



PWYLLGOR ADNODDAU CYNALIADWY SUSTAINABLE RESOURCES COMMITTEE

DYDDIAD Y CYFARFOD: DATE OF MEETING:	29 August 2023
TEITL YR ADRODDIAD: TITLE OF REPORT:	NHS Wales Shared Services Partnership (NWSSP) Performance Report Quarter 1 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 with summary performance data in respect of the services provided by NHS Wales Shared Services Partnership (NWSSP) for the quarter ended 30 June 2023 (Quarter 1 2023/24).

Following concerns raised by the Director of Finance as to whether the bar for green is set too low in areas of high transaction and whether accuracy could be improved by using technology as the focus for transformation, NWSSP has committed to refreshing its KPIs during 2023/24. This is work in progress and will be discussed with the Partnership Committee.

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

The Sustainable Resources Committee is requested to receive an assurance from the content of the NWSSP Performance Report for Quarter 1 2023/24.

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 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 (Appendix 1) with comparison data for the rolling twelve-month period to 30 June 2023.

HDdUHB Specific Key Performance Indicators

In summary, of the 20 Lead indicators for Quarter 1 the performance is as follows:

	Green	Amber	Red	Not available
Quarter 1 2023/24	18			2

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 30 June 2023.

All indicators met the target.

Summary Assessment by NWSSP

The Quarter 1 performance for the organisation was excellent with 18 out of 18 KPIs showing as green. Two of the Audit & Assurance measures are not available as no Audits have been progressed to a reporting stage with June being the first month.

Recruitment activity continues to be higher than pre-COVID-19 levels. Demand continues to be unpredictable month on month, but this is being addressed through the Modernisation Programme with Directors of Workforce and OD. NWSSP continue to cleanse older records and there was an additional issue in mid-June 2023 where the recruitment system needed to be taken offline due to a third party supplier (TRAC) software issue.

Argymhelliad / Recommendation

The Sustainable Resources Committee is requested to receive assurance from the content of the NWSSP Performance Report for Quarter 1 2023/24.

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 30 June 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 April 2023 – 30th June 2023

*Delivering Value,
Innovation and Excellence
through Partnership*

Overview

KPI Status

0

0

18

Not Available
2

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 30th June 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 1 performance for the organisation was excellent with 18 out of 18 KPIs showing as green.

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

Two of the Audit & Assurance measures are not available as no Audits have been progressed to a reporting stage with June being the first month.

Recruitment activity continues to be higher than pre-COVID levels. Demand continues to be unpredictable month on month, but this is being addressed through our Modernisation Programme with Directors Workforce and OD.

NWSSP continue to cleanse older records and there was an additional issue in mid June where the recruitment system needed to be taken off line due to a third party supplier (TRAC) software issue.

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 – June 2023 for the organisation is £2.3M.

□ Explanation of Appendices

Appendix 1 to this report provides Quarter 1 performance for your Health Organisation against the 22 Lead indicators with comparison data for the rolling twelve-month period to 30th June 2023. Some indicators are new and only reported from April 2022.

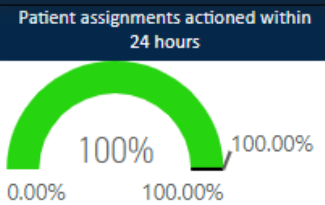
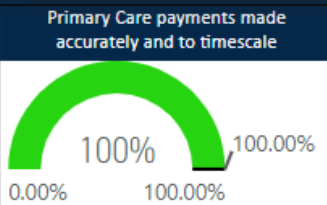
Appendix 2 provides Quarter 1 performance against All Wales KPIs which cannot be attributed to a specific health org but report an All-Wales position with comparison data for the rolling twelve-month period to 30th June 2023. Some indicators are new and only reported from April 2022.

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

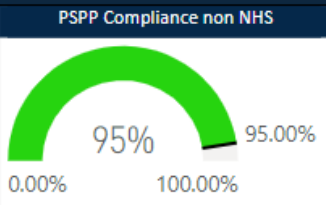
Summary Position

HD Quarter 1 23-24 Performance

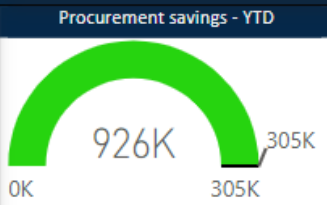
Primary Care Services



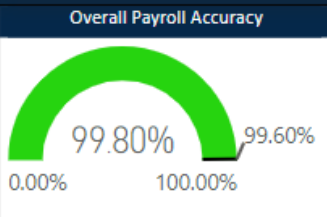
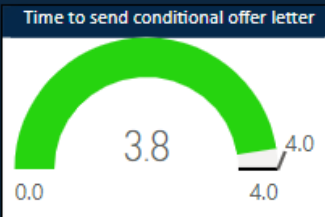
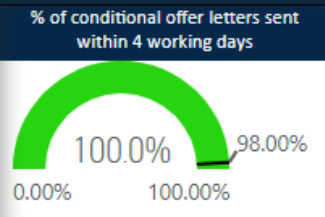
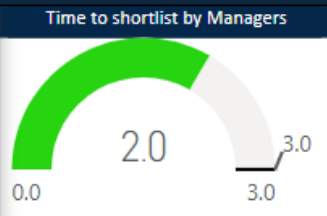
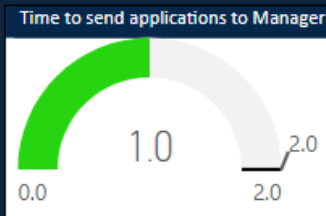
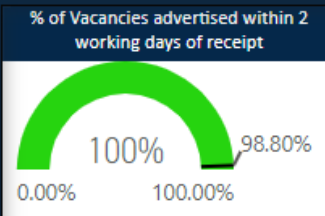
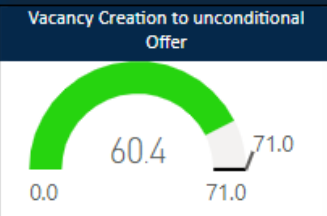
Accounts Payable



Procurement Services



Employment Services



Audit & Assurance



Professional Influence



Action Plan for Lead Indicators

There was no KPI showing as red for the in-month June position.

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through Partnership*

Other areas where action is planned

*Delivering Value,
Innovation and Excellence
through Partnership*

Employment Services – Recruitment

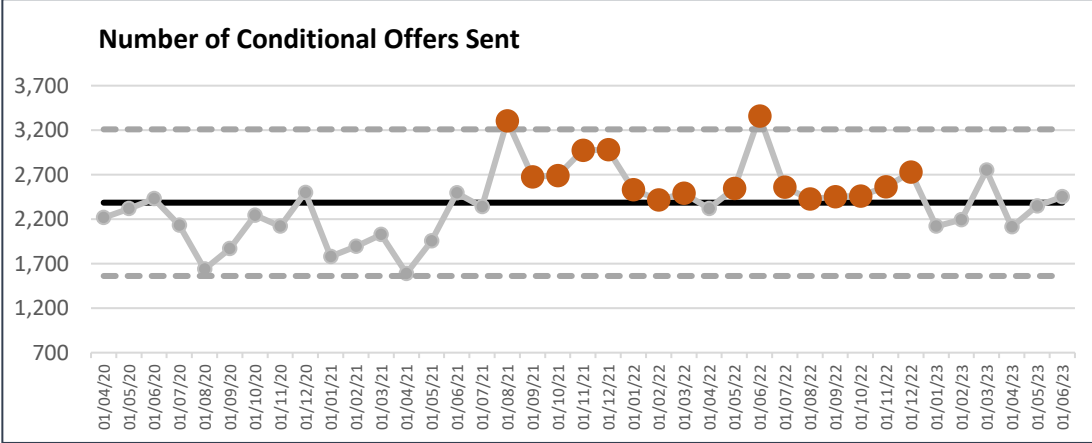
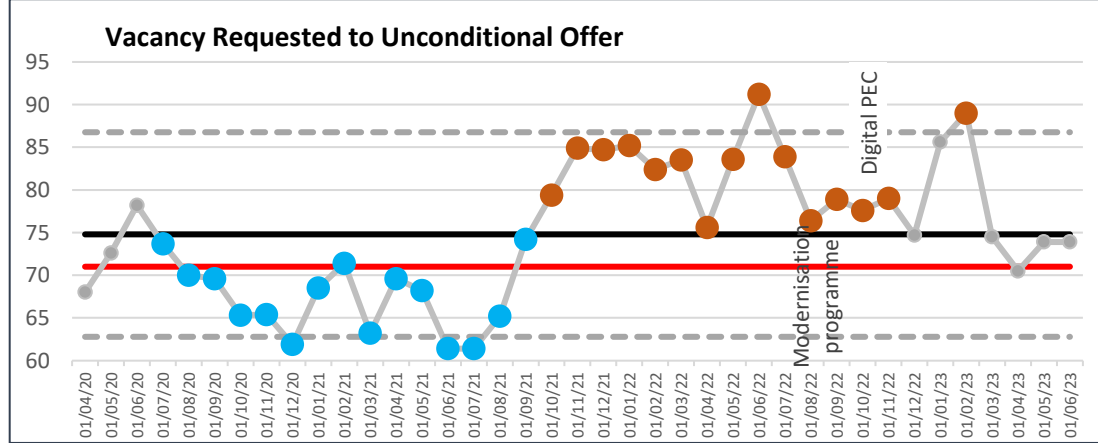
All Wales

What is happening?

The target of creation to unconditional offer within the 71 days has been missed with an average of 74 days which is a slight improvement on the previously reported position in March 23. The All Wales 71 day target was achieved in April 23 with 7 of the 13 health orgs taking less than the 71 day 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?

During June there has been more work on processing incomplete records, this is a pro active task however, when records are processed over the 71 day target this does affect the average days. During June the recruitment software provider TRAC experienced issues when undertaking a cloud migration exercise. This led to the recruitment system being taken off line which has since been restored, the Recruitment team are completing a lessons learnt report for future Business Continuity purposes.

Employment Services – Recruitment

The Recruitment Modernisation Process changes were implemented for CTM in August 2022 and BCU in September 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 December – June 23.



Vacancy Creation to unconditional offer

Appendix 1 – Performance for the rolling twelve-month period to 30th June 2023

HD High Level - KPIs June 2023		Target	30/09/2022	31/12/2022	31/03/2023	30/06/2023	Trend
Financial Information							
Professional Influence Savings - YTD			£4.946m	£11.451m	£14.316m	£2.309m	
Employment Services							
Payroll services							
NWSSP Pay Accuracy	99.6%		100.0%	100.0%	100.0%	99.8%	<div></div>
Overall Pay Accuracy	99.6%		99.8%	99.9%	99.9%	99.8%	<div></div>
Organisation KPIs Recruitment							
% of vacancy creation to unconditional offer within 71 days			67.5%	45.1%	69.1%	83.2%	<div></div>
Vacancy creation to unconditional offer	71		71.0	71.0	65.3	60.4	<div></div>
% of vacancies approved within 10 working			76.4%	91.1%	97.4%	81.0%	<div></div>
Time to Approve Vacancies	10		7.4	5.7	5.1	7.0	<div></div>
% of vacancies shortlisted within 3 working			80.7%	81.7%	84.9%	85.9%	<div></div>
Time to Shortlist by Managers	3		2.7	3.0	2.8	2.0	<div></div>
% of interview outcomes notified within 3 working			82.5%	85.0%	85.1%	81.4%	<div></div>
Time to notify Recruitment of Interview Outcome	3		1.7	2.5	3.0	1.8	<div></div>
NWSSP KPIs Recruitment							
% of Vacancies advertised within 2 working of receipt	98.00%		100.0%	100.0%	100.0%	100.0%	<div></div>
Time to Place Adverts	2		1.7	1.6	1.5	1.7	<div></div>
% of applications moved to shortlisting within 2 working of vacancy closing			100.0%	99.6%	100.0%	100.0%	<div></div>
Time to Send Applications to Manager	2		1.0	1.0	1.0	1.0	<div></div>
% of conditional offer letters sent within 4 working	98.00%		87.5%	96.9%	98.0%	98.7%	<div></div>
Time to send Conditional Offer Letter	4		4.0	3.6	3.6	3.8	<div></div>
Procurement Services							
Procurement savings - YTD			Target £0.884m Actual £2.169m	Target £1.037m Actual £4.012m	Target £1.208m Actual £5.858m	Target £0.305m Actual £0.926m	
Accounts Payable							
Invoices Older than 30 days not disputed						1,373	
% Invoices on hold not disputed over 30 days						34%	
PSPP Compliance non NHS	95%		93.6%	93.6%	97.0%	95.2%	<div></div>
Primary Care Services							
Primary Care payments made accurately and to timescale	100%		100%	100%	100%	100%	<div></div>
Patient assignments actioned within 24 hours	100%		100%	100%	100%	100%	<div></div>
Urgent medical record transfers to/from GPs and other primary care agencies within 2 working	100%		100%	100%	100%	100%	<div></div>
Cascade Alerts issued within timescale	100%		100%	100%	100%	100%	<div></div>
Internal audit							
Audits reported to agreed Audit Committee	Y/N		Y	N	N	Y	
% of audit outputs in progress			18%	28%	17%	9%	
Report turnaround management response to Draft report - YTD	80%		80%	94%	82%	N/A	<div></div>
Report turnaround draft response-final- YTD	80%		100%	100%	100%	N/A	<div></div>

Appendix 2 – All Wales Performance for the rolling twelve-month period to 30th June 2023

ALL WALES KPIs		30/09/2022	31/12/2022	31/03/2023	30/06/2023	Trend	
Primary Care Services							
Prescription - Payment Month keying Accuracy rates	99%	99.79%	99.72%	99.73%	99.73%		
Prescriptions processed (Apr)	6.88m	6.88m	42.13m	71.42m	7.48m		
Customer Service Excellence					Achieved		
Welsh Risk Pool							
Time from submission to consideration by the Learning Advisory Panel	95%	100.0%	100.0%	100.0%	100.0%		
Time from consideration by the Learning Advisory Panel to presentation to the Welsh Risk Pool Committee	100%	100.0%	100.0%	100.0%	100.0%		
Holding sufficient Learning Advisory Panel meetings	90%	100.0%	100.0%	100.0%	100.0%		
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 10 days	100%	100%	100%	100%	100%		
Student Awards % Calls Handled	95%	93.9%	95.6%	98.6%	96.5%		
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%	99%	100%		
Digital Workforce							
DWS % Calls Handled	70%	73.70%	96.20%	96.20%	98.67%		
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	NA	NA	100%		
Pharmacy Technical Services							
Service Errors	<0.5%	0%	0%	0%	0%		
Medical Examiner							
Deaths Scrutinised	60%	100%	100%	100%	100%		
Never Events	0				0		
All Wales Laundry							
Orders dispatched meeting customer standing orders	85%	99%	110%	102%	93%		
Delivery's made within 2 hours of agreed delivery time	85%	100%	100%	100%	100%		
Microbiological contact failure points	85%	96%	95%	94%	100%		
Inappropriate items returned to the laundry including Clinical Waste items	<5	0	0	0	0		

16/1

Appendix 3 – Health Org Performance comparison 30th June 2023

KPIs Jun 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	Value for Money	£110m	£8.910m	£10.405m	£15.337m	£4.600m	£2.639m	£2.309m	£0.107m	£0.606m	£0.308m	£0.376m	£0.024m	£0.054m
Employment Services														
Payroll Services														
NWSSP Pay Accuracy	Excellence	99.6%	100.0%	100.0%	99.9%	99.9%	99.9%	99.8%	100.0%	99.9%	99.8%	99.9%	100.0%	99.9%
Overall Pay Accuracy	Excellence	99.6%	99.8%	99.8%	99.8%	99.7%	99.7%	99.8%	99.8%	99.8%	99.7%	99.8%	99.71%	99.9%
Calls Handling % Quarterly Average	Customers	95%	98.0%											
Organisation KPIs Recruitment														
Vacancy creation to unconditional offer	Excellence	71 days	76.3	87.2	73.2	81.4	93.1	60.4	56.6	69.6	58.7	91.8	64.4	58.6
Time to Approve Vacancies	Excellence	10 days	11.6	9.5	3.2	14.3	24.2	7.0	4.7	14.9	3.4	10.8	3.9	0.7
Time to Shortlist by Managers	Excellence	3 days	11.0	10.9	6.8	8.8	6.8	2.0	12.3	10.9	7.6	8.7	4.5	6.1
Time to notify Recruitment of Interview Outcome	Excellence	3 days	4.5	3.5	3.3	4.9	3.4	1.8	3.4	4.8	3.7	8.8	2.8	1.6
NWSSP KPIs Recruitment														
Time to Place Adverts	Excellence	2 days	1.7	1.6	1.6	1.5	1.8	1.7	1.7	1.7	0.7	1.3	1.2	1.4
Time to Send Applications to Manager	Excellence	2 days	1.2	1.1	1.0	1.1	1.1	1.0	1.0	1.3	1.0	1.0	0.2	1.1
Time to send Conditional Offer Letter	Excellence	4 days	3.1	3.7	3.5	3.3	3.6	3.8	3.8	2.9	3.7	3.9	3.3	2.4
Calls Handling % Quarterly Average	Customers	95%	98.8%											
Procurement Services														
Procurement savings- YTD	Value for Money		Target £0.412m Actual £1.265m	Target £0.298m Actual £1.113m	Target £2.509m Actual £1.289m	Target £3,034m Actual £4,067m	Target £0.796m Actual £1.175m	Target £0.305m Actual £0.926m	Target £0.003m Actual £0.003m	Target £0.001m Actual £0.114m	Target £0.084m Actual £0.139m	Target £0.004m Actual £0.031m	Target £0.001m Actual £0.024m	Target £0.000m Actual £0.000m
Accounts Payable														
Savings and Successes	Value for Money		£1,254,153											
Invoices Older than 30 days not disputed	Customers		3,275	2,337	2,238	2,446	3,757	1,373	1,080	211	347	322	59	30
% Invoices on hold not disputed over 30 days	Customers		41%	31%	24%	30%	43%	34%	54%	19%	12%	30%	12%	11%
Call Handling % - Quarterly Average	Customers	95%	99.4%											
PSPP Compliance non NHS	Excellence	95%	95.8%	97.6%	96.1%	97.4%	97.3%	95.2%	96.9%	93.4%	97.9%	96.3%	97.1%	98.8%
Audit & Assurance														
Audits reported to agreed Audit Committee	Excellence	Y/N	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
% of audit outputs in progress	Excellence		0%	28%	47%	18%	11%	9%	0%	16%	25%	20%	25%	29%
Report turnaround (15 days) management response to Draft report - YTD	Excellence	80%	N/A	N/A	100%	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	100%	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



*Delivering Value,
Innovation and Excellence
through Partnership*