



**PWYLLGOR ADNODDAU CYNALIADWY
SUSTAINABLE RESOURCES COMMITTEE**

DYDDIAD Y CYFARFOD: DATE OF MEETING:	25 June 2024
TEITL YR ADRODDIAD: TITLE OF REPORT:	NHS Wales Shared Services Partnership (NWSSP) Performance Report Quarter 4 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 31 March 2024 (Quarter 4 2023/24).

It is pleasing to note that *all indicators are reported as green*. The Director of Finance has queried with NWSSP 'where can we now push further to improve the service offering which NWSSP and Hywel Dda University Health Board (HDdUHB) collectively offer' and has requested a session where this could be explored.

The Sustainable Resources Committee is requested to receive an assurance from the content of the NWSSP Performance Report for Quarter 4 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, 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 March 2024.

HDdUHB Specific Key Performance Indicators

In summary, of the 20 Lead indicators for Quarter 4 the performance is as follows:

	Green	Amber	Red	Not available
Quarter 4 2023/24	19			1*
Quarter 3 2023/24	19		1	

*At the time of writing the report PSpP data for year-end was not available. This has now been confirmed as 95.8%.

There are no areas to report by exception, where performance is not on target.

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 March 2024.

All indicators met the target.

Summary Assessment by NWSSP

The Quarter 4 performance for the organisation was excellent with 19 out of 19 KPIs showing as green.

The time to hire target was achieved in March and NWSSP continue to work with the organisation to cleanse the older records which continues to affect the overall time to hire performance. All planned Audits reports were reported to the agreed audit committee in March which was an improvement on the last reported position.

Argymhelliad / Recommendation

The Sustainable Resources Committee is requested to **RECEIVE ASSURANCE** from the content of the NWSSP Performance Report for Quarter 4 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
Parthau Ansawdd: Domains of Quality Quality and Engagement Act (sharepoint.com)	Not Applicable
Galluogwyr Ansawdd: Enablers 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 March 2024.
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 1st January 2024 – 31st March 2024

*Delivering Value,
Innovation and Excellence
through Partnership*

Overview

KPI Status

0

0

19

Not Available

1

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 March 2024.

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 4 performance for the organisation was excellent with 19 out of 19 KPIs showing as green.

The time to hire target was achieved in March and NWSSP continue to work with the organisation to cleanse the older records which continues to affect the overall time to hire performance.

Further action will continue to be taken forward into 2024-25 to address the performance in areas of underperformance.

The time to hire target was achieved in March and NWSSP continue to work with the organisation to cleanse the older records which continues to affect the overall time to hire performance.

All planned Audits reports were reported to the agreed audit committee in March which was an improvement on the last reported position.

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 by LCFS and CFS
- **Accounts Payable** - statement reconciliation, priority supplier programme and the prevention of duplicate payments.

The indicative financial benefits arising in the period April – March 2024 for the organisation is £14.7M with the breakdown in the following table.

Service	YTD Benefit £m
Specialist Estates Services	0.19
Procurement Services	3.65
Legal & Risk Services	10.27
Accounts Payable	0.57
Counter Fraud Services*	0.06
Total	14.7

- Counter Fraud services only contains April – December

□ Explanation of Appendices

Appendix 1 to this report provides the March performance for your Health Organisation against the Lead indicators with comparison data for the rolling twelve-month period to 31st March 2024.

Appendix 2 provides March 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 March 2024.

Appendix 3 then highlights the position for all health organisations at the end of March 2024.

Summary Position

HD Quarter 4 23-24 Performance

Primary Care Services

Primary Care payments made accurately and to timescale



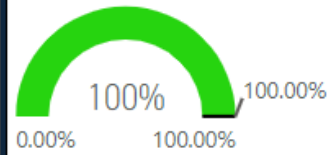
Patient assignments actioned within 24 hours



Urgent medical record transfers to/from GPs and other primary care agencies within 2 working days



Cascade Alerts issued within timescale



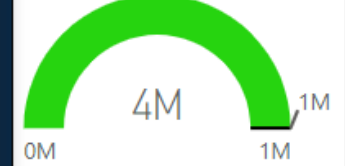
Accounts Payable

PSPP Compliance non NHS

Not Yet Available

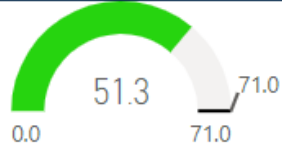
Procurement Services

Procurement savings - YTD

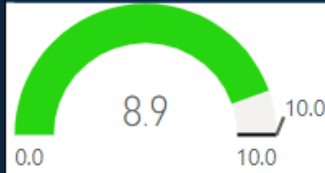


Employment Services

Vacancy Creation to unconditional Offer



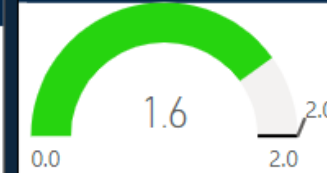
Time to Approve Vacancies



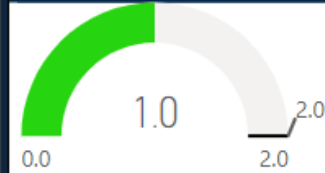
% of Vacancies advertised within 2 working days of receipt



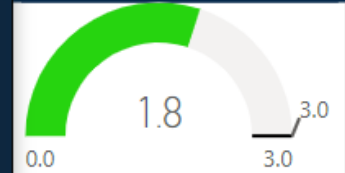
Time to Place adverts



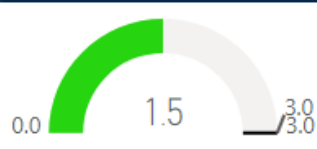
Time to send applications to Manager



Time to shortlist by Managers



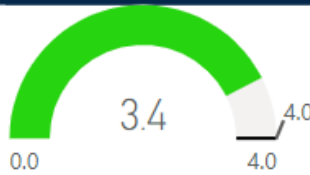
Time to notify Recruitment of Interview Outcome



% of conditional offer letters sent within 4 working days



Time to send conditional offer letter



NWSSP Pay Accuracy



Overall Payroll Accuracy

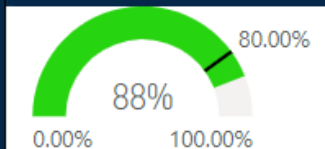


Audit & Assurance

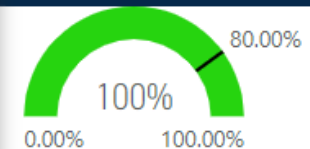
Audit Reports to agreed Audit Committee

Yes

Report turnaround management response to Draft report - YTD



Report turnaround draft response-final- YTD



Professional Influence

14.7M

PI Savings - YTD

Action Plan for Lead Indicators

All KPIs for the health organisation were reported a green in March.

*Delivering Value,
Innovation and Excellence
through Partnership*

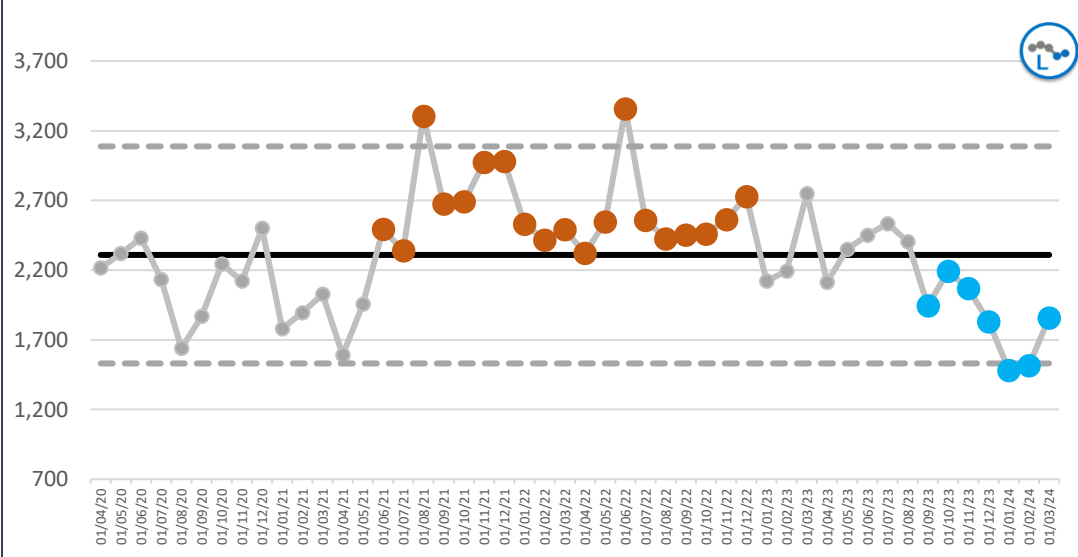
Employment Services – Recruitment

Recruitment

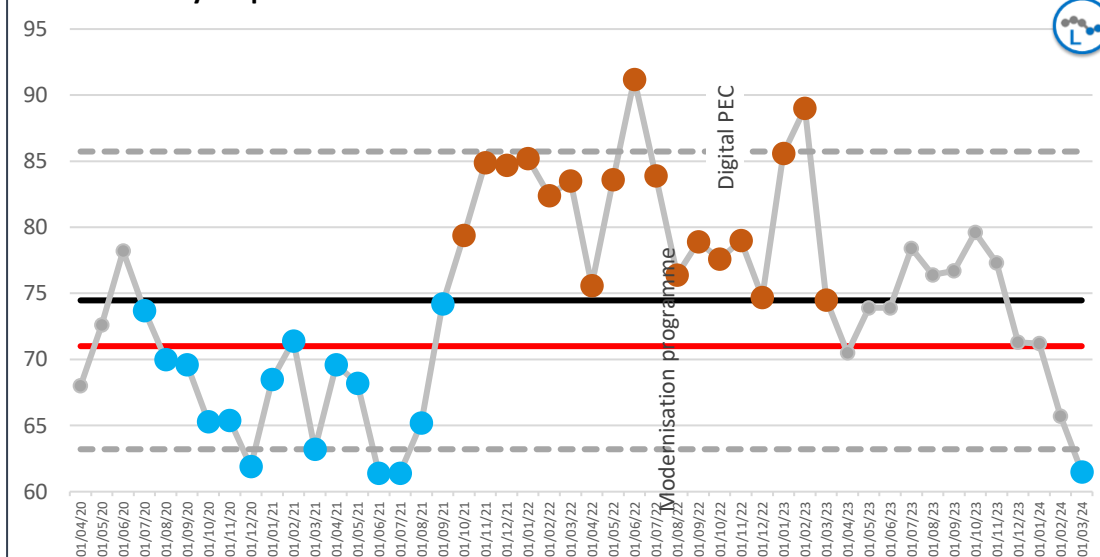
Vacancy Creation to Unconditional Offer

Org	Target	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Trend
AB	71	82	81	87	84	95	83	103	102	99	90	80	71	
BCU	71	73	72	73	74	75	73	69	74	73	75	74	69	
CV	71	81	76	81	86	88	97	95	88	94	93	84	89	
CTM	71	94	87	93	93	93	94	106	94	82	82	76	66	
HD	71	60	65	60	54	65	67	65	58	51	58	51	51	
HEIW	71	35	74	64	76	50	62	89	101	57	73	71	47	
DHCW	71	61	70	59	69	72	76	64	60	63	68	52	58	
NWSSP	71	67	64	62	78	76	87	76	88	71	77	76	56	
PTHB	71	65	64	70	80	82	72	70	74	69	72	70	53	
PHW	71	54	63	57	61	60	56	58	57	58	57	60	58	
SBU	71	77	72	76	79	74	79	72	68	70	66	69	58	
VEL	71	71	75	78	77	65	66	73	66	68	61	53	61	
WAST	71	97	98	92	113	121	110	109	96	80	75	66	66	
All Wales	71	71	74	74	78	76	77	80	77	71	71	66	62	

Number of Conditional Offers Sent



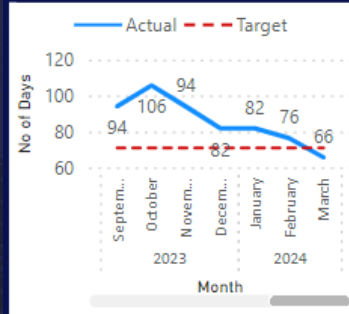
Vacancy Requested to Unconditional Offer



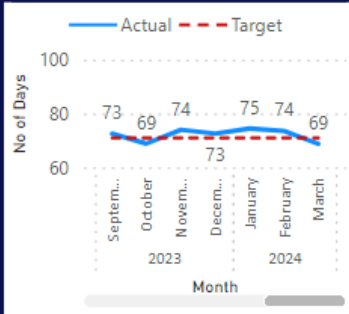
Employment Services – Recruitment

The charts below show the Vacancy creation to unconditional offer performance for the individual organisations September – March 24.

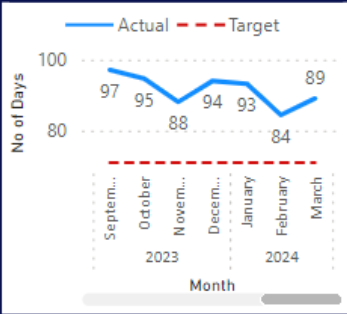
CWM TAF MORGANNWG



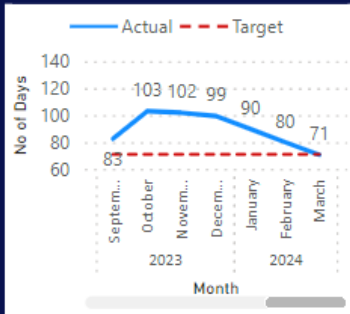
BETSI CADWALADR



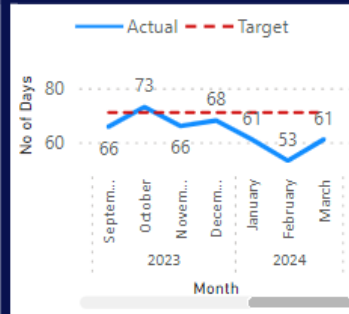
CARDIFF & VALE



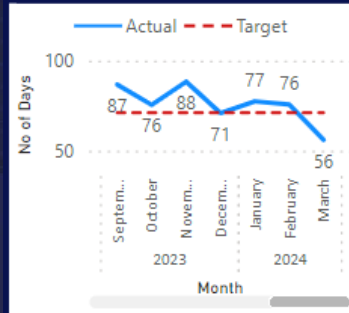
ANEURIN BEVAN



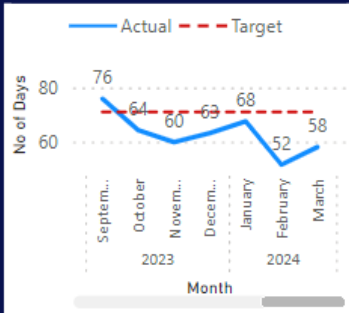
Velindre (Inc VCC & WBS)



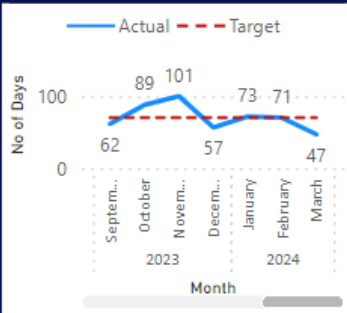
NWSSP



DIGITAL HEALTHCARE



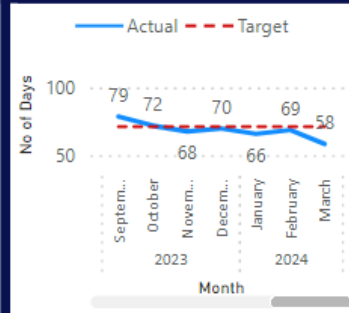
HEIW



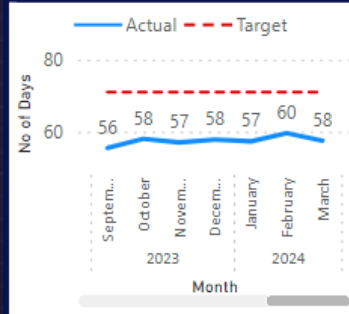
HYWEL DDA



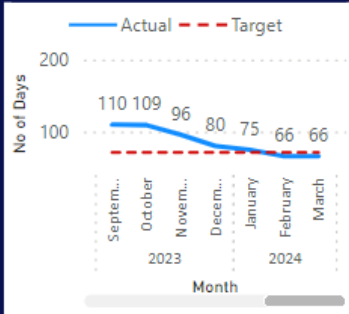
SWANSEA BAY



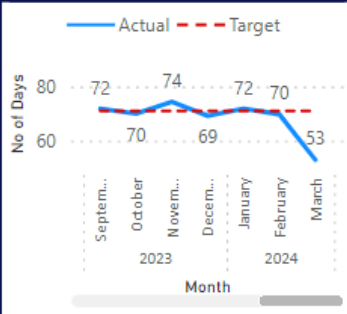
PUBLIC HEALTH WALES



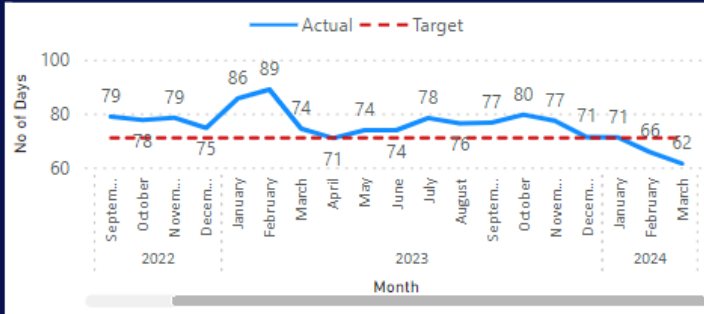
WELSH AMBULANCE SERVICE



POWYS



All Wales



Vacancy Creation to unconditional offer

Information not available

Accounts Payable – The non-NHS Public Sector Payment Policy (PSPP)

Information on the payment of non-NHS invoices within 30 days is currently unavailable. We are awaiting the final report from the Welsh Government Finance Team following the collation of the Monthly Monitoring Returns (MMR).

An updated report on the PSPP will be issued once it becomes available

HD High Level - KPIs Mar 2024							Target	30/06/2023	30/09/2023	31/12/2023	31/03/2024	Trend
Financial Information												
Professional Influence Savings - YTD								£2,309m	£3,740m	£9,418 m	£14,723 m	
Employment Services												
Payroll services												
NWSSP Pay Accuracy	99.6%	99.82%	99.97%	99.96%	99.99%							
Overall Pay Accuracy	99.6%	99.83%	99.90%	99.89%	99.96%							
Organisation KPIs Recruitment												
% of vacancy creation to unconditional offer within 71 days		83.2%	74.3%	89.0%	82.5%							
Vacancy creation to unconditional offer	71	60.4	66.7	51.4	51.3							
% of vacancies approved within 10 working		81.0%	89.5%	86.0%	83.7%							
Time to Approve Vacancies	10	7.0	5.8	5.9	8.9							
% of vacancies shortlisted within 3 working		85.9%	87.6%	80.0%	89.8%							
Time to Shortlist by Managers	3	2.0	2.0	2.4	1.8							
% of interview outcomes notified within 3 working		81.4%	85.9%	88.4%	92.0%							
Time to notify Recruitment of Interview Outcome	3	1.8	1.8	1.3	1.5							
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	1.7	1.7	1.4	1.6							
% of applications moved to shortlisting within 2 working of vacancy closing		100.0%	99.5%	100.0%	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%	98.7%	99.1%	98.6%	97.7%							
Time to send Conditional Offer Letter	4	3.8	3.9	3.6	3.4							
Procurement Services												
Procurement savings - YTD							Target	£0.305m	Target	£1.011m	Target	
							Actual	£0.926m	Actual	£2.749m	Actual	£3.650m
Accounts Payable												
Invoices older than 30 days not disputed		1,373	1,214	1,081	1,324							
% Invoices on hold not disputed over 30 days		34%	33%	48%	62%							
PSPP Compliance non NHS	95%	95.2%	96.5%	96.5%	Not Available							
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	Y	N	N	Y							
% of audit outputs in progress		9%	20%	36%	16%							
Report turnaround management response to Draft report - YTD	80%	N/A	86%	82%	88%							
Report turnaround draft response-final- YTD	80%	N/A	100%	100%	100%							

Appendix 2 – All Wales Performance for the rolling twelve-month period to 31st March 2024

ALL WALES KPIs		30/06/2023	30/09/2023	31/12/2023	31/03/2024	Trend
Primary Care Services						
Prescription - Payment Month keying Accuracy rates	99%	99.73%	99.74%	99.76%	99.68%	
Prescriptions processed (Apr - Dec)	58.01m	70.0m	28.9m	50.7m	56.79m	
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%	97%	
Student Awards						
% of NHS Bursary Applications processed within 20 days	100%	100%	100%	100%	100%	
Student Awards % Calls Handled	95%	96.5%	93.3%	98.2%	96.9%	
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%	100%	100%	
Digital Workforce						
DWS % Calls Handled	85%	98.67%	90.30%	95.80%	95.51%	
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%	91%	
% delivery of audited reports on time (NHS)	87%	100%	100%	100%	100%	
Pharmacy Technical Services						
Service Errors	<0.5%	4	0	0	4	
Medical Examiner						
Deaths Scrutinised	60%	100%	100%	100%	100%	
All Wales Laundry						
Orders dispatched meeting customer standing orders	85%	93%	91%	90%	94%	
Delivery's made within 2 hours of agreed delivery time	85%	100%	100%	100%	100%	
Microbiological contact failure points	85%	100%	96%	94%	95%	
Inappropriate items returned to the laundry including Clinical waste items	<5	0	0	0	0	

Appendix 3 – Health Org Performance comparison 31st March 2024														
KPIs Mar 2024	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	£26.239 m	£67.159 m	£34.458 m	£22.207 m	£28.094 m	£14.723 m	£1.266 m	£3.278 m	£23.323 m	£5.572 m	£0.637 m	£0.255 m
Employment Services														
Payroll Services														
NWSSP Pay Accuracy	Our Services	99.6%	99.95%	99.96%	99.98%	99.87%	99.92%	99.99%	99.80%	99.93%	99.89%	99.94%	99.86%	100.00%
Overall Pay Accuracy	Our Services	99.6%	99.81%	99.90%	99.82%	99.72%	99.82%	99.96%	99.78%	99.69%	99.54%	99.86%	99.93%	99.96%
Calls Handling % Quarterly Average	Our Services	95%	97.2%											
Orgalisation KPIs Recruitment														
Vacalcy creation to unconditional offer	Our Services	71 days	58.2	70.6	68.8	89.1	65.7	51.3	57.5	52.9	58.0	65.9	47.4	58.0
Time to Approve Vacancies	Our Services	10 days	4.2	8.6	6.3	18.0	16.3	8.9	2.5	6.4	1.6	7.2	6.0	1.0
Time to Shortlist by Managers	Our Services	3 days	6.8	6.2	4.9	9.9	6.9	1.8	3.9	4.2	5.3	10.7	5.7	10.5
Time to notify Recruitment of Interview Outcome	Our Services	3 days	3.2	3.6	2.1	3.1	3.1	1.5	2.1	1.2	0.8	4.5	2.0	2.0
NWSSP KPIs Recruitment														
Time to Place Adverts	Our Services	2 days	1.9	1.8	1.5	1.7	1.7	1.6	2.1	1.9	1.6	1.4	1.0	1.1
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	1.1	0.9	1.0	1.1
Time to send Conditional Offer Letter	Our Services	4 days	3.7	3.3	3.5	3.6	3.7	3.4	3.1	3.2	3.3	3.4	3.9	3.4
Calls Handling % Quarterly Average	Our Services	95%	98.9%											
Procurement Services														
Procurement savings- YTD	Our Value		Target	Target	Target	Target	Target	Target	Target	Target	Target	Target	Target	Target
			£1.441m	£3.708m	£2.783m	£3.557m	£1.879m	£1.480m	£0.407m	£0.395m	£0.144m	£0.025m	£0.063m	£0.000m
			Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual
			£4.076m	£5.639m	£4.566m	£5.707m	£3.710m	£3.650m	£0.095m	£0.587m	£0.270m	£0.193m	£0.123m	£0.007m
Accounts Payable														
Invoices older than 30 days not disputed	Our Services		3,214	2,210	1,947	2,135	3,693	1,324	801	358	499	205	26	27
% Invoices on hold not disputed over 30 days	Our Services		56%	39%	34%	53%	62%	62%	71%	44%	37%	63%	24%	55%
Call Handling% - Quarterly Average	Our Services	95%	97.4%											
PSPP Compliance non NHS	Our Services	95%	Not Available											
Audit & Assurance														
Audits reported to Agreed Audit Committee	Our Services	Y/N	Y	Y	Y	N	Y	Y	Y	N	Y	N	Y	Y
% of audit outputs in progress	Our Services		35%	39%	30%	26%	35%	16%	36%	17%	31%	28%	9%	23%
Report turnaround (15 days) management response to Draft report - YTD	Our Services	80%	73%	57%	76%	61%	56%	88%	75%	80%	38%	67%	89%	78%
Report turnaround (10 days) draft response-final- YTD	Our Services	80%	100%	100%	100%	96%	100%	100%	100%	100%	100%	92%	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



*Delivering Value,
Innovation and Excellence
through Partnership*