



PWYLLGOR ADNODDAU CYNALIADWY SUSTAINABLE RESOURCES COMMITTEE

DYDDIAD Y CYFARFOD: DATE OF MEETING:	27 February 2024
TEITL YR ADRODDIAD: TITLE OF REPORT:	NHS Wales Shared Services Partnership (NWSSP) Performance Report Quarter 3 2023/24
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 (SRC) with summary performance data in respect of the services provided by NHS Wales Shared Services Partnership (NWSSP) for the quarter ended 31 December 2023 (Quarter 3 2023/24).

A review meeting to discuss mid-year performance was held in November 2023.

The SRC is requested to receive an assurance from the content of the NWSSP Performance Report for Quarter 3 2023/24 (Appendix 1).

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 NHS Trust on behalf of the seven Health Boards, the three Trusts and the two Special Health Authorities 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 Year 1 of the SSPC Integrated Medium Term Plan for 2023/24 the SSPC reviewed their key performance indicators (KPIs). A number of Lead indicators were identified for each division. There are 20 Lead indicators currently identified.

Full details of the performance against all Wales agreed KPIs for services provided to HDdUHB are attached with comparison data for the rolling twelve-month period to 31 December 2023.

HDdUHB Specific Key Performance Indicators

In summary, of the 20 Lead indicators for Quarter 3 the performance is as follows:

	Green	Amber	Red	Not available
Quarter 3 2023/24	19		1	
Quarter 2 2023/24	19		1	

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

Audit And Assurance – Internal Audit

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

- **Audits reported to agreed Audit Committee: Target Yes/No**

Performance: No

What is happening?

10 out of the targeted 12 Audits have been reported to Audit Committee as of December 2023. HDdUHB have 36% of agreed plan in progress and 39% of reports have been finalised so over 75% either in progress or complete as of December 2023. The team plans to complete all work by the May 2024 Audit Committee deadline.

What is NWSSP doing about it?

The reasons highlighted for the target to be missed was due to one audit taking longer to deliver internally and another which was delayed by the health org but has since been deferred. Heads of Internal Audit discuss any potential delays regularly with Health organisations.

Additional information has been provided by the Head of Internal Audit (HIA) as follows:

The delivery of the HDdUHB plan has been impacted by the challenging resource position for the Audit Team over the last eight months. This has been largely due to the departure of two members of staff during that period and the difficulty in recruiting staff of sufficient quality and experience to replace them. This issue has been highlighted to both management and the Audit and Risk Assurance Committee (ARAC). In recent months, this resourcing position has begun

to improve with some temporary staff recruitment and also, very recently, the offer of two permanent positions.

The delivery position is also reported in detail at each ARAC meeting which a section of the progress report highlighting the reports planned to be reported to each meeting and not delivered.

Changes to the Audit Plan

During the year the audit plan has remained flexible to meet the changing needs, risks and operational pressures faced by HDdUHB, and several changes were made to the plan in year that were approved at the October 2023 ARAC meeting. Whilst the changes made to the plan were appropriate to reflect the changing environment and risks, this did result in early audit work on some assignments, particularly around planning, being lost.

Delays at HDdUHB

Whilst noting that the Audit Team's resource challenges have impacted on delivery, it has however already been highlighted that over the last year the delivery of a small number of audits have been impacted by delays at HDdUHB.

Comments Relating to 31 March 2023 KPI Position

The Audit & Assurance Progress report presented to the April 2023 ARAC meeting highlighted that five audits were behind the planned committee schedule at that stage. The report also highlighted that delays with three of these were at least in part contributed to by HDdUHB.

Final year position for 2022/23 - All planned audits from the updated 2022/23 plan were finalised and reported for inclusion in the 2022/23 HIA Opinion and Annual Report. This included an audit added to the plan at a late stage.

Comments Relating to 30 September 2023 KPI Position

The Audit & Assurance Progress report to the August and October 2023 meetings of ARAC highlighted that delivery was behind by just two audits at each meeting and also noted that both the team's resources and HDdUHB had had an impact on this position. The October report described for the committee the changes required in year to the plan, which received approval.

Comments Relating to 30 December 2023 KPI Position

The Audit & Assurance Services Progress Report to the December 2023 ARAC meeting highlighted again that just two audits were behind schedule, one of which has involved a prolonged discussion and clearance process. A further change to the plan was also highlighted to the committee.

Year-End 2023/24

We are on track to deliver the 2023/24 plan in time for the production of the HIA Opinion and Annual Report. We are also undertaking further work round the KPI for reports to the planned ARAC as this KPI alone does not always accurately reflect the progress with the audit plan.

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 December 2023.

All indicators met the target.

Summary Assessment by NWSSP

The Quarter 3 performance for the organisation was excellent with 19 out of 20 KPIs showing as green. Further action will continue to be taken forward into 2023/24 to address the performance in areas of underperformance.

Argymhelliad / Recommendation

The SRC is requested to receive assurance from the content of the NWSSP Performance Report for Quarter 3 2023/24 Wales.

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
Galluogwyr Ansawdd: Enablers of Quality: Quality and Engagement Act (sharepoint.com)	Not Applicable
Parthau Ansawdd: Domains of Quality Quality and Engagement Act (sharepoint.com)	Not Applicable
Amcanion Strategol y BIP: UHB Strategic Objectives:	6. Sustainable use of resources

Amcanion Cynllunio Planning Objectives	Not Applicable
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022	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 December 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)	
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

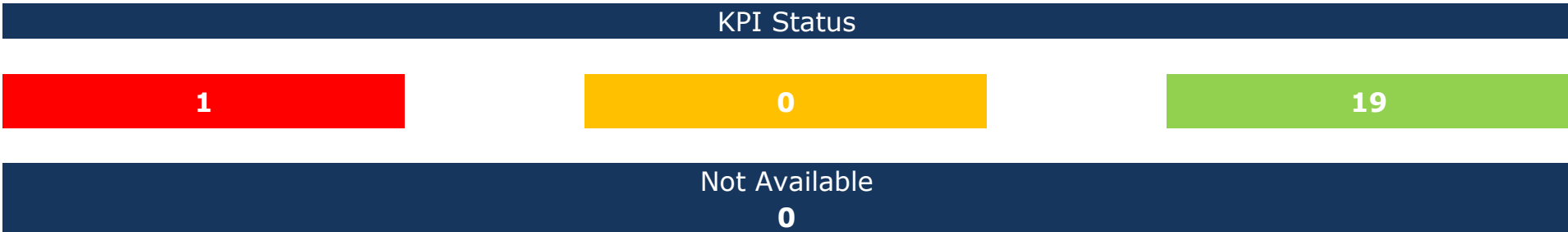
SUMMARY PERFORMANCE REPORT

HYWEL DDA UNIVERSITY HEALTH BOARD

Period 1st October 2023 – 31st December
2023

*Delivering Value,
Innovation and Excellence
through Partnership*

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 2023.

As part of the approval of our Year 1 of our IMTP for 2023-24, 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 20 Lead indicators in total.

The Quarter 3 performance for the organisation was excellent with 19 out of 20 KPIs showing as green.

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

A review meeting to discuss mid-year performance was held following the quarter 2 Health org performance reports in November 23.

Of the 1 KPIs that did not achieve the targets:

- 1 is a combination of both NWSSP and our customers processes.

In relation to recruitment performance NWSSP continue to work with the organisation to cleanse older records which continues to affect the overall time to hire performance.

Heads of Audit & Assurance continue to discuss potential delays directly with the Health organisation.

Professional Influence Benefits

The main financial benefits accruing from NWSSP relate to professional influence benefits derived from NWSSP working in partnership with Health Boards and Trusts. These benefits relate to savings and cost avoidance within the health organisations.

- **Legal Services** – Settled Claims savings, damages and cost savings.
- **Procurement Services** – Cost reduction, catalogue management etc. (Heads of Procurement discuss directly with Finance colleagues in the of Health Orgs)
- **Specialist Estates Services** – Property management/lease/rates negotiated reductions and Build for Wales framework savings.
- **Counter Fraud Services** – Financial Recoveries.
- **Accounts Payable** - statement reconciliation, priority supplier programme and the prevention of duplicate payments.

The indicative financial benefits arising in the period April – December 2023 for the organisation is £9.4M.

Service	YTD Benefit £m
Specialist Estates Services	0.16
Procurement Services	2.75
Legal & Risk Services	6.36
Accounts Payable**	0.10
Counter Fraud Services*	0.05
Total	9.4

- Counter Fraud services only contains April – September
- Accounts Payable only contains April - November

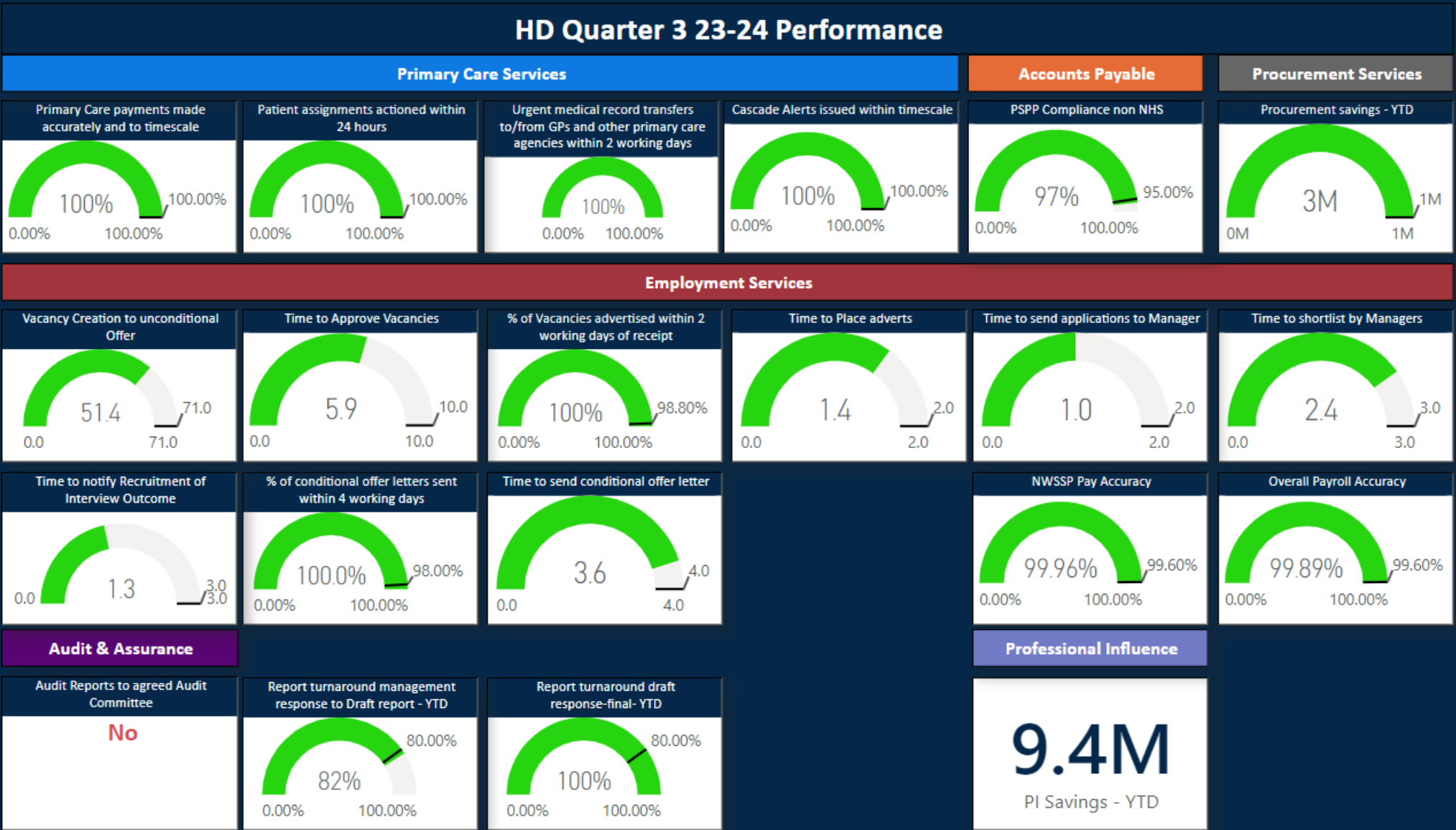
□ Explanation of Appendices

Appendix 1 to this report provides Quarter 3 performance for your Health Organisation against the Lead indicators with comparison data for the rolling twelve-month period to 31st December 2023.

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 2023.

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

Summary Position



Action Plan for Lead Indicators

There was one KPI showing as red for the in-month December position.

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Audit & Assurance

HD High Level - KPIs Dec 2023

	Target	31/03/2023	30/06/2023	30/09/2023	31/12/2023	Trend
Audits reported to agreed Audit Committee	Y/N	N	Y	N	N	
% of audit outputs in progress		17%	9%	20%	36%	

What is happening?
10 out of the targeted 12 Audits have been reported to Audit Committee as of December.
Hywel Dda have 36% of agreed plan in progress and 39% of reports have been finalised so over 75% either in progress or complete as of December. The team plans to complete all work by the May Audit Committee deadline.

What are we doing about it?
The reasons highlighted for the target to be missed was due to one audit taking longer to deliver internally and another which was delayed by the health org but has since been deferred.

Heads of Audit discuss any delays directly with the health orgs and are made aware of any revised timings.

Employment Services – Recruitment

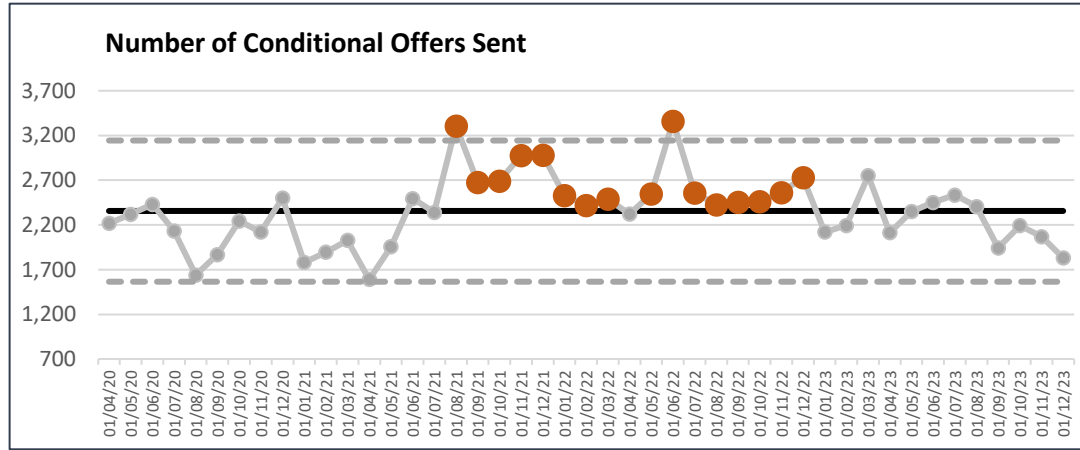
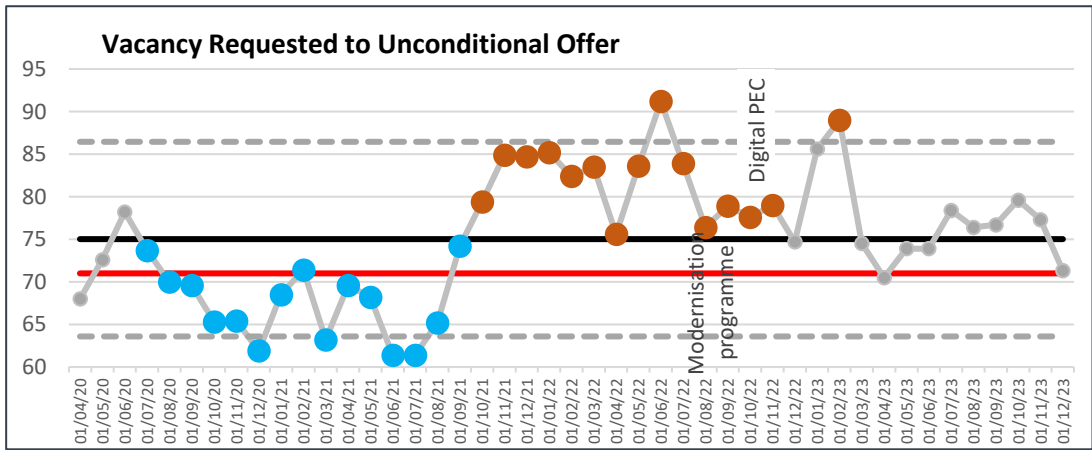
All Wales

What is happening?

The target of creation to unconditional offer within the 71 days has met the target with an average of 63.2days. 68.8% of the records were within the 71 days target. In broad terms the 71 days can be attributed to as follows:

Responsibility	Days
NWSSP	14
Organisation (Approval)	10
Recruiting Manager	33
Candidate/Occ Health (These can overlap)	14
	71

The charts below demonstrate that the increased activity seen with the number of Conditional offers sent has now stabilised and is now within normal variation and The peak seen in the vacancy requested to conditional offer average days in January/February 23 is where the processing of incomplete records started and had a negative affect on the average days reported.

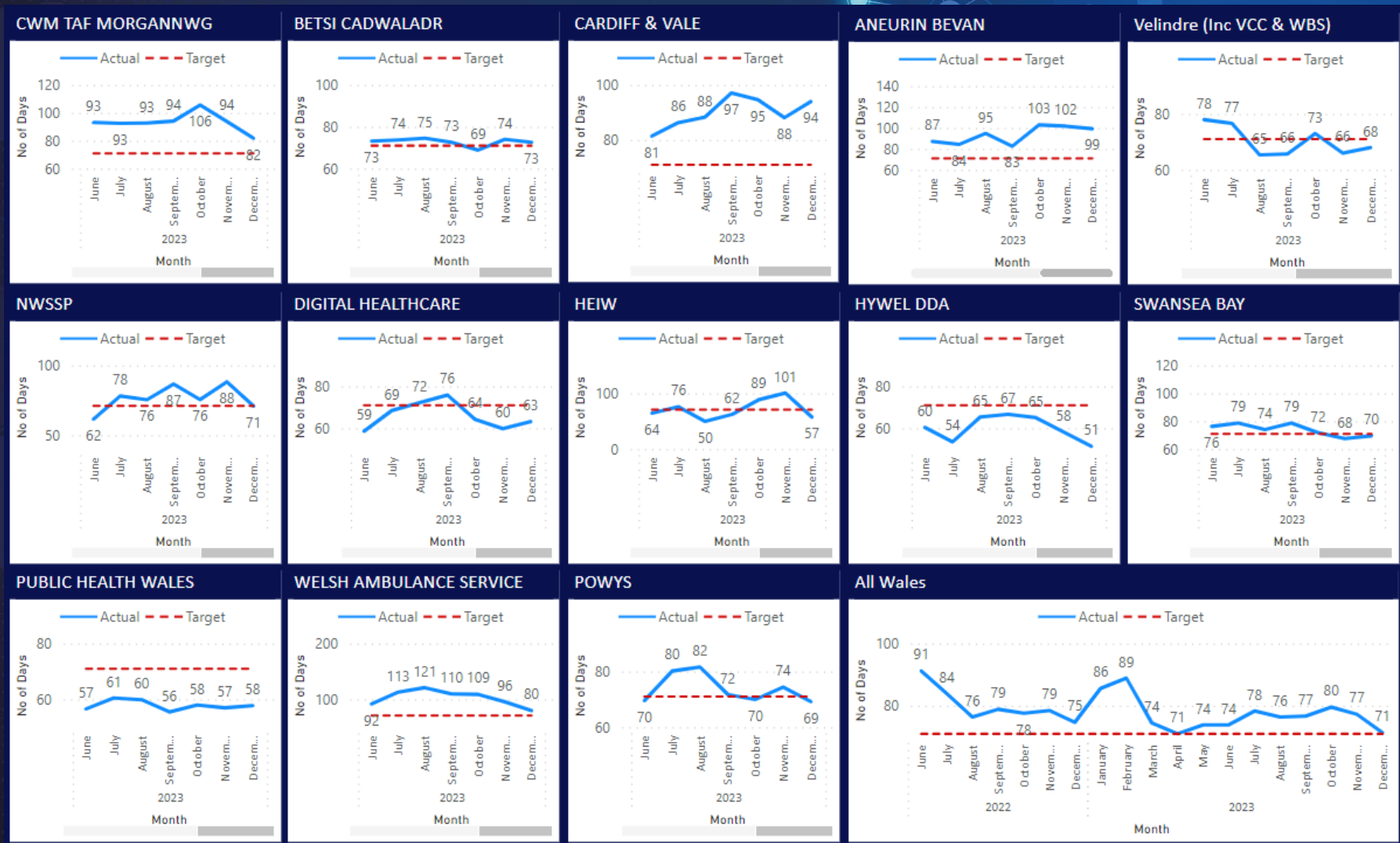


What are we doing about it?

The older records in the system have a detrimental impact on the Time to Hire, therefore organisations have been asked to look at these older records, which are shared via the Managers Update Report in order that they can be closed. This activity has been further supported via a commitment from the NWSSP Partnership Committee members for work to be completed on these older records as they skew the time to hire.

Employment Services – Recruitment

The Recruitment Modernisation Process changes were implemented for CTM in October 2022 and BCU in October 2022, with implementation for C&V, AB, Vel, VCC, WBS, NWSSP, DHCW and HEIW in October 2022. HD, SB, PHW, WAST and Powys went live in December 2022. The charts below show the Vacancy creation to unconditional offer for the individual organisations June – December 23.



Vacancy Creation to unconditional offer

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

HD High Level - KPIs Dec 2023		Target	31/03/2023	30/06/2023	30/09/2023	31/12/2023	Trend
Financial Information							
Professional Influence Savings - YTD			£14.316m	£2.309m	£3.740m	£9.418 m	
Employment Services Payroll services							
NWSSP Pay Accuracy	99.6%	99.98%	99.82%	99.97%	99.96%		
Overall Pay Accuracy	99.6%	99.88%	99.83%	99.90%	99.89%		
Organisation KPIs Recruitment							
% of vacancy creation to unconditional offer within 71 days		69.1%	83.2%	74.3%	89.0%		
Vacancy creation to unconditional offer	71	65.3	60.4	66.7	51.4		
% of vacancies approved within 10 working		97.4%	81.0%	89.5%	86.0%		
Time to Approve Vacancies	10	5.1	7.0	5.8	5.9		
% of vacancies shortlisted within 3 working		84.9%	85.9%	87.6%	80.0%		
Time to Shortlist by Managers	3	2.8	2.0	2.0	2.4		
% of interview outcomes notified within 3 working		85.1%	81.4%	85.9%	88.4%		
Time to notify Recruitment of Interview Outcome	3	3.0	1.8	1.8	1.3		
NWSSP KPIs Recruitment							
% of Vacancies advertised within 2 working of receipt	95.00%	100.0%	100.0%	100.0%	100.0%		
Time to Place Adverts	2	1.5	1.7	1.7	1.4		
% of applications moved to shortlisting within 2 working of vacancy closing		100.0%	100.0%	99.5%	100.0%		
Time to Send Applications to Manager	2	1.0	1.0	1.0	1.0		
% of conditional offer letters sent within 4 working	95.00%	98.0%	98.7%	99.1%	98.6%		
Time to send Conditional Offer Letter	4	3.6	3.8	3.9	3.6		
Procurement Services							
Procurement savings - YTD	£0.603m	Target £1.208m Actual £5.858m	Target £0.305m Actual	Target £0.603m Actual £0.917m	Target £1.011m Actual £2.749m		
Accounts Payable							
Invoices older than 30 days not disputed			1,373	1,214	1,081		
% Invoices on hold not disputed over 30 days			34%	33%	48%		
PSPP Compliance non NHS	95%	97.0%	95.2%	96.5%	96.5%		
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%		
Audit & Assurance							
Audits reported to agreed Audit Committee	Y/N	N	Y	N	N		
% of audit outputs in progress		17%	9%	20%	36%		
Report turnaround management response to Draft report - YTD	80%	82%	N/A	86%	82%		
Report turnaround draft response-final- YTD	80%	100%	N/A	100%	100%		

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

ALL WALES KPIs		31/03/2023	30/06/2023	30/09/2023	31/12/2023	Trend
Primary Care Services						
Prescription - Payment Month keying Accuracy rates	99%	99.73%	99.73%	99.74%	99.76%	
Prescriptions processed	49.49m	71.4m	70.0m	28.9m	50.7m	
Welsh Risk Pool						
Time from submission to consideration by the Learning Advisory Panel	95%	100%	100%	100%	100%	
Time from consideration by the Learning Advisory Panel to presentation to the Welsh Risk Pool Committee	100%	100%	100%	100%	100%	
Holding sufficient Learning Advisory Panel meetings	90%	100%	100%	100%	100%	
Legal and risk						
Advice acknowledgement- 24hrs	90%	100%	100%	100%	100%	
Advice response – within 3 days	90%	100%	100%	100%	100%	
Student Awards						
% of NHS Bursary Applications processed within 20 days	100%	100%	100%	100%	100%	
Student Awards % Calls Handled	95%	98.6%	96.5%	93.3%	98.2%	
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%	99%	100%	100%	100%	
Digital Workforce						
DWS % Calls Handled	85%	96.20%	98.67%	90.30%	95.80%	
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%	100%	100%	100%	100%	
% delivery of audited reports on time (NHS)	87%	NA	100%	100%	100%	
Pharmacy Technical Services						
Service Errors	<0.5%	0	4	0	0	
Medical Examiner						
Deaths Scrutinised	60%	100%	100%	100%	100%	
All Wales Laundry						
Orders dispatched meeting customer standing orders	85%	102%	93%	91%	90%	
Delivery's made within 2 hours of agreed delivery time	85%	100%	100%	100%	100%	
Microbiological contact failure points	85%	94%	100%	96%	94%	
Inappropriate items returned to the laundry including Clinical waste items	<5	0	0	0	0	

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Appendix 3 – Health Org Performance comparison 31st December 2023

KPIs Dec 2023	KFA	Target	SB	AB	BCU	C&V	CTM	HD	PHW	PTHB	VEL	WAST	HEIW	DHCW
HEALTH ORG KPIs Financial Information														
Professional Influence Savings- YTD	Our Value	£110m	£20.599 m	£37.945 m	£30.966 m	£10.011 m	£25.621 m	£9.418 m	£0.937 m	£1.759 m	£22.701 m	£3.193 m	£0.229 m	£0.200 m
Employment Services														
Payroll Services														
NWSSP Pay Accuracy	Our Services	99.6%	99.95%	99.98%	99.98%	99.91%	99.91%	99.96%	99.96%	100.00%	99.89%	99.98%	100.00%	99.92%
Overall Pay Accuracy	Our Services	99.6%	99.93%	99.84%	99.86%	99.74%	99.71%	99.89%	99.82%	99.69%	99.67%	99.84%	99.50%	99.75%
Calls Handling % Quarterly Average	Our Services	95%	98.1%											
Organisation KPIs Recruitment														
Vacancy creation to unconditional offer	Our Services	71 days	69.6	99.3	72.6	94.0	81.8	51.4	57.8	69.2	74.0	80.0	57.4	63.2
Time to Approve Vacancies	Our Services	10 days	7.4	14.4	7.6	14.6	19.5	5.9	2.9	7.2	1.0	9.6	5.3	0.9
Time to Shortlist by Managers	Our Services	3 days	6.7	6.0	5.9	8.1	7.1	2.4	4.6	6.6	9.0	8.1	4.7	16.0
Time to notify Recruitment of Interview Outcome	Our Services	3 days	4.6	4.3	2.3	3.5	2.3	1.3	2.3	1.7	4.7	2.4	2.2	2.2
NWSSP KPIs Recruitment														
Time to Place Adverts	Our Services	2 days	1.6	1.8	1.8	1.8	1.8	1.4	1.6	1.8	1.8	1.5	1.6	1.9
Time to Send Applications to Manager	Our Services	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	Our Services	4 days	3.8	3.6	3.7	3.2	3.8	3.6	3.8	3.6	3.7	3.8	3.6	3.5
Calls Handling % Quarterly Average	Our Services	95%	99.3%											
Procurement Services														
Procurement savings- YTD	Our Value		Target £1.188m Actual £3.655m	Target £2.042m Actual £4.285m	Target £2.029m Actual £3.957m	Target £3.256m Actual £5.458m	Target £1.550m Actual £3.626m	Target £1.011m Actual £2.749m	Target £0.360m Actual £0.072m	Target £0.315m Actual £0.788m	Target £0.114m Actual £0.126m	Target £0.018m Actual £0.159m	Target £0.016m Actual £0.119m	Target £0.000m Actual £0.007m
Accounts Payable														
Invoices older than 30 days not disputed	Our Services		3,255	2,267	1,541	2,448	3,068	1,081	1,116	246	535	201	92	61
% Invoices on hold not disputed over 30 days	Our Services		54%	43%	30%	47%	61%	48%	74%	36%	38%	52%	78%	77%
Call Handling % - Quarterly Average	Our Services	95%	99.5%											
PSPP Compliance non NHS	Our Services	95%	96.2%	97.2%	94.3%	97.4%	97.5%	96.5%	96.8%	93%	97.5%	96.2%	95.7%	97.3%
Audit & Assurance														
Audits reported to Agreed Audit Committee	Our Services	Y/N	Y	Y	Y	N	Y	N	Y	N	Y	N	Y	Y
% of audit outputs in progress	Our Services		32%	42%	25%	24%	26%	36%	17%	21%	29%	28%	25%	31%
Report turnaround (15 days) management response to Draft report - YTD	Our Services	80%	78%	71%	86%	54%	56%	82%	N/A	83%	20%	50%	75%	100%
Report turnaround (10 days) draft response-final- YTD	Our Services	80%	100%	100%	100%	100%	100%	100%	N/A	100%	100%	100%	100%	100%
Primary Care Services														
Primary Care payments made accurately and to timescale	Our Services	100%	100%	100%	100%	100%	100%	100%	N/A	100%	N/A	N/A	N/A	N/A
Patient assignments actioned within 24 hours	Our Services	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	Our Services	100%	100%	100%	100%	100%	100%	100%	N/A	100%	N/A	N/A	N/A	N/A
Cascade Alerts Issued within timescale	Our Services	100%	100%	100%	100%	100%	100%	100%	N/A	100%	N/A	N/A	N/A	N/A



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