high volumes of adverts and offers.

Recruitment Volumes	18/19	21/22	TOTAL INCREASE 18/19 to 21/22	% Increase 18/19 compared to 21/22
Number of Vacancies Raised	17,383	23,153	5,770	33%
Number of FTE Raised	28,039	39,438	11,399	41%
Number of Conditional Offers Sent	16,504	30,448	13,944	84%

The charts below demonstrate the increased activity on Number of Conditional offers since 2017 but with greater maintained increases since April 2020 and shows the improvements of vacancy requested to unconditional offer within the 71 days since 2017 even with the increases in activity. The last couple of months the performance has started to improve again.



What are we doing about it?

Recruitment is recruiting additional staff to support the increases in activity, coupled with implementing robotics processes and Trac system enhancements.

Over the last few months several new actions have been put in place to the recruitment process and improvements in the time to hire target are starting to return to acceptable levels. The additional resource that was brought in during the autumn is now returning the benefits. In addition, the modernisation program is aiming to enhance the service we deliver whilst also delivering against our targets.

Recruitment continues to work with recruiting managers through customer meetings and invited organisations to suggest any improvements specifically to the conditional and unconditional offer processes. The Recruitment Modernisation plan was discussed in detail at the March Shared Services Partnership Committee meeting.

Audit & Assurance

HD High Level - KPIs Mar 2022	Target	30/06/2021	30/09/2021	31/12/2021	31/03/2022	Trend		
Internal audit								
Audits reported % of planned audits - YTD	Target 0%	Actual 0%	Target 43%	Actual 34%	Target 61%	Actual 47%	Target 88%	Actual 82%

What is happening?

Performance in March was missed with 82% of audits reported against a target of 88%.

What are we doing about it?

Heads of Internal Audit discuss these delays regularly with Health bodies. We are aware of the pressures and competing priorities at Health bodies and so our key focus is on ensuring that reports get to the next Audit Committee, even if the response deadline is missed, to ensure effective action can be taken. There is not anticipated to be any limitations in scope on internal audit opinions for 2022-23 and Audit delivery is on track for 21-22 and completed in readiness for May Audit Committees.

Other planned action All Wales KPIs

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

Recruitment Services - % of Calls Handled

ALL WALES KPIs		30/06/2021	30/09/2021	31/12/2021	31/03/2022	Trend
Recruitment Services						
Calls Answered % Quarterly Average	95%	96.00%	91.8%	93%	85%	


What is happening?

Performance has decreased significantly in the quarter to March missing the target with 85% of calls handled against the target of 95%. However, the March performance achieved the target with **96.9%** of calls handled. For the 21/22 year to date the target was slightly missed with **93%** of calls handled which is an improvement on the previous year where 90% of the calls were handled.

What are we doing about it?

Resource within the team was previously identified as the cause of the drop in performance combined with the high levels of activity however, there is now additional resource within the team and improvements in the performance has been seen in March where the target was achieved.

Digital Workforce Solutions - % of Calls Handled

ALL WALES KPIs		30/06/2021	30/09/2021	31/12/2021	31/03/2022	Trend
		Digital Workforce				
DWS % Calls Handled	95%	67.30%	66.40%	91.00%	64.70%	

What is happening?

Performance has decreased significantly in March missing the target with 65% of calls handled against the target of 95%. For the 21/22 year to date the target was missed with 74% of calls handled which is an improvement on the previous year where 57% of the calls were handled.

What are we doing about it?

Resource within the team was identified as the cause of the drop in performance due to staff returning from sickness alongside staff using annual leave before the end of the financial year. The performance should be seen to improve once staff return.

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

HD High Level - KPIs Mar 2022	Target	30/06/2021	30/09/2021	31/12/2021	31/03/2022	Trend
Financial Information						
Direct Savings Notified - YTD	£58k	£58k	£155k	£155k	£155k	
Professional Influence Savings - YTD		£2.3m	£12.69m	£12.706 m	£16.137m	
Employment Services						
Payroll services						
Payroll accuracy rate prior to Supp	99.0%	99.7%	99.6%	99.5%	99.7%	
Payroll accuracy rate post Supp	99.6%	99.9%	99.8%	99.7%	99.8%	
Organisation KPIs Recruitment						
% of vacancy creation to unconditional offer within 71 days	70.00%	85.10%	59.2%	57.8%	69.9%	
Vacancy creation to unconditional offer	71	57.7	66.3	80.0	65.1	
% of vacancies approved within 10 working	70.00%	81.70%	81.0%	70.4%	70.0%	
Time to Approve Vacancies	10	8.1	7.7	8.9	9.2	
% of vacancies shortlisted within 3 working	70.00%	80.60%	60.0%	77.9%	79.2%	
Time to Shortlist by Managers	3	5.5	3.5	4.1	5.0	
% of interview outcomes notified within 3 working	90.00%	88.60%	76.9%	91.2%	88.6%	
Time to notify Recruitment of Interview Outcome	3	1.9	2.6	4.1	2.1	
NWSSP KPIs Recruitment						
% of Vacancies advertised within 2 working of receipt	98.00%	100.00%	13.1%	45.0%	100.0%	
Time to Place Adverts	2	1.8	2.7	2.5	1.7	
% of applications moved to shortlisting within 2 working of vacancy closing	99.00%	100.00%	100.0%	100.0%	99.7%	
Time to Send Applications to Manager	2	1.0	1.1	1.0	1.0	
% of conditional offer letters sent within 4 working	98.00%	100.00%	14.1%	23.8%	98.3%	
Time to send Conditional Offer Letter	4	3.7	5.0	5.1	3.8	
Procurement Services						
Procurement savings - YTD		Target £1.048m Actual £1.072m	Target £2.822m Actual £3.248m	Target £2.944m Actual £4.040m	Target £3.033m Actual £5.360m	
Accounts Payable						
Invoices on Hold > 30		1,268	1,758	1,941	1,780	
% Invoices as being in dispute >30		44%	54%	55%	51%	
Invoice Turnaround within 4 Days	80%	76.00%	57.5%	55.2%	No Longer Captured	
PSPP Compliance non NHS - YTD	95%	96.4%	94.6%	94.4%	95.2%	
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 % of planned audits - YTD		Target 0% Actual 0%	Target 43% Actual 34%	Target 61% Actual 47%	Target 88% Actual 82%	
% of audit outputs in progress		20%	13%	19%	18%	
Report turnaround management response to Draft report - YTD	80%		100%	100%	100%	
Report turnaround draft response-final- YTD	80%		100%	100%	100%	

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

ALL WALES KPIs		30/06/2021	30/09/2021	31/12/2021	31/03/2022	Trend
Recruitment Services						
Calls Answered % Quarterly Average	95%	96%	92%	93%	85%	
Primary Care Services						
Prescription - Payment Month keying Accuracy rates	99%	99.68%	99.64%	99.71%	99.68%	
Prescriptions processed (Apr-Dec)	62.14m	n/a	27.54m	48.56m	63.29m	
Welsh Risk Pool						
Time from submission to consideration by the Learning Advisory Panel	95%	100%	100%	100%	N/A	
Time from consideration by the Learning Advisory Panel to presentation to the Welsh Risk Pool Committee	100%	100%	100%	100%	N/A	
Holding sufficient Learning Advisory Panel meetings	90%	100%	100%	100%	100%	
Legal and risk						
Advice acknowledgement- 24hrs	90%	97%	95%	95%	95%	
Advice response – within 3 days	90%	98%	98%	94%	90%	
Student Awards						
% of NHS Bursary Applications processed within 10 days	100.00%	100%	100%	100%	100%	
Student Awards % Calls Handled	95%	91.10%	93%	94%	95%	
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	95%	67.30%	66.40%	91.00%	64.70%	
SMTL						
% of incident reports sent to manufacturer within 50 days of receipt of form	Under Review	100%	100%	88%	100%	
% delivery of audited reports on time (Commercial)	87%	99%	97.9%	100%	100%	
% delivery of audited reports on time (NHS)	87%	Not Applicable	Not Applicable	100%	Not Applicable	

Appendix 3 – Health Org Performance comparison 31st March 2022

KPIs March 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 for Money	for	£176k	£197k	£240k	£210k	£212k	£155k	£17k	£39k	£23k	£26k	0	0
Professional Influence Savings- YTD	Value for Money	£110m	£26.428m	£16.252m	£14.088m	£12.519m	£11.043m	£16.137m	£0.363m	£1.406m	£0.900m	£0.826m	£0.00	£0.00
Employment Services														
Payroll services														
Payroll accuracy rate prior to Supp	Excellence	99.0%	99.6%	99.7%	99.3%	99.2%	99.7%	99.7%	99.5%	99.5%	99.8%	99.2%	99.5%	99.6%
Payroll accuracy rate post Supp	Excellence	99.6%	99.8%	99.9%	99.6%	99.6%	99.8%	99.8%	99.7%	99.8%	99.4%	99.6%	99.7%	99.8%
Organisation KPIs Recruitment														
Vacancy creation to unconditional offer	Excellence	71 days	90.1	87.2	86.6	85.4	97.3	65.1	62.5	74.9	86.4	123.0	82.6	57.9
Time to Approve Vacancies	Excellence	10 days	5.0	10.6	3.8	12.7	17.0	9.2	2.8	8.2	11.0	11.6	5.4	1.5
Time to Shortlist by Managers	Excellence	3 days	9.5	5.9	7.3	7.2	8.5	5.0	10.0	15.5	8.0	9.3	7.6	5.0
Time to notify Recruitment of Interview Outcome	Excellence	3 days	2.3	2.5	2.1	2.4	2.4	2.1	2.2	1.2	0.6	1.3	3.9	5.0
NWSSP KPIs Recruitment														
Time to Place Adverts	Excellence	2 days	1.0	1.8	2.0	1.7	2.5	1.7	1.8	1.8	1.8	1.5	2.0	1.9
Time to Send Applications to Manager	Excellence	2 days	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.1	1.0	1.0	1.0	1.0
Time to send Conditional Offer Letter	Excellence	4 days	3.7	3.2	3.8	3.8	3.5	3.8	3.2	3.4	4.0	3.6	3.6	3.2
Calls Answered % Quarterly Average	Customers	95%	84.60%											
Procurement Services														
Procurement savings- YTD	Value for Money		Target	Target	Target	Target	Target	Target	Target	Target	Target	Target	Target	Target
			Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual
			£2.692m	£2.800m	£4.189m	£3.788m	£1.200m	£3.033m	£0.010m	£0.311m	£0.492m	£0.273m	£0.021m	£0.000m
			£2.816m	£3.340m	£4.949m	£3.896m	£2.255m	£5.360m	£0.021m	£0.331m	£0.551m	£0.200m	£0.000m	£0.000m
Accounts Payable														
Invoices on Hold > 30 days	Customers		4,673	4,815	3,535	8,519	4,924	1,780	1,144	720	2,253	333	18	20
% Invoices as being In dispute >30 days	Customers		39%	54%	50%	44%	40%	51%	3%	52%	47%	20%	7%	7%
Invoice Turnaround within 4 Days	Excellence	80%	No Longer Captured											
Accounts Payable Call Handling %	Customers	95%	93.1%											
PSPS Compliance non NHS- YTD	Excellence	95%	94.2%	95.0%	95.4%	95.0%	95.2%	95.2%	96.5%	87.5%	95.6%	95.2%	96.8%	97.1%
Internal audit														
Audits reported % of planned audits - YTD	Excellence		Target 73%	Target 68%	Target 73%	Target 85%	Target 74%	Target 88%	Target 75%	Target 88%	Target 77%	Target 74%	Target 80%	Target 91%
			Actual 73%	Actual 64%	Actual 73%	Actual 69%	Actual 59%	Actual 82%	Actual 75%	Actual 69%	Actual 77%	Actual 74%	Actual 70%	Actual 91%
% of audit outputs in progress	Excellence		27%	36%	27%	31%	27%	18%	25%	25%	23%	26%	10%	9%
Report turnaround (15 days) management response to Draft report - YTD	Excellence	80%	64%	83%	53%	64%	50%	100%	88%	50%	50%	69%	67%	88%
Report turnaround (10 days) draft response-final- YTD	Excellence	80%	100%	100%	100%	100%	100%	100%	100%	100%	100%	92%	100%	100%
Primary Care Services														
Primary Care payments made accurately and to timescale	Excellence	100%	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%	100%	N/A	100%	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%	100%	N/A	100%	N/A	N/A	N/A
Cascade Alerts Issued within timescale	Customers	100%	100%	100%	100%	100%	100%	100%	100%	N/A	100%	N/A	N/A	N/A