

## PWYLLGOR ADNODDAU CYNALIADWY SUSTAINABLE RESOURCES COMMITTEE

<b>DYDDIAD Y CYFARFOD: DATE OF MEETING:</b>	23 February 2022
<b>TEITL YR ADRODDIAD: TITLE OF REPORT:</b>	NHS Wales Shared Services Partnership (NWSSP) Performance Report Quarter 3 2021/22
<b>CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:</b>	Huw Thomas, Director of Finance
<b>SWYDDOG ADRODD: REPORTING OFFICER:</b>	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 31<sup>st</sup> December 2021 (Quarter 3 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 Annexe 1, with comparison data for the rolling twelve-month period to 31<sup>st</sup> December 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 3, the performance is as follows:

	Green	Amber	Red
Quarter 3 2021/22	14	4	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 45.0%**
- **% of conditional offers sent within 4 working days: Target 98%**  
**Performance 23.8%**
- **Calls answered % quarterly average: Target 95%**  
**Performance 93.0%**

#### *What is happening?*

- 45% of vacancies were advertised within the 2 working day target, taking on average 2.5 days.
- 24% of conditional offer letters were sent within the 4 working day target, taking on average 5.1 days.

Whilst compliance with KPI targets remains low, there has been an improvement from Quarter 2 and to set this in context, 55% of vacancies were advertised within 3 days and 70% of conditional offer letters were sent within 6 days.

#### *What is NWSSP doing about it?*

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

Digital Identity checking systems are also being reviewed with the aim to implement by 6th April 2022, when Home Office and DBS guidance will change to enable organisations to use Digital Identity Verification Technology in replacement of pre-employment check meetings (virtual or face to face).

An internal processing review has also taken place to ensure teams are processing as efficiently as possible. NHS Jobs 3 will be implemented for all of NHS Wales by 7<sup>th</sup> March 2022, which will also remove some processing activity.

### **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 57.8%**

*What is happening?*

- 57.8% of records are meeting the target of creation to unconditional offer within the targeted 71 days, with an average of 80 days.

*What is NWSSP doing about it?*

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

NWSSP has faced continued significant pressure during Quarter 3 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.

### **Accounts Payable (AP)**

- **Invoice Turnaround within 4 days: Target 80%**  
**Performance 55.2%**

*What is happening?*

Invoice turnaround within 4 days has decreased to 55% in December 2021 against a target of 80%. It was expected that performance would improve compared with September. The drop in performance can be attributed to AP now processing 20% more invoices compared to the previous year coupled with delays in recruiting resource. Delays have also been caused by Optical Character Recognition (OCR) system issues which are being discussed with Central Team eBusiness Services.

*What is NWSSP doing about it?*

Detailed monthly performance reports are shared by the Heads of Accounts Payable to organisation colleagues with Purchase to Pay (P2P) responsibility and discussed at their local P2P meetings. NWSSP has also established a new NWSSP P2P group to address issues that are within NWSSP's control.

- **Public Sector Payment Performance (PSPP) Compliance non NHS: Target 95%**  
**Performance 94.4%**

*What is happening?*

Non-NHS PSPP for the year-to-date December 2021 is 94.4%, which is a slight deterioration on the September 2021 position and still missing the target of 95%.

*What is NWSSP doing about it?*

It is anticipated that the 95% will be achieved by year end. The main reasons for missing the target are due to delays in receipting, authorisation and processing feeds by both the health organisation and AP.

### **Audit & Assurance**

- **Audit reported % of planned audits: Target 61%**  
**Performance 47%**

*What is happening?*

Performance in December 2021 was 47% of audits reported against a target of 61%.

*What is NWSSP doing about it?*

There are currently 19% of audit outputs in progress, which will be progressed to the draft/final report stage over the next couple of months.

## **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 31<sup>st</sup> December 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 94%**

*What is happening?*

Performance in December 2021 has improved but just missed the target with 94% of calls handled against a target of 95%.

*What is NWSSP doing about it?*

In recent months, resource within the team was utilised to progress bursary applications. It is anticipated that the target will be back on track from January 2022 as the team has been redeployed to their original roles.

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

*What is happening?*

Performance has improved significantly in December 2021, however just missed the target with 91% of calls handled against the target of 95%.

*What is NWSSP doing about it?*

Vacancies within the team continue to influence the performance, which are due to be filled in early 2022.

A review of Internal processes is currently underway and Digital Workforce are exploring alternative ways of answering queries. It is anticipated that new self-service functionality i.e. chat bot / self-help videos will be developed and released early in 2022 to improve % call rates for the next quarter.

## **Summary Assessment by NWSSP**

The Quarter 3 performance was generally on target with 14 out of 21 KPIs showing as green. Action is in hand to further investigate and address the performance in the other eight areas. NWSSP is also on track to deliver the agreed direct savings. However, NWSSP has faced continued significant pressure during Quarter 3 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.

During 2022-23, NWSSP plan further work with more emphasis on developing outcome measures that will complement the traditional and largely transactional KPIs. This will include a means of capturing NWSSP customer satisfaction in a consistent manner across a range of their core services.

### Argymhelliad / Recommendation

The Sustainable Resources Committee is requested to receive an assurance from the content of the NWSSP Performance Report for Quarter 3 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: <a href="#">Hyperlink to HDdUHB Well-being Objectives Annual Report 2018-2019</a>	9. All HDdUHB Well-being Objectives apply

### **Gwybodaeth Ychwanegol:**

#### **Further Information:**

Ar sail tystiolaeth: Evidence Base:	Summary performance data in respect of the services provided by NHS Wales Shared Services Partnership (NWSSP) for the quarter ended 30 <sup>th</sup> September 2021.
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)**

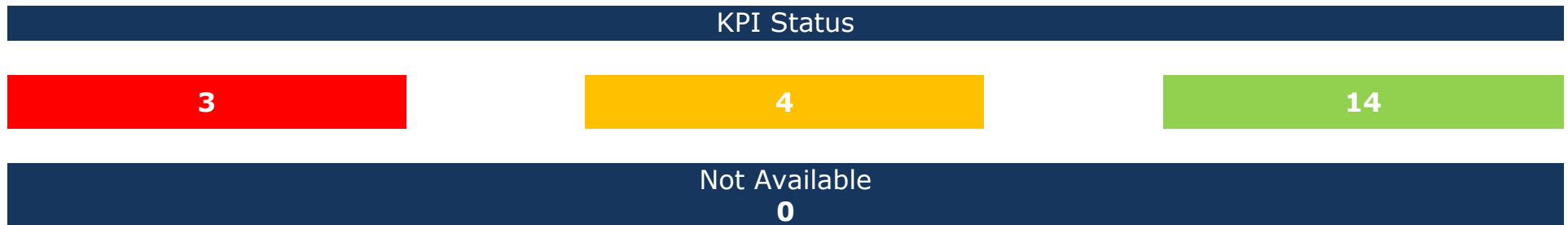
<b>Ariannol / Gwerth am Arian: Financial / Service:</b>	NWSSP was established to improve the approach to delivering Shared Services, which are effective, efficient and provide value for money for Partners.
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<b>Ansawdd / Gofal Claf: Quality / Patient Care:</b>	NWSSP has a remit to focus on delivering savings that can be re-invested in direct patient care.
<b>Gweithlu: Workforce:</b>	NWSSP is hosted by Velindre NHS Trust and any workforce implications are dealt with by the Trust.
<b>Risg: Risk:</b>	In line with its Standing Orders, the Health Board has established a NWSSP Joint Committee, the activities of which require reporting to the Board.
<b>Cyfreithiol: Legal:</b>	In line with its Standing Orders, the Health Board has established a NWSSP Joint Committee, the activities of which require reporting to the Board.
<b>Enw Da: Reputational:</b>	Not applicable
<b>Gyfrinachedd: Privacy:</b>	Not applicable
<b>Cydraddoldeb: Equality:</b>	Not applicable

**NHS WALES SHARED SERVICES PARTNERSHIP SUMMARY PERFORMANCE REPORT**  
**HYWEL DDA UNIVERSITY HEALTH BOARD**  
**Period 01<sup>st</sup> October 2021 – 31st December 2021**

Annexe 1

**1. Overview**



Points of Contact  
Alison Ramsey – Director of Planning, Performance & Informatics ([Alison.ramsey@wales.nhs.uk](mailto:Alison.ramsey@wales.nhs.uk))  
Richard Phillips – Business & Performance Manager ([Richard.phillips@wales.nhs.uk](mailto: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 31st December 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 3 performance for your Health Organisation against the 21 Lead indicators with comparison data for the rolling twelve-month period to 31st December 2021. Some indicators are new and only reported from April 2021.

**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 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 December 2021.

The Quarter 3 performance for the organisation was generally on target with 14 out of 21 KPIs showing as green. Action is in hand to further investigate and address the performance in the other eight areas further along in this report. We are also on track to deliver the agreed direct savings. However, we have faced continued significant pressure during Qtr 3 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.

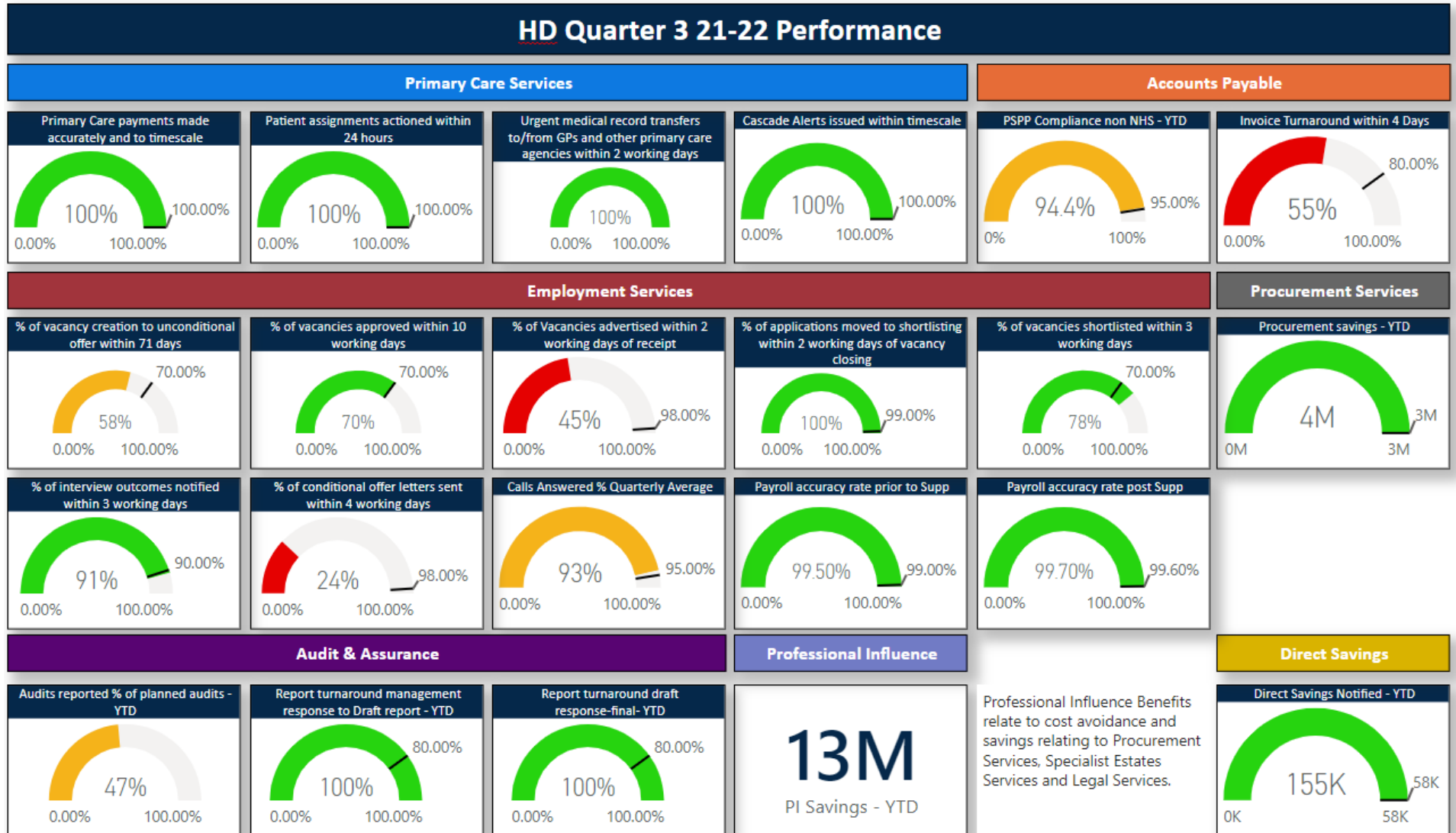
Of the 7 KPIs that did not achieve the targets

- 0 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.

During 2022-23 we plan further work, with more emphasis on developing outcome measures that will complement our traditional and largely transactional KPIs. This will include a means of capturing NWSSP customer satisfaction in a consistent manner across a range of our core services.



### 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 Dec 2021	Target	31/03/2021	30/06/2021	30/09/2021	31/12/2021	Trend
<i>NWSSP KPIs Recruitment</i>						
% of Vacancies advertised within 2 working of receipt	98.00%		100.00%	13.1%	45.0%	
Time to Place Adverts	2	1.9	1.8	2.7	2.5	
% of conditional offer letters sent within 4 working	98.00%		100.00%	14.1%	23.8%	
Time to send Conditional Offer Letter	4	3.8	3.7	5.0	5.1	

#### What is happening?

45% of vacancies were advertised within the 2 working day target taking on average 2.5 days.

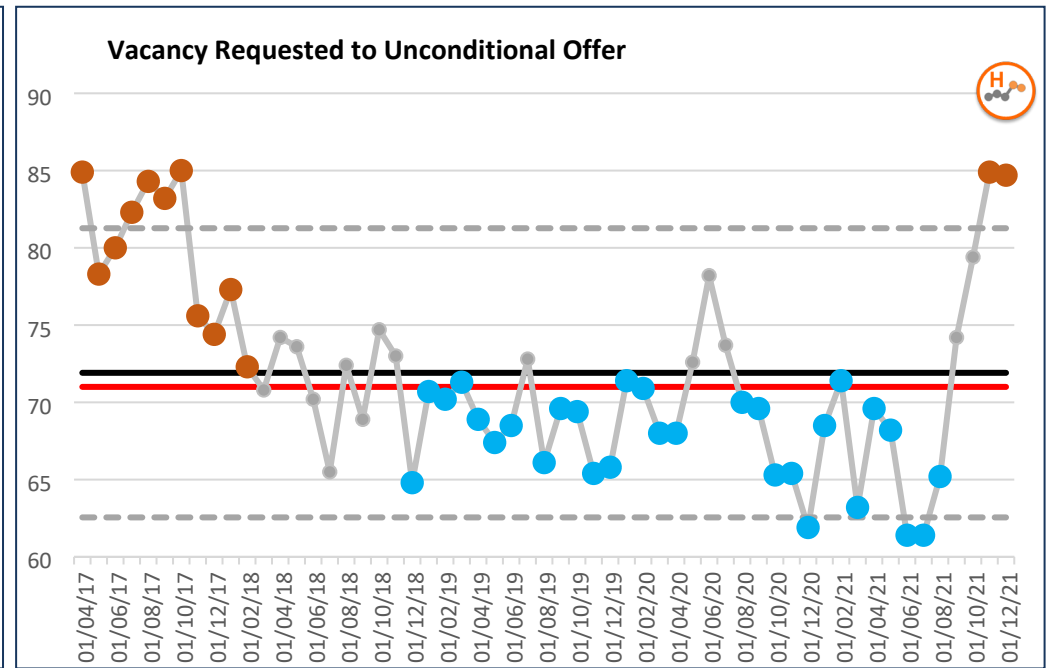
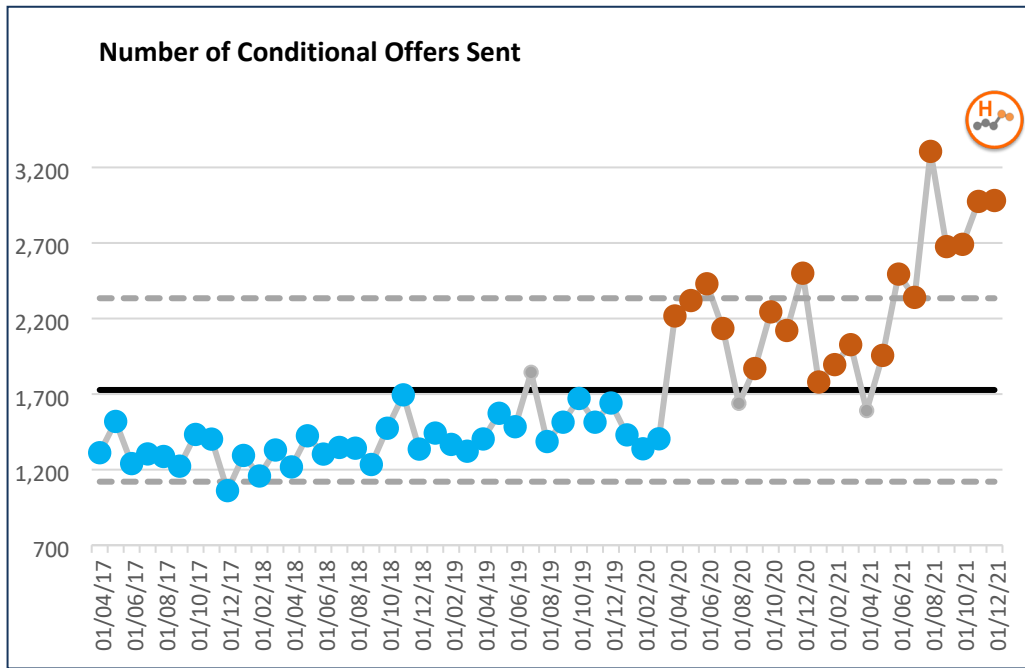
24% of conditional offer letter were sent within the 4 working day target taking on average 5.1 days.

To provide some context however, 55% of vacancies were advertised within 3 days and 70% of conditional offer letters were sent within 6 days.

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

Recruitment Volumes	Apr to Dec 2018	Apr to Dec 2021	Difference	% Increase
Number of Vacancies Raised	12,686	17,420	4,734	37
Number of Conditional Offers Sent	12,373	23,010	10,637	86
Number of ID Checks Completed	12,342	21,135	8,793	71
Number of Contracts Issued	9,918	11,821	1,903	19

The charts below demonstrate the increased activity on Number of Conditional offers since 2017 but with greater maintained increases since April 2020 and shows the improvements of vacancy requested to unconditional offer within the 71 days since 2017 even with the increases in activity apart from the last several months where the demand remains high.



*What are we doing about it?*

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

Digital Identity checking systems are also being reviewed with the aim to implement by 6th April 2022, when Home Office and DBS guidance will change to enable organisations to use Digital Identity Verification Technology in replacement of pre-employment check meetings (virtual or face to face).

An internal processing review has also taken place to ensure teams are processing as efficiently as possible. NHS Jobs 3 will be implemented for all of NHS Wales by 7th March 2022 which will also remove some processing activity.

**Accounts Payable**

HD High Level - KPIs Dec 2021						
	Target	31/03/2021 Accounts Payable	30/06/2021	30/09/2021	31/12/2021	Trend
Invoice Turnaround within 4 Days	80%	69.80%	76.00%	57.5%	55.2%	

### What is happening?

Invoice turnaround within 4 days has decreased to 55% in December against a target of 80%. The drop in performance seen can be attributed to AP now processing 20% more invoices compared to the previous year coupled with delays in recruiting resource. Delays have also been caused by OCR system issues which are being discussed with Central Team eBusiness Services.

### What are we doing about it?

Detailed monthly performance reports are shared by the Heads of Accounts payable to organisation colleagues with Purchase to Pay (P2P) responsibility and discussed at their local P2P meetings. NWSSP have also established a new NWSSP P2P group to address issues that are within NWSSP's control.

## 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 Dec 2021	Target	31/03/2021	30/06/2021	30/09/2021	31/12/2021	Trend
<b>Employment Services</b>						
<i>Organisation KPIs Recruitment</i>						
% of vacancy creation to unconditional offer within 71 days	70.00%		85.10%	59.2%	57.8%	
Vacancy creation to unconditional offer	71		57.7	66.3	80.0	
<i>NWSSP KPIs Recruitment</i>						
Calls Answered % Quarterly Average	95%	86.60%	96.00%	91.8%	93%	

### What is happening?

58% of records are failing to meet the target of creation to unconditional offer within the targeted 71 days with an average of 80 days.

### What are we doing about it?

As already explained above, our recruitment service is facing an unprecedented level of demand at this time but there are agreed actions in hand.

## Accounts Payable

HD High Level - KPIs Dec 2021	Target	31/03/2021	30/06/2021	30/09/2021	31/12/2021	Trend
<b>Accounts Payable</b>						
PSPP Compliance non NHS - YTD	95%	93.9%	96.4%	94.6%	94.4%	

*What is happening?*

Non-NHS PSPP for the year-to-date December is 94.4% which is a deterioration on the September position and still missing the target of 95%.

*What are we doing about it?*

It is forecast the health organisation will achieve the 95% by the end of the financial year however the main reasons for missing the target are due to delays in receipting, authorisation and processing and processing feeds by both the health organisation and Accounts Payable.

**Audit & Assurance**

HD High Level - KPIs Dec 2021						
	Target	31/03/2021	30/06/2021	30/09/2021	31/12/2021	Trend
<b>Internal audit</b>						
Audits reported % of planned audits - YTD		Target 80% Actual 64%	Target 0% Actual 0%	Target 43% Actual 34%	Target 61% Actual 47%	
% of audit outputs in progress			20%	13%	19%	

*What is happening?*

Performance in December was missed with 47% of audits reported against a target of 61%.

*What are we doing about it?*

There are currently 19% of audit outputs in progress and will be brought through to draft/final report stage over the next couple of 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						
		31/03/2021	30/06/2021	30/09/2021	31/12/2021	Trend
<b>Student Awards</b>						
Student Awards % Calls Handled	95%		91.10%	93%	94%	

*What is happening?*

Performance in December has improved but just missed the target with 94% of calls handled against a target of 95%.

*What are we doing about it?*

In recent months resource within the team was utilised to progress bursary applications. It is anticipated that the target will be back on track from January 2022 as the team has been redeployed back.

**Digital Workforce Solutions - % of Calls Handled**

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

*What is happening?*

Performance has improved significantly in December however just missed the target with 91% of calls handled against the target of 95%.

*What are we doing about it?*

Vacancies within the team continue to influence the performance which are due to be filled in early 2022.

A review of Internal processes is currently underway and Digital Workforce are exploring alternative ways of answering queries. It is anticipated that new self-service functionality i.e., chat bot / self-help videos will be developed and released early in 2022, to improve % call rates for the next quarter.

Appendix 1 – HD Performance for the rolling twelve-month period to 31st December 2021

HD High Level - KPIs Dec 2021	Target	31/03/2021	30/06/2021	30/09/2021	31/12/2021	Trend
<b>Financial Information</b>						
Direct Savings Notified - YTD	£58k	£155k	£58k	£155k	£155k	
Professional Influence Savings - YTD		£28.75m	£2.3m	£12.69m	£12.70m	
<b>Employment Services</b>						
<b>Payroll services</b>						
Payroll accuracy rate prior to Supp	99.0%	99.48%	99.70%	99.6%	99.5%	
Payroll accuracy rate post Supp	99.6%	99.74%	99.85%	99.8%	99.7%	
<b>Organisation KPIs Recruitment</b>						
% of vacancy creation to unconditional offer within 71 days	70.00%		85.10%	59.2%	57.8%	
Vacancy creation to unconditional offer	71		57.7	66.3	80.0	
% of vacancies approved within 10 working	70.00%		81.70%	81.0%	70.4%	
Time to Approve Vacancies	10	12.4	8.1	7.7	8.9	
% of vacancies shortlisted within 3 working	70.00%		80.60%	60.0%	77.9%	
Time to Shortlist by Managers	3	4.4	5.5	3.5	4.1	
% of interview outcomes notified within 3 working	90.00%		88.60%	76.9%	91.2%	
Time to notify Recruitment of Interview Outcome	3	1.6	1.9	2.6	4.1	
<b>NW/SSE KPIs Recruitment</b>						
% of Vacancies advertised within 2 working of receipt	98.00%		100.00%	13.1%	45.0%	
Time to Place Adverts	2	1.9	1.8	2.7	2.5	
% of applications moved to shortlisting within 2 working of vacancy closing	99.00%		100.00%	100.0%	100.0%	
Time to Send Applications to Manager	2	1.0	1.0	1.1	1.0	
% of conditional offer letters sent within 4 working	98.00%		100.00%	14.1%	23.8%	
Time to send Conditional Offer Letter	4	3.8	3.7	5.0	5.1	
Calls Answered % Quarterly Average	95%	86.60%	96.00%	91.8%	93%	
<b>Procurement Services</b>						
Procurement savings - YTD		Target £1.084m Actual £2.723m	Target £1.048m Actual £1.072m	Target £2.822m Actual £3.248m	Target £2.944m Actual £4.040m	
<b>Accounts Payable</b>						
Invoices on Hold > 30		2,919	1,268	1,758	1,941	
% Invoices as being in dispute >30		45%	44%	54%	55%	
Invoice Turnaround within 4 Days	80%	69.80%	76.00%	57.5%	55.2%	
PSPP Compliance non NHS - YTD	95%	93.9%	96.4%	94.6%	94.4%	
<b>Primary Care Services</b>						
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%	
<b>Internal audit</b>						
Audits reported % of planned audits - YTD		Target 80% Actual 64%	Target 0% Actual 0%	Target 43% Actual 34%	Target 61% Actual 47%	
% of audit outputs in progress			20%	13%	19%	
Report turnaround management response to Draft report - YTD	80%	92%		100%	100%	
Report turnaround draft response-final- YTD	80%	100%		100%	100%	

Appendix 2 – All Wales Performance for the rolling twelve-month period to 31st December 2021

ALL WALES KPIs		31/03/2021	30/06/2021	30/09/2021	31/12/2021	Trend
<b>Primary Care Services</b>						
Prescription - Payment Month keying Accuracy rates	99%	99.64%	99.68%	99.64%	99.71%	
Prescriptions processed (Apr-Oct)	48.08m	62.19m	n/a	27.54m	48.56m	
<b>Welsh Risk Pool</b>						
Time from submission to consideration by the Learning Advisory Panel	95%		100%	100%	N/A	
Time from consideration by the Learning Advisory Panel to presentation to the Welsh Risk Pool Committee	100%		100%	100%	N/A	
Holding sufficient Learning Advisory Panel meetings	90%		100%	100%	100%	
<b>Legal and risk</b>						
Advice acknowledgement- 24hrs	90%	99%	97%	95%	95%	
Advice response – within 3 days	90%	100%	98%	98%	94%	
<b>Student Awards</b>						
% of NHS Bursary Applications processed within 10 days	100.00%		100%	100%	100%	
Student Awards % Calls Handled	95%		91.10%	93%	94%	
<b>CTeS</b>						
P1 incidents raised with the Central Team are responded to within 20 minutes	80%		100%	100%	100%	
BACS Service Point tickets received before 14.00 will be processed the same working day	92%		100%	100%	100%	
<b>Digital Workforce</b>						
DWS % Calls Handled	95%		67.30%	66.40%	91.00%	
<b>SMTL</b>						
% of incident reports sent to manufacturer within 50 days of receipt of form Under Review			100%	100%	88%	
% delivery of audited reports on time (Commercial)	87%		99%	97.9%	100%	
% delivery of audited reports on time (NHS)	87%		Not Applicable	Not Applicable	100%	



## Appendix 3 – Health Org Performance comparison 31st December 2021

KPIs December 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 Money for			£176k	£197k	£240k	£210k	£212k	£155k	£17k	£39k	£23k	£26k	0	0
Professional Influence Savings- YTD	Value Money for	£110m	£20.891 m	£15.577 m	£11.031 m	£12.118 m	£12.973 m	£12.706 m	£0.250m	£1.151m	£0.763 m	£0.622 m	£0.00	£0.00	
Employment Services															
Payroll services															
Payroll accuracy rate prior to Supp	Excellence	99.0%	99.52%	99.42%	99.39%	99.98%	99.09%	99.47%	99.34%	99.13%	99.41%	99.28%	100.00%	99.35%	
Payroll accuracy rate post Supp	Excellence	99.6%	99.76%	99.73%	99.69%	99.49%	99.55%	99.73%	99.67%	99.57%	99.21%	99.64%	100.00%	99.68%	
Organisation KPIs Recruitment															
Vacancy creation to unconditional offer	Excellence	71 days	81.1	97.1	84.1	92.1	106.2	80.0	71.8	70.1	83.4	116.6	77.5	80.9	
Time to Approve Vacancies	Excellence	10 days	4.1	9.8	11.0	11.9	12.0	8.9	1.9	5.2	2.8	10.8	5.0	7.6	
Time to Shortlist by Managers	Excellence	3 days	9.6	6.2	8.8	6.9	7.4	4.1	13.2	12.6	6.7	8.9	7.5	10.3	
Time to notify Recruitment of Interview Outcome	Excellence	3 days	2.7	3.2	3.1	2.0	2.7	4.1	1.8	2.2	3.7	6.4	3.7	3.3	
NWSSP KPIs Recruitment															
Time to Place Adverts	Excellence	2 days	2.5	2.3	2.4	2.2	2.5	2.5	2.5	2.5	2.2	2.0	2.8	2.2	
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	1.1	1.0	1.0	1.3	
Time to send Conditional Offer Letter	Excellence	4 days	7.2	5.0	5.6	5.4	4.9	5.1	5.5	4.3	6.0	5.6	5.9	5.6	
Calls Answered % Quarterly Average	Customers	95%	92.50%												
Procurement Services															
Procurement savings- YTD	Value Money for		Target £2.226m Actual £2.619m	Target £4.479m Actual £5.047m	Target £3.986m Actual £4.690m	Target £3.571m Actual £3.819m	Target £4.344m Actual £2.218m	Target £2.944m Actual £4.040m	Target £0.009m Actual £0.018m	Target £0.334m Actual £0.295m	Target £0.421m Actual £0.547m	Target £0.271m Actual £0.268m	Target £0.000m Actual £0.000m	Target £0.000m Actual £0.000m	
Accounts Payable															
Invoices on Hold > 30 days	Customers		4,649	5,012	4,245	9,725	5,078	1,941	1,121	780	1,978	430	42	32	
% Invoices as being In dispute >30 days	Customers		41%	50%	47%	39%	37%	55%	25%	43%	52%	13%	62%	63%	
Invoice Turnaround within 4 Days	Excellence	80%	57%	45%	65%	90%	52%	55%	33%	51%	40%	71%	25%	21%	
Accounts Payable Call Handling % (August)	Customers	95%	99.10%												
PSPF Compliance non NHS- YTD	Excellence	95%	95.1%	95.3%	95.7%	94.1%	95.2%	94.4%	96.4%	87.9%	95.7%	97.2%	96.6%	96.8%	
Internal audit															
Audits reported % of planned audits - YTD	Excellence		Target 59% Actual 55%	Target 50% Actual 50%	Target 50% Actual 40%	Target 54% Actual 39%	Target 48% Actual 33%	Target 61% Actual 47%	Target 50% Actual 43%	Target 40% Actual 35%	Target 57% Actual 57%	Target 63% Actual 58%	Target 50% Actual 40%	Target 45% Actual 45%	
% of audit outputs in progress	Excellence		36%	45%	33%	25%	18%	19%	0%	20%	14%	16%	10%	45%	
Report turnaround (15 days) management response to Draft report - YTD	Excellence	80%	50%	88%	50%	67%	63%	100%	100%	67%	80%	56%	67%	100%	
Report turnaround (10 days) draft response-final-YTD	Excellence	80%	100%	100%	100%	100%	100%	100%	100%	100%	100%	89%	100%	100%	
Primary Care Services															
Primary Care payments made accurately and to timescale	Excellence	100%	100%	100%	100%	100%	100%	100%	100%	N/A	100%	N/A	N/A	N/A	N/A
Patient assignments actioned within 24 hours	Customers	100%	100%	100%	100%	100%	100%	100%	100%	N/A	100%	N/A	N/A	N/A	N/A
Urgent medical record transfers to/from GPs and other primary care agencies within 2 working days	Customers	100%	100%	100%	100%	100%	100%	100%	100%	N/A	100%	N/A	N/A	N/A	N/A
Cascade Alerts Issued within timescale	Customers	100%	100%	100%	100%	100%	100%	100%	100%	N/A	100%	N/A	N/A	N/A	N/A