

PWYLLGOR ADNODDAU CYNALIADWY SUSTAINABLE RESOURCES COMMITTEE

DYDDIAD Y CYFARFOD: DATE OF MEETING:	23 August 2021
TEITL YR ADRODDIAD: TITLE OF REPORT:	NWSSP Performance Report Quarter 1 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 summary performance data in respect of the services provided by NHS Wales Shared Services Partnership (NWSSP) for the quarter ended 30th June 2021 (Quarter 1 2021/22).

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 18 Lead indicators in total. 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 30th June 2021. Some indicators are new and therefore are only reported on since April 2021.

HDdUHB Specific Key Performance Indicators

In summary, of the 18 Lead Indicators for Quarter 1 the performance is as follows:

	Green	Amber	Red
Quarter 1 2021/22	16	2	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 interview outcomes notified within 3 working days: Target 90%
Performance 88.6%**

What is happening?

88.6% of records have the interview outcomes notified within the target of 3 days with an average of 1.9 days.

What are NWSSP doing about it?

Some elements of the end-to-end recruitment pathway KPIs are under the control of local hiring managers within the health organisation. NWSSP continue to hold drop-in sessions with local managers where advice and training can be offered to help improve turnaround rates.

Additionally, NWSSP Recruitment are currently undertaking workshops with each organisation to reflect on what worked well during the past year during the COVID-19 pandemic, what didn't work so well and what needs improving within the service. The recommendations and any process changes that fall out of these workshops will be agreed with the Directors of Workforce & Organisation Development peer group (WODs).

NWSSP are also working closely with the WOD group whilst all organisations identify their future recruitment plans as part of NHS recovery.

- **Time to shortlist by managers: Target 3 days
Performance 5 days**

Performance for this indicator has been adversely affected by COVID-19 pressures upon certain recruiting managers.

Accounts Payable

- **Invoice Turnaround within 4 days: Target 80%
Performance 76%**

What is happening?

The downturn in performance is due predominantly to a 20% increase in transactions in Quarter 1 2021/22 compared to Quarter 1 2020/21, which is being investigated. The other factor influencing this is system performance, in particular Oracle/Optical character recognition (OCR) scanner downtime, which prevents processing. This has been discussed with the Central Team e-Business Services (CTeS).

What are NWSSP doing about it?

Accounts Payable are currently working on clearing the backlog, which has been caused by both increase in volume and system availability. However, if volumes continue to be higher than the previous year, a review of internal resourcing requirements will be required going forward.

CTeS monitor the system downtime which requires fixes/patches to be applied to the system by the third-party provider Version 1 to bring the system back up and running. A system upgrade is planned for October 2021, which should mitigate future downtime.

The Directors of Finance Group is receiving regular updates on progress of the planned Oracle upgrade.

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 30th June 2021. Some indicators are new and therefore are only reported on since April 2021.

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

- **Student Awards - % of Calls Handled: Target 95%**
Performance 91.1%

What is happening?

Performance in June 2021 was missed with 91.1% of calls handled against a target of 95%. Initial investigations indicate that there has been a drop in performance due to a telephony issue in month, which may have resulted in calls that were answered being recorded as not answered.

What are NWSSP doing about it?

Work is currently ongoing to identify the root cause, whether relating to an Information and Communication Technology (ICT) issue or a user issue within the team. The aim is to have this resolved before the next reporting period.

- **Digital Workforce Solutions - % of Calls Handled: Target 95%**
Performance 67.3%

What is happening?

Performance in June 2021 was missed with 67.3% of calls handled against a target of 95%. Performance has started to improve in this area compared to the previous year's average of 57%. This can be mainly attributed to the volume of calls being received in June 2021 being 4500 calls alone compared to the previous year's average of 8000 calls. However, resourcing issues within the team continue to influence performance.

What are NWSSP doing about it?

NWSSP are reviewing business processes including use of self-management guides, online Chat and telephone support, alongside staff resourcing.

A review of the contact centre arrangements across a number of service areas is a key area of focus for 2021-22 as part of a streamlining approach to assist in improving customer and end user experience. NWSSP are working with the Centre for Digital Public Services to support the Health Board with this programme of work.

Summary Assessment by NWSSP

NWSSP did not stand down any of its core services during 2020-21 and performance was maintained. NWSSP adapted quickly to the needs of the NHS in Wales being solution focused and dynamic in its response to new and additional requests from NHS bodies and Welsh Government.

During 2021-22, NWSSP have committed to an ambitious albeit proportionate Annual Plan. A number of Once for Wales projects are being implemented over the next 12-24 months including Scan for Safety, Once for Wales Case Management System, and the Medical Examiner Service. Planning for the longer term is also underway with greener energy in fleet management, ethical supply chains and support to the foundational economy. However, the primary goal continues to focus on continuous improvement in core services and supporting the recovery of Health Boards and the implementation of their Annual Plans.

Argymhelliad / Recommendation

The Sustainable Resources Committee is requested to receive an assurance from the content of the NWSSP Performance Report for Quarter 1 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:	4. Improve the productivity and quality of our services using the principles of prudent health care and the opportunities to innovate and work with partners.

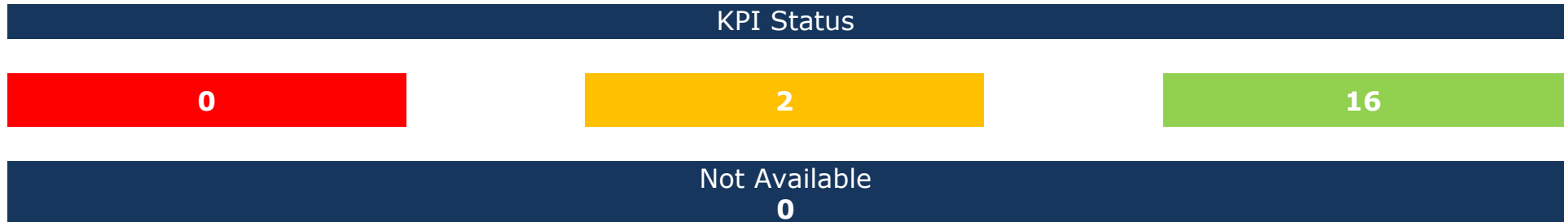
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2018-2019	9. All HDdUHB Well-being Objectives apply
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Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	Summary performance data in respect of the services provided by NHS Wales Shared Services Partnership (NWSSP) for the quarter ended 30 th June 2021.
Rhestr Termiau: Glossary of Terms:	Explanation of terms is included within the report.
Partion / 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 01st April 2021 – 30th June 2021

1. 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)

2. 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 June 2021.

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 18 Lead indicators in total.

Appendix 1 to this report provides Quarter 1 performance for your Health Organisation against the 18 Lead indicators with comparison data for the rolling twelve-month period to 30th June 2021. Some indicators are new and only reported from April 2021.

Appendix 2 provides Quarter 1 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 June 2021. Some indicators are new and only reported from April 2021.

Appendix 3 then highlights the position for all health organisations at the end of June 2021.

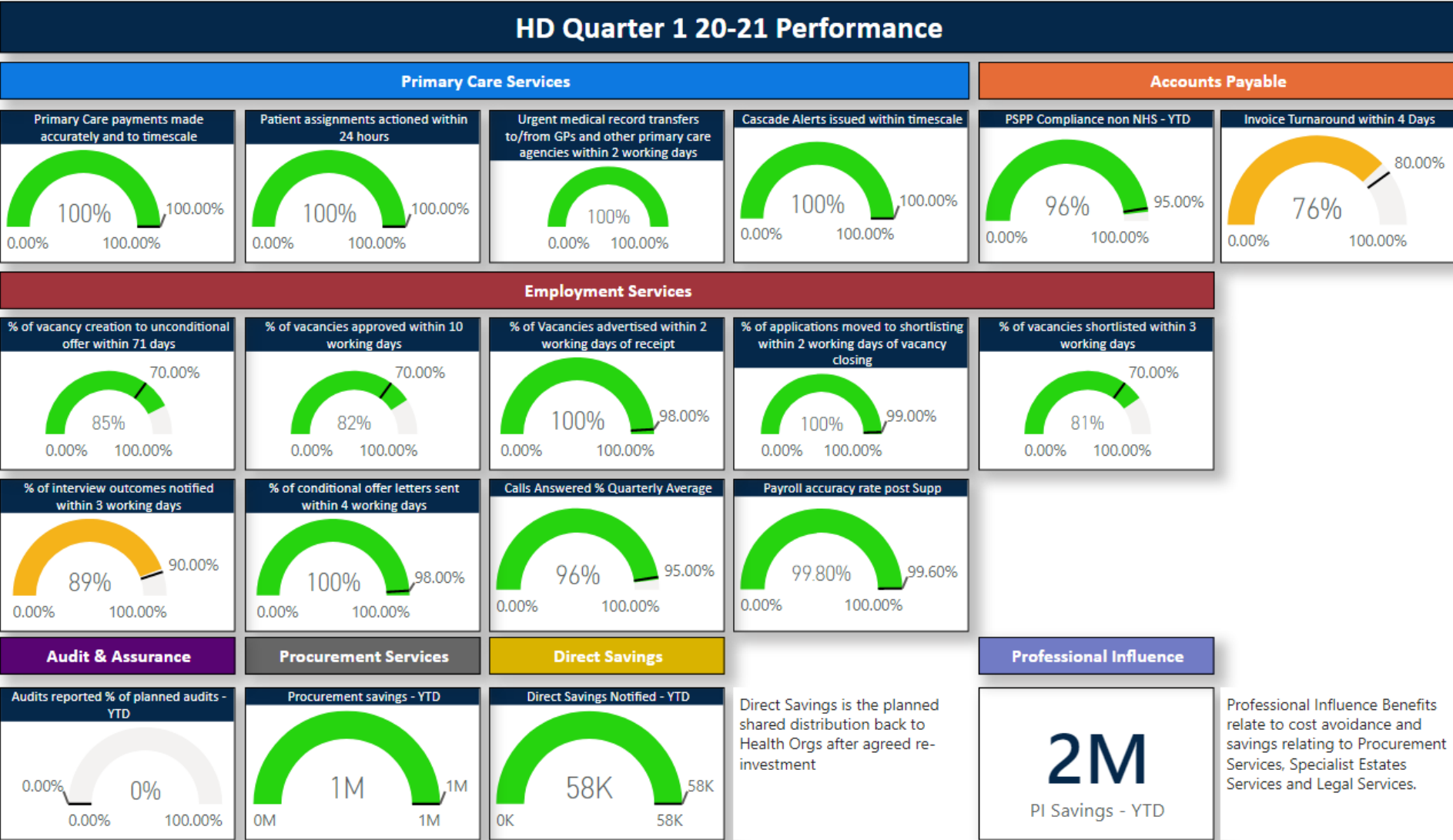
The Quarter 1 performance for the organisation was generally on target with 16 out of 18 KPIs showing as green. Action is in hand to further investigate and address the performance in the other two areas further along in this report. We are also on track to deliver the agreed direct savings and procurement savings for 2021-22.

Of the 2 KPIs that did not achieve the targets

- 1 are not in complete control of NWSSP and are dependent on our customers.
- 1 are a combination of both NWSSP and our customers processes.

In addition to traditional quantitative data, we are currently working to develop a means of capturing NWSSP customer satisfaction in a consistent manner across a range of our core services. This will help to inform qualitative aspects of our service delivery. This is something we plan to share and discuss with the Shared Services Partnership Committee later this year and incorporate into our IMTP and Performance reporting for 2022 onwards.

3. Summary Position



4. Action Plan for Lead Indicators

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

There were no **Red** KPIs

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 June 2021	Target	30/09/2020	31/12/2020	31/03/2021	30/06/2021	Trend
Employment Services						
<i>Organisation KPIs Recruitment</i>						
% of interview outcomes notified within 3 working	90.00%				88.60%	
Time to notify Recruitment of Interview Outcome	3	2.4	1.4	1.6	1.9	

What is happening?

89% of records have the interview outcomes notified within the target of 3 days with an average of 1.9 days.

What are we doing about it?

Some elements of the end-to-end recruitment pathway KPIs are under the control of local hiring managers within the health organisation. We continue to hold drop-in sessions with local managers where advice and training can be offered to help improve turnaround rates.

Additionally, NWSSP Recruitment are currently undertaking workshops with each organisation to reflect on what worked well during the last year during the COVID-19 pandemic, what didn’t work so well and what needs improving within the service. The recommendations and any process changes that fall out of these workshops will be agreed with the Directors of Workforce & Organisation Development peer group (WODs).

We are also working closely with the WOD group as all organisations identify their future recruitment plans as part of NHS recovery.

Accounts Payable

HD High Level - KPIs June 2021	Target	30/09/2020	31/12/2020	31/03/2021	30/06/2021	Trend
		Accounts Payable				
Invoice Turnaround within 4 Days	80%			69.80%	76.00%	

What is happening?

The downturn in performance is due predominantly to a 20% increase in transactions in Quarter 1 compared to Quarter 1 last year which is being investigated. The other factor influencing this was system performance, in particular Oracle/Optical character recognition (OCR) scanner downtime which prevents processing which has been discussed with the Central Team e-Business Services (CTeS).

What are we doing about it?

Accounts Payable are currently working on clearing the backlog which has been caused by both increase in volume and system availability however if volumes continue to be higher than the previous year then a review of internal resourcing requirements will be required going forward.

CTeS monitor the system downtime which requires fixes/patches to be applied to the system by our third-party provider Version 1 to bring the system back up and running. A system upgrade is planned for October 2021 which should mitigate future downtime.

The Directors of Finance Group is receiving regular updates on progress of the planned Oracle upgrade.

5. Other planned action All Wales KPIs

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

Student Awards - % of Calls Handled

ALL WALES KPIs	30/09/2020	31/12/2020	31/03/2021	30/06/2021	Trend
Student Awards					
Student Awards % Calls Handled	95%			91.10%	

What is happening?

Performance in June was missed with 91.1% of calls handled against a target of 95%. Initial investigations indicate that there has been a drop in performance due to a telephony issue in month which may have resulted in calls that were answered being recorded as not answered.

What are we doing about it?

Work is currently ongoing to identify the route cause whether relating to an ICT issue or a user issue within the team. The aim is to have resolved before the next reporting July.

Digital Workforce Solutions - % of Calls Handled

ALL WALES KPIs	30/09/2020	31/12/2020	31/03/2021	30/06/2021	Trend
Digital Workforce					
DWS % Calls Handled	95%			67.30%	

What is happening?

Performance in June was missed with 67.3% of calls handled against a target of 95%. Performance has started to improve in this area compared to last year’s average of 57% which is mainly due to the volume of calls being received in June being 4.5k calls compared to an average last year of 8k calls, however resourcing issues within the team continues to influence the performance.

What are we doing about it?

We are reviewing business processes including use of self-management guides, online Chat and telephone support, alongside staff resourcing.

A review of our contact centre arrangements across a number of our service areas, not just Digital Workforce Solutions is a key area of focus for 2021-22; a streamlining approach to assist in improving customer and end user experience. We are working with the Centre for Digital Public Services to support us with this programme of work.

6. Conclusion

NWSSP did not stand down any of our core services during 2020-21 and performance was maintained. We adapted quickly to the needs of the NHS in Wales being solution focused and dynamic in our response to new and additional asks from NHS bodies and the Welsh Government.

During 2021-22 we have committed to an ambitious but proportionate Annual Plan. We are implementing a number of Once for Wales projects over the next 12-24 months including Scan for Safety, Once for Wales Case Management System, and Medical Examiner service. We are also planning for the longer term with greener energy in fleet management, ethical supply chains and support to the foundational economy. Our primary goal however remains to be great on the basics and focus on continuous improvement in our core services and support the recovery of Health Boards and the implementation of their annual plans.

Appendix 1 – HD Performance for the rolling twelve-month period to 30th June 2021

HD High Level - KPIs June 2021	Target	30/09/2020	31/12/2020	31/03/2021	30/06/2021	Trend
Financial Information						
Direct Savings Notified - YTD	£58k	£58k	£155k	£155k	£58k	
Professional Influence Savings - YTD		£24.47m	£25.57m	£28.75m	£2.3m	
Employment Services						
Payroll services						
Payroll accuracy rate prior to Supp	99.6%	99.61%	99.52%	99.48%	99.70%	
Payroll accuracy rate post Supp	99.6%	99.81%	99.76%	99.74%	99.85%	
Organisation KPIs Recruitment						
% of vacancy creation to unconditional offer within 71 days	70.00%				85.10%	
Vacancy creation to unconditional offer	71				57.7	
% of vacancies approved within 10 working	70.00%				81.70%	
Time to Approve Vacancies	10	12.8	18.7	12.4	8.1	
% of vacancies shortlisted within 3 working	70.00%				80.60%	
Time to Shortlist by Managers	3	5.1	3.1	4.4	5.5	
% of interview outcomes notified within 3 working	90.00%				88.60%	
Time to notify Recruitment of Interview Outcome	3	2.4	1.4	1.6	1.9	
NWSSP KPIs Recruitment						
% of Vacancies advertised within 2 working of receipt	98.00%				100.00%	
Time to Place Adverts	2	1.9	2.0	1.9	1.8	
% of applications moved to shortlisting within 2 working of vacancy closing	99.00%				100.00%	
Time to Send Applications to Manager	2	1.0	1.0	1.0	1.0	
% of conditional offer letters sent within 4 working	98.00%				100.00%	
Time to send Conditional Offer Letter	4	3.0	3.8	3.8	3.7	
Calls Answered % Quarterly Average	95%	88.30%	88.90%	86.60%	96.00%	
Procurement Services						
Procurement savings - YTD		Target £0.423m Actual £1.358m	Target £0.526m Actual £1.698m	Target £1.084m Actual £2.723m	Target £1.048m Actual £1.072m	
Accounts Payable						
Invoices on Hold > 30		2,578	3,328	2,919	1,268	
% Invoices as being in dispute >30		64%	43%	45%	44%	
Invoice Turnaround within 4	80%			69.80%	76.00%	
PSPP Compliance non NHS - YTD	95%	93.4%	93.1%	93.9%	96.4%	
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 15% Actual 15%	Target 42% Actual 42%	Target 80% Actual 64%	Target 0% Actual 0%	
% of audit outputs in progress					20%	
Report turnaround management response to Draft report - YTD	80%	86%	88%	92%		
Report turnaround draft response-final- YTD	80%	100%	100%	100%		

Appendix 2 – All Wales Performance for the rolling twelve-month period to 30th June 2021

ALL WALES KPIs		30/09/2020	31/12/2020	31/03/2021	30/06/2021	Trend
Primary Care Services						
Prescription - Payment Month keying Accuracy rates	99%	99.61%	99.60%	99.64%	99.68%	
Prescriptions processed (Apr-Jan)	60.57m	27.31m	48.12m	62.19m		
Welsh Risk Pool						
Time from submission to consideration by the Learning Advisory Panel	95%				Not Available	
Time from consideration by the Learning Advisory Panel to presentation to the Welsh Risk Pool Committee	100%				Not Available	
Holding sufficient Learning Advisory Panel meetings	90%				100%	
Legal and risk						
Advice acknowledgement- 24hrs	90%	100%	100%	99%	97%	
Advice response – within 3 days	90%	100%	100%	100%	98%	
Student Awards						
% of NHS Bursary Applications processed within 20 days	100.00%				100%	
Student Awards % Calls Handled	95%				91.10%	
CTeS						
P1 incidents raised with the Central Team are responded to within 20 minutes	80%				100%	
BACS Service Point tickets received before 14.00 will be processed the same working day	92%				100%	
Digital Workforce						
DWS % Calls Handled	95%				67.30%	
SMTL						
% of incident reports sent to manufacturer within 50 days of receipt of form	Under Review				100%	
% delivery of audited reports on time (Commercial)	87%				99%	
% delivery of audited reports on time (NHS)	87%				Not Applicable	

Appendix 3 –
Health Org

Performance comparison 30th June 2021

KPIs June 2021	KFA	Target	SB	AB	BCU	C&V	CTM	HD	PHW	PTHB	VEL	WAST	HEIW	DHCW
HEALTH ORG KPIs														
Financial Information														

KPIs June 2021		KFA	Target	SB	AB	BCU	C&V	CTM	HD	PHW	PTHB	VEL	WAST	HEIW	DHCW
Direct Savings Notified - YTD	Value Money	for		£66k	£74k	£90k	£79k	£80k	£58k	£6k	£14k	£9k	£9k	N/A	N/A
Professional Savings- YTD	Influence Value Money	for	£110m	£11.4m	£5.4m	£2.9m	£3.7m	£1.2m	£2.3m	£0.1m	£0.2m	£0.2m	£0m	£0m	£0m
Employment Services															
Payroll services															
Payroll accuracy rate prior to Supp	Excellence		99.6%	99.55%	99.47%	99.59%	99.45%	99.40%	99.70%	99.28%	99.15%	99.03%	99.47%	99.80%	99.88%
Payroll accuracy rate post Supp	Excellence		99.6%	99.78%	99.73%	99.80%	99.73%	99.70%	99.85%	99.64%	99.58%	99.52%	99.73%	99.90%	99.94%
Organisation KPIs Recruitment															
Vacancy creation to unconditional offer	Excellence		71 days	75.7	70.9	65.6	76.4	74.5	57.7	54.1	54.7	51.3	63.7	95.3	42.1
Time to Approve Vacancies	Excellence		10 days	4.3	10.6	5.3	15.0	13.1	8.1	3.4	7.9	3.5	12.3	6.0	4.3
Time to Shortlist by Managers	Excellence		3 days	7.7	8.0	5.7	7.7	9.6	5.5	5.9	7.4	9.2	8.1	28.3	9.6
Time to notify Recruitment of Interview Outcome	Excellence		3 days	3.9	2.3	1.6	2.5	1.7	1.9	2.5	2.1	4.0	4.1	3.1	5.2
NWSSP KPIs Recruitment															
Time to Place Adverts	Excellence		2 days	1.6	1.8	1.7	1.7	1.7	1.8	1.5	1.5	1.5	1.8	1.5	1.7
Time to Send Applications to Manager	Excellence		2 days	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Time to send Conditional Offer Letter	Excellence		4 days	3.5	3.6	3.9	3.7	1.0	3.7	3.5	3.5	3.7	3.9	4.0	3.8
Calls Answered % Quarterly Average	Customers		95%	96%	96%	96%	96%	96%	96%	96%	96%	96%	96%	96%	96%
Procurement Services															
Procurement savings- YTD	Value Money	for		Target	Target	Target	Target	Target	Target	Target	Target	Target	Target	Target	Target
				£0.970m	£3.366m	£2.439m	£2.736m	£2.094m	£1.048m	£0.008m	£0.172m	£0.180m	£0.194	£0.00m	£0.00m
				Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual
			£1.016m	£2.947m	£2.314m	£2.408m	£0.807m	£1.072m	£0.007m	£0.155m	£0.212m	£0.005	£0.00m	£0.00m	
Accounts Payable															
Invoices on Hold > 30 days	Customers			3,111	2,944	3,097	7,216	3,655	1,268	624	746	1,202	196	14	4
% Invoices as being in dispute >30 days	Customers			44%	52%	41%	36%	35%	44%	28%	21%	53%	26%	79%	0%
Invoice Turnaround within 4 Days	Excellence		80%	61%	50%	58%	69%	50%	76%	23%	62%	46%	67%	18%	40%
Accounts Payable Call Handling %	Customers		95%	99.20%	99.20%	99.20%	99.20%	99.20%	99.20%	99.20%	99.20%	99.20%	99.20%	99.20%	99.20%

KPIs June 2021	KFA	Target	SB	AB	BCU	C&V	CTM	HD	PHW	PTHB	VEL	WAST	HEIW	DHCW
PSPP Compliance non NHS-YTD	Excellence	95%	95.8%	95.5%	95.40%	94.00%	92.70%	96.40%	95.60%	87.1%	95.9%	96.9%	99.3%	100.0%
Internal audit														
Audits reported % of planned audits - YTD	Excellence		Target	Target	Target	Target	Target	Target	Target	Target	Target	Target	Target	Target
			0%	0%	0%	0%	3%	0%	6%	0%	0%	0%	18%	0%
			Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual
			0%	0%	0%	0%	3%	0%	6%	0%	0%	0%	9%	0%
% of audit outputs in progress	Excellence		23%	29%	12%	23%	14%	20%	7%	15%	38%	29%	9%	23%
Report turnaround (15 days) management response to Draft report - YTD	Excellence	80%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Report turnaround (10 days) draft response-final- YTD	Excellence	80%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
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