



PWYLLGOR ADNODDAU CYNALIADWY SUSTAINABLE RESOURCES COMMITTEE

DYDDIAD Y CYFARFOD: DATE OF MEETING:	21 December 2021
TEITL YR ADRODDIAD: TITLE OF REPORT:	NHS Wales Shared Services Partnership (NWSSP) Performance Report Quarter 2 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 September 2021 (Quarter 2 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 21 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 September 2021. Some indicators are new and only reported from April 2021.

HDdUHB Specific Key Performance Indicators

In summary, of the 21 Lead Indicators for Quarter 2 the performance is as follows:

	Green	Amber	Red
Quarter 2 2021/22	12	6	3

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

Employment Services – Recruitment (NWSSP)

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

- **% of vacancies advertised within 2 working days of receipt: Target 98%**
Performance 13.1%
- **% of conditional offers sent within 4 working days: Target 98%**
Performance 14.1%
- **Calls answered % quarterly average: Target 95%**
Performance 91.8%

What is happening?

- 13% of vacancies were advertised within the 2 working day target, taking on average 2.7 days.
- 14% of conditional offer letter were sent within the 4 working day target, taking on average 5 days.

Whilst compliance with KPI targets is low, working days to place adverts and issue offer letters has been prioritised to ensure the times remain as close to agreed KPIs as possible, for example, the advertisement target is 2 working days; September 2021 time to process was 2.7 working days, and the offer letters target is 4 working days; September 2021 time to process was 5 working days.

What are NWSSP doing about it?

The division is communicating on a regular basis with organisations to agree priorities and discuss pressures. Health organisations are not able to share plans for recruitment for the whole organisation which impacts on the ability for the recruitment service to plan and resource future demand levels.

Temporary additional resource is currently being trained and further recruitment resource is being recruited to. Overtime and bank hours are being reviewed by the team and some organisations are supporting NWSSP whilst a more medium-term resource level is identified and recruited.

Workforce and Organisational Development (OD) responsiveness workshops have been held with all organisations and were completed on the 20th October 2021. An action plan is under development to discuss and agree changes with organisations. An internal process review is underway to identify opportunities to remove waste and re-work how NWSSP do things. Increased use of automation using robotics has been expedited and will commence with the issuing of Contracts and Personal Files, which will be available during Quarter 3.

Employment Services – Recruitment (HDdUHB)

Performance, driven by HDdUHB, shows the organisation being non-compliant with the following KPI:

- **% of vacancy creation to unconditional offer within 71 days: Target 70%**
Performance 59.2%
- **% of vacancies shortlisted within 3 working days: Target 70%**
Performance 60%
- **% of interview outcomes notified within 3 working days: Target 90%**
Performance 76.9%

What is happening?

- 59% of records are meeting the target of creation to unconditional offer within the targeted 71 days, with an average of 66 days.
- 60% of records are shortlisted within the 3 working day target, taking on average 3.5 days.
- 77% of records have the interview outcomes notified within the target of 3 days, with an average of 2.6 days.

What are NWSSP doing about it?

The actions being taken by NWSSP are outlined in the section above.

NWSSP has faced significant pressure during Quarter 2 in the linked areas of call handling and recruitment, which has been driven by an increase in activity by all health boards to recruit more staff as they enter the Winter period and implement sustainable recovery plans.

Accounts Payable

- **Invoice Turnaround within 4 days: Target 80%**
Performance 57.5%

What is happening?

Invoice turnaround within 4 days has decreased to 58% in September 2021 against a target of 80%. The decrease in performance can be attributed to Oracle performance issues and delays in recruiting additional resource. However, this has been offset by the use of over time to bring the Optical Character Recognition (OCR) queues down to a more manageable level.

What are NWSSP doing about it?

It is expected that performance will improve in the next two months providing there are no residual issues with the planned Oracle upgrade, which was undertaken over the weekend of 15th October 2021.

- **Public Sector Payment Performance (PSPP) Compliance non NHS: Target 95%**
Performance 94.6%

What is happening?

Non-NHS PSPP for the year-to-date September 2021 is 94.6%, which is a deterioration on the June 2021 position and slightly missing the target of 95%.

What are NWSSP doing about it?

It is anticipated that the 95% will be achieved by year end and there is a Finance Academy All Wales Purchase to Pay (P2P) Forum planned for November/December 2021, at which PSPP Initiatives are progressed. This Forum has not met for several months.

Audit & Assurance

- **Audit reported % of planned audits: Target 43%**
Performance 34%

What is happening?

Performance in September 2021 was 34% of audits reported against a target of 43%.

What are NWSSP doing about it?

There are currently 13% of audit outputs in progress, which will be progressed to the draft/final report stage over the next few months. Heads of Internal Audit regularly discuss these delays with health boards. NWSSP are aware of the pressures and competing priorities in health boards and therefore, the key focus is on ensuring that reports are submitted to the following Audit Committee to ensure that effective action can be taken.

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

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

- **Student Awards - % of Calls Handled: Target 95%**
Performance 93%

What is happening?

Performance in September 2021 was 93% of calls handled against a target of 95%.

What are NWSSP doing about it?

Whilst performance on call handling has remained consistent, and close to the target, due to an increase in bursary applications, changing complexities in the application requirements and the continued impact of COVID-19, delays have resulted in progressing the applications in a prompt manner. NWSSP have been communicating with bursary students and Higher Education Institutions regarding the delays in processing applications and have been prioritising students where applicable.

Additionally, working with colleagues at Health Education and Improvement Wales (HEIW) and Higher Education institutions across Wales, NWSSP have implemented arrangements to release an advance payment to cover bursary students for a few weeks. NWSSP have recruited additional staff to assist with the backlog, and it is anticipated that this will be reduced shortly.

There is also on-going work to identify further KPIs for Student Award Services (SAS) in line with the Integrated Medium Term Plan (IMTP) 2022-25 planning cycle.

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

Performance 66%

What is happening?

Performance in September was 66% of calls handled, against a target of 95%.

What are NWSSP doing about it?

NWSSP are reviewing business processes including the use of self-management guides, online chat and telephone support, and staff resourcing. The initial recommendations from this review are due to be completed by December 2021 and will be adopted once approved.

The internal recruitment activity for the Digital Workforce Solutions team has been completed and staff commenced in October 2021, which will increase capacity within the team going forward. The additional recruitment activity across NHS Wales impacts this team in terms of requirements to release ESR (Electronic Staff Record) passwords/logins.

Summary Assessment by NWSSP

As stipulated above, NWSSP is working closely with Directors of Workforce and OD to agree key priorities associated with the increased volumes experienced in recruitment in the past quarter.

NWSSP will be reviewing its KPI dashboard as part of the 2022-2025 IMTP work with the SSPC, and welcomes suggestions or feedback from health organisations.

Argymhelliad / Recommendation

The Sustainable Resources Committee is requested to receive an assurance from the content of the NWSSP Performance Report for Quarter 2 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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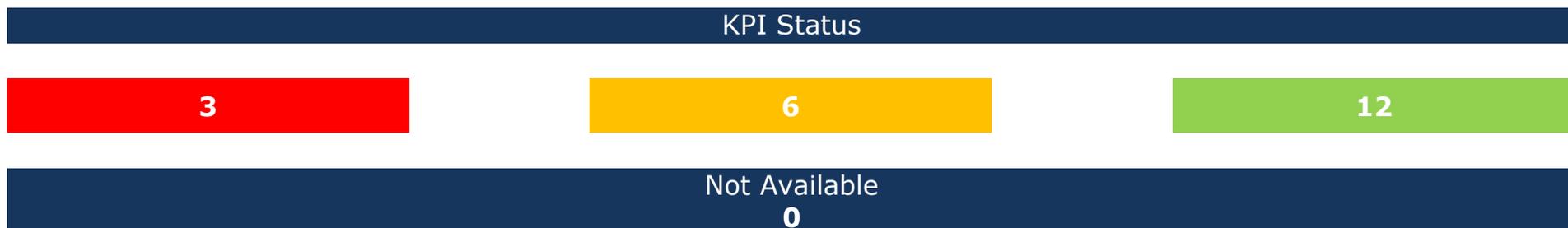
Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	Summary performance data in respect of the services provided by NHS Wales Shared Services Partnership (NWSSP) for the quarter ended 30 th September 2021.
Rhestr Termiau: Glossary of Terms:	Explanation of terms is included 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 July 2021 – 30th September 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 September 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 21 Lead indicators in total.

Appendix 1 to this report provides Quarter 2 performance for your Health Organisation against the 21 Lead indicators with comparison data for the rolling twelve-month period to 30th September 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 September 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 September 2021.

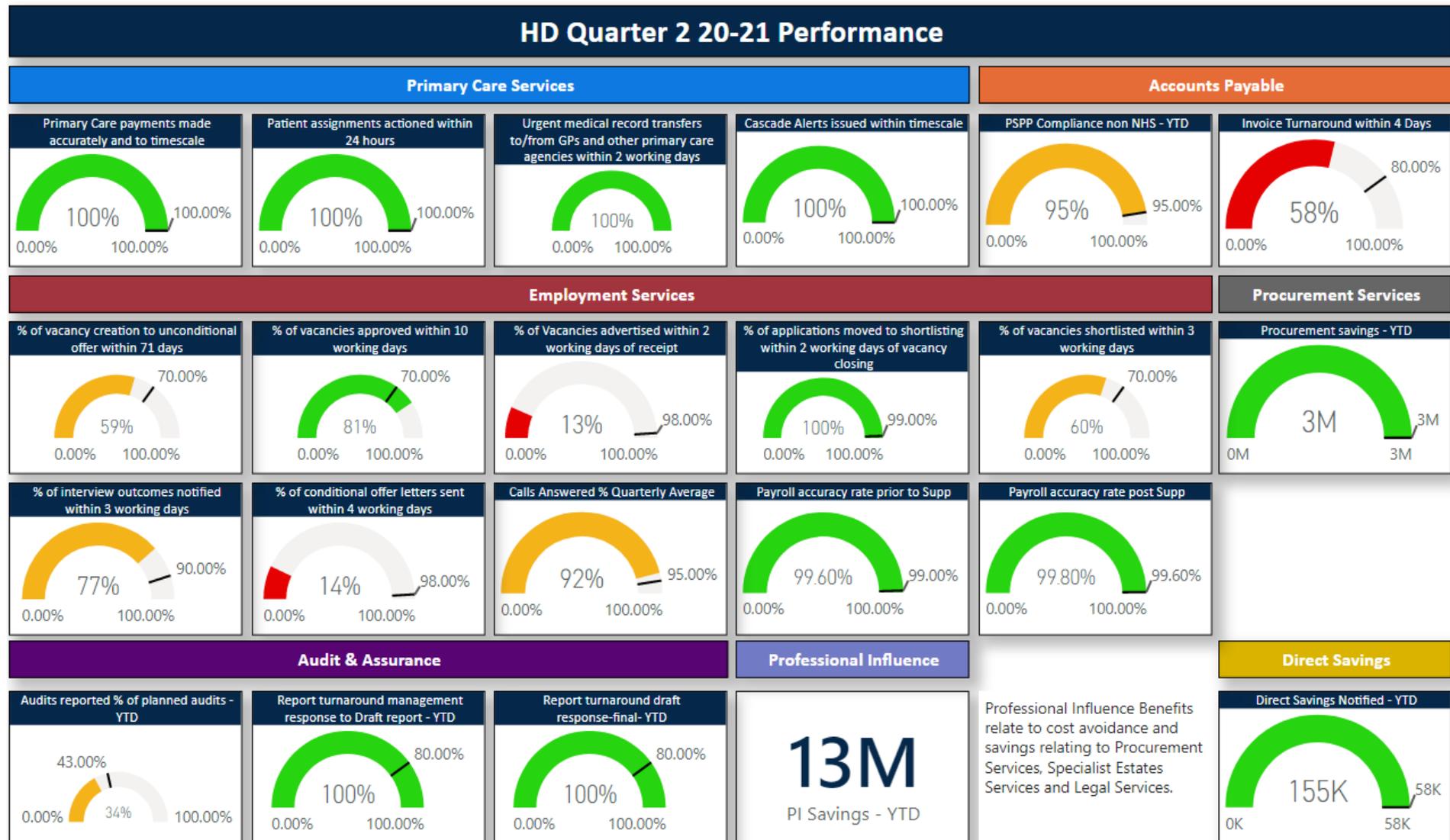
The Quarter 2 performance for the organisation was generally on target with 12 out of 21 KPIs showing as green. Action is in hand to further investigate and address the performance in the other nine areas further along in this report. We are also on track to deliver the agreed direct savings. However, we have faced significant pressure during Qtr 2 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 as you enter the Winter period and implement sustainable recovery plans.

Of the 9 KPIs that did not achieve the targets

- 2 are not in complete control of NWSSP and are dependent on our customers.
- 4 are a combination of both NWSSP and our customers processes.
- 3 are the responsibility of NWSSP solely.

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:

Employment Services – Recruitment

HD High Level - KPIs Sept 2021	Target	31/12/2020	31/03/2021	30/06/2021	30/09/2021	Trend
Employment Services						
<i>NWSSP KPIs Recruitment</i>						
% of Vacancies advertised within 2 working of receipt	98.00%			100.00%	13.1%	
Time to Place Adverts	2	2.0	1.9	1.8	2.7	
% of conditional offer letters sent within 4 working	98.00%			100.00%	14.1%	
Time to send Conditional Offer Letter	4	3.8	3.8	3.7	5.0	

What is happening?

13% of vacancies were advertised within the 2 working day target taking on average 2.7 days.

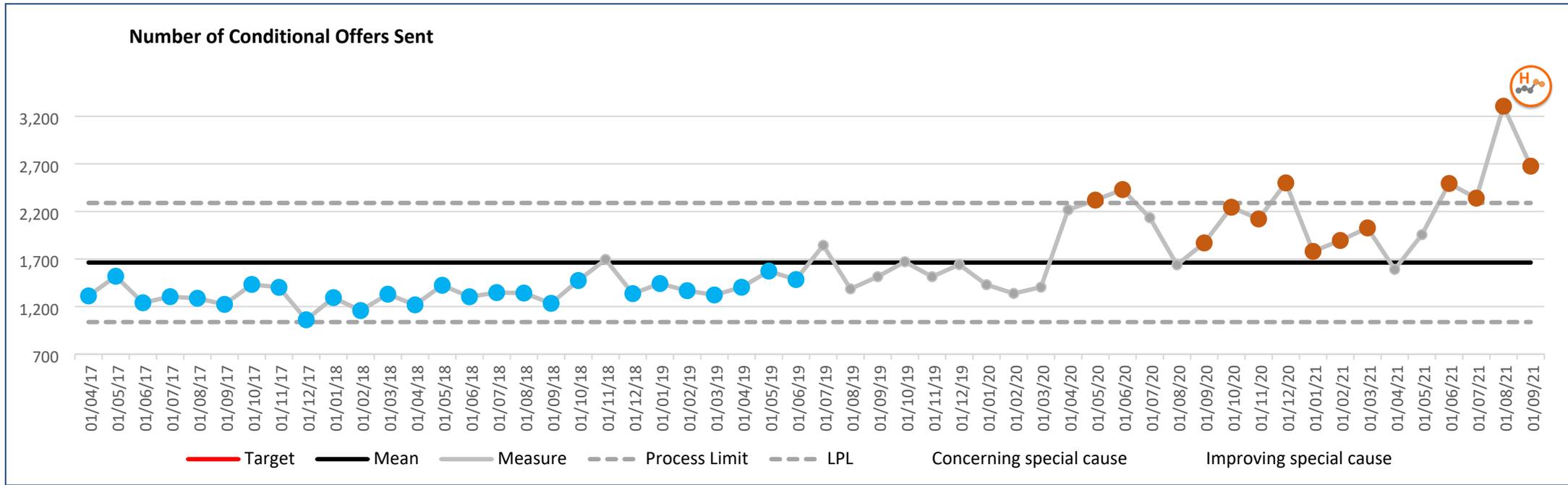
14% of conditional offer letter were sent within the 4 working day target taking on average 5 days.

Whilst compliance with KPI targets is low, working days to place adverts and issue offer letters has been prioritised to ensure the times remain as close to agreed KPIs as possible, for example adverts target is 2 working days, September time to process was 2.7 working days, offer letters target is 4 working days, September time to process was 5 working days.

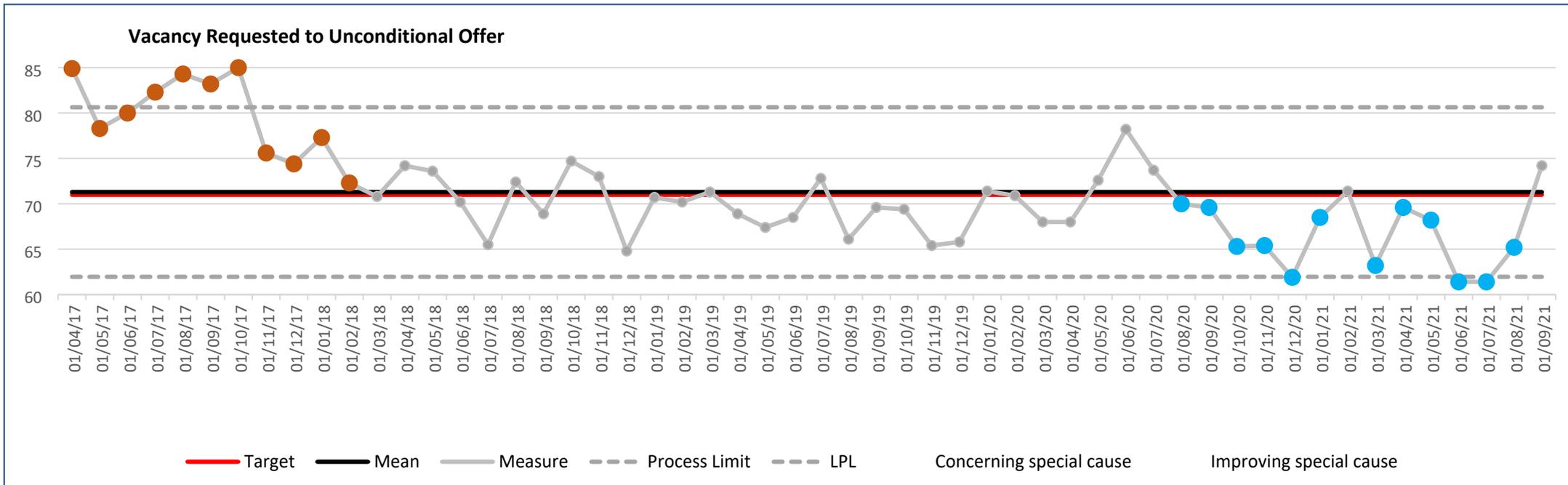
As seen in the chart below activity has significantly increased across NHS Wales which is impacting on performance due to bulk receipt of high volumes of adverts and offers.

Recruitment Volumes	Apr to Sept 2018	Apr to Sept 2021	Difference	% Increase
Number of Vacancies Raised	8,345	11,769	3,424	41
Number of Conditional Offers Sent	7,868	14,363	6,495	83
Number of ID Checks Completed	8,109	13,092	4,983	61
Number of Contracts Issued	5,690	11,179	5,489	96

The chart below demonstrates the increased activity on Number of Conditional offers since 2017 but with larger maintained increases since 2020.



The chart below shows the improvements of vacancy requested to unconditional offer within the 71 days since 2017 even with the increase in activity.



What are we doing about it?

The division is communicating on a regular basis with organisations to agree priorities and discuss pressures. Health orgs are not able to share plans for recruitment for the whole organisation which impacts on the ability for the recruitment service to plan and resource future demand levels.

Temporary additional resource is currently being trained and further recruitment resource is being recruited to, overtime and bank hours are being worked by the team and some organisations are supporting NWSSP whilst a more medium-term resource level is identified and recruited.

WOD responsiveness workshops have been held with all organisations which were completed on the 20th October and an action plan is under development to discuss and agree changes with organisations. An internal process review is underway to identify opportunities to remove waste and re-work how we do things. Increased use of automation using robotics, has been expedited starting with issuing Contracts and Personal Files, which will be made live during Qtr 3.

Accounts Payable

HD High Level - KPIs Sept 2021	Target	31/12/2020	31/03/2021	30/06/2021	30/09/2021	Trend
Accounts Payable						
Invoice Turnaround within 4 Days	80%		69.80%	76.00%	57.5%	

What is happening?

Invoice turnaround within 4 days has decreased to 58% in September against a target of 80%. The drop in performance seen can be attributed to the Oracle performance issues and delays in recruiting additional resource but offset by the use of over time to bring the (Optical Character Recognition) OCR queues down to a more manageable level.

What are we doing about it?

It is expected that performance will improve in the next couple of months providing there are no residual issues with the planned Oracle upgrade which was carried out over the weekend of 15 October.

Employment Services - Recruitment

Two 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 Sept 2021	Target	31/12/2020	31/03/2021	30/06/2021	30/09/2021	Trend
Employment Services						
<i>Organisation KPIs Recruitment</i>						
% of vacancy creation to unconditional offer within 71 days	70.00%			85.10%	59.2%	
Vacancy creation to unconditional offer	71			57.7	66.3	
% of vacancies shortlisted within 3 working	70.00%			80.60%	60.0%	
Time to Shortlist by Managers	3	3.1	4.4	5.5	3.5	
% of interview outcomes notified within 3 working	90.00%			88.60%	76.9%	
Time to notify Recruitment of Interview Outcome	3	1.4	1.6	1.9	2.6	
<i>NWSSP KPIs Recruitment</i>						
Calls Answered % Quarterly Average	95%	88.90%	86.60%	96.00%	91.8%	

What is happening?

59% of records are meeting the target of creation to unconditional offer within the targeted 71 days with an average of 66 days.

60% of records are shortlisted within the 3 working day target taking on average 3.5 days.
 77% of records have the interview outcomes notified within the target of 3 days with an average of 2.6 days.

What are we doing about it?

As already explained above, our recruitment service is facing an unprecedented level of demand at this time.

Audit & Assurance

HD High Level - KPIs Sept 2021	Target	31/12/2020	31/03/2021	30/06/2021	30/09/2021	Trend
Internal audit						
Audits reported % of planned audits - YTD		Target 42% Actual 42%	Target 80% Actual 64%	Target 0% Actual 0%	Target 43% Actual 34%	
% of audit outputs in progress				20%	13%	

What is happening?

Performance in September was missed with 34% of audits reported against a target of 43%.

What are we doing about it?

There are currently 13% of audit outputs in progress and will be brought through to draft/final report stage over the next couple of months.

Heads of Internal Audit discuss 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.

Accounts Payable

HD High Level - KPIs Sept 2021	Target	31/12/2020	31/03/2021	30/06/2021	30/09/2021	Trend
Accounts Payable						
PSPP Compliance non NHS - YTD	95%	93.1%	93.9%	96.4%	94.6%	

What is happening?

Non-NHS PSPP for the year-to-date September is 94.6% which is a deterioration on the June position but still slightly missing the target of 95%.

What are we doing about it?

It is anticipated that the 95% will be achieved by year end and there is a Finance Academy All Wales P2P Forum planned for November/December where PSPP Initiatives are progressed. This Forum has not met for several months.

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	31/12/2020	31/03/2021	30/06/2021	30/09/2021	Trend
	Student Awards				
Student Awards % Calls Handled	95%		91%	93%	

What is happening?

Performance in September was missed with 93% of calls handled against a target of 95%.

What are we doing about it?

Whilst performance on call handling has remained consistent, and close to the target, due to an increase in the Bursary applications, changing complexities in the application requirements and continued impact of COVID-19, delays have resulted in progressing the applications in a prompt manner. We have been communicating with Bursary students and Higher Education Institutions on the delays in processing the application and have been prioritising students where applicable.

Additionally, working with our colleagues at HEIW (Health Education and Improvement Wales) and Higher Education Institutions across Wales we have put in place arrangements to release an advance payment to cover bursary students for a few weeks. NWSSP have brought in additional staff to assist with the backlog, and it is anticipated that this will be cleared down in a few weeks.

There is also on-going work to identify further KPIs for SAS in line with the IMTP 2022-25 planning cycle.

Digital Workforce Solutions - % of Calls Handled

ALL WALES KPIs	31/12/2020	31/03/2021	30/06/2021	30/09/2021	Trend
	Digital Workforce				
DWS % Calls Handled	95%		67%	66%	

What is happening?

Performance in September was missed with 66% of calls handled against a target of 95%.

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. The initial recommendations from this review are set to be completed by December and once approved will begin to be adopted.

The internal recruitment activity for the DWS team has been completed and staff are due to start in October which will increase capacity within the team going forward. The additional recruitment activity across NHS Wales impacts this team with requirements to release ESR (Electronic Staff Record) passwords/logins.

6. Conclusion

As set out above NWSSP is working closely with Directors of Workforce and OD (Organisational Development) to agree key priorities associated with the increased volumes experienced in recruitment in this last quarter.

We will be reviewing our KPI dashboard as part of our 2022-2025 IMTP work with the Shared Services Partnership Committee, and any suggestions or feedback from health orgs would be welcomed as part of that work.

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

HD High Level - KPIs Sept 2021	Target	31/12/2020	31/03/2021	30/06/2021	30/09/2021	Trend
Financial Information						
Direct Savings Notified - YTD	£58k	£155k	£155k	£58k	£155k	
Professional Influence Savings - YTD		£25.57m	£28.75m	£2.3m	£12.69m	
Employment Services						
Payroll services						
Payroll accuracy rate prior to Supp	99.0%	99.52%	99.48%	99.70%	99.6%	
Payroll accuracy rate post Supp	99.6%	99.76%	99.74%	99.85%	99.8%	
Organisation KPIs Recruitment						
% of vacancy creation to unconditional offer within 71 days	70.00%			85.10%	59.2%	
Vacancy creation to unconditional offer	71			57.7	66.3	
% of vacancies approved within 10 working	70.00%			81.70%	81.0%	
Time to Approve Vacancies	10	18.7	12.4	8.1	7.7	
% of vacancies shortlisted within 3 working	70.00%			80.60%	60.0%	
Time to Shortlist by Managers	3	3.1	4.4	5.5	3.5	
% of interview outcomes notified within 3 working	90.00%			88.60%	76.9%	
Time to notify Recruitment of Interview Outcome	3	1.4	1.6	1.9	2.6	
NWSSP KPIs Recruitment						
% of Vacancies advertised within 2 working of receipt	98.00%			100.00%	13.1%	
Time to Place Adverts	2	2.0	1.9	1.8	2.7	
% of applications moved to shortlisting within 2 working of vacancy closing	99.00%			100.00%	100.0%	
Time to Send Applications to Manager	2	1.0	1.0	1.0	1.1	
% of conditional offer letters sent within 4 working	98.00%			100.00%	14.1%	
Time to send Conditional Offer Letter	4	3.8	3.8	3.7	5.0	
Calls Answered % Quarterly Average	95%	88.90%	86.60%	96.00%	91.8%	
Procurement Services						
Procurement savings - YTD		Target £0.526m Actual £1.698m	Target £1.084m Actual £2.723m	Target £1.048m Actual £1.072m	Target £2.822m Actual £3.248m	
Accounts Payable						
Invoices on Hold > 30		3,328	2,919	1,268	1,758	
% Invoices as being in dispute >30		43%	45%	44%	54%	
Invoice Turnaround within 4 Days	80%		69.80%	76.00%	57.5%	
PSPP Compliance non NHS - YTD	95%	93.1%	93.9%	96.4%	94.6%	
Primary Care Services						
Primary Care payments made accurately and to timescale	100%	100%	100%	100%	100%	
Patient assignments actioned within 24 hours	100%	100%	100%	100%	100%	
Urgent medical record transfers to/from GPs and other primary care agencies within 2 working	100%	100%	100%	100%	100%	
Cascade Alerts issued within timescale	100%	100%	100%	100%	100%	
Internal audit						
Audits reported % of planned audits - YTD		Target 42% Actual 42%	Target 80% Actual 64%	Target 0% Actual 0%	Target 43% Actual 34%	
% of audit outputs in progress				20%	13%	
Report turnaround management response to Draft report - YTD	80%	88%	92%		100%	
Report turnaround draft response-final- YTD	80%	100%	100%		100%	

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

ALL WALES KPIS		31/12/2020	31/03/2021	30/06/2021	30/09/2021	Trend
Primary Care Services						
Prescription - Payment Month keying Accuracy rates	99%	99.60%	99.64%	99.68%	99.64%	
Prescriptions processed (Apr-Jul)	20.27m	48.12m	62.19m		27.54m	
Welsh Risk Pool						
Time from submission to consideration by the Learning Advisory Panel	95%			100%	Not Available	
Time from consideration by the Learning Advisory Panel to presentation to the Welsh Risk Pool Committee	100%			100%	Not Available	
Holding sufficient Learning Advisory Panel meetings	90%			100%	100%	
Legal and risk						
Advice acknowledgement- 24hrs	90%	100%	99%	97%	95%	
Advice response – within 3 days	90%	100%	100%	98%	98%	
Student Awards						
% of NHS Bursary Applications processed within 10 days	100.00%			100%	100%	
Student Awards % Calls Handled	95%			91%	93%	
CTeS						
P1 incidents raised with the Central Team are responded to within 20 minutes	80%			100%	100%	
BACS Service Point tickets received before 14.00 will be processed the same working day	92%			100%	100%	
Digital Workforce						
DWS % Calls Handled	95%			67%	66%	
SMTL						
% of incident reports sent to manufacturer within 50 days of receipt of form	Under Review			100%	100%	
% delivery of audited reports on time (Commercial)	87%			99%	98%	
% delivery of audited reports on time (NHS)	87%			Not Applicable	Not Applicable	

Appendix 3 – Health Org Performance comparison 30th September 2021

KPIs September 2021	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		£176k	£197k	£240k	£210k	£212k	£155k	£17k	£39k	£23k	£26k	0	0
Professional Influence Savings- YTD	Value for Money	£110m	£15.6m	£10.8m	£6.007m	£7,247.63	£3.561m	£12.69m	£0.170m	£0.860m	£0.788m	£0.374m	£0m	£0m
Employment Services														
Payroll services														
Payroll accuracy rate prior to Supp	Excellence	99.0%	99.30%	99.63%	99.51%	99.50%	99.60%	99.63%	99.71%	99.80%	99.24%	99.25%	99.82%	99.23%
Payroll accuracy rate post Supp	Excellence	99.6%	99.66%	99.81%	99.76%	99.75%	99.80%	99.82%	99.85%	99.93%	99.62%	99.62%	99.91%	99.61%
Organisation KPIs Recruitment														
Vacancy creation to unconditional offer	Excellence	71 days	75.5	77.8	86.5	77.9	83.5	66.3	65.4	71.4	61.8	90.0	96.8	59.7
Time to Approve Vacancies	Excellence	10 days	4.2	8.8	4.3	12.6	14.9	7.7	3.0	7.5	8.9	9.6	5.0	1.8
Time to Shortlist by Managers	Excellence	3 days	7.1	8.4	5.8	8.9	9.1	3.5	8.5	5.9	4.2	4.7	6.2	11.4
Time to notify Recruitment of Interview Outcome	Excellence	3 days	2.2	2.7	2.2	3.3	3.8	2.6	1.4	2.1	2.5	6.4	1.9	4.5
NWSSP KPIs Recruitment														
Time to Place Adverts	Excellence	2 days	3.2	3.3	3.3	3.1	3.1	2.7	2.3	2.4	2.7	2.6	3.4	3.2
Time to Send Applications to Manager	Excellence	2 days	1.1	1.0	1.1	1.0	1.1	1.1	1.0	1.0	1.0	1.3	1.0	1.1
Time to send Conditional Offer Letter	Excellence	4 days	5.0	3.7	5.2	4.2	4.2	5.0	4.9	4.8	3.6	5.4	4.9	3.4
Calls Answered % Quarterly Average	Customers	95%	91.80%											
Procurement Services														
Procurement savings- YTD	Value for Money		Target	Target	Target	Target	Target	Target	Target	Target	Target	Target	Target	Target
			£1.639m	£4.583m	£3.725m	£3.486m	£4.328m	£2.822m	£0.008m	£0.325m	£0.423m	£0.267m	£0.000m	£0.000m
			Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual
			£2.261m	£5.215m	£4.336m	£3.723m	£1.875m	£3.248m	£0.009m	£0.239m	£0.521m	£0.191m	£0.000m	£0.000m
Accounts Payable														
Invoices on Hold > 30 days	Customers		3,494	3,651	3,986	7,634	3,733	1,758	935	752	1,423	318	39	22
% Invoices as being in dispute >30 days	Customers		43%	48%	41%	35%	39%	54%	28%	32%	58%	16%	64%	18%
Invoice Turnaround within 4 Days	Excellence	80%	57%	47%	78%	67%	55%	58%	24%	72%	46%	83%	26%	26%
Accounts Payable Call Handling % (August)	Customers	95%	99.10%											
PSPP Compliance non NHS- YTD	Excellence	95%	96.1%	95.9%	95.5%	94.7%	94.7%	94.6%	96.2%	86.7%	95.5%	97.1%	96.6%	100.0%

Internal audit														
Audits reported % of planned audits - YTD	Excellence		Target 16%	Target 18%	Target 22%	Target 26%	Target 29%	Target 43%	Target 21%	Target 20%	Target 36%	Target 29%	Target 28%	Target 15%
			Actual 12%	Actual 18%	Actual 13%	Actual 18%	Actual 23%	Actual 34%	Actual 21%	Actual 10%	Actual 36%	Actual 33%	Actual 18%	Actual 15%
% of audit outputs in progress	Excellence		36%	29%	31%	15%	14%	13%	14%	20%	21%	19%	18%	23%
Report turnaround (15 days) management response to Draft report - YTD	Excellence	80%	100%	100%	33%	75%	60%	100%	100%	0%	75%	50%	100%	100%
Report turnaround (10 days) draft response-final- YTD	Excellence	80%	100%	100%	100%	100%	100%	100%	100%	100%	100%	83%	100%	100%
Primary Care Services														
Primary Care payments made accurately and to timescale	Excellence	100%	100%	100%	100%	100%	100%	100%	N/A	100%	N/A	N/A	N/A	N/A
Patient assignments actioned within 24 hours	Customers	100%	100%	100%	100%	100%	100%	100%	N/A	100%	N/A	N/A	N/A	N/A
Urgent medical record transfers to/from GPs and other primary care agencies within 2 working days	Customers	100%	100%	100%	100%	100%	100%	100%	N/A	100%	N/A	N/A	N/A	N/A
Cascade Alerts issued within timescale	Customers	100%	100%	100%	100%	100%	100%	100%	N/A	100%	N/A	N/A	N/A	N/A