

Shared Services Partnership Committee

Thu 20 January 2022, 10:00 - 12:00

Teams



Agenda

10:00 - 10:05
5 min

1. Agenda

1.1. Welcome and Introductions

Tracy Myhill, Chair

1.2. Apologies for absence


Tracy Myhill, Chair

1.3. Declarations of Interest

Tracy Myhill, Chair


1.4. Draft minutes of meeting held on 18 November 2021

Tracy Myhill, Chair

 1.4 NWSSP Partnership Cttee Minutes - 2021. 11 - Part A - DRAFT.pdf (9 pages)

1.5. Action Log

Tracy Myhill, Chair

 1.5 Action Log January 2022.pdf (1 pages)

10:05 - 10:35
30 min

2. Deep Dives

2.1. Health Courier Services - Support to Booster Campaign

Presentation
Logistics

Tony Chatfield, National Clinical Logistics Manager, Gildas Griffiths, Deputy Head of Clinical

2.2. Procurement - National Operating Model

Presentation


Jonathan Irvine, Director of Procurement Services

10:35 - 11:00
25 min

3. Items for Approval/Endorsement

3.1. IMTP

Alison Ramsey, Director of Planning, Performance & Informatics

 3.1 NWSSP IMTP 2022-25 for approval.pdf (3 pages)

11:00 - 11:10
10 min

4. Chair/Managing Director's Report

4.1. Chair's Report

Verbal

4.2. Managing Director's Update

Neil Frow, Managing Director

 4.2 SSPC MD Update Jan 22.pdf (7 pages)

11:10 - 11:15
5 min

5. Items for Noting

5.1. International Recruitment

Gareth Hardacre, Director of People & OD

 5.1 SSPC International Recruitment Paper.pdf (6 pages)

11:15 - 11:20
5 min

6. Project Updates

6.1. PMO Highlight Report

Alison Ramsey, Director of Planning, Performance & Informatics

 6.1 Monthly PMO Update December.pdf (15 pages)

11:20 - 11:45
25 min

7. Governance, Performance & Assurance

7.1. Finance & Performance Report

Andrew Butler, Director of Finance & Corporate Services

 7.1 SSPC Finance and Corporate Services December 21.pdf (14 pages)

7.2. People & OD Report

Gareth Hardacre, Director of People & OD

 7.2 SSPC POD Report January 2022.pdf (17 pages)

7.3. Corporate Risk Register

Peter Stephenson, Head of Finance & Business Development

 7.3 SSPC Corporate Risk Register January 2022.pdf (4 pages)

 7.3 Corporate Risk Register 20211101.xlsx (4 pages)

11:45 - 11:50
5 min

8. Items for Information













8.1. Annual Review

Andrew Butler, Director of Finance & Corporate Services

 8.1 NWSSP Annual Review 2020-21 V2.pdf (50 pages)

8.2. Finance Monitoring Returns

Andrew Butler, Director of Corporate and Finance Services

-  8.2 NWSSP MMR M8 Narrative.pdf (8 pages)
-  8.2 NWSSP MMR M8 Table A Movement.pdf (1 pages)
-  8.2 NWSSP MMR M8 Table A2 Risks.pdf (1 pages)
-  8.2 NWSSP MMR M8 Table B Monthly Positions.pdf (2 pages)
-  8.2 NWSSP MMR M8 Table C Savings.pdf (2 pages)
-  8.2 NWSSP MMR M8 Table C3 Savings Tracker.pdf (1 pages)
-  8.2 NWSSP MMR M9 Narrative.pdf (8 pages)
-  8.2 NWSSP MMR M9 Table A Movement.pdf (1 pages)
-  8.2 NWSSP MMR M9 Table A2 Risks.pdf (1 pages)
-  8.2 NWSSP MMR M9 Table B Monthly Positions.pdf (2 pages)
-  8.2 NWSSP MMR M9 Table C Savings.pdf (2 pages)
-  8.2 NWSSP MMR M9 Table C3 Savings Tracker.pdf (1 pages)

11:50 - 11:55
5 min

9. Any Other Business

11:55 - 11:55
0 min

10. Date and Time of Next Meeting

Thursday 24 March 10am (Teams)



NHS WALES SHARED SERVICES PARTNERSHIP COMMITTEE

MINUTES OF MEETING HELD THURSDAY 18th November 2021 10:00 – 12:00 Meeting held on TEAMS Part A - Public

ATTENDANCE	DESIGNATION	ORGANISATION
MEMBERS:		
Margaret Foster (MF)	Chair	NWSSP
Neil Frow (NF)	Managing Director	NWSSP
Sarah Simmonds (SS)	Director of Workforce & OD	Aneurin Bevan
Hywel Daniel (HD)	Executive Director for People & OD	CTM UHB
Claire Osmundsen-Little (COL)	Executive Finance Director	DHCW
Huw Thomas (HT)	Director of Finance	Hywel Dda
Pete Hopgood (PH)	Executive Director of Finance, Information & IT Services	Powys THB
Chris Turley (CT)	Director of Finance	WAST
OTHER ATTENDEES:		
Geoff Lang (GL)	Head of Value and Savings Programme	BCUHB
Christopher Lewis (CL)	Deputy Director of Finance	Cardiff & Vale
Chris Payne (CP)	Assistant Director of Operational Planning & Performance	HEIW
Helen Bushell (HB)	Board Secretary & Head of Board Business Unit	PHW
Julian Rhys Quirk (JRQ)	Assistant Director of Workforce	Swansea Bay
Lisa Wise (LW)	Head of HSSG Climate Change and Operation Supplies (PPE)	Welsh Government
Andy Butler (AB)	Director of Finance & Corporate Services	NWSSP
Gareth Hardacre (GH)	Director of People & OD	NWSSP
Alison Ramsey (AR)	Director of Planning, Performance, and Informatics	NWSSP
Ruth Alcolado (RA)	Medical Director	NWSSP
Peter Stephenson (PS)	Head of Finance & Business Development	NWSSP
Lindsay Payne (LP)	Interim Deputy Director of Finance	NWSSP
PRESENTERS:		
Christopher Lewis (CHL)	Environmental Management Advisor	NWSSP
SECRETARIAT:		
Gareth Price (GP)	Personal Assistant	NWSSP

Item		Action
1. STANDARD BUSINESS		
1.1	Welcome and Opening Remarks The Chair welcomed Committee members to the November 2021 Shared Services Partnership Committee meeting.	
1.2	Apologies Apologies were received from: Steve Elliot – Interim Director of Finance, Health and Social Services Group, Welsh Government Steve Ham – Chief Executive, Velindre University NHS Trust Debbie Eyitayo – Director of Workforce & OD, Swansea Bay UHB Eifion Williams – Director of Finance, HEIW Jo Whitehead – Chief Executive, BCUHB Sue Hill – Executive Director of Finance, BCUHB Catherine Phillips – Executive Director of Finance, CVUHB Joe Donnelly – UNISON Representative	
1.3	Declarations of Interest No declarations of interest were disclosed.	
1.4	Minutes of Previous Meeting Draft Minutes of meeting held on 23 rd September 2021 were reviewed and accepted with no issues raised.	
1.5	Action Log All actions are complete or on the agenda to discuss	
2. Deep Dive		
2.1	Decarbonisation Chris Lewis, NWSSP Specialist Estates, provided an update on the work being done within NWSSP, both internally and on behalf of NHS Wales, in terms of the decarbonisation agenda. The context is the global recognition of climate change, and the need to take action to minimise the extent of rising temperatures, as has been discussed recently by world leaders in the COP26 conference in Glasgow. The work that Chris and his team are doing is aligned to the Welsh Government agenda. There are a number of good examples where progress has been made in terms of improving the estate (e.g. through LED lighting and Solar Panels); reducing transport emissions through greater use of electric vehicles and the installation of charging points; and reducing waste, particularly	

Item		Action
	<p>in terms of single-use plastic. The Welsh Government target of 30% working from home should also contribute, although savings in commuting emissions might be partially offset by increased energy use in private homes. Procurement and the supply chain are also a big area of potential impact on NWSSP's carbon footprint, and one example of where a difference can be made is in changing the medical gases used by anaesthetists. How NHS Wales fits into the expected targets and associated timescales for Wales to be carbon-neutral were discussed by Committee Members.</p> <p>LW, who heads the Climate Change Team for Health and Social Care in Welsh Government stressed the need for the programme to include adaptation to a changing climate to ensure continued resilience. Others commented on whether the programme was sufficiently ambitious and on how NWSSP could support the rest of NHS Wales. It was also stressed that this is not just a responsibility that can be delegated to Estates, but one which needs to be picked up across the whole organisation(s). The costs associated with addressing climate change are huge, and it was therefore important that organisations acted in a joined-up way, partnering with local authorities and other bodies where appropriate, to take advantage of UK wide initiatives and to avoid any unnecessary duplication. Obtaining a number of electric HGVs for the NWSSP fleet is one example of where UK-wide funding has been successfully accessed to date.</p> <p>Action CHL to share the slides with PS to pass on to the Committee.</p>	PS
3. Items for Approval/Endorsement		
3.1	<p>COVID-19 Public Inquiry Planning Update</p> <p>AB presented a paper to update the Committee on progress in preparing for the UK Covid 19 Public Inquiry. A task group has been established comprising a number of directors and the terms of reference for the group were shared with the Committee. Action Plans have been documented and additional resource is being recruited to help collate relevant evidence. There was some discussion on the large number of groups across NHS Wales who are responding to the likely needs of the Inquiry and the resultant need to minimise the potential for duplication. The Committee ENDORSED the approach.</p>	

Item		Action
3.2	<p>Matrix House Business Case</p> <p>AB stated that an opportunity to purchase Matrix House in Swansea (NWSSP West Wales Regional Hub), which is currently occupied by NWSSP, PHW and WAST, as well as some private tenants, has arisen. All three NHS organisations have long leases remaining and are committed to utilising this building for the foreseeable future and in particular WAST have recently incurred significant capital expenditure to provide a comprehensive training centre at the site. The purchase of the property would generate revenue savings and is supported by both PHW and WAST. The Committee APPROVED the business case and ENDORSED NWSSP requesting capital funding from Welsh Government to facilitate the purchase of Matrix House.</p>	
3.3	<p>SMTL - Options for Expansion</p> <p>AB provided the Committee with a report on the current options for expansion of the SMTL service. SMTL were at the forefront of ensuring the efficacy of PPE equipment during the pandemic and generate substantial levels of income from both health bodies across the UK and the private sector. Expansion of the service within IP5 would reduce the need for certain types of equipment having to be sent to the US and Europe for specific testing. There were two options suggested for this expansion, a smaller expansion providing 325 square metres of additional space or a larger expansion delivering an additional 750 square metres. Funding for the smaller expansion has been agreed with Welsh Government and it was confirmed that the selection of this option does not preclude the larger expansion being undertaken in future. The Committee ENDORSED development of the smaller expansion at a cost of £572,600 including VAT.</p>	
3.4	<p>Standing Order Revisions</p> <p>The Committee ENDORSED some minor amendments to the Standing Orders. These included the removal of the temporary increase in expenditure limits and the increase in tenure for the Chair, both of which resulting from the need to respond to the pandemic.</p>	
3.5	<p>IMTP - Emerging Themes</p> <p>AR provided the Committee with the initial emerging themes from the NWSSP IMTP process. Individual meetings between each Committee member and the NWSSP Director of Planning,</p>	

Item		Action
	<p>Performance and Informatics will be held over the coming weeks, with the IMTP being brought back to the Committee in January for formal approval. The Committee ENDORSED the approach.</p> <p>Action PS to ensure that the IMTP is a substantial agenda item for the January 2022 SSPC.</p>	PS
4. Chair/Managing Director's Report		
4.1	<p>Chair's Report</p> <p>MF highlighted her attendance at the Welsh Risk Pool Committee the previous day. The number of claims is growing significantly, and this will be exacerbated as COVID-related claims start to be received.</p> <p>MF announced that following a robust recruitment process which attracted some excellent candidates, Professor Tracy Myhill has been appointed as her successor and will commence as the new NWSSP Chair on 1 December.</p>	
4.2	<p>Managing Director's Update</p> <p>Neil Frow, Managing Director, updated the Committee upon the key issues and the activities undertaken by NWSSP since the date of the last meeting.</p> <p>Including in the update was:</p> <ul style="list-style-type: none"> • A graphical representation highlighting how volumes of transactions have increased in recent years for Accounts Payable, Recruitment and Payroll functions and in particular over the previous six months. The urgent need for Health Boards and Trusts to increase expenditure and recruit significant additional members of staff to respond to and recover from the pandemic is undoubtedly placing great strain on the NWSSP Recruitment and Payroll teams in particular. Pressures have been compounded through the need to further respond to one-off issues such as payment of the COVID bonus, overtime arrears for annual leave, and implementing the pay award. NWSSP staff have responded admirably to these challenges, but the level of current demand is difficult to sustain within existing resource and systems and additional resources are required. Internal measures are being implemented to increase staff numbers 	

Item		Action
	<p>where possible but the issues arising from this level of unprecedented and unplanned demand have been added as a risk on the Corporate Risk Register.</p> <ul style="list-style-type: none"> Continued progress has been made on addressing the issues that have been raised following health and safety audits undertaken by NWSSP within the initial three laundries that transferred, and this has been regularly reported to the NWSSP Senior Leadership Group. Although not secured yet, and subject to planning and changes outside of NWSSP control, the following sites are the All-Wales Laundry “preferred sites” that will be subject to scrutiny and business case approval: <ul style="list-style-type: none"> South West Region: Millstream Way – land at Millstream Way, Swansea Vale, Swansea; and North Wales: Tir Llwyd Employment Parc - land at Tir Llwyd Employment Parc, Kinmel Bay, Rhyl The major Oracle upgrade was carried out following the completion of a substantial testing programme and the system went live on 19 October, with all milestones achieved. There have been some issues with system stability and performance causing disruption since go-live which is to be initially expected for major upgrades. These now have now been addressed and the system is operating at pre-upgrade levels. Committee members expressed their gratitude to the staff involved in ensuring a successful upgrade 	
5. Project Updates		
5.1	<p>PMO Highlight Report</p> <p>AR presented the PMO Report which the Committee reviewed and noted the current progress and position on the schemes being managed.</p>	
6. Governance, Performance & Assurance		
6.1	<p>Finance Report</p> <p>The Committee reviewed the finance report and noted the additional savings that had been generated during the year to date. £2m of non-recurrent re-investments have been agreed</p>	

Item		Action
	<p>within NWSSP to accelerate benefits and efficiencies and an additional £1.25m distribution confirmed to NHS Wales and Welsh Government in 2021/22 as approved at the last SSPC. The financial position will be continually reviewed over the coming months to inform any further funding and/or distributions. £4.5m of capital funding has been confirmed against the £10.5m included in the IMTP. £1.02m has been spent to date with plans in place to fully utilise the funding within the financial year. The outcome is awaited of the additional capital funding request of £11.5m to Welsh Government. Welsh Risk Pool expenditure to M7 is £32.7m, compared to £56m at this point last year. The M7 DEL forecast is £125m compared to the IMTP forecast of £123.5m. Welsh Government have locked the £16.5m risk share in September with UHBs/Trusts so any movement from forecast will be managed with WG. The forecast remains within a range which can be managed to meet the total available Welsh Government resource by the end of the year and cases are continually reviewed to identify if additional expenditure can be incurred in 2021/22 to ease pressure on the risk share agreement in future years.</p>	
6.1.1	<p>Audit Wales Management Letters</p> <p>AB reminded the Committee that Audit Wales audit all of the health bodies in Wales, and in completing those audits they need assurance of the underlining controls and procedures within NWSSP. Therefore, NWSSP are audited and in doing so a number of services including Accounts Payable, Internal Audit and Procurement are reviewed.</p> <p>Copies of the Audit Wales NWSSP Management Letter and the separate review of Hosted Systems were provided to the Committee for information. Both provide positive assurance over the systems operated by NWSSP on behalf of NHS Wales which account for approximately 95% of total NHS expenditure. Committee members acknowledged the assurance provided by the Audit Wales reporting respect of the adequacy of the controls and arrangements put in place by NWSSP.</p>	
6.2	<p>People & OD Report</p> <p>GH presented the report. In-month sickness levels remain very low at 2.51% with the cumulative figure for the last 12 months at 2.92%. Headcount continues to grow with 4408 staff in post, and 1165 new starters in the last 12 months. Most of these relate to the Single Lead Employer, but significant numbers have also been recruited or transferred relating to new services such as the</p>	

Item		Action
	<p>Laundry, Medical Examiner and TMU Services. Statutory and Mandatory training compliance has improved to 85.5%, but there is still room for improvement with completion of PADRs which are at 65%. Turnover is higher this quarter due to a number of trainees completing their training and their contracts coming to an end. Following on from the item in the Managing Director's report, GH reiterated that the Recruitment and Payroll teams are currently experiencing unprecedented levels of demand, which has meant in some instances compliance with KPI measures has been missed. The division is communicating on a regular basis with organisations to agree priorities and discuss pressures. The largely unplanned nature of the recruitment within Health Boards and Trusts makes it particularly difficult for the service to respond as it would ideally like.</p> <p>JRQ thanked Shared Services for the support provided in dealing with the recent data breach and loss of pay slips by IBM's Courier Service for Swansea Bay UHB.</p>	
6.3	<p>Corporate Risk Register</p> <p>PS presented the Corporate Risk Register stating that there are currently no red-rated risks. One new risk has been added since the last Committee relating to the current pressures on the recruitment and payroll functions in particular, due to the unprecedented increased in demand for their services across NHS Wales. A number of COVID-related risks have been downgraded and consequently moved into the risks for monitoring section of the report.</p>	
7. Items for Information		
	<p>The following items were provided for information only:</p> <ul style="list-style-type: none"> 7.1. Wales Infected Blood Support Scheme Annual Report 7.2. Quality and Safety Assurance Report 7.3. Audit Committee Highlight Report 7.4. Audit Committee Annual Report 7.5. Counter Fraud Annual Report 7.6. Finance Monitoring Returns 	
8. ANY OTHER BUSINESS		
9.1	<p>HT reminded the Committee that the meeting would be the last chaired by Margaret Foster, who retires as the NWSSP Chair at the end of November. Margaret has held the post for nine years and</p>	

Item		Action
	<p>has overseen a substantial growth in the size, range, and complexity of the services provided by NWSSP. The Committee paid tribute to Margaret and provided her with a small gift to acknowledge her efforts and contribution.</p> <p>MF replied that it had been a privilege to lead Shared Services and thanked all the NWSSP staff, and members of the Committee for their support.</p>	
<p style="text-align: center;">DATE OF NEXT MEETING: Thursday, 20th January from 10:00-12:00 Via Teams</p>		

Item 1.5

ACTION LOG

SHARED SERVICES PARTNERSHIP COMMITTEE

UPDATE FOR 20 JANUARY 2022 MEETING

List No	Minute Ref	Date	AGREED ACTION	LEAD	TIMESCALE	STATUS JANUARY 2022
1.	2021/11/2.1	November 2021	Decarbonisation Agenda PS to share presentation slides with SSPC members.	PS	January 2022	Complete
2.	2021/11/3.5	November 2021	IMTP – Emerging Themes PS to ensure that IMTP is a substantial agenda item for the January 2022 meeting.	PS	January 2022	Complete

MEETING	Shared Services Partnership Committee
DATE	20 January 2022
AGENDA ITEM	TBC
PREPARED BY	Helen Wilkinson Planning and Change Manager
PRESENTED BY	Alison Ramsey Director of Planning, Performance and Informatics
RESPONSIBLE HEAD OF SERVICE	Alison Ramsey Director of Planning, Performance and Informatics

TITLE OF REPORT

NWSSP IMTP 2022-2025

PURPOSE OF REPORT

SSPC are asked to approve the NWSSP IMTP 2022-25.

1. BACKGROUND

Welsh Government require NHS organisations to prepare an IMTP for 2022-25 in line with the NHS Wales Planning Framework published in late November 2021.

This set out requirements for the IMTP to demonstrate how we align our services to the Ministerial Priorities confirmed in July 2021:

1. A Healthier Wales – as the overarching policy context
2. Population health
3. Covid response
4. NHS recovery
5. Mental Health and emotional wellbeing
6. Supporting the health and care workforce
7. NHS Finance and managing within resources

8. Working alongside Social Care

Reference to the wider government policy goals is also mandated which include: the Decarbonisation Strategic Delivery Plan, Foundational Economy in Health and Social Care Strategy and the Primary Care Model for Wales.

The national framework also requires us to set out our response to the Five Harms of COVID-19.

The financial allocation for 2022-2025 was published in late December and whilst our financial plan was substantially complete our financial plans have now been revised to reflect this.

Approach

Our IMTP has been developed in collaboration with all our divisions who have written divisional plans for the next three years that align with NWSSP strategic objectives and Ministerial Priorities.

Our divisions have also all produced a plan on a page for 2022-23 (Year one), which will be presented and discussed internally as part of a NWSSP staff event in late January 2022.

We held Quarterly Reviews prior to Christmas with our divisions where the three-year plans were discussed and included more detail around finance and workforce planning.

Our Director of Planning, Performance and Informatics has met with partners to discuss our indicative plans and to confirm our key priorities for 2022-25.

Whilst the Welsh Government has extended the deadline for IMTP submissions to 31 March 2022, we consider the NWSSP IMTP to be substantially complete. Subject to discussion with SSPC members on 20 January 2022, and a final proofread, we propose to submit our IMTP as soon as practicable following the meeting.

Key messages

A summary presentation on the key aspects of the NWSSP IMTP will be given at the meeting.

A copy of the provisional IMTP is enclosed as **Appendix A**.

Our infrastructure programmes are ongoing and are a key focus for year one of our plan. This includes continuing with our All-Wales Laundry

Service plans, implementation of scan for safety and Transforming Access to Medicines (TRAMS).

We are submitting a balanced financial plan for 2022-25. However, this will be challenging and there are a number of significant financial risks to be managed to achieve this aim, in particular the continued uncertainty regarding energy prices.


Through focussing on the policy landscape and what our customers and partners need over the next three-years we will:

1. Support the NHS in reducing the FIVE Harms of COVID-19 including the vaccination and booster campaigns.
2. Continue to implement 'Once for Wales' solutions to support service improvement and transformation for NWSSP and our partners.
3. Focus on sustainability for the longer term, beyond 3 years.
4. Support the recovery of Health Boards through modernisation programmes, including recruitment.
5. Add value through partnership by continuing to collaborate with partners.
6. Deliver our basics well through a focus on continuous improvement.
7. Put the mental health and wellbeing of our people at the heart of our plans.

2. RECOMMENDATION

Committee Members are asked to:

- Consider the presentation at the SSPC meeting on 20 January 2022.
- Approve the NWSSP IMTP for 2022-25.

 GIG CYMRU NHS WALES	Partneriaeth Cydwasaethau Shared Services Partnership	AGENDA ITEM:3.2 20 January 2022
--	--	--

<i>The report is not Exempt</i>
Teitl yr Adroddiad/Title of Report
Managing Director's Report

ARWEINYDD: LEAD:	Neil Frow – Managing Director
AWDUR: AUTHOR:	Peter Stephenson, Head of Finance & Business Development
SWYDDOG ADRODD: REPORTING OFFICER:	Neil Frow – Managing Director
MANYLION CYSWLLT: CONTACT DETAILS:	Neil.frow@wales.nhs.uk

Pwrpas yr Adroddiad: Purpose of the Report:
To provide the Committee with an update on NWSSP activities and issues since the last meeting in November.

Llywodraethu/Governance
Amcanion: Objectives: To ensure that NWSSP openly and transparently reports all issues and risks to the Committee.
Tystiolaeth: Supporting evidence: N/a

Ymgynghoriad/Consultation :
Shared Services Partnership Committee

Adduned y Pwyllgor/Committee Resolution (insert ✓):							
DERBYN/ APPROVE		ARNODI/ ENDORSE		TRAFOD/ DISCUSS	✓	NODI/ NOTE	✓
Argymhelliad/ Recommendation	The Partnership Committee is to NOTE and DISCUSS the report.						

Crynodeb Dadansoddiad Effaith: Summary Impact Analysis:	
Cydraddoldeb ac amrywiaeth: Equality and diversity:	No direct impact.
Cyfreithiol: Legal:	No direct impact.
Iechyd Poblogaeth: Population Health:	No direct impact.
Ansawdd, Diogelwch a Profiad y Claf: Quality, Safety & Patient Experience:	No direct impact.
Ariannol: Financial:	No direct impact.
Risg a Aswiriant: Risk and Assurance:	This report provides an assurance that NWSSP risks are being identified and managed effectively.
Safonau Iechyd a Gofal: Health & Care Standards:	Access to the Standards can be obtained from the following link: http://www.wales.nhs.uk/sitesplus/documents/1064/24729_Health%20Standards%20Framework_2015_E1.pdf .
Gweithlu: Workforce:	No direct impact.
Deddf Rhyddid Gwybodaeth/ Freedom of Information	Open

Introduction

This paper provides an update into the key issues that have impacted upon, and the activities undertaken by, NWSSP, since the date of the last meeting in November.

COVID-19

Following the outbreak of the Omnicrom variant, the Planning and Response Group has been re-established with effect from December and is meeting on a twice-weekly basis. The Group comprises the Senior Leadership Group plus Trade Union, Surgical Materials Testing Laboratory and Communications representatives.

The focus of the Group has been on prioritising activities that support the rest of NHS Wales in the continued response to the pandemic. Plans are in place to strengthen the resilience of NWSSP functions and activities and to ensure business continuity, with a particular focus on the supply of drivers. Although sickness rates are starting to creep up, with pockets of Covid-related absence, the general rates of sickness absence are still very low in comparison to the rest of NHS Wales.

There is a separate presentation on the agenda to highlight the substantial work being undertaken within the Supply Chain and Health Courier Services to support the Reset and Recovery work being undertaken by Health Boards and in particular to facilitate the vaccination booster programme.

The previous temporary increased authorisation limit for PPE expenditure of £5m has been reinstated to ensure procurements can take place promptly, following approval by the Velindre Trust Board prior to Christmas. This will be reviewed again at the end of June 2022.

Financial Position

A review of service forecast outturn positions has been undertaken and this has shown that delays to appointing to vacancies as well as an increase in income primarily within Legal & Risk Services has increased the underlying underspend. We have agreed £2m of non-recurrent re-investments within NWSSP to accelerate benefits and efficiencies and we have confirmed an additional £1.25m distribution to NHS Wales and Welsh Government in 2021/22 as approved in September. We will continue to review the financial position over the coming months to ensure we meet our forecast break-even financial outturn.

In terms of the Welsh Risk Pool, the DEL expenditure to M9 is £69.1m, compared to £81.1m at this point last financial year. The M9 DEL forecast of £123m remains in line with the original IMTP forecast of £123.5m

indicating we are on target to fully utilise the total Welsh Government resource available by the end of the financial year.

Operational Performance

In my November report I highlighted the significant pressures that were being experienced within our Employment Services Directorate in supporting Health Boards in responding to, and recovering from, the pandemic. The position is now as follows:

Recruitment Division

The unprecedented levels of demand are continuing, which has meant in some instances compliance with KPI measures has been missed. However:

- While only 51.3% of adverts were advertised in December within the two-day target, 47.3% were published within three days, just one day outside of the target; and
- Although in December only 18% of conditional offer letters were issued within the four-day target, 20.3% were issued within five days and 57.6% within six days, just two days over target.
- During 2021 the Streamlining Programme allocated 1,169 Nurses, 381 AHPs, 45 Physician Associates and 103 Midwives, equating to a 99% success rate, significantly reducing the multiple applications previously seen in the system.

Additional staff are being recruited to support the increases in activity, and a deep dive review of processes undertaken, coupled with implementing new robotics processes and Trac system enhancements. Digital Identity checking systems are being reviewed with the aim to be implemented in April, facilitating continuance of virtual pre-employment checks. NHS Jobs 3 will be implemented across NHS Wales by the end of March, removing some processing activity and speeding up time-to-hire.

Although future demand is uncertain it is unlikely to decrease and the increase in staffing, and the commencement of the Divisions Modernisation and Responsiveness Programme in early 2022 covering the initiatives stated above will have a positive impact on performance.

Payroll

Performance remains in line with KPIs, however call handling has been problematic due to increases in call activity resulting from additional payments being processed. As an example, 360,000 additional Covid bonus and Working Time Directive payments were processed towards the end of 2021. The processing of the supplementary Pay Award, and schemes to sell surplus annual leave will result in further significant additional transactional volumes. Changes within the contact centre telephony software in January should, however, have a positive impact.

In the coming weeks a significant modernisation programme based around new technology and further movement to a 'Once for Wales' payroll model will be implemented.

Student Awards Service

The backlog of applications experienced in the autumn have been addressed and systems improved, and staff trained to address the issues that caused the processing delays. During 2022 a tender process for a new Student Awards System will commence with implementation in 2023 which will transform the way in which the divisions work with all its stakeholders.

IMTP

The IMTP for the period from 2022 to 2025 has been developed and is included on the agenda for formal approval.

Welsh Infected Blood Support Scheme

No recent requests have been received from the Infected Blood Public Inquiry team, with the Inquiry hearing expected to resume on 17 January 2022. NWSSP have promoted, with WIBSS beneficiaries, the Blood Compensation Framework Study being carried out by Sir Robert Francis QSC. This study is separate from the Infected Blood Inquiry, although it is anticipated Sir Robert will attend a future hearing about his recommendations.

We have also acted upon some of the suggestions made during the WIBSS evidence session, namely, to refresh and update our staff guidance document, to clarify the small grants claim process and to improve the access to information on the WIBSS website.

TRaMS/Laundry

In the case of both the TRaMS and Laundry projects, the initial indications from the programme teams developing the more detailed outline business cases suggest that the capital costs are much higher than was originally forecast in the relative programme business cases. As a result the teams are working with consultants to identify where savings may be made to reduce the costs of these projects.

PPE

We continue to work with the PPE Executive Lead Group to take forward the procurement of further PPE to support front-line staff. The PPE Executive is chaired by the NWSSP Director of Finance & Corporate Services and includes representatives from, Welsh Government, all Health Boards and Trusts and senior Procurement staff. We reinstated the PPE group in December 2021 as a result of the Omicron variant to ensure consistent and prompt

communication between organisations and provides all members with an understanding of the relevant challenges and issues, and that everyone is aware of the latest advice and guidance. Meetings have also been undertaken with the Chief Medical Officer and Chief Nursing Officer to investigate the procurement of further supplies of face masks.

Overseas Recruitment

There is a separate paper on the agenda for noting relating to the letting of contracts to undertake a co-ordinated recruitment campaign for nursing staff internationally. This should benefit Health Boards in filling staff vacancies as they respond to the pandemic and the recruitment is being undertaken via specialist agencies and in countries where there is already a surplus of nursing staff. The contractual arrangements and funding have been approved by Welsh Government and should result in well over 400 nurses being recruited.

Foundational Economy

In the three months from the end of August 2021 the NWSSP Procurement Team has almost doubled the number of contracts with Welsh suppliers, with additional contracts with a total value of £19M to the Foundational Economy in Wales. A number of additional staff are in the process of being recruited to support this initiative, including analysis of data to improve the visibility of our pipeline through introducing monthly reporting requirements from across the frontline and sourcing teams. Working with our commercial legal team a mandatory 15% weighting for social value is being successfully applied to the routine procurement assessment process across all organisations, resulting in improved Foundational Economy expenditure and outcomes.

Salary Sacrifice – Decarbonisation

NWSSP administer the lease car salary sacrifice scheme for most Health Boards and Trusts in Wales. Currently there are 2500 cars in the scheme, a significant proportion of which are either fully electric or Hybrid cars. In response to requests from staff who are unable to charge cars (e.g. do not have driveways) we are now offering two self-charging hybrid models. The team are facing unprecedented applications for cars with currently 445 vehicles on order, the very significant majority of which are fully electric or hybrid.

System Updates

There are a number of systems that are either currently going live or will do shortly:

- The system for payments to GPs to replace the NHAIS system is due to go-live on 1 April;
- The first phase of the Legal and Risk Case Management System is currently being implemented; and
- The CLERIC system, used by Health Courier Service drivers, is due to go-live in February after the award of the new contract in December 2021.

Staff Awards

The NWSSP Staff Recognition event will take place virtually on the evening of the 26th of January. There has been a high level of good quality nominations and the event provides an opportunity to celebrate the efforts of NWSSP staff in what has been another very challenging year.

Senior Appointments

Following a review of IT resources and provision across NWSSP, we have created a post of Chief Digital Officer, reporting to the Director of Planning, Performance, and Informatics. This new role will allow better co-ordination of IT resource across NWSSP and will directly facilitate and support desired objectives in taking the digital agenda forward. The role is to be filled, initially on a secondment basis, by Neil Jenkins, who is currently employed in the Primary Care Services Directorate.

**Neil Frow,
Managing Director, NWSSP,
January 2022**



GIG
CYMRU
NHS
WALES

Partneriaeth
Cydwasaethau
Shared Services
Partnership

AGENDA ITEM:XX

20 January 2022

The report is not Exempt

Teitl yr Adroddiad/Title of Report

An All-Wales approach to International Recruitment (Nursing)

**ARWEINYDD:
LEAD:**

Gareth Hardacre, Director of People and OD

**AWDUR:
AUTHOR:**

**Angela Jones, Assistant Programme
Director, Digital Workforce**

**SWYDDOG ADRODD:
REPORTING
OFFICER:**

**Angela Jones, Assistant Programme
Director, Digital Workforce**

**Pwrpas yr Adroddiad:
Purpose of the Report:**

The purpose of this report is to notify the Committee of the establishment of a collaborative approach to International Recruitment (Nursing) via the award of contracts on behalf of NHS Wales organisations to three international recruitment suppliers. This request has been approved by both the Finance Governance Group and Welsh Government and is within the agreed COVID-related expenditure limits for NWSSP.

Llywodraethu/Governance

**Amcanion:
Objectives:**

Value for Money - To develop a highly efficient and effective shared service organisation which delivers real terms savings and service quality benefits to its customers.

Excellence - To develop an organisation that delivers process excellence through a focus on continuous service improvement, automation, and the use of technology.

Staff - To have an appropriately skilled, productive, engaged, and healthy workforce.

Prudent recruitment strategy with engagement and 'buy-in' from all NHS Wales organisation, thus ensuring that we have a sustainable health system to serve current and future generation of Wales

Ymgynghoriad/Consultation :

Office of the Chief Nursing Officer November 2021
 National Nursing workforce Group 10th December
 All Wales Attraction, Retention & Recruitment Group
 Supplier Events held December 2021 – attended by nominated Wales
 Nursing & Workforce Leads.
 Finance Governance Group – December 2021
 Welsh Government – December 2021

Adduned y Pwyllgor/Committee Resolution (insert ✓):							
DERBYN/ APPROVE		ARNODI/ ENDORSE		TRAFOD/ DISCUSS		NODI/ NOTE	✓
Argymhelliad/ Recommendation		NOTE the establishment by NHS Wales Shared Services Partnership of a collaborative approach to International Recruitment (Nursing).					

Crynodeb Dadansoddiad Effaith: Summary Impact Analysis:	
Cydraddoldeb ac amrywiaeth: Equality and diversity:	No direct impact
Cyfreithiol: Legal:	No direct considerations
Iechyd Poblogaeth: Population Health:	No direct Impact
Ansawdd, Diogelwch a Profiad y Claf: Quality, Safety & Patient Experience:	Prudent Once for Wales recruitment strategy with engagement and 'buy-in' from all NHS Wales organisation, thus ensuring a sustainable health system to deliver safe patient care to the current and future generation of Wales.
Ariannol: Financial:	NWSSP central contract award with cross-charge arrangements back to NHS Wales organisations. Potential reduction in agency usage as a result 2022/23 Reduction in administration associated with individual organisation recruitment processes.
Risg a Aswariant: Risk and Assurance:	Included in body of report and appendix
Safonau Iechyd a Gofal:	No direct impact

Health & Care Standards:	
Gweithlu: Workforce:	Increased recruitment and retention of Bank Workers with less reliance on Agency workers.
Deddf Rhyddid Gwybodaeth/ FOIA	Open

An All-Wales approach to International Recruitment (Nursing)

BACKGROUND:

Following discussions with the Office of the Chief Nursing Office in November 2021 and subsequently at the National Nursing Workforce Group, all-Wales Nurse recruitment leads have agreed to pilot a Once for Wales International Nurse Recruitment Programme. Welsh Government have committed a small amount of Year end funding to pump-prime activities. Individual NHS organisations have also confirmed a maximum number of nurses that they wish to recruit and funding to support this again utilising 2021/22 budget.

The Wales International Nurse Recruitment Programme will be hosted by NWSSP to maintain the Once for Wales approach to recruitment standards and pre-employment checks and to reduce the direct competition as a result of multiple individual approaches.

All NHS to supplier fees will be managed by NWSSP with an appropriate re-charge process back to individual organisations. Successful recruits will then ultimately be employed by the University Health Boards whilst progressing OSCE examinations and award of NMC professional registration.

Such an approach provides for a strong Wales 'brand' presence on an International stage and can build upon and also utilise the "This is Wales" Train.Work.Live marketing campaign.

Due to the pandemic, nursing workforce requirements have significantly increased and there is an unprecedented urgency to commence a large-scale international recruitment process as quickly as possible. The request for a direct award has been thoroughly discussed with the Office of the Chief Nursing Officer and Chief Executives and it is recognised that an expedited award is necessary in order to on-board the significant number of international nurses required to strengthen our health system and deliver safe patient care.

ASSESSMENT

Over the past six weeks NHS Wales Nurse Recruitment leads have met three times to initiate a Once for Wales International Nurse Recruitment Programme. Project Management support for the programme is provided by NHS Wales Shared Service Partnership with oversight provided through the All-Wales Attraction, Retention & Recruitment Group. A Project Plan has been developed with key tasks/milestones and responsible leads from each of the NHS organisations have volunteered to lead on each of the specific workstreams.

It is proposed that there will be three phases to the project:

- Phase 1 – Urgent Collaborative International Recruitment Drive utilising private suppliers to on-board international nurses by the end of the financial year (utilising 2021/22 funding)
- Phase 2 – Exploration of a Centralised NHS Wales International Recruitment Service to supply a pipeline of International nurses to NHS Wales organisations.
- Phase 2a – Link with HEIW utilising Train Work Live to develop a pipeline of international students to ultimately work and reside in Wales.

This paper will focus on Phase 1 only.

A scoping exercise has been quickly undertaken via Nursing/Workforce colleagues, to determine the levels of vacancies in each organisation, what (if any) international recruitment activity is currently underway and what remuneration and pastoral support packages were awarded post-offer.

Health Board leads have internally discussed and agreed the number of Registered Nurses (RNs) they are committed to onboard in Phase 1, which equates to a national total of 436 RNs. Health Boards have also identified 2021/22 funding that is available, the majority of which has been confirmed.

Based on an indicative cost of circa £10k to fully on-board an international RN [based on current market intelligence], this requires an estimated baseline financial commitment of £4.36m. Welsh Government have committed £700K of 2021/22 funding to pump-prime the recruitment activity, thus reducing the cross-charge to organisations

Procurement stakeholder days have been held throughout December with a consortium of five preferred suppliers, including suppliers currently contracted to NHS Wales organisations (Medacs, Your World) and suppliers who have previously supplied to NHS England (Yeovil NHS Trust, Aryavrat, My Healthcare Recruit). All suppliers are able to engage via a recognised national framework with the exception of Yeovil NHS Trust which is an NHS-to-NHS supplier. Following the supplier events NHS Wales colleagues shortlisted three preferred suppliers i.e. Medacs, My HealthCare Recruit and Your World Recruitment.

CONTRACT AWARD

A contract award was made in December 2021 by NWSSP Procurement services on behalf of NHS Wales with appropriate recharge arrangements to Health Boards/Trusts via NWSSP finance teams. The contract award is under an existing National Framework Agreement ref: HTE-TWS2-1A.000 let by Health Trust Europe for a period of one year. The value of the combined contracts will not exceed a maximum cap of £5m, to ensure the award remains within the agreed financial commitment from each HB and WG funding.

To maximise recruitment fill rate and mitigate the risk of 'unfulfilled requirement', it is intended that each supplier will receive a minimum award from the contract with the rest available on a 'draw-down' basis according to suppliers' ability to meet fill rates. This will be tracked via the project team and procurement colleagues and change of control notices issued. This also mitigates the risk of a maximum award whilst NWSSP await confirmation of funding from BCU and Powys THB.

NEXT STEPS

Six working groups have been established to support Phase 1 and lead on specific workstreams within the programme

- Selection & Interviews
- Immigration & Pre-Employment Checks
- OSCE Training
- Travel and Accommodation
- Pastoral Care, Reward and Retention
- Train, Work, Live materials to support IR

These groups will agree a Once for Wales approach to each of the relevant workstreams, utilising the International Recruitment Toolkit developed by NHS Employers. A designated lead has been identified for each workstream with representation from across NHS Wales

Once Phase 1 is underway and international nurse 'employment offers' have been made, NWSSP will continue to work with Welsh Government and UHB colleagues on the project scoping to support Phase 2 & Phase 2a which will focus on developing a centralised NHS Wales International Recruitment Service by the NHS, for the NHS in Wales and to develop a pipeline of international students to ultimately work and reside in Wales.

RECOMMENDATION:

Note the establishment by NHS Wales Shared Services Partnership of a collaborative approach to International Recruitment (Nursing), noting the award contracts on behalf of the collaborative NHS Wales organisations to three international recruitment suppliers.



GIG
CYMRU
NHS
WALES

Partneriaeth
Cydwasaethau
Shared Services
Partnership

GIG Cymru Partneriaeth Cydwasaethau

NHS Wales Shared Services Partnership

PMO Report Dec 21



NWSSP PMO Monthly Update – December 2021

Prepared by Ian Rose

Date: 10/12/2021

Monthly Summary	3
SLT Recommendation.....	3
Medical Examiner	5
Student Awards	5
Laundry Transition.....	6
TRAMs Programme.....	6
Cleric.....	8
NHAIS GP Payments - PCS.....	8
Demographics Transformation - PCS.....	9
Virtual Identify checks.....	9
Performers List – PCS.....	10
Data Management – PCS.....	10
L&R Case Management System	11
Patient Medical Records and Digital Scanning Service Accommodation - PCS.....	11
Single Lead Employer– Phase 3.....	12
CTM Ward Storage	13
Customer Contact Centre: scoping.....	13
Community Dressings Phase 2 CTMuHB	14
Community Dressings Phase 1 Powys.....	14
Payroll e-Forms.....	14
Occupational Health Checks	15
Appendix A.....	15

Monthly Summary

The PMO is currently supporting **29** different schemes up one on last month, of varying size, complexity and providing a range of support from different points within the project lifecycle.

Within the PMO, we have 6 Project Managers and 2 PPM Business Partners supporting schemes all of which are at different points within the project or programme lifecycle.

The **29** schemes have 18 different SRO/Project Executive Leads across a number of NWSSP directorates and Healthboards.

Also, within the **29** schemes the breakdown of scheme size and coverage ranges from:

- **52% (15 Schemes) All Wales** – Typically where the scheme covers multiple Healthboards, and the schemes seek to implement products utilised on a multi healthboard or all wales basis.
- **10% (3 Schemes) Healthboard** – Typically supporting schemes for Healthboards but where NWSSP play a role in the service provision
- **38% (11 Schemes) NWSSP** – Typically serving internal purpose for one or more NWSSP directorates

The high-level update displays the current status of the schemes where PMO are engaged at any level and attached in Appendix A is the current graphical performance and data set.

The PMO would like to thank SLG for their support this year and wish you all a happy Christmas and prosperous new year.

SLT Recommendation

SLT are asked to:

- Note the update on progress with key projects
- Consider the consequences and agree the current assessment of risk

Key Trend information and Initiative Overview

Initiatives – Increase of **TWO** from last reporting month - 29

Scheme Scale	SRO	RAG	SIZE	Revised Completion	Original Completion	% Completion	Support Type
All Wales							
Demographic Transformation	Ceri Evans	Green	Large	31/12/2022	31/07/2022	58%	Project Management
GMPI - existing liabilities scheme	Mark Harris	Paused	Large	31/03/2022	31/03/2021	84%	Project Management
Medical Examiner	Andrew Evans	Amber - Cost	Large	31/12/2021	31/03/2021	72%	Project Management
NHS Wales Staff Benefit Portal	Alison Ramsey	Paused	Medium	01/12/2021	31/12/2020	20%	Project Management
Performers List	Neil Jenkins	Green	Medium	31/03/2023	31/03/2022	36%	Project Management
PPE Winter plan 2021/22	Andy Butler	Green	Medium	31/03/2022	31/03/2022	100%	Project Management
Primary Care NHAIS GP Payments (MVP)	Neil Jenkins	Green	Large	31/03/2022	01/05/2020	83%	Project Management
Single Lead Employer Phase 3	Ruth Alcolado	Green	Medium	30/09/2022	30/09/2022	25%	Project Management
Student Awards System Existing Stabilisation and New System Spec	Darren Rees	Amber - Cost	Medium	31/03/2022	31/03/2021	20%	Project Management
TRAMS Phase 2 OBC Developments	Neil Frow	Green	LargeXorg	31/12/2023	31/03/2022	15%	Project Management
TRAMS SE Wales Hub	Neil Frow	Amber - Cost	Large	31/03/2022	31/03/2022	35%	Project Management
Advice and Guidance System	Welsh Government	Green	Medium	31/03/2022	31/03/2022	0%	Project Management
Virtual identity checking software	Darren Rees	Green	Large	31/03/2022	31/03/2022	0%	Project Management
Occupational Health Checks	Rebecca Jarvis	Green	Medium	31/03/2022	31/03/2022	0%	Project Management
All Wales Laundry OBC Development	Neil Davies	Not PMO Measured	LargeXorg	31/12/2022	31/12/2022	0%	Project Management
Healthboard							
Cwm Taf Phase 2 Community Dressings	Emma Williams	Green	Medium	31/03/2022	31/10/2021	56%	Project Management
Ward Stock Storage Assessment	Greg Dix	Green	Small	31/03/2022	01/03/2021	56%	Project Management
Community Dressings Powys - Phase 1	Jamie Marchant	Green	Medium	31/03/2022	31/03/2022	20%	Project Management
NWSSP							
Automatic Data Capture (ADC) devices	Graham Davies	Not Started	Medium	Not PMO Measured	Not PMO Measured	0%	Project Management
Cleric Procurement of New System / contract	Tony Chatfield	Green	Small	31/01/2022	31/12/2020	50%	Project Management
Corporate Health Standards	Gareth Hardacre	Green	Medium	31/10/2021	31/10/2021	71%	Project Management
Data Management	Andrew Evans	Green	Large	01/09/2024	01/09/2024	40%	Project Management
New PMO software Requirements - Identifying a system (BC Development)	Alison Ramsey	Green	Medium	30/11/2021	31/05/2020	100%	Project Management
NSV Codes/Review	Tony Chatfield	Not Started	Small	Paused	Paused	0%	Project Management
Patient Medical Records and Scanning Service Accommodation Review	Scott Lavender	Green	Large	31/08/2024	31/03/2022	10%	Project Management
SMTL POW Building Expansion - Feasibility Study	Pete Phillips	Green	Small	31/03/2022	01/04/2021	90%	Project Management
Contact Centre (Scoping & Requirements)	Simon Cookson	Green	Medium	31/03/2022	31/03/2022	72%	Project Management
L&R Case Management System implementation phase	Mark Harris	Amber - Time	LargeXorg	31/08/2023	31/03/2022	25%	Project Management
Payroll e-Forms	Gareth Hardacre	Green	Large	31/03/2022	31/03/2022	0%	Project Management

Medical Examiner	Bethan Rees	Andrew Evans (PCS)
Monthly Update (key/issues (blockages)/risks)		
Status – Amber (Overall) Green (Time) Red (Cost) Green (Quality)		
<p>The full management structure is in place and has taken responsibility for the service. The question of the future funding assurance letter remains unresolved, and recruitment actions are ongoing to complete the staffing establishment.</p> <p>Whilst it has been proposed to close Project Management support for this service the SRO has requested that PM support to the Service Management Board continues until the end of Q3 2021, to support resolution of the remaining elements of the scope.</p> <p>Formal Closure of the support provided from the PMO will commence at the start of Q4 (Jan 22) in line with Project expectations and the ongoing operational management arrangements now in place.</p> <p>Main Blockers/Observations Lack of confirmation confirming full funding of Welsh model could mean insufficient fund to cover costs. At present the Letter of Assurance has not been received however, Welsh Government continues to settle fees, without the documentation in place.</p> <p>Consequences The funding letter is ultimately needed to comply with governance and assurance requirements for the service.</p>		

Key Individual Project/Programme Updates		
Project Name	Project Manager	Project Exec/SRO
Student Awards	Bethan Rees	Lisa Williams / Darren Rees
Monthly Update (key/issues (blockages)/risks)		
Status – Time (Amber) Cost (Amber) Quality (Amber)		
<p>STA to extend contract support for a further 12 months to 31st March 2023, issued and assessed. Waiting for NWSSP approval.</p> <p>Once approved, PIN to be issued to marketplace for supplier engagement & Supplier demonstration days to be held during January/February in preparation for procurement process in last Spring 2022.</p> <p>Main Blockers/Observations</p> <ul style="list-style-type: none"> Lack of compliant bids for the new system Vulnerability and end of support for legacy software and hardware GDPR risk from hosting end-of-life systems. Higher risk of a full Records Management breach, risks around the fragility of an unsupported system and the potential of data loss or corruption of thousands of student data records. Potential monetary penalties of several million pounds for a loss. <p>Consequences Risk of total system failure if new system cannot be procured.</p>		

Project Name	Project Manager	Project Exec/SRO
Laundry Transition	Ian Rose	Neil Frow
Monthly Update (key/issues (blockages)/risk assessments)		
Status- Amber (Overall) Amber (Time) Amber (Cost) Green (Scope)		
<p>Three Laundries continue to operate on the agreed basis as a result of the transfer in April.</p> <ul style="list-style-type: none"> • Glan Clwyd - Moto developed between SES and BCU Estates currently in circulation between NWSSP and BCU for final ratification. Additional scrutiny applied to ensure clear H&S responsibilities are in place. S1 S2 process complete. • Llansamlet - Asset transfer – TR1 (Land Registry) form received from solicitor for Velindre signature but awaiting final solicitor report before submission. S1 S2 process complete. • Aneurin Bevan / Greenvale – Moto issued to HB for final checks and S1 S2 process nearing completion with completion expected in January 2022. <p>Two Laundries Transferred via a separate project in October led by Mark Roscrow and Lee Wyatt on different terms to the first three.</p> <ul style="list-style-type: none"> • Church Village – The service production transfer to NWSSP on Oct 1st as planned. • Glan Gwilli - The service production transfer to NWSSP on Oct 1st as planned. <p>Main Blockers/Observations None.</p> <p>Consequences None.</p>		

Programme Name	Programme Manager	Project Exec/SRO
TRAMs Programme	Peter Elliott	Andrew Evans (Welsh Gov) & Neil Frow
Monthly Update (key/issues (blockages)/risk assessments)		
Status- Amber Time/Cost		
<p>Design work for the SE Wales Hub OBC is ongoing. Significant issues of cost emerged in November, with the contractors proposing a costing significantly in excess of both Project and Programme budgets.</p> <p>Assurance work is underway with assistance from SES, the Pharmacy Reference Group, and our contracted employer side support to understand the costs and formulate options. Significant areas have been identified in which we can tighten scope while still remaining within the PBC brief. It is therefore likely that substantial rework of the design will be required, which will entail the investment of further fees. Project Board are seeking assurance on the Project Cost landing zone for each option, before seeking funding to support rework. Design rework has therefore not yet been commissioned.</p>		

SE Wales Project Board meets again on 16 Dec to receive costed options for design rework, and an Exception Report will be taken to TRAMS Programme Board on 20 Dec to recommend the way forward. Given the time needed to confirm funding, and then to do the design rework, it is likely that OBC submission will now be not before March 2022.

Power supply reinforcement options for IP5 are being developed by Stuart Douglas of SES, with both a strategic option for the long-term future of the whole Business Park, and a tactical option to buy existing supply capacity from another user on the park are being developed. These options are due for delivery by the end of Jan 2022, and the findings will be incorporated into the TRAMS OBC.

Colin Powell is now leading the Workforce and Stakeholder engagement aspects of the Programme:

- The 2019 resource mapping is being repeated in Nov 2021 to update the detailed workforce information prior to OCP and TUPE
- Steps are underway to designate and transfer members of the service senior management in a structured way
- Revenue funding from NWSSP Savings has also been agreed to help stabilize the wider workforce in advance of transfer
- Engagement with the Chief Pharmacist Group about the Service Model and other matters are ongoing month by month

Tom Sherman has now started work as Project Manager for the SW and North Hub site search projects. Initial meetings have been held with key regional stakeholders, and orientation visits held with Tom in those regions. These projects aim to identify “preferred localities” for the two hubs by the end of March 2022.

A conditional offer of employment has been made for the second Project Manager, who will initially be tasked with supporting the Organisational Change and Education and Training projects. It is now anticipated that this person will join at the end of Feb 2022.

Workshops are currently underway with clinical pharmacy colleagues for the Process and Digital scope, these will run approximately every fortnight until March 2022, to determine what systems we will need to have in place to ensure products can be ordered from the new service.

Preliminary work is underway on digital procurement activities for next financial year, based on utilising **AgilePM methodologies** to deliver an incremental scope that will both prepare for TRAMS and deliver immediate benefits for the CIVA@IP5 service, which needs new software in place by March 2023. By developing incrementally, the cost can also be controlled, utilising capital tactically and building up the revenue license costs slowly in line with service need. Careful attention will be needed on how this project is specified, procured, and contracted, and Lena Boghossian has been contacted for initial procurement advice.

Main Blockers/Observations

- Resolution of the electrical supply and cost issues for SE Wales Hub
- Securing Fees for any rework required to resolve the SE Wales Hub issues
- Impact on Programme Affordability

Consequences

- Until the power supply and cost issues for the SE Hub are resolved, the OBC will not be able to be approved.

- Unless a viable Project Cost for SE Wales can be identified, the viability of the Programme will be impacted.
- Programme is now rated **Amber for Time and Cost**. A Recovery Plan will be developed and presented to the December meeting of the Programme Board.

Project Name	Project Manager	Project Exec/SRO
Cleric	Peter Elliott	Tony Chatfield
Monthly Update (key/issues (blockages)/risk assessments)		
<p>The contract award for Cleric was achieved on 30 Nov.</p> <p>Implementation is underway with DHCW Client Services as the lead technical resource to support data migration in a controlled way to the new Cloud Environment, with Mike Bryan overseeing technical aspects on behalf of NWSSP.</p> <p>Essential tasks include preparation to facilitate migrating existing data in a controlled way to the on-premise test environment. This will allow testing of the current data set with the new version of the software.</p> <p>Cleric are preparing the new cloud environments.</p> <p>Allowing for Christmas holidays, the Go Live is currently forecast for the for the first week of Feb 2022.</p> <p><u>Main Blockers/Observations</u> Potential interruption to the Service which is being mitigated by the migration strategy.</p> <p><u>Consequences</u> Continuity of existing service.</p>		

Project Name	Project Manager	Project Exec/SRO
NHAIS GP Payments - PCS	Gill Bailey	Neil Jenkins
Monthly Update (key/issues (blockages)/risk assessments)		
<p><u>Status-</u> Amber (Overall) Amber (Time) Amber (Cost) Green (Scope)</p> <p>Following completion of workshops, GP Practices have been given access to the training environment to familiarise themselves with the system and complete test cases to provide assurance that the system meets the minimum requirements.</p> <p>As of 9th December, 79% of practices have accessed the system. This position is being monitored closely with a plan in place to contact those practices who have yet to access the system.</p> <p>Initial analysis of returned test cases has identified only minor issues which will not impact the technical go live scheduled for the 23rd December 2021.</p> <p><u>Observations</u> Some delays with providing GP Practices access to the system attributed to the initial set-up not being correct (expansion of IP addresses required), and user request forms not</p>		

being completed correctly. A process is now in place to verify information to reduce the number of errors.

Consequences

Some practices will not have sufficient time to complete the test cases. Training material and step by step video guides available on the website will help address this.

Project Name	Project Manager	Project Exec/SRO
Demographics Transformation - PCS	Gill Bailey	Ceri Evans
Monthly Update (key/issues (blockages)/risk assessments)		
<u>Status</u> - Green (Overall) Green (Time) Green (Cost) Green (Scope)		
<p>As the timeframe for completion has been extended, the project team meetings have moved to monthly.</p> <p>Project Manager reviewed the Project Plan with Project Executive with some workstream timelines amended to reflect the revised implementation of PCRM. Work is continuing within various workstreams such as securing data feeds from WDS, developing Notify and implementing hardware.</p> <p><u>Observations</u></p> <p>Whilst NHS Digital have now provided PCS staff with access to the integrated environment and JIRA (User stores) for the new PCRM system, issues with accessing the site have now emerged. Discussions are ongoing with NHS Digital to resolve this.</p> <p>Supply chain issues and DHCW change freeze starting on the 16th December have delayed the installation of hardware. This is now scheduled for 6th January, Mamhilad Data Centre and 11th January for Newport.</p> <p><u>Consequences</u></p> <p>Although the implementation of the hardware has been delayed there is no impact to note.</p>		

Project Name	Project Manager	Project Exec/SRO
Virtual Identify checks	Gill Bailey	Darren Rees
Monthly Update (key/issues (blockages)/risk assessments)		
<u>Status</u> - Green (Overall) Green (Time) Green (Cost) Green (Scope)		
<p>Request received from Kelly Skene on 15th November 2021 to support purchase and implementation of virtual identity checks.</p> <p>Assessed by PMO with Project Manager allocated on 1st December.</p> <p>Initial scoping undertaken to include establishment of project governance.</p>		

Main Blockers/Observations

Early indications require project to be completed by the end of **March 2021** which is a challenging timeframe.

Consequences

Project Name	Project Manager	Project Exec/SRO
Performers List – PCS	Alison Lewis	Neil Jenkins
Monthly Update (key/issues (blockages)/risk assessments)		
Status – Green (Overall) Amber (Time) Amber (Cost) Green (Scope)		
<p>WNWRS option Paper endorsed by PCS Digital Strategy Group, engagement with current supplier has now commenced.</p> <p>Workshops continue to be completed to develop draft specification.</p>		
<u>Main Blockers/Observations</u> Resource capacity within PCS is still an issue which has resulted in key activities not being completed, estimated timescales have been confirmed however resource capacity remains an issue.		
<u>Consequences</u> Ability to meet delivery timescales due to BAU and other project priorities and resource availability.		

Project Name	Project Manager	Project Exec/SRO
Data Management – PCS	Alison Lewis	Neil Jenkins
Monthly Update (key/issues (blockages)/risk assessments)		
Status- Amber (Overall) Amber (Time) Amber (Cost) Green (Scope)		
<p>Specification and Invitation to Tender for Statement of Work (SOW) fixed term workers contract has been finalised and tender published to suppliers by Procurement to be returned on 22 December 2021 with contract award date agreed 10 January 2022.</p>		
<u>Main Blockers/Observations</u> Resource capacity is still an issue however the resource support from the SOW contract should elevate current capacity issues.		
<u>Consequences</u> Ability to meet delivery timescales due to BAU priorities and resource availability within PCS.		

Project Name	Project Manager	Project Exec/SRO
L&R Case Management System	Jenna Goldsworthy	Mark Harris
Monthly Update (key/issues (blockages)/risk assessments)		
<p>Status – Time (Amber) Cost (Amber) Quality (Amber) RAG status amended to reflect uncertainty to deliver within the current timeline.</p> <p>20 requirement gathering workshops completed in November facilitated by project manager and involving project team as well as supplier. The output of the workshops is to define the process flows to meet the specification requirements. This has resulted in the need for L&R to provide more content.</p> <p>Azure subscription set up to enable the supplier to build the system once process flows have been completed. The supplier has completed cloud assessment which has been submitted to DHCW.</p> <p>The L&R Project IT team attended Welsh Informatics Assurance Group (WIAG) to present AQPs for the CMS, document storage and sharing solution. WIAG will share the requirements by the end of December 2021.</p> <p>Observations Issues arising have prevented establishing the document management system before implementing the CMS. This has necessitated the need to extend the current contract with Virtual Cabinet.</p> <p>Once the discovery phase has been completed (target – end of December), the timeline can be re-profiled.</p> <p>Consequences Additional work to establish contingency plans for the safe running of document management system over the next 12 months.</p> <p>Uncertainty to deliver on time until discovery phase has been completed.</p>		

Project Name	Project Manager	Project Exec/SRO
Patient Medical Records and Digital Scanning Service Accommodation - PCS	Jenna Goldsworthy	Scott Lavender
Monthly Update (key/issues (blockages)/risk assessments)		
<p>Status- Green (Overall) Green (Time) Green (Cost) Green (Scope)</p> <p>Immediate need to address capacity issue As the medical records storage will reach capacity in January 2022, a short-term lease (Jan 22 to Mar 22) for 5000sqm on the Mamhilad estate, managed by Johnsey's is in the process of being agreed by PCS. The team are currently looking at other options to manage the capacity beyond March 2022.</p> <p>Lease expiry The team continue to work on the business case with input from finance colleagues.</p>		

Observations

Managing the immediate capacity need has diluted resource to complete the business case.

Consequences

Implementation of the desired solution may not be in place before the existing building lease expires.

Project Name	Project Manager	Project Exec/SRO	
Single Lead Employer– Phase 3	Jenna Goldsworthy	Ruth Alcolado	
Monthly Update (key/issues (blockages)/risk assessments)			
Status- Green (Overall) Green (Time) Green (Cost) Green (Scope)			
Updated on-boarding plan on target:			
Month	Stage	Specialities	Nos
September	Transferred	Dental new trainees	120
		Paediatrics new trainees	23
October	Transferred	O&G and Sexual Health	95
November	Transferred	Higher Medicine	128
Work commencing on 13.12.21	Transfer date:1.3.22	Internal medicine	
Work to commence in New Year	Transfer date:1.4.22	Higher Emergency Medicine Higher Anaesthetics Intensive Care	
Work to commence in New Year	Transfer date:1.5.22	Core Surgery	
Following successful pilot of locum shift payment with HDuHB, CTMuHB due to begin pilot in December 2021.			
<u>Main Blockers/Observations</u>			
The late notification from HeIW to NWSSP of trainee termination dates has resulted in several trainees being overpaid. A joint action plan is currently being worked through to remedy the position.			
<u>Consequences</u>			
Additional spend			

Project Name	Project Manager	Project Exec/SRO
CTM Ward Storage	Bethan Clift	Greg Dix, CTMuHB
Monthly Update (key/issues (blockages)/risk assessments)		
<p>Status-(Overall) Green (Time) Amber (Cost) Green (Scope) Amber</p> <p>Time RAG status amended to amber as new Covid 19 variant, Omicron noted as additional risk to delivery.</p> <p>The implementation across Princes Charles Hospital (PCH) has progressed as planned, with the installation due to be completed on target by 20th December 2021.</p> <p>Current progress.</p> <ul style="list-style-type: none"> Phase 1 commenced 01/07/2021 <ul style="list-style-type: none"> POW – 100% Complete PCH – 74% Complete RGH - TBC <p>The project team are engaging with Royal Glamorgan Hospital (RGH) estates team before implementation starts in RGH w/c 10th January 2022. A draft plan has been shared with the estates officer to ensure resource is aligned to the project before the project plans and communication plans are approved by the project board.</p> <p>Main Blockers/Observations</p> <p>RGH estates team may charge for the removal of existing storage from the wards.</p> <p>Consequences</p> <p>The project will see additional implementation costs.</p>		

Project Name	Project Manager	Project Exec/SRO
Customer Contact Centre: scoping	Bethan Clift	Simon Cookson
Monthly Update (key/issues (blockages)/risk assessments)		
<p>Status- Green (Overall) Green (Time) Green (Cost) Amber (Scope)</p> <p>On the 25th November, SLG approved issuing the user research survey and key future dates. The survey was issued on the 29th November with responses currently being collated. Analysis template created to automatically plot responses.</p> <p>Additional resource from the performance team has been agreed to drill down and produce an analyse of the responses.</p> <p>Main Blockers/Observations</p> <p>Following discussions with Director's post SLG, a meeting is scheduled for middle of December to consider the scope of the work moving forward.</p> <p>Consequences</p> <p>Current position unclear with the potential for opportunities to be missed.</p>		

Project Name	Project Manager	Project Exec/SRO
Community Dressings Phase 2 CTMuHB	Bethan Clift	Emma Williams
Monthly Update (key/issues (blockages)/risk assessments)		
Status- Green (Overall) Green (Time) Green (Cost) Green (Scope)		
<p>There has been limited progress due to the delay in ratifying the business case by the new Executive team with CTMuHB which also includes the approval of the modular cabinets. Project Executive has agreed to continue with the project in the meantime.</p> <p>A project schedule of all outstanding actions has been shared with Supply Chain, Health Courier Services and CTMuHB to align resources once the business case has been ratified.</p> <p><u>Main Blockers/Observations</u> As the lead time for cabinets is currently 6 weeks, if the project board do not ratify the business case or grant approval to procure the cabinets at the next project board meeting scheduled for 15th December, there may be a delay to the project going 'Live'.</p> <p><u>Consequences</u> Benefits will not be realised as originally profiled.</p>		

Project Name	Project Manager	Project Exec/SRO
Community Dressings Phase 1 Powys	Bethan Clift	Jamie Marchant
Monthly Update (key/issues (blockages)/risk assessments)		
Status- Green (Overall) Green (Time) Green (Cost) Green (Scope)		
<p>Project Manager working with Powys Teaching HB to identify delivery locations for the services that deliver wound management such as District Nurses, Wound Care Clinics, Children Service and Care Homes to inform Business Case.</p> <p><u>Main Blockers/Observations</u> None.</p> <p><u>Consequences</u> None.</p>		

Project Name	Project Manager	Project Exec/SRO
Payroll e-Forms	Rhiann Cooke	Stephen Withers
Monthly Update (key/issues (blockages)/risk assessments)		
Status- Green (Overall) Green (Time) Green (Cost) Green (Scope)		
<p>Initially, project scoping undertaking by Bethan Rees. To re-align workload within the PMO team, project to be taken forward by Rhiann Cooke with the handover to be finalised by 15th December.</p>		

Project governance established.

Workshops taken place with more scheduled to establish the ‘as is’ and ‘to be’ position for the e-Forms included within the scope of the project.

Main Blockers/Observations

Current system is unstable and therefore project is required to deliver solution at pace. Timeframe will be confirmed following completion of project scoping.

Consequences

Risk to continuity of service provided by NWSSP payroll.

Project Name	Project Manager	Project Exec/SRO
Occupational Health Checks	Rhiann Cooke	Rebecca Jarvis
Monthly Update (key/issues (blockages)/risk assessments)		
Status- Green (Overall) Green (Time) Green (Cost) Green (Scope)		
<p>Request received from Rebecca Jarvis to support renewal of Occupational Health Check software.</p> <p>Assessed by PMO with Project Manager allocated on 1st December. Initial scoping undertaken to include establishment of Project Governance with timescales to be determined in the next stage.</p>		
<u>Main Blockers/Observations</u> None.		
<u>Consequences</u> None.		

Appendix A

Performance and Information	 Dec Graphs.pdf
-----------------------------	---



The report is not Exempt

Teitl yr Adroddiad/Title of Report

Finance and Performance Update Report

**ARWEINYDD:
LEAD:**

**Andy Butler, Director of Finance &
Corporate Services**

**AWDUR:
AUTHOR:**

Finance Team

**SWYDDOG ADRODD:
REPORTING
OFFICER:**

**Andy Butler, Director of Finance &
Corporate Services**

**Pwrpas yr Adroddiad:
Purpose of the Report:**

The purpose of this report is to provide the SSPC with an update on finance as at 31st December 2021 and performance matters as at 30th November 2021 within NWSSP.

Llywodraethu/Governance

**Amcanion:
Objectives:**

Value for Money - To develop a highly efficient and effective shared service organisation which delivers real terms savings and service quality benefits to its customers.

Excellence - To develop an organisation that delivers process excellence through a focus on continuous service improvement, automation and the use of technology.

Staff - To have an appropriately skilled, productive, engaged and healthy workforce.

**Tystiolaeth:
Supporting
evidence:**

-

Ymgynghoriad/Consultation :

Adduned y Pwyllgor/Committee Resolution (insert ✓):						
DERBYN/ APPROVE		ARNODI/ ENDORSE		TRAFOD/ DISCUSS		NODI/ NOTE ✓
Argymhelliad/ Recommendation	<p>The Committee is asked to:</p> <ol style="list-style-type: none"> 1. Note the financial position to 31st December 2021. 2. Note the significant level of professional influence benefits generated by NWSSP to 30th November 2021. 3. Note the performance against the high-level key performance indicators to 30th November 2021. 4. Note the content of this update and seek further information if required. 					

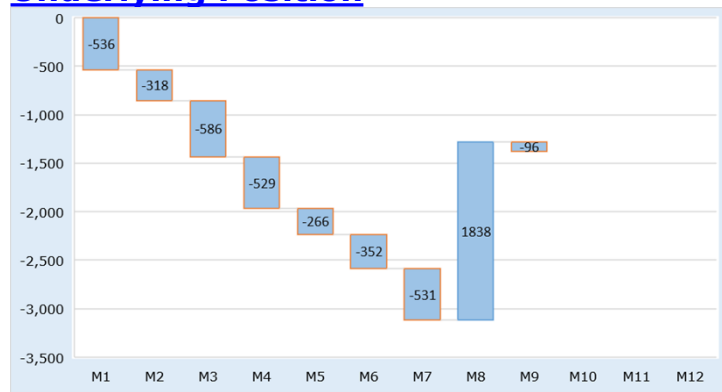
Crynodeb Dadansoddiad Effaith: Summary Impact Analysis:	
Cydraddoldeb ac amrywiaeth: Equality and diversity:	No direct Impact
Cyfreithiol: Legal:	No direct Impact
Iechyd Poblogaeth: Population Health:	No direct Impact
Ansawdd, Diogelwch a Profiad y Claf: Quality, Safety & Patient Experience:	No direct Impact
Ariannol: Financial:	Distribution to NHS Wales
Risg a Aswiriant: Risk and Assurance:	Consolidation of Financial Risk
Safonau Iechyd a Gofal: Health & Care Standards:	No direct Impact
Gweithlu: Workforce:	No direct Impact
Deddf Rhyddid Gwybodaeth/ FOIA	Open

Dashboard Summary: Period 1st April 2021 to 31st December 2021

Summary Position

	Annual Budget £'000	YTD Budget £'000	YTD Expend £'000	YTD under/ overspend £'000
Income	-532,268	-367,731	-368,828	-1,098
Pay	212,448	153,149	150,511	-2,638
Non Pay	194,316	144,724	145,838	1,114
WRP - DEL	124,754	69,108	69,108	0
Distribution	750	750	2,000	1,250
Underlying Underspend	0	0	1,372	1,372
	0	0	0	0

Underlying Position



Covid Expenditure

	YTD	Full Year Forecast
	£m	£m
NWSSP Operational	2.694	5.167
Mass Vacc - PPE	2.118	3.546
Mass Vacc - non PPE non pay	0.329	0.632
Mass Vacc - pay	0.454	0.788
Social Care/Primary Care PPE	14.981	25.880
Unused bonus accrual	- 0.120	- 0.120
Namibia PPE	11.148	11.148
DHSC PPE 20/21 Accounting Gain	- 1.315	- 1.315
TOTAL	30.289	45.726

Distribution

Health Board /Trust	%	PLANNED DISTRIBUTION £	ADDITIONAL DISTRIBUTION £	TOTAL DISTRIBUTION £	Agreed Recurrent Reinvestment £	TOTAL 2021/22 DISTRIBUTION £
Aneurin Bevan	9.85	73,844	123,125	196,969		196,969
Swansea Bay	8.80	66,029	110,000	176,029		176,029
Betsi Cadwaladr	11.98	89,815	149,750	239,565	-89,815	149,750
Cardiff and Vale	10.49	78,652	131,125	209,777		209,777
Cwm Taf	10.60	79,527	132,500	212,027		212,027
Hywel Dda	7.77	58,293	97,125	155,418	-58,293	97,125
Powys	1.95	14,598	24,375	38,973	-14,598	24,375
Velindre	1.17	8,781	14,625	23,406		23,406
WAST	1.28	9,580	16,000	25,580	-9,580	16,000
Public Health Wales	0.87	6,530	10,875	17,405	-6,530	10,875
Welsh Government	35.25	264,351	440,500	704,851	-264,351	440,500
Total	100%	750,000	1,250,000	2,000,000	-443,167	1,556,833

Detailed Position

Service	Annual Budget				Budget to Date	Spend to Date	Variance	Forecast
	Income £000's	Pay £000's	Non Pay £000's	Net £000's	Net £000's	Net £000's	Net £000's	
Audit & Assurance Services	-494	3,213	72	2,791	2,389	2,269	-121	-81
Corporate Services	-77,917	5,061	4,651	-68,206	-51,646	-50,744	901	-827
Accounts Payable	-13,425	4,212	11,883	2,671	2,522	2,504	-18	-24
Collaborative Bank	-347	347	0	0	0	0	0	0
Counter Fraud Services	0	406	61	467	349	313	-36	-43
CTES	-2,232	737	1,906	411	-299	-299	0	-343
Employment Services	-3,287	11,290	3,412	11,415	8,456	8,162	-294	-165
Health Courier Services	-6,302	6,252	5,674	5,624	5,248	4,973	-274	-332
Laundry Services	-9,287	4,372	5,020	104	-64	-154	-90	-19
Legal & Risk Services	-133,814	7,238	130,491	3,916	2,721	1,871	-850	-1,044
Medical Examiner Service	-1,708	1,600	145	36	37	37	0	0
Planning, Performance & Informatics	-148	1,674	1,492	3,017	2,210	2,027	-182	-39
Primary Care Services	-952	9,530	3,271	11,850	8,805	8,574	-231	-291
Procurement Services	-65,358	15,666	68,319	18,627	14,360	13,843	-517	-685
Stores	-63,478	0	63,478	0	149	149	0	0
Single Lead Employer	-143,692	133,826	9,865	0	0	0	0	0
SMTL	-484	985	249	751	553	420	-132	-9
Specialist Estates Services	-147	2,937	361	3,151	2,315	2,304	-10	0
WIBSS	-6,659	255	6,405	0	0	0	0	0
People & OD	-2,539	2,847	2,317	2,624	1,896	1,751	-145	-98
Underlying Underspend	0	0	0	0	0	0	0	0
Distribution	0	0	750	750	750	2,000	1,250	1,250
Brokerage	0	0	0	0	-750	0	750	750
Corporate Reserves / Provisions	0	0	0	0	0	0	0	2,000
	-532,268	212,448	319,820	0	0	0	0	0

Forecast Position

A review of service forecast outturn positions has been undertaken and this has shown that delays to appointing to vacancies as well as an increase in income primarily within Legal & Risk Services has increased the underlying underspend. We have agreed **£2.000m** of non-recurrent re-investments within NWSSP to accelerate benefits and efficiencies and we have confirmed an additional **£1.250m** distribution to NHS Wales and Welsh Government in 2021/22 as approved in September.

We will continue to review the financial position over the coming months to ensure we meet our forecast break-even financial outturn.

Welsh Risk Pool and Capital Summary: Period 1st April 2021 to 31st December 2021

Welsh Risk Pool Position

Expenditure type	Position as at M9 2020/21 £m	Position as at M9 2021/22 £m
Claims reimbursed & WRP Managed Expenditure	52.217	84.905
Periodical Payments made to date	14.141	16.369
Redress Reimbursements	1.301	1.608
EIDO – Patient consent	0.062	0.062
Clinical Negligence Salary Subsidy	0.000	0.413
WRP Transfers, Consent, Prompt, CTG	0.016	0.134
Movement on Claims Creditor	13.394	-34.383
Year to date expenditure	81.130	69.108

DEL Forecast Position

Month 9 2021/22	£000s
Actual spend to December 2021 excluding Redress	67,922
Settled cases – awaiting payment	19,099
JSM/RTM/Offer	19,010
PPO's to March 2022	244
Sub Total	106,275
Future Estimated Costs	16,392
Mth 9 21/22 DEL forecast	122,667

The DEL expenditure to M9 is £69.1m, compared to £81.1m at this point last financial year. The M9 DEL forecast of £123m remains in line with the original IMTP forecast of £123.5m indicating we are on target to fully utilise the total Welsh Government resource available by the end of the financial year.

Capital Allocation

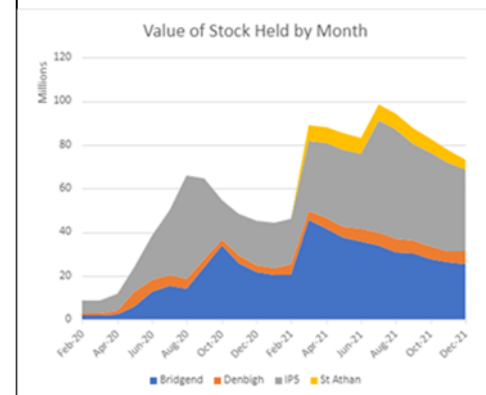
Scheme	Allocation £000	YTD Spend £000	Balance Outstanding £000
Hardware/Software	371	59	-312
Premises/Accommodation	128	25	-103
SMTL	15	5	-10
Laundry Services	35	0	-35
Undistributed Discretionary Capital	51	0	-51
Discretionary Capital Total	600	89	-511
Laundry Services	1,434	314	-1,120
Laundry assets transfer	1,125	0	-1,125
IP5 - discretionary	250	54	-196
LARS Case Management System	348	62	-286
TRAMS (OBS Fees)	932	761	-171
Scan for Safety	1,566	232	-1,334
IP5 - decarbonisation	586	81	-505
HQ LED	42	27	-15
Vehicle replacements - EV	688	0	-688
EV charging infrastructure	60	0	-60
Vehicle replacements - non EV	383	0	-383
Pharmacy Refrigerators and Access Port	26	25	-1
Storage & Aseptic Medicines Production Services	25	19	-6
Roller racking	0	0	0
SMTL	656	4	-652
TMU / TRAMS	53	0	-53
PCS Scanners	362	0	-362
Stores	31	0	-31
2020-21 Ventilator transfer to CTM	-8	-8	0
2020-21 Gidescopes transfer to CTM	-23	-23	0
Additional Capital Total	8,536	1,548	-6,988
TOTAL CAPITAL ALLOCATION	9,136	1,637	-7,499

Capital and Stock

We have confirmation of increased capital funding of £9.136m in our CEL. £1.637m has been spent to date and we continue to work with services to ensure the allocation will be fully utilised by 31st March 2022.

The majority of this capital funding was issued in quarter 3, hence the majority of the expenditure has been profiled to be incurred in quarter 4.

We continue to hold significant levels of PPE stock in line with the WG requirement to hold a minimum of 16 weeks for the main categories

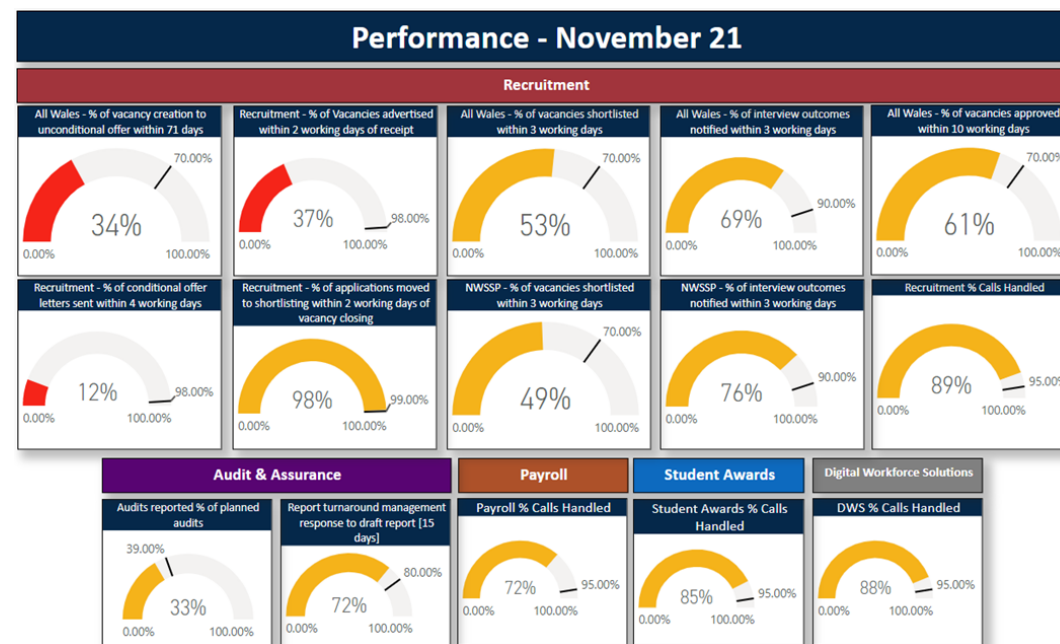


Performance Summary

Key Financial Targets - December 21

Financial Position and Key Targets	Target		Position at 30-Sep	Position at 31-Oct	Position at 30-Nov	Position at 31-Dec
Financial Position – Forecast Outturn	Break even	Monthly	Breakeven	Breakeven	Breakeven	Breakeven
Capital financial position	Within CEL	Monthly	On Target	On Target	On Target	On Target
Planned Distribution	£0.75m	Annual	£2.00m	£2.00m	£2.00m	£2.00m
NWSSP PSPP NON-NHS % (In Month)	95%	Monthly	94.92%	96.36%	96.44%	96.90%
NWSSP PSPP NON-NHS % (Cumulative)	95%	Monthly	96.24%	96.26%	96.28%	96.36%
NWSSP PSPP NHS % (In Month)	95%	Monthly	90.00%	96.39%	80.72%	98.45%
NHS Debts in excess of 17 weeks – Value	£0	Monthly	£32k	£145k	£0	£7k
Variable Pay – Overtime	<£43k	Monthly	£82k	£72k	£81k	£98k
Agency % to date	<0.8%	Cumulative	0.48%	0.48%	0.51%	0.52%

Key Performance Measures – November 21



Professional Influence Benefits April to November 2021

Service	YTD Benefit £m
Specialist Estates Services	18.7
Procurement Services	25.7
Legal & Risk Services	52.4
Total	96.8

Finance and Performance Update Report

INTRODUCTION

This report provides an update on the following:

- Cumulative Financial Position – 31st December 2021
- High Level Performance indicators – 30th November 2021

NWSSP Financial position

NWSSP had an underlying underspend position as at the 31st December 2021 of £1.372m.

Service	Annual Budget				Budget to Date	Spend to Date	Variance	Forecast
	Income £000's	Pay £000's	Non Pay £000's	Net £000's	Net £000's	Net £000's	Net £000's	
Audit & Assurance Services	-494	3,213	72	2,791	2,389	2,269	-121	-81
Corporate Services	-77,917	5,061	4,651	-68,206	-51,646	-50,744	901	-827
Accounts Payable	-13,425	4,212	11,883	2,671	2,522	2,504	-18	-24
Collaborative Bank	-347	347	0	0	0	0	0	0
Counter Fraud Services	0	406	61	467	349	313	-36	-43
CTES	-2,232	737	1,906	411	-299	-299	0	-343
Employment Services	-3,287	11,290	3,412	11,415	8,456	8,162	-294	-165
Health Courier Services	-6,302	6,252	5,674	5,624	5,248	4,973	-274	-332
Laundry Services	-9,287	4,372	5,020	104	-64	-154	-90	-19
Legal & Risk Services	-133,814	7,238	130,491	3,916	2,721	1,871	-850	-1,044
Medical Examiner Service	-1,708	1,600	145	36	37	37	0	0
Planning, Performance & Informatics	-148	1,674	1,492	3,017	2,210	2,027	-182	-39
Primary Care Services	-952	9,530	3,271	11,850	8,805	8,574	-231	-291
Procurement Services	-65,358	15,666	68,319	18,627	14,360	13,843	-517	-685
Stores	-63,478	0	63,478	0	149	149	0	0
Single Lead Employer	-143,692	133,826	9,865	0	0	0	0	0
SMTL	-484	985	249	751	553	420	-132	-9
Specialist Estates Services	-147	2,937	361	3,151	2,315	2,304	-10	0
WIBSS	-6,659	255	6,405	0	0	0	0	0
People & OD	-2,539	2,847	2,317	2,624	1,896	1,751	-145	-98
Underlying Underspend	0	0	0	0	0	0	0	
Distribution	0	0	750	750	750	2,000	1,250	1,250
Brokerage	0	0	0	0	-750	0	750	750
Corporate Reserves / Provisions	0	0	0	0	0	0	0	2,000
	-532,268	212,448	319,820	0	0	0	0	0

Following a review of the financial position and the forecast to year end, we have agreed £2.000m of non-recurrent reinvestments within NWSSP to accelerate benefits and efficiencies. We have also confirmed the increase in the 2021/22 distribution by £1.250m which was approved at the September Committee meeting.

This increases the total 2021/22 NWSSP distribution to £2.000m.

NWSSP 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.

The benefits, which relate to Legal Services, Procurement Services and Specialist Estates Services can now be allocated across health organisations for all areas other than construction procurement. This is not possible for construction procurement due to the mechanism utilised to capture the data. Detail for health boards and trusts is reported in the individual performance reports issued to health organisations quarterly.

The indicative financial benefits across NHS Wales arising in the period April 2021 – November 2021 are summarised as follows:

Service	YTD Benefit £m
Specialist Estates Services	18.7
Procurement Services	25.7
Legal & Risk Services	52.4
Total	96.8

PERFORMANCE

Performance Reporting – to Health Boards and Trusts

NWSSP performance reports continue to be produced and distributed on a quarterly basis. The Quarter 3 reports are in the process of being drafted and will be issued to the health organisations at the end of January. These reports reflect the ongoing developments in NWSSP performance reporting and incorporate feedback received to date.

KEY FINANCIAL TARGETS

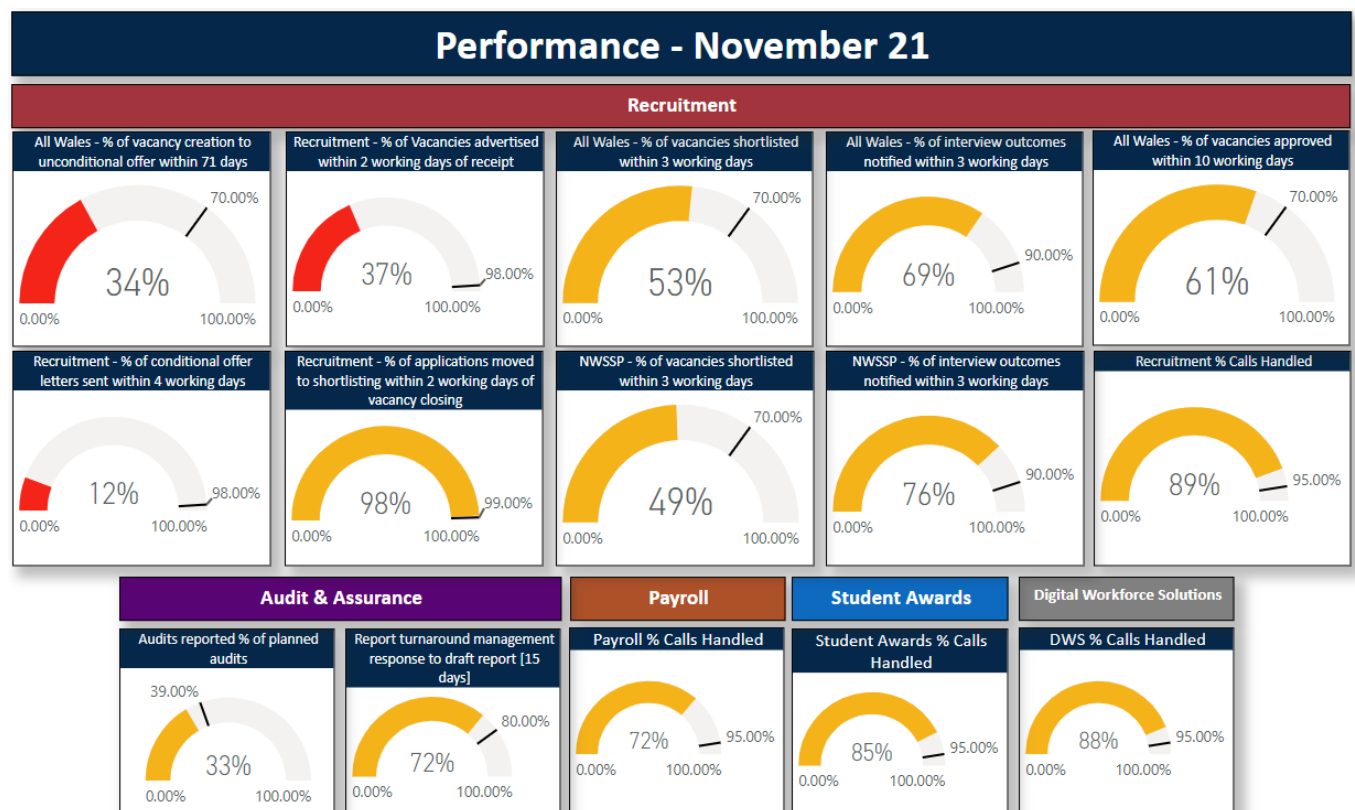
The table below provides a summary of key financial indicators for consideration.

Financial Position and Key Targets	Target		Position at 30-Sep	Position at 31-Oct	Position at 30-Nov	Position at 31-Dec
Financial Position – Forecast Outturn	Break even	Monthly	Breakeven	Breakeven	Breakeven	Breakeven
Capital financial position	Within CEL	Monthly	On Target	On Target	On Target	On Target
Planned Distribution	£0.75m	Annual	£2.00m	£2.00m	£2.00m	£2.00m
NWSSP PSPP NON-NHS % (In Month)	95%	Monthly	94.92%	96.36%	96.44%	96.90%

Financial Position and Key Targets	Target		Position at 30-Sep	Position at 31-Oct	Position at 30-Nov	Position at 31-Dec
NWSSP PSPP NON-NHS % (Cumulative)	95%	Monthly	96.24%	96.26%	96.28%	96.36%
NWSSP PSPP NHS % (In Month)	95%	Monthly	90.00%	96.39%	80.72%	98.45%
NHS Debts in excess of 17 weeks – Value	£0	Monthly	£32k	£145k	£0	£7k
Variable Pay – Overtime	<£43k	Monthly	£82k	£72k	£81k	£98k
Agency % to date	<0.8%	Cumulative	0.48%	0.48%	0.51%	0.52%

KEY PERFORMANCE MEASURES

The dashboard below highlights the red/amber performance indicators for November 2021 and a brief explanation to the reason the target has been missed.



Audit KPIs - Performance of Audits reported as % of planned audits was slightly behind target delivery but a further 30% of audits are work in progress. Engagement on audit work is difficult in some areas due to the pressures and competing priorities impacting on NHS Wales organisations.

Report turnaround management response to draft report [15 days] which measures the performance of turnaround times within the health organisation. The target has slightly been missed however Heads of Audit discuss these delays directly with Health Orgs.

Payroll % Calls Handled - Performance remains behind target due to high volumes of calls and the complexities of calls received. The additional calls have been generated from the large additional payments made over the last couple of months.

NWSSP are reviewing all contact centres within NWSSP as part of an organisational wide project.

Recruitment KPIs - The recruitment teams are currently experiencing unprecedented levels of demand, which has meant in some instances compliance with the KPI measures has been missed.

Recruitment are in the process of recruiting additional staff to support the increases of activity, coupled with implementing robotics processes and reviewing internal ways of working and system enhancements.

The division is communicating on a regular basis with organisations to agree priorities and discuss pressures. Health orgs have not been in a position to share plans for recruitment for the whole organisation which impacts on the ability for the service to plan in advance.

Student Awards % Calls Handled - Performance has deteriorated over recent months due to the resource being used to progress bursary applications.

The bulk of applications have now been processed so we should see improvements in call handling. Additionally, NWSSP are reviewing all contact centres within NWSSP as part of an organisational wide project.

DWS % Calls Handled - There has been a significant increase in call volumes associated with increased recruitment across NHS Wales Organisations to support service delivery and vaccination programmes. There are vacancies within the service desk team. This coupled with sickness has an impact on the call capacity within the team.

A review of Internal processes is currently underway and Digital Workforce are exploring alternative ways of answering queries. NWSSP are reviewing all contact centres as part of an organisational wide project.

The table below provides a summary of key performance indicators for November 2021.

21/22									
KFA	KPIs	Target		August	September	October	November	Trend	
Audit & Assurance									
Excellence	Audits reported % of planned audits	49%	Cumulative	13%	20%	26%	33%		
Excellence	% of audit outputs in progress		Cumulative	19%	22%	26%	30%		
Excellence	Report turnaround management response to draft report [15 days]	80%	Cumulative	78%	77%	74%	72%		
Excellence	Report turnaround draft response to final reporting [10 days]	80%	Cumulative	100%	98%	98%	99%		
Procurement Services									
Value for Money	Procurement savings *Current Year	£22.54m	Cumulative	£20,224,878	£21,623,261	£24,114,579	£25,680,817		
Accounts Payable									
Excellence	All Wales PSPP – Non-NHS YTD	95%	Quarterly	Reported Quarterly	95.30%	Reported Quarterly	Reported Quarterly		
Excellence	All Wales PSPP –NHS YTD	95%	Quarterly	Reported Quarterly	86.50%	Reported Quarterly	Reported Quarterly		
Customers	Accounts Payable % Calls Handled (South)	95%	Monthly	99.10%	99.30%	99.70%	97.10%		
Employment Services									
Payroll									
Excellence	Overall Payroll Accuracy	99.60%	Monthly	99.82%	99.74%	99.62%	99.62%		
Customers	Payroll % Calls Handled	95%	Monthly	69.25%	75.83%	72.75%	72.40%		
Recruitment									
All Wales									
Excellence	All Wales - % of vacancy creation to unconditional offer within 71 days	70.00%	Monthly	61.30%	49.00%	39.40%	34.00%		
Excellence	All Wales - % of vacancies approved within 10 working days	70.00%	Monthly	77.70%	73.80%	71.20%	60.90%		
Excellence	All Wales - % of vacancies shortlisted within 3 working days	70.00%	Monthly	55.50%	51.80%	54.50%	53.30%		
Excellence	All Wales - % of interview outcomes notified within 3 working days	90.00%	Monthly	64.20%	64.80%	69.40%	69.10%		
Recruitment Responsibility									
Excellence	Recruitment - % of Vacancies advertised within 2 working days of receipt	98.00%	Monthly	95.60%	25.00%	9.00%	37.10%		
Excellence	Recruitment - % of applications moved to shortlisting within 2 working days of vacancy closing	99.00%	Monthly	98.10%	98.20%	99.30%	98.40%		
Excellence	Recruitment - % of conditional offer letters sent within 4 working days	98.00%	Monthly	91.20%	26.20%	16.60%	11.50%		
Customers	Recruitment % Calls Handled	95%	Monthly	79.90%	91.80%	91.40%	88.70%		
NWSSP as an Org									
Excellence	NWSSP - % of vacancies approved within 10 working days	70.00%	Monthly	37.80%	43.70%	66.70%	70.00%		
Excellence	NWSSP - % of vacancies shortlisted within 3 working days	70.00%	Monthly	51.90%	43.10%	54.50%	48.80%		
Excellence	NWSSP - % of interview outcomes notified within 3 working days	90.00%	Monthly	81.40%	67.30%	69.60%	76.10%		
Student Awards									
Excellence	% of NHS Bursary Applications processed within 20 days	100.00%	Monthly	100.00%	100.00%	100.00%	100.00%		
Customers	Student Awards % Calls Handled	95%	Monthly	94.49%	93.00%	87.80%	84.90%		
Primary Care									
Excellence	Primary care payments made in accordance with Statutory deadlines	100%	Monthly	100%	100%	100%	100%		
Excellence	Prescription - keying Accuracy rates (Payment Month)	99%	Monthly	99.59%	99.64%	99.70%	99.63%		
Excellence	Urgent medical record transfers actioned within 2 working days	100%	Monthly	100%	100%	100%	100%		
Legal & Risk									
Value for Money	Savings and Successes	£65m annual target	Monthly	£11,560,220	£1,790,765	£6,562,858	£10,104,300		
Excellence	Timeliness of advice acknowledgement - within 24 hours	90%	Monthly	100%	98%	95%	Not Available		
Excellence	Timeliness of advice response – within 3 days or agreed timescale	90%	Monthly	100%	100%	95%	Not Available		
Welsh Risk Pool									
Excellence	Time from submission to consideration by the Learning Advisory Panel	95%	Monthly	100%	100%	Not Available until after LAP	Not Available until after LAP		
Excellence	Time from consideration by the Learning Advisory Panel to presentation to the Welsh Risk Pool Committee	100%	Monthly	100%	100%	Not Available until after WRPC	Not Available until after WRPC		
Excellence	Holding sufficient Learning Advisory Panel meetings	90%	Monthly	100%	100%	100%	100%		
Specialist Estates Services									
Value for Money	Professional Influence	£16m annual	Monthly	£129,452	£2,596,454	£584,090	£219,639		
CTES									
Excellence	P1 incidents raised with the Central Team are responded to within 20	80%	Cumulative	100%	100%	100%	100%		
Customers	BACS Service Point tickets received before 14.00 will be processed the	92%	Monthly	100%	100%	99%	100%		
Digital Workforce									
Customers	DWS % Calls Handled	95%	Monthly	76.00%	66.40%	86.10%	87.90%		
SMTL									
Excellence	% of incident reports sent to manufacturer within 50 days of	Under Review	Monthly	75%	100%	100%	100%		
Excellence	% delivery of audited reports on time (Commercial)	87%	Monthly	98%	98%	100%	100%		
Excellence	% delivery of audited reports on time (NHS)	87%	Monthly	100%	100%	Not Applicable	Not Applicable		

COVID-19

The table below details the Covid expenditure incurred during April - December 2021 together with a full year forecast of our funding requirements from WG:

	YTD	Full Year Forecast
	£m	£m
NWSSP Operational	2.694	5.167
Mass Vacc - PPE	2.118	3.546
Mass Vacc - non PPE non pay	0.329	0.632
Mass Vacc - pay	0.454	0.788
Social Care/Primary Care PPE	14.981	25.880
Unused bonus accrual	- 0.120	- 0.120
Namibia PPE	11.148	11.148
DHSC PPE 20/21 Accounting Gain	- 1.315	- 1.315
TOTAL	30.289	45.726

Capital

The table below identifies the £9.136m capital funding we have been allocated in our Capital Expenditure Limit updated on 5th January 2022 with an analysis of the spend to date against each of these schemes.

Scheme	Allocation	YTD Spend	Balance Outstanding
	£000	£000	£000
Hardware/Software	371	59	-312
Premises/Accommodation	128	25	-103
SMTL	15	5	-10
Laundry Services	35	0	-35
Undistributed Discretionary Capital	51	0	-51
Discretionary Capital Total	600	89	-511
Laundry Services	1,434	314	-1,120
Laundry assets transfer	1,125	0	-1,125
IP5 - discretionary	250	54	-196
LARS Case Management System	348	62	-286
TRAMS (OBS Fees)	932	761	-171
Scan for Safety	1,566	232	-1,334
IP5 - decarbonisation	586	81	-505
HQ LED	42	27	-15
Vehicle replacements - EV	688	0	-688
EV charging infrastructure	60	0	-60
Vehicle replacements - non EV	383	0	-383
Pharmacy Refrigerators and Access Port	26	25	-1
Storage & Aseptic Medicines Production Services	25	19	-6
Roller racking	0	0	0

Scheme	Allocation	YTD Spend	Balance Outstanding
SMTL	656	4	-652
TMU / TRAMS	53	0	-53
PCS Scanners	362	0	-362
Stores	31	0	-31
2020-21 Ventilator transfer to CTM	-8	-8	0
2020-21 Glidescopes transfer to CTM	-23	-23	0
Additional Capital Total	8,536	1,548	-6,988
TOTAL CAPITAL ALLOCATION	9,136	1,637	-7,499

The low percentage of expenditure incurred to the end of December is due to the issue of the majority of the additional funding late in Quarter 3, with the expenditure to be incurred in Quarter 4.

Each scheme is being monitored to ensure that the funding can be fully utilised within 2021/22. We continue to hold a small contingency within our discretionary capital allocation pending the outcome of tenders which may require additional capital funding during the financial year.

Welsh Risk Pool – December 2021

Resource 2021/22

Resource Utilised as at Month 9

The Welsh Government (WG) allocation for the year is £107m for clinical negligence and personal injury claims and £1.259m for Redress claims. From 2021/22, excess expenditure over the Redress allocation will be met from the DEL budget and via the Risk Sharing Agreement where expenditure exceeds the DEL budget.

As at the end of Month 9 a total of £69.1m has been utilised by the WRP and a detailed breakdown is provided below with the 2020/21 comparator.

Expenditure type	Position as at M9 2020/21 £m	Position as at M9 2021/22 £m
Claims reimbursed & WRP Managed Expenditure	52.217	84.905
Periodical Payments made to date	14.141	16.369
Redress Reimbursements	1.301	1.608
EIDO – Patient consent	0.062	0.062
Clinical Negligence Salary Subsidy	0.000	0.413
WRP Transfers, Consent, Prompt, CTG	0.016	0.134
Movement on Claims Creditor	13.394	-34.383
Year to date expenditure	81.130	69.108

The December DEL position shows the beginning of the expected catch up to 2020/21 expenditure levels compared to previous months, with a £32M charge in month (inclusive of £15M annual payments to claimants with Periodical Payment Orders).

Although the position remains lower than at this point last year, this is entirely due to the profile of case settlements for 2021/22. There are more high value cases due to settle in the last quarter than for 2020/21 and the forecast remains on course to utilise the full resource available.

The risk factor, however, has increased compared to this point last year. There are more cases due to settle, and therefore, more potential for delays or non-settlement at the RTM meetings before the end of the financial year. We continue to review all high value cases to ensure we can manage the financial position.

DEL FORECAST 2021/22

The DEL forecast is set out in the table below following receipt of the Month 9 Health Board and Trust returns and following a detailed review of high value cases expected to settle this year by L&Rs solicitors.

Month 9 2021/22	£000s
Actual spend to December 2021 excluding Redress	67,922
Settled cases – awaiting payment	19,099
JSM/RTM/Offer	19,010
PPO's to March 2022	244
Sub Total	106,275
PI – estimate to March 2022	875
Highly likely – RTM planned	6,643
Possible settlements before 31/03/2022	1,372
Estimate - 30% of Probable Claims <£200K	805
Estimate – 30% of Certain Claims <£200K	4,186
Estimate – Managed Claims	750
Legal & Risk – Clinical Negligence Salary costs (WG agreement)	227
Nosocomial Claims estimate	250
Estimate for Redress overspend 2021/22	1,284
Month 9 2021/22 DEL forecast	122,667
IMTP DEL Forecast 2021/22	123,495

As reported above, the profile of cases to settle this year remains in line with the reported IMTP £123.495m for 2021/22. The risk share agreement has been invoked and funding of £16.495m has been actioned via an allocation adjustment by Welsh Government.

High value cases continue to be monitored individually with frequent discussions with case solicitors to ensure a balanced position is achieved at the end of the year.

We also continue to review opportunities to potentially increase the DEL expenditure in 2021/22 to reduce the burden of the forecast increased risk share requirement in future years.

SUMMARY

The Partnership Committee are requested to **NOTE:**

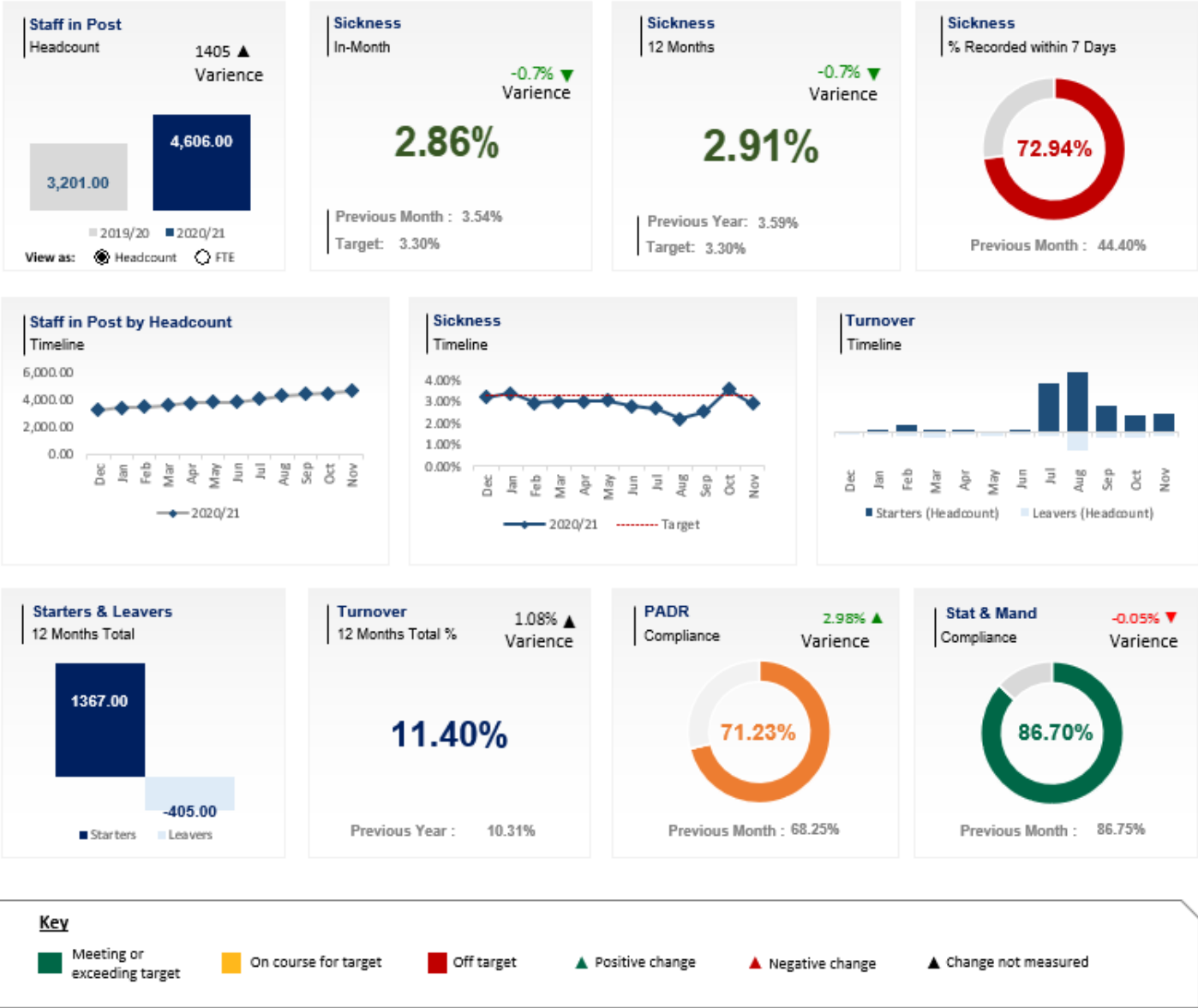
1. The NWSSP forecast outturn position for 2021/22 remains at break-even
2. NWSSP are forecasting to achieve the 2021/22 Capital Expenditure Limit
3. NWSSP are forecasting to achieve the WRP forecast outturn of £123.495m and continue to review opportunities to potentially increase the DEL expenditure in 2021/22 to reduce the burden of the forecast increased risk share requirement in future years.

**NHS WALES SHARED SERVICES PARTNERSHIP GROUP
PEOPLE AND ORGANISATIONAL DEVELOPMENT REPORT**

Introduction / Summary

MEETING	Shared Services Partnership Group Meeting
DATE	January 2022
REPORT AUTHOR	Sarah Evans, Deputy Director of People & OD
RESPONSIBLE HEAD OF SERVICE	Gareth Hardacre, Director of People, OD & Employment Services
TITLE OF REPORT Report of the Director of People, OD & Employment Services	
<p>PURPOSE OF REPORT</p> <p>The purpose of this report is to provide Shared Services Partnership Group with a comprehensive update of current workforce performance across the organisation through a range of key workforce information metrics.</p> <p>The report also provides an update on current work programmes being undertaken by the People & OD Function as well as formal employee relations activity and organisational change.</p>	

Workforce Summary



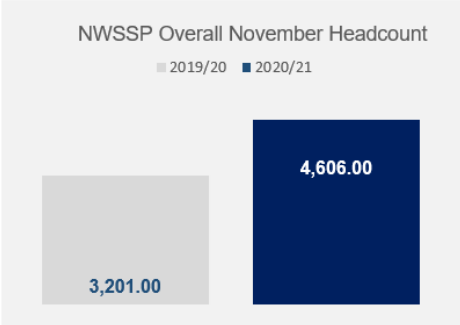
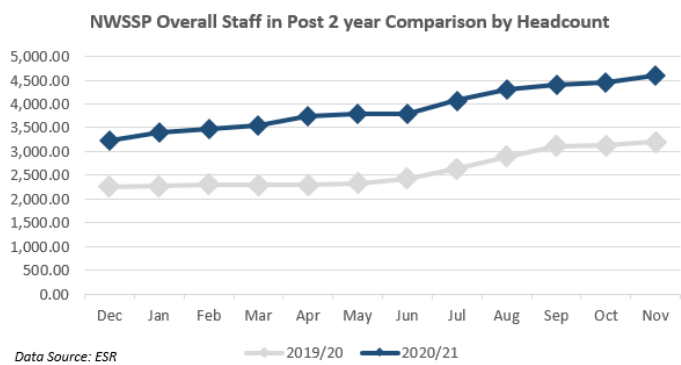
NWSSP STAFF IN POST

The table below outlines the directly employed contracted full time equivalent (FTE) and headcount figures for NWSSP inclusive of Single Lead Employer (SLE) as of 30th November 2021:

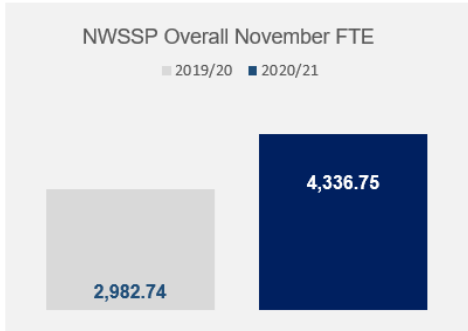
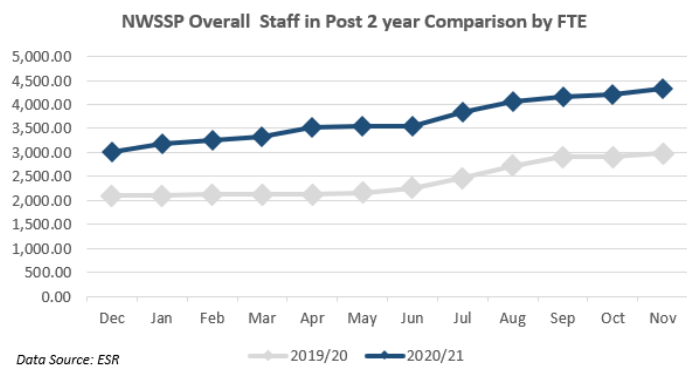
Section	Headcount		FTE		Headcount Change	
	Oct 21	Nov 21	Oct 21	Nov 21	Headcount Change +/-	Headcount Change +/- %
Accounts Payable Division	131	130	127.11	125.55	-1.00 ▼	-0.77%
Audit & Assurance Division	49	49	46.96	46.96	0.00	0.00%
Corporate Division	35	35	31.24	31.24	0.00	0.00%
Counter Fraud Division	7	7	7.00	7	0.00	0.00%
Digital Workforce Division	22	21	21.27	20.66667	-1.00 ▼	-4.76%
E-Business Central Team Division	14	13	13.33	12.33	-1.00 ▼	-7.69%
Employment Division	362	373	326.30	333.18	11.00 ▲	2.95%
Finance Division	16	16	15.57	15.56667	0.00	0.00%
Hosted Services Division	15	14	13.88	12.87546	-1.00 ▼	-7.14%
Laundry Division	136	140	123.78	127.78	4.00 ▲	2.86%
Legal & Risk Division	141	145	129.93	133.93333	2.00 ▲	1.38%
Medical Examiner Division	47	47	25.52	26.22	0.00	0.00%
People & OD Division	44	45	41.57	42.63	1.00 ▲	2.22%
Pharmacy Technical Services Division	1	1	1.00	1.00	0.00	0.00%
Planning, Performance and Informatics Division	28	30	27.19	29.19	2.00 ▲	6.67%
Primary Care Division	302	303	279.81	280.01028	1.00 ▲	0.33%
Procurement Division	634	626	595.29	588.56668	-8.00 ▼	-1.28%
Single Lead Employer Division	2394	2524	2298.04	2418.03	130.00 ▲	5.15%
Specialist Estates Division	49	49	48.31	48.31	0.00	0.00%
Surgical Materials Testing (SMTL) Division	23	23	20.92	20.92	0.00	0.00%
Temporary Medicines Unit Division	10	10	10.00	10.00	0.00	0.00%
Welsh Employers Unit Division	5	5	4.80	4.80	0.00	0.00%
NWSSP Overall	4465	4606	4208.81	4336.75	141.00 ▲	3.06%

Nwssp Overall Headcount Trajectory

The graph below shows the rolling 12-month headcount trajectory compared to the same period for the previous year.



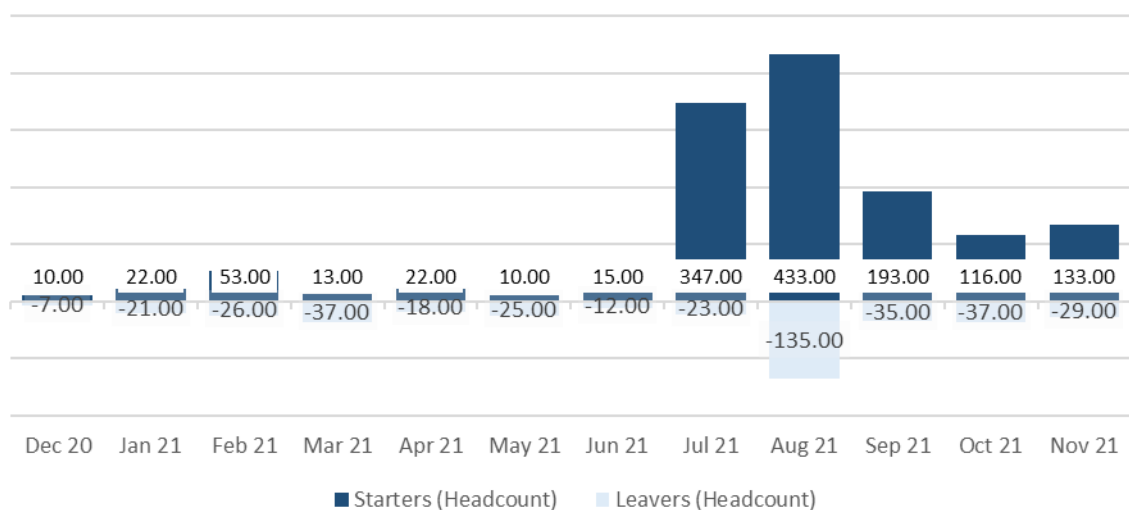
And the rolling 12-month FTE trajectory:



Staff Turnover

The turnover rate for NWSSP inclusive of SLE and GP Trainees for the period 1st December 2020 to 30th November 2021 is **11.40%** compared to **10.31%** (again inclusive of SLE and GP Trainees) for the same period last year. Turnover exclusive of SLE sits at **10.30%** . This has increased in comparison to the previous month which sat at **9.84%**.

NWSSP Overall Starters & Leavers by Headcount



Data Source: ESR

Reasons for Leaving

The top three reasons for staff leaving NWSSP (including SLE) over the last 12 months are:

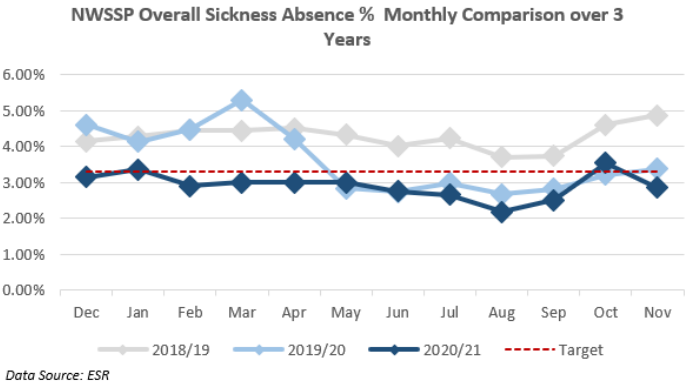
Top 3 Leaving Reasons		
Rank	Reason	Headcount
1	Sum of End of Fixed Term Contract - Completion of Training Scheme	190
2	Sum of Voluntary Resignation - Other/Not Known	77
3	Sum of Voluntary Resignation - Promotion	42

Of the **405** staff that left the organisation between December 2020 and November 2021, **170** staff left through voluntary resignation (including early retirement), equivalent to **41.98%** of all terminations.

SICKNESS ABSENCE

The chart below shows the average sickness absence rate for NWSSP for the three years, 2018/19, 2019/20, and 2020/21:

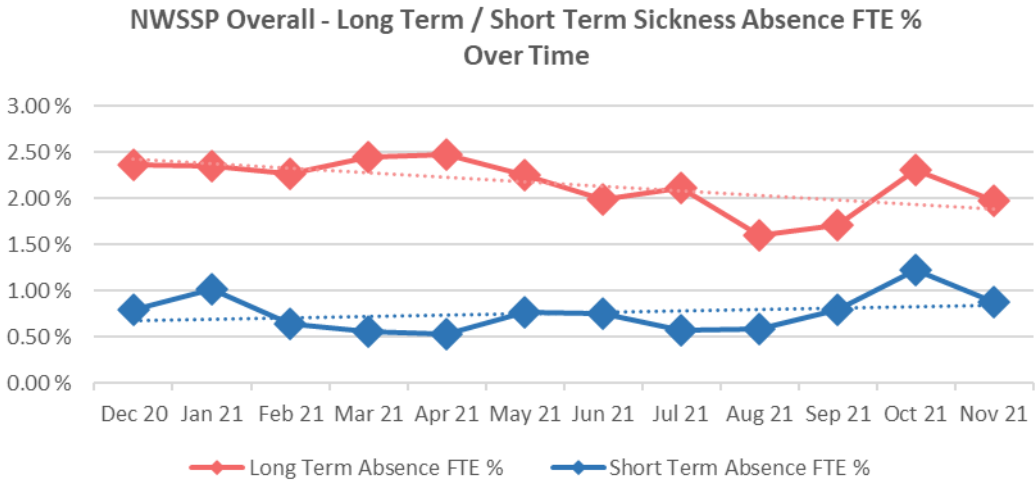
Month	Absence % (FTE)	Abs (FTE)	Avail (FTE)
Dec 20	3.16%	2,337.80	74,093.67
Jan 21	3.36%	2,504.52	74,450.05
Feb 21	2.91%	1,980.59	68,123.07
Mar 21	3.00%	2,270.95	75,587.05
Apr 21	2.99%	2,177.37	72,730.96
May 21	3.01%	2,258.55	75,019.68
Jun 21	2.71%	2,710.21	100,103.74
Jul 21	2.66%	2,801.88	105,195.55
Aug 21	2.18%	2,691.55	123,419.93
Sep 21	2.51%	3,111.99	123,757.17
Oct 21	3.54%	4,607.68	130,285.54
Nov 21	2.86%	3,719.92	130,138.77



Sickness during November at 2.86% has seen a decrease from the October position of 3.54%. which had the highest percentage for the 12 month period.

NWSSP’s target is 3.30% in line with the Welsh Government target of reducing sickness absence by 1%.

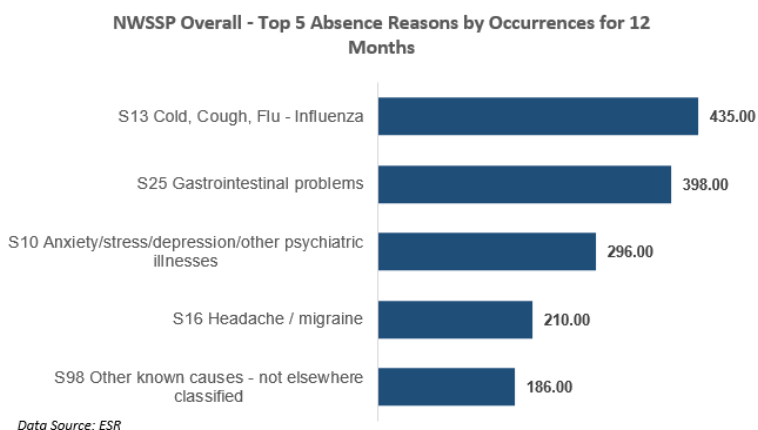
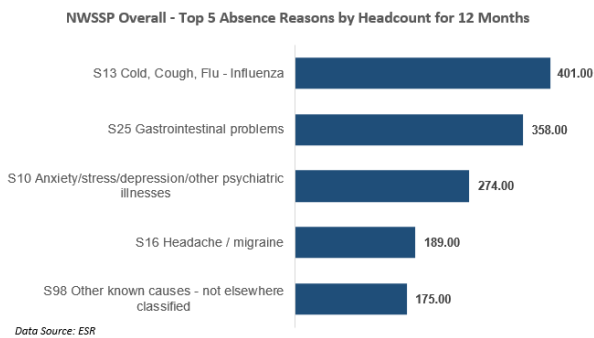
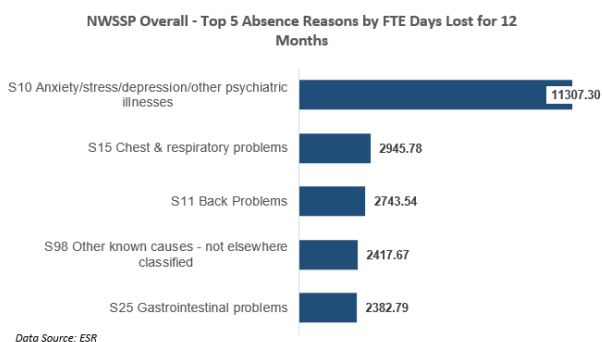
The 12-month trend in Long Term versus Short Term Sickness absence for the period 1st December 2020 to 30th November 2021:



Data Source: ESR

Reasons for Sickness Absence

The charts below show the top five reasons for sickness absence (by headcount and FTE respectively) within NWSSP for the period 1st December 2020 to 30th November 2021:

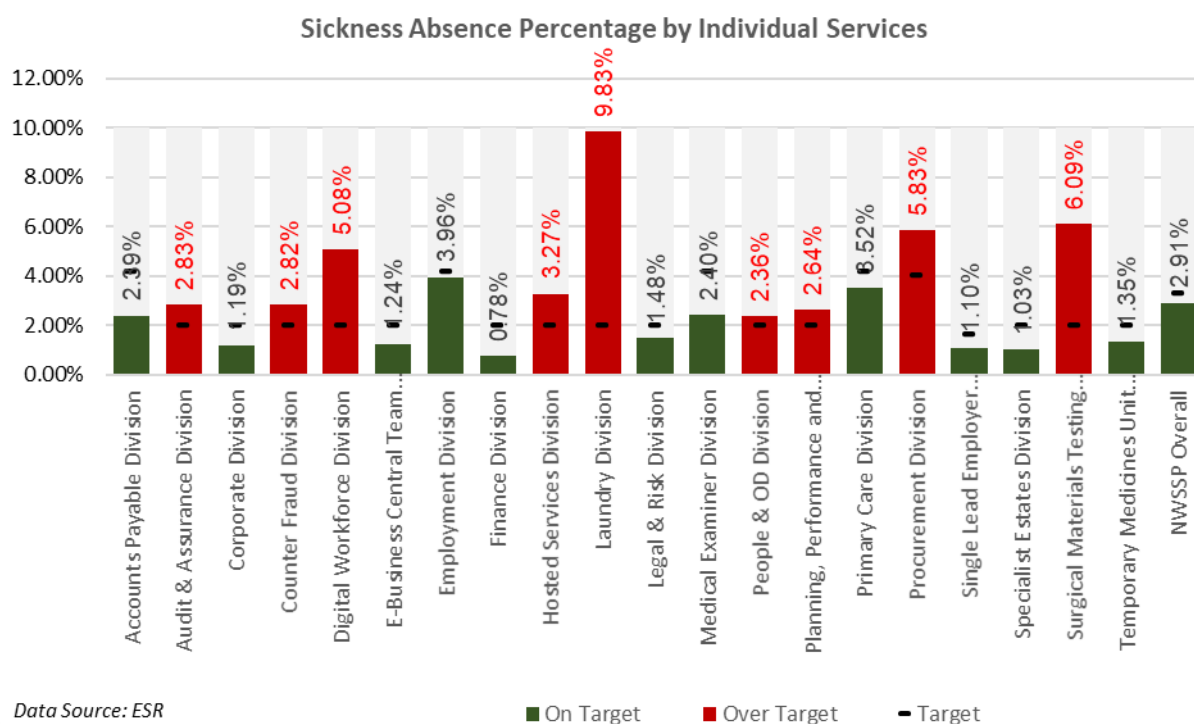


Anxiety, stress and depression continue to account for the greatest number of days lost due for sickness absence within NWSSP with just over **11,307 hours lost per annum**.

NWSSP has numerous avenues of support for those suffering with their mental health, including the introduction of the Mental Health First Aiders Programme; the Peer Support Programme for COVID-19; and our Employee Assistance Programme.

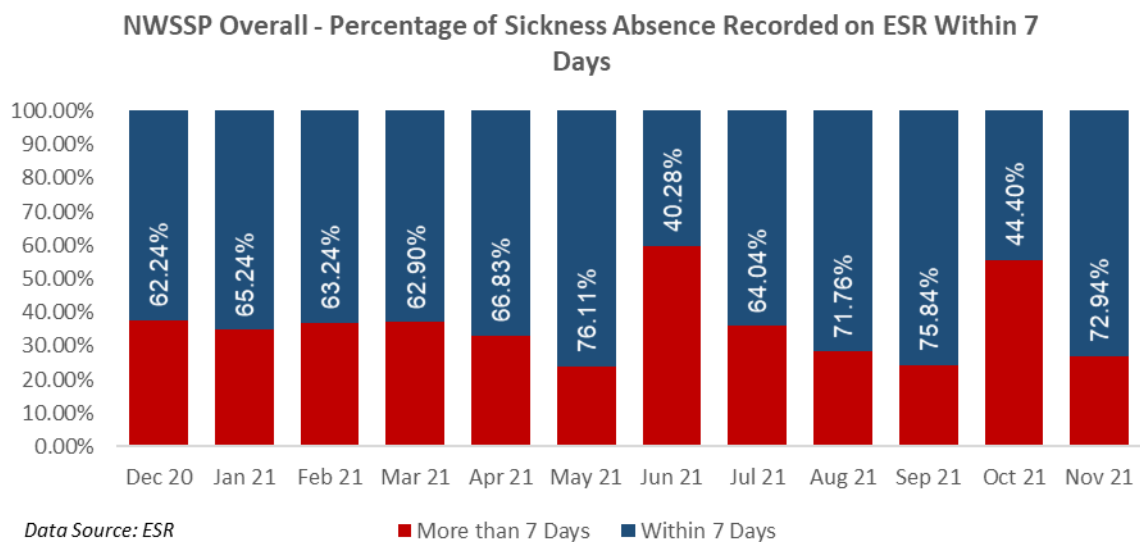
Sickness Absence by Service

The chart below shows the average sickness absence rate for each service from 1st December 2020 to 30th November 2021:



Percentage of Absence Entered Within 7 days

The graph below shows the percentage of absences entered ESR within 7 days of the first day of absence, in the period 1st December 2020 to 30th November 2021. The figure for November is at **72.94%** completion within 7 days. This figure has increased from the October position of 44.40%.



Covid-19 Absence

COVID-19 Related Absence at 6 December 2021

Open Absence Infection Precaution

5

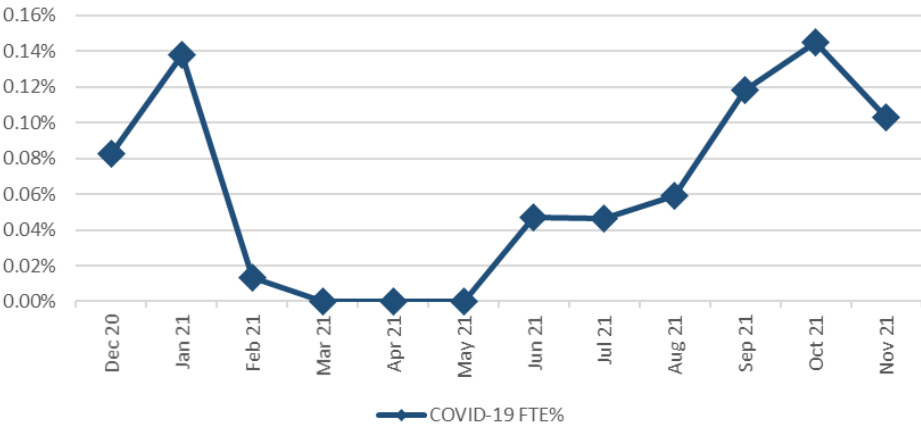
Open Absence Medical Suspension

0

Open Absence - COVID-19

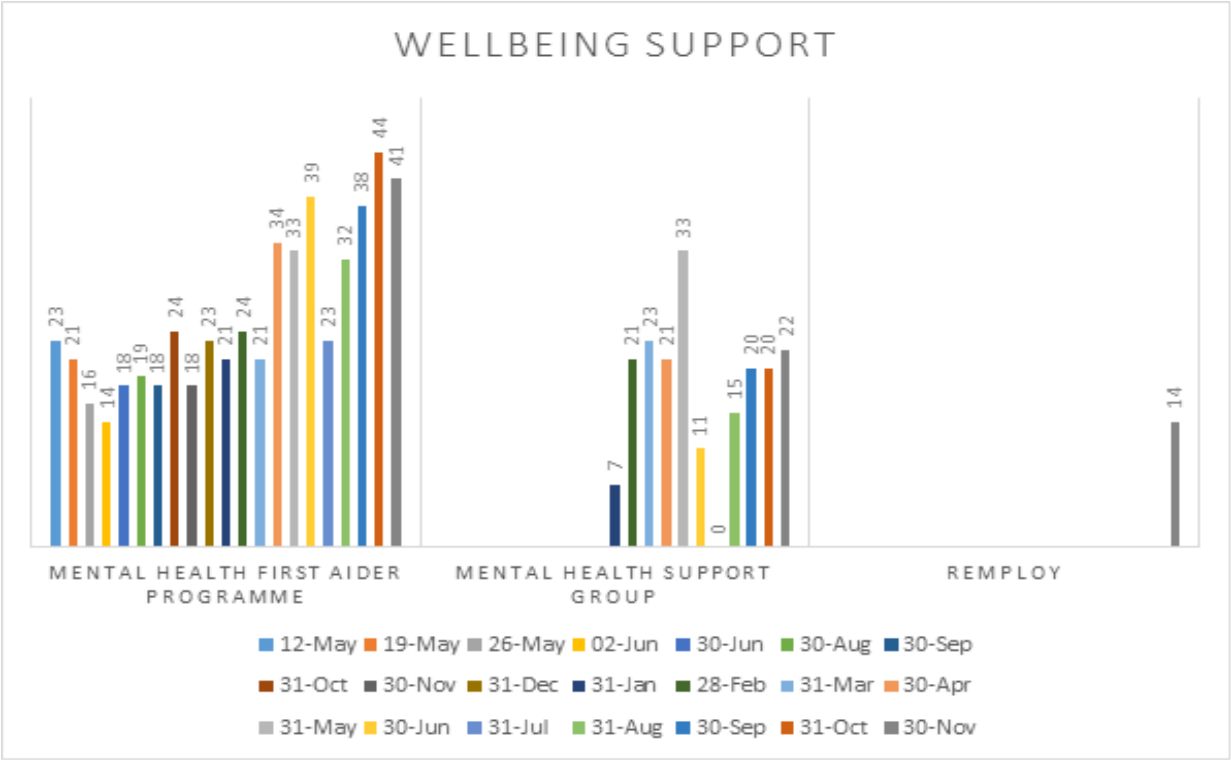
4

NWSSP Overall - COVID-19 Sickness Absence % (FTE)



Data Source: ESR

Wellbeing Support



Fantastic progress continues to be made on the development of our Health & Wellbeing programmes within NWSSP. In November 75% of our wellbeing support to date has been provided by the Mental Health First Aiders (MHFA). The Mental Health Support Group is also evolving with 22 people engaging with the group in November.

We also have a growing network of Health and Well-being Champions based in departments across NWSSP (up to 36 at last count). These are a first point of call for Health and Well-being queries, with their role being the provision of initial support, signposting/referring on to MHFA.

14 members of staff are currently being supported by REMPLOY

BANK AND AGENCY

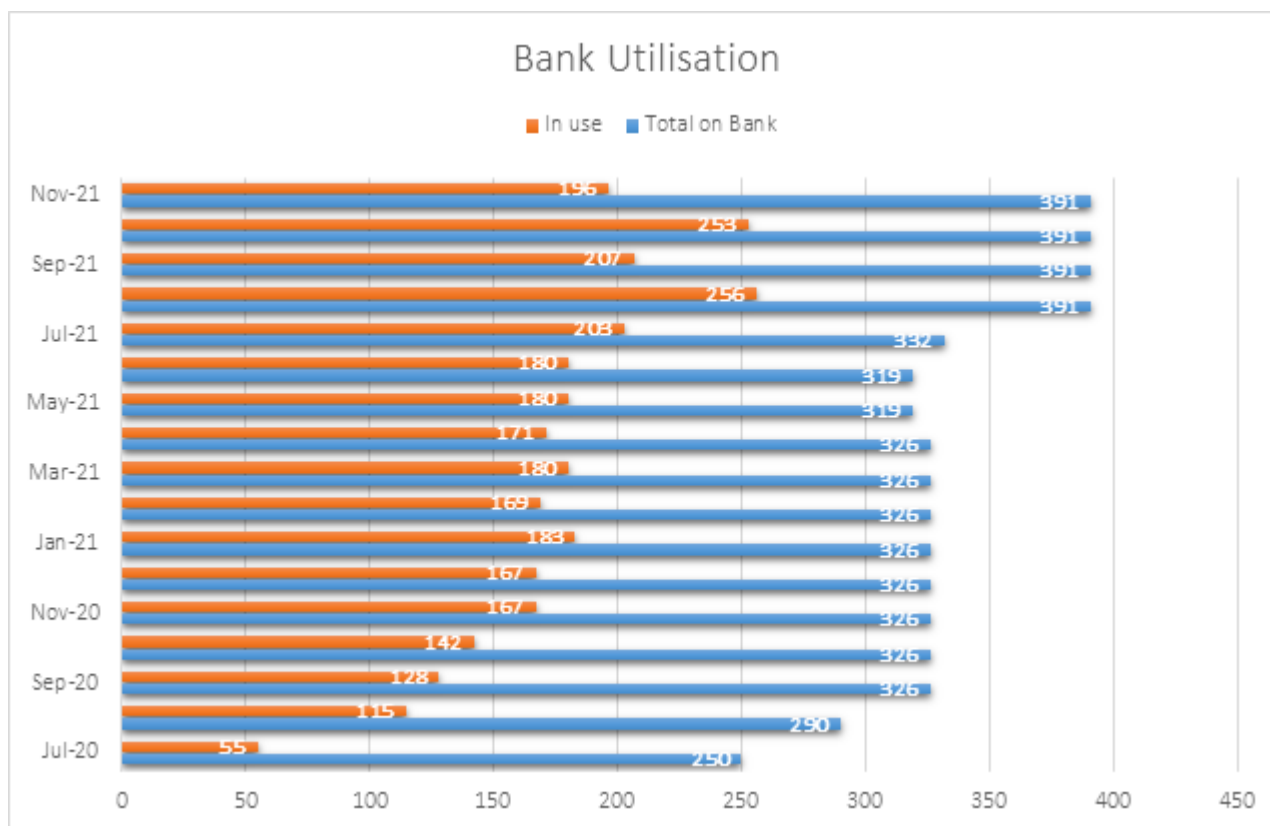
Bank Usage

General Bank Usage

During this period, **net spend on bank has been £431,430** an increase of £213,419 on the previous months. The increase in costs is directly due to payments being made to bank staff from Corporate Services codes for the Covid Bonus Payment. As such this is not reflective of the number of people working in this month

Bank Spend & Numbers

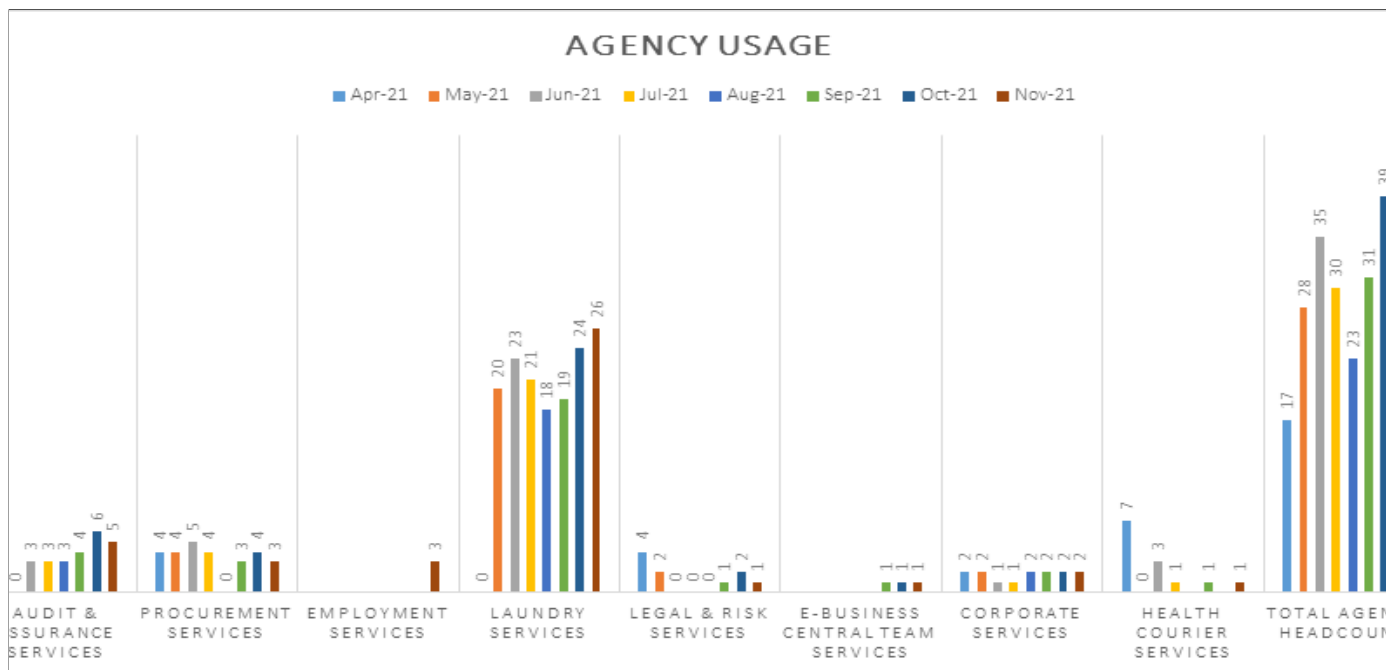
Service	Sep-21			Oct-21			Nov-21		
	£	WTE	# of People	£	WTE	# of People	£	WTE	# of People
Accounts Payable	1,384.46	0.69	1	1,087.84	0.54	1	-1,096.92	0	0
Audit & Assurance	197.73	0	0	0.00	0	0	0.00	0	0
Collaborative Bank	22,454.82	4.04	32	15,630.01	4.02	28	15,647.79	3.98	30
Corporate Services	12,067.34	10.94	23	-57,979.90	4	8	175,633.06	6.08	235*
E-Enablement	773.02	0.41	1	739.47	0.41	1	738.91	0.42	1
Employment	19,857.48	9.34	17	26,841.94	9.23	26	24,829.41	10.49	28
Health Courier Services	116,542.37	51.78	53	97,260.37	45.57	77	102,368.64	56.43	79
Laundry Services	12,904.20	4.86	3	15,559.94	7.26	8	13,462.39	9.25	11
Legal & Risk/WRP	36,853.35	8.41	13	24,373.60	7.64	22	19,105.15	4.77	17
Primary Care	12,516.57	6.44	7	7,754.05	4.35	7	9,718.42	4.53	7
Procurement	86,812.52	39.42	57	97,259.30	47.73	75	84,497.66	43.14	57
SMTL Surgical Materials Testing Lab	405.24	0	0	0.00	0	0	0.00	0	0
Specialist Estates	0.00	0	0	522.73	0	0	2,172.91	0.22	2
Total	322,769.10	136.33	207	229,049.35	130.75	253	447,077.42	139.31	467



Agency Usage

Data provided by Finance suggests that in November 2021 we engaged a total of 42 workers from Agencies (up from 39 the previous month), of those 26 (24 previously) were within Laundry accounting for 62 % of the total placements; 5 were in Audit & Assurance (a reduction of 1) (12%), 3 within Procurement (7%); 3 were in Employment Services 7%(up from 0) 2 in Corporate Services (5%)1 (2.5%) xE Central Business Services each within Corporate Services and Legal & Risk Services (5.13%); and 1 within the E-Central team, 1 in HCS and 1 in Legal and Risk Services .

Total agencies spend for the month came in at £125,934. This represents an increase in spend of £84,203 from October 2021 and £45,614 from September 2021.



We had seen a tangible saving in the use of Agency staff from April to August but now Agency Spend has hugely increased in the Laundry despite staff being available. A meeting is to be set up with Laundry Teams, Bank and Business Partner to review. The Bank Department have placed three adverts for the laundry with over 21 applicants for Swansea, 15 for NW and 14 for Greenvale so where they need to start to utilise the bank more as we have the resources in place.

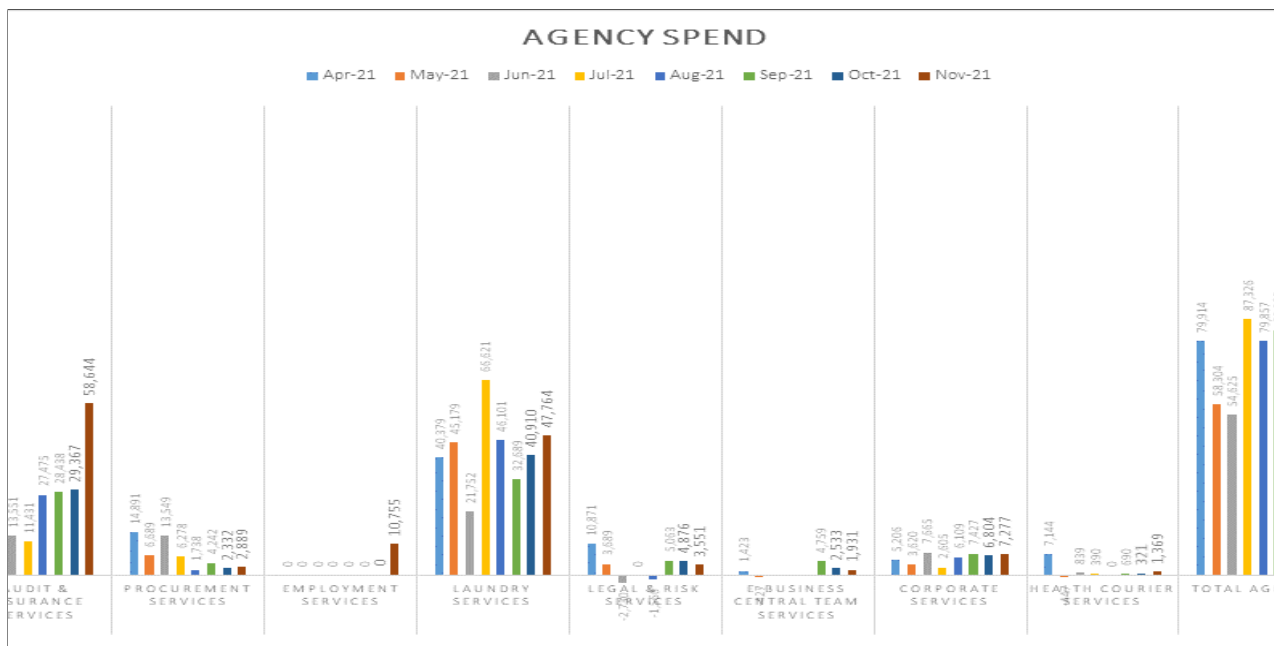
Current Bank recruitment

We have recruited and onboarded 94 staff in the Month of November onto the bank. Of these 67 are actively engaged already. Twenty are awaiting an employee number and 7 are available for work.

Demand has increased significantly in November, with 67 staffed being the largest number we have actively placed straight into roles since May 2021

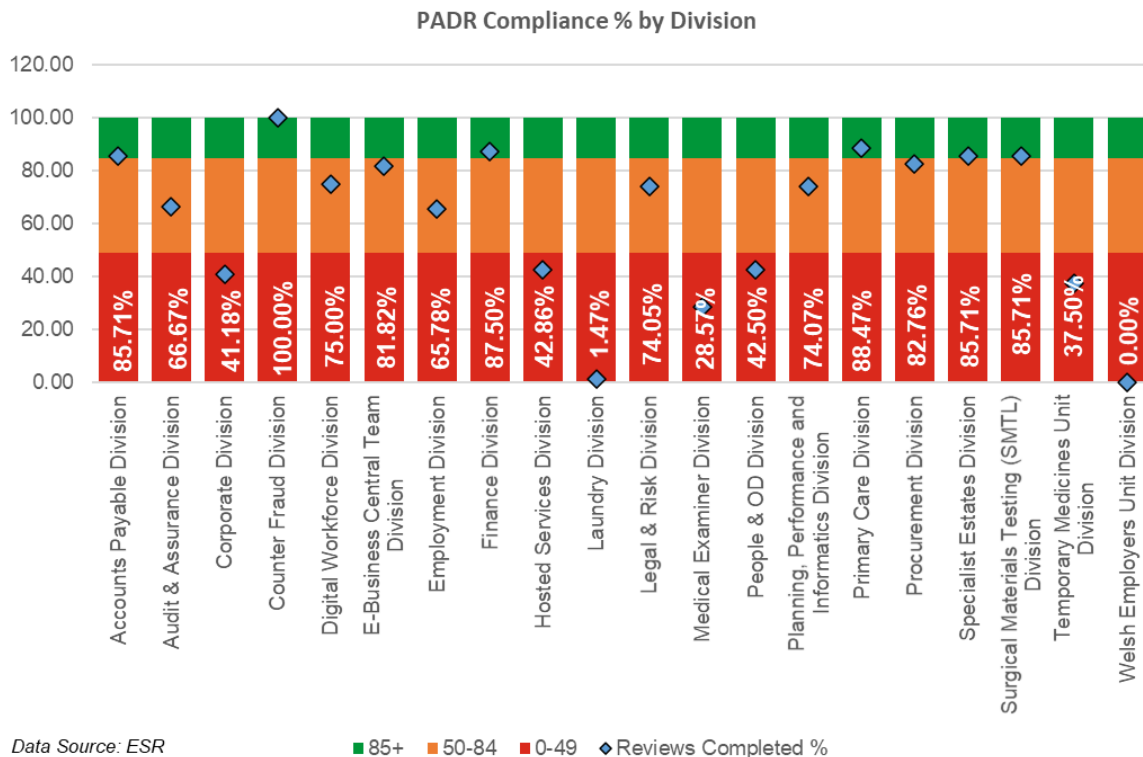
Payroll

There are currently 100 staff on average weekly pay return across November However, with move the Bank to FTC exercise completed on 1st December this will see weekly pay run reduce by circa 65 staff. 129 on monthly pay return which is the biggest number since May 2021



PADR

NWSSP completed **71.23%** of Appraisal Reviews as of 30th November 2021, excluding new starters for 3 months, bank workers, Single Lead Employer trainees and those staff who are on career break, maternity & adoption, external secondment or suspension. This represents **2.98% point increase** on the data recorded for 31th October 2021 where the figure sat at 68.25%.

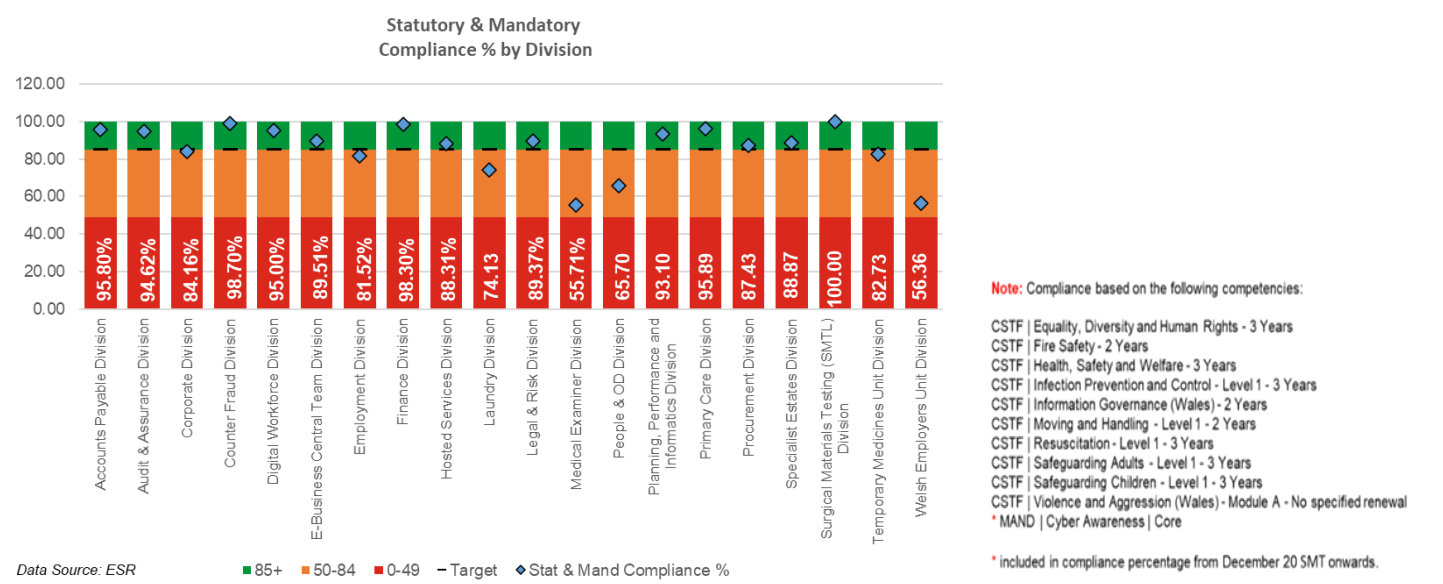


LEARNING COMPLIANCE

Statutory and Mandatory Training

NWSSP is currently **86.70%** compliant with the Core Skills Training Framework, which is above the recognised minimum standard for statutory and mandatory training. This figure continues to improve.

Please note this excludes GP trainees and bank workers.



PEOPLE AND OD DEVELOPMENTS

HEALTH & WELL-BEING

A new self-assessment toolkit has been launched to help people assess the mental health support they may need. The toolkit uses a traffic light system and has received excellent feedback from staff who have already used it.

January will see the launch of NWSSP’s Menopause Café which will support those going through the various stages of menopause, as well as anyone who wants to find out more about supporting others who are going through this period of their lives, whether in a personal or work context. In line with this, Karen Wright, Assistant Director of Workforce & OD, who has championed this approach across NHS Wales, gave a talk at the Health & Well-being Partnership Group to educate the Champions on this piece of work and enable them to share this information with their services.

LAUNDRY TRANSFORMATION

Key updates are: -

- A communication briefing took place with the Hywel Dda laundry workforce on 16th November 2021 to expand on what was included in the SLA between NWSSP and Hywel Dda.

- This was followed up by an FAQ document which included information to inform staffs future decisions on whether they wished to transfer into NWSSP at the end of the decommissioning period. e.g., how it would be managed and any protection they would be afforded in terms of expenses
- As part of the site selection report a piece of work is being undertaken with the Expenses team to understand the total expenses protection that would apply to the workforce against each of the options in the North Hub (2 options) and the South West Hub (5 options).
- A Job Evaluation working group has been created with the first meeting taking place on Tuesday 14th December 2021. This is to ensure a consistent approach is adopted across each of the regional laundries in terms of job descriptions and titles. The People Service Manager will also be in attendance to ensure a timetable is implemented for job evaluation purposes.
- The People & OD team continue to work with the Laundry Managers in delivering and signposting to specific pieces of training including, MAAW, PADR and respect and resolution.
- Work has commenced in developing a pulse survey to be distributed to the service in the New Year to understand how the first 8 months have been for the staff since the transfer.

“ **THIS IS OUR NWSSP (CULTURE PROGRAMME)**

The Values Refresh work has commenced and a survey has been sent to staff to find out more about the positive behaviours that they associate with each of our values. The survey is now closed, and the Change Champions have started to look at this information as the first step in building a behaviour framework based on NWSSP’s values.

“

Following the move of People & OD’s Intranet pages to the new SharePoint intranet site, the online Manger’s toolkit is being refreshed with additional information to support our managers and the New Manger’s Induction is in development and will be promoted in the new year.

“

The new Equality, Diversity & Inclusion strategic group is to have the first meeting in early February and directors will be contacted to nominate representatives from their serviced to participate.

Welsh Language Update

Translation services:

During October we’ve translated the following number of words for the organisations that we support:

NWSSP	225,063	
NHS Employers (All Wales Policies and JDs)	0	
DHCW		22,872
Velindre NHST	51,432	
PHW		64,758
Value in Healthcare (hosted by CTMUHB)	4,198	
WHSSC (hosted by CTMUHB)	30,975	
GP Wales/OOH		0
Total words translated & Proof Read Nov:	399,298	

The work being undertaken to support the Welsh Risk Pool on the Eido Healthcare Patient Leaflets continues and another 90 leaflets have been proofread, quality assured and signed off to upload to the Eido leaflet library to support clinicians in their work across Wales during November. We are ahead of our project deadlines. This work looks likely to be completed in December.

Welsh Language Unique Enquiries October 2021:

Nature of the enquiry	Number of enquiries received
Service Delivery Standards Enquiries	12
Operational Standards Enquiries	1
Procurement of Services Enquiries	3
Generic advice on Welsh language matters	22
Enquiries on service improvement (across all services)	4
Clarity on the need to translate	9
Training and learning	32
Enquiries from other NHS organisations	6
Enquiries from Welsh Government	1
Enquiries from Welsh Commissioner	0
Total	76

Welsh Language Services Manager's Active Projects November:

- FPPS GP - Primary Care Services
- Performers List Project – Primary Care Services
- ESR – Welsh language portal skin – People and OD Complete.
Now need to work with Director of People and OD and Employment Services and Assistant Director of People and OD on a comms strategy to inform HB's and Trusts on the development and launch of the Welsh portals.
- Contact Centre Scoping Project – Audit and Assurance and PMO
Questionnaires have gone out bilingually to all HBs and Trusts in the first batch of consumer research.
- Student Awards & Student Streamlining system improvement – Service Improvement and HEIW has been completed.
- Adverts and JDs for Student Streamlining stakeholders are being translated to enable the HB's to be compliant in advertising their Student Streamlining vacancies bilingually – ready before Christmas.
- Student Bursary/Streamlining Procurement – PMO
- Review of Telephony Systems with NWSSP Planning & IT
- Review of Training module
- Review of Corporate Induction module
- Drafting of Bilingual Skills Strategy and Protocols
- Management of quality of translations on behalf of WRP of the Eido Healthcare Patient Information Leaflets.
- Involved in advising on the Health Roster Project
- Arranging and planning Welsh Language Awareness Training Sept 2021/March 2022
- Arranging and planning Welsh Classes for NWSSP staff to start in December and January 2021.
- Welsh language taster sessions have proven to be popular with staff.
- Planning Welsh language sessions on:
 - Opening and closing meetings
 - Greeting customers
 - Opportunities to practice Welsh in lunch and learn sessions for Q4 in Jan, Feb, March.
- Standard Operating Procedure for advertising and uploading JDs in both Welsh and English is in draft format and will need to be presented to SLG in January/February 2022. Currently awaiting information on TRAC such as 'About us' information to be updated and uploaded and then the SOP will be complete.

Staffing at the Welsh Language Unit

The current staffing structure in the Welsh Language Unit is as follows:

- Welsh Language Services Manager with overall responsibility
- Translation Manager with responsibility for operational day to day management of distribution of work and performance.
- 3 x Translators working full-time (1 permanent, 1 fixed term) one position is currently vacant and will go out to advert in November 2021 for a full-time permanent vacancy.
- 2 x Translators working part-time (1 x 15hrs p/w, 1 x 30hrs p/w)

We are currently out to advert for a Band 5 Translator.

It looks very likely we will need to recruit more than one, to meet the significant increase in demand.

We have successfully established a bank of translators. Five in total, with three currently active and receiving work from us.

Enquiry from the Welsh Language Commissioner 8th October 2021:

An enquiry came to NWSSP via the Welsh Language Officer in Velindre University NHS Trust, on the 4th of October, regarding 'Consent form 1' on the basis that the Commissioner's office had received a complaint from a patient on the level of service at BCUHB and that 'Consent form 1' was referenced in the complaint.

The letter wasn't clear if the complaint was specifically regarding 'Consent form 1'. The letter also requested further information, but there was no explanation as to why they were asking for that information.

The Welsh Language Services Manager responded to the Commissioner's office for further clarification on Friday, 7th of October. There has been no acknowledgement of receipt of the letter and there has been no further communication regarding 'Consent form 1'.

All consent forms are available in both Welsh and English.

There is still no response to my letter sent on the 8th of October 2021.



GIG
CYMRU
NHS
WALES

Partneriaeth
Cydwasaethau
Shared Services
Partnership

**AGENDA ITEM:
20 January 2022**

The report is not Exempt

Teitl yr Adroddiad/Title of Report

NWSSP Corporate Risk Update – January 2022

ARWEINYDD: LEAD:	Peter Stephenson Head of Finance & Business Development
AWDUR: AUTHOR:	Peter Stephenson Head of Finance & Business Development
SWYDDOG ADRODD: REPORTING OFFICER:	Andy Butler Director of Finance & Corporate Services
MANYLION CYSWLLT: CONTACT DETAILS:	Andy Butler Director of Finance & Corporate Services 01443 848552 / Andy.Butler@wales.nhs.uk

**Pwrpas yr Adroddiad:
Purpose of the Report:**

To provide the Partnership Committee with an update on the NHS Wales Shared Services Partnership's (NWSSP) Corporate Risk Register.

Llywodraethu/Governance

**Amcanion:
Objectives:**

Excellence – to develop an organisation that delivers a process excellence through a focus on continuous service improvement

**Tystiolaeth:
Supporting
evidence:**

-

Ymgynghoriad/Consultation:

The Senior Leadership Group (SLG) reviews the Corporate Risk Register on a monthly basis. Individual Directorates hold their own Risk Registers, which are reviewed at local directorate and quarterly review meetings.

Adduned y Pwyllgor/Committee Resolution (insert ✓):

DERBYN/ APPROVE		ARNODI/ ENDORSE		TRAFOD/ DISCUSS		NODI/ NOTE	✓
Argymhelliad/ Recommendation		The Committee is asked to NOTE the report.					

Crynodeb Dadansoddiad Effaith: Summary Impact Analysis:	
Cydraddoldeb ac amrywiaeth: Equality and diversity:	No direct impact
Cyfreithiol: Legal:	Not applicable
Iechyd Poblogaeth: Population Health:	No impact
Ansawdd, Diogelwch a Profiad y Claf: Quality, Safety & Patient Experience:	This report provides assurance to the Committee that NWSSP has robust risk management processes in place.
Ariannol: Financial:	Not applicable
Risg a Aswiriant: Risk and Assurance:	This report provides assurance to the Committee that NWSSP has robust risk management processes in place.
Safonau Iechyd a Gofal: Health & Care Standards:	Access to the Standards can be obtained from the following link: http://www.wales.nhs.uk/sitesplus/documents/1064/24729_Health%20Standards%20Framework_2015_E1.pdf Standard 1.1 Health Promotion, Protection and Improvement
Gweithlu: Workforce:	No impact
Deddf Rhyddid Gwybodaeth/ Freedom of Information	Open. The information is disclosable under the Freedom of Information Act 2000.

NWSSP CORPORATE RISK REGISTER UPDATE January 2022

1. INTRODUCTION

The Corporate Register is presented at **Appendix 1** for information.

2. RISKS FOR ACTION

The ratings are summarised below in relation to the Risks for Action:

Current Risk Rating one	January 2022
Red Risk	1
Amber Risk	7
Yellow Risk	1
Green Risk	1
Total	10

2.1 Red-rated Risks

There is one current red risk relating to the current pressures on the recruitment and payroll functions in particular, due to the unprecedented increased in demand for their services across NHS Wales. This matter has been discussed as part of the Managing Director's update earlier on the agenda.

2.2 New/Deleted Risks

No new risks have been added since the last meeting of the Committee.

3. RISKS FOR MONITORING

There are eight risks that have reached their target score and which are rated as follows:

Current Risk Rating	January 2022
Red Risk	0
Amber Risk	0
Yellow Risk	2
Green Risk	6
Total	8

4. RECOMMENDATION

The Committee is asked to:

- **NOTE** to the Corporate Risk Register as at January 2022.





Corporate Risk Register

Ref	Risk Summary	Inherent Risk			Existing Controls & Mitigations	Current Risk			Further Action Required	Progress	Trend since last review	Target & Date
		Likelihood	Impact	Total Score		Likelihood	Impact	Total Score				
Risks for Action												
A1	The Northern Ireland model procured to replace the NHAIS system fails to deliver the anticipated benefits within required timescales impacting the ability to pay GPs (Original risk added April 2017)	4	5	20	Legal Counsel advice received. PMO Support Project and Programme Boards in place Heads of Agreement signed	2	5	10	Programme and Project Boards to review progress in lead-up to go-live date for GP payments. Consider options for extension of Local Hosting Arrangements until mid-2022 for PCRM.	Although the system is in a 'technical' live position, following a review of the level of quality assurance needed and practice engagement, all Health Boards will now be on-boarded to the live system by the end of March 2022. Whilst there is a small risk associated with this plan as no further contingency is available from NHS Digital, the project board agreed that there is greater risk associated with pushing for a January go live.	↓	31-Mar-22
	Escalated Directorate Risk								Risk Lead: Director of Primary Care Services			
A2	Issues with the current version of CLERIC are causing connectivity issues leading to service issues for HCS drivers (added Sept 2021). There is a concern over lack of technical support to oversee the migration to a CLOUD-based service.	5	4	20	Business Continuity Plans implemented - can revert to paper if necessary but very inefficient.	3	4	12	Need confirmation from CLERIC of prices for new service (TC) Speak with DHCW re available support to cover expected absence of NL (MH) Speak with Neil Jenkins to see if there is any available capacity within PCS to support project (MH) Investigate whether WAST could provide any support (TC)	Transfer to fully managed service with CLERIC will solve problem but there are risks associated with the upgrade, not least a lack of technical support within NWSSP as NL may not be available. Price for new service from CLERIC due 8/9. Although could revert to paper if system unavailable this is highly inefficient and threatens the viability of the Vaccination Programme.	→	30-Nov-21
	Strategic Objective - Customers								Risk Lead: Director of Procurement Services			
A3	Lack of storage space across NWSSP due to increased demands on space linked to COVID and specific requirements for IP5 (added April 2021)	4	4	16	IP5 Board Additional facilities secured at Picketston	2	4	8	PCS reviewing options for medical records storage.	Discussions are on-going with Welsh Government with regards to the Strategic Outline Case for IP5. Welsh Government have also agreed to cover the running costs of the facility for the current financial year as part of the overall COVID and BREXIT contingency arrangements. We are awaiting news on further capital allocations to cover the costs of additional roller-racking for increased stock holding requirements.	→	31-Dec-21
	Strategic Objective - Service Development								Risk Lead: Director of Procurement Services			
A4	Suppliers, Staff or the general public committing fraud against NWSSP. (added April 2019)	5	3	15	Counter Fraud Service Internal Audit WAO PPV National Fraud Initiative Counter Fraud Steering Group Policies & Procedures Fraud Awareness Training Fighting Fraud Strategy & Action Plan	4	3	12	1. Make better use of NFI (PS 31/12/21) 2. Produce Action Plan from Audit Wales "Raising ourGame" report (PS Complete) 3. Undertake IA review of enhanced controls to prevent bank mandate fraud (AB/PS 31/12/21)	Risk increased due to COVID-19 and significant increase in expenditure. Further Audit Wales report demonstrates that NHS Wales is in a good place for fraud prevention and detection compared to Central and Local Government but there are still further actions to be undertaken. Starting to get access to NFI. March 21 saw a number of actual and potential frauds around bank mandates. See separate risk below.	→	31-Dec-21
	Strategic Objective - Value For Money								Risk Lead: Director of Finance & Corporate Services			
A5	Specific fraud risk relating to amendment of banking details for suppliers due to hacking of supplier e-mail accounts leading to payments being made to fraudsters (added April 2021)	5	3	15	Documented process for bank mandate changes Role of Supplier Maintenance Team Authorisation by Senior Finance Staff Internal Audit Reviews Experian Bank Mandate Checker	2	3	6	Undertake IA review of effectiveness of enhanced controls (AB/PS 31/12/21).	There have been a spate of fraudulent bank mandate amendments during March/April 2021 - some of which were successful. Procedures have been reviewed and enhanced. Experian software procured but coverage not as good as anticipated. Use of post to send out forms seems to have prevented opportunity for fraud.	→	31-Dec-21
	Strategic Objective - Value For Money								Risk Lead: Director of Finance & Corporate Services			

A6	Risk of cyber attack exacerbated if NWSSP, or other NHS Wales organisations, run unsupported versions of software. (added Apr 2019)	5	5	25	Cyber Security Action Plan Stratia Consulting Review IGSG Information Governance training Mandatory cyber security e-learn introduced Dec 19 Internal Audit review - Reasonable Assurance (April 2020) Recent investment in training packages (March 2021) Additional appointment to team (July 21)	2	5	10	Follow up progress with Cyber Security Plan (PS On-going) NL to further update the SLT in the light of the recent Audit Wales report (NL Complete) Update information on systems as part of NIS compliance (NL 31/08/21) Undertake phishing training exercises with NWSSP staff (NL 31/07/21)	Nick Lewis presented update to April 2021 Audit Committee and October 2021 SLG. E-learn introduced during 2020. Windows 10 migration delayed by COVID but now complete Phishing exercise being undertaken - July 2021 New team member commenced 1/9/2021 NL now on extended sick leave.	➔	31-Dec-21
	Strategic Objective - Service Development									Risk Lead: Director of Planning, Performance & Informatics		
A7	The failure to engage with appropriate specialists (e.g. H&S/Fire Safety, Information Security/IG) sufficiently early enough when considering major developments may result in actions being taken that do not consider all relevant potential issues.	4	4	16	In-house H&S and Fire Safety Expertise Role of PMO Recent appointment of Programme Director	3	4	12	PMO to ensure that Project Officers consult appropriately at outset of project. (IR-ongoing) Consider adequacy of resourcing within H&S. (AB/PS - complete)	All organisations contributing towards a Fire & Evacuation Strategy for IP5. Additional H&S staff member currently being recruited (Sept 21)	➔	31-Dec-21
	Strategic Objective - Service Development									Risk Lead: Director of Workforce and OD		
A8	Performance issues resulting from the recent upgrade of ORACLE.	4	4	16	Project Risk Register	3	4	12	Actions documented in Project Risk Register	The upgrade was completed on 19 October. There have been some issues with stability and performance but nothing that impacts patient or business-critical systems.	➔	31-Dec-21
	Strategic Objective - Service Development									Risk Lead: Director of Finance & Corporate Services		
A9	The demand on services within Employment Services as a result of Health Boards taking on substantial numbers of staff to respond to and recover from the pandemic, is unsustainable, leading to poor levels of performance.	4	4	16	Established working practices governed by Service Levee Agreements and measured by reporting of KPIs on monthly basis.	3	4	12	Additional staff being recruited Use of students from Cardiff University Temporary support from other Directorates Accessing KickStart scheme	Focus on training staff on pinch points rather than whole process Backlog in applications in Student Awards reduced from 1800 to <800.	✱	31-Dec-21
	Strategic Objective - Customers									Risk Lead: Director of Workforce and OD		
A10	The transfer of the laundries to NWSSP expose a number of risks including concerns over health and safety and formality of customer relationships.	4	4	16	All-Wales Programme Business Case Programme Board Regular updates to SLG on progress with Action Plan Draft SLAs approved by SSPC Appointment of Assistant Director for Laundry Services H&S Audits of Laundry Sites	3	4	12	Arrange internal audit review of Laundry service (AB/PS - complete) Prioritised report to be submitted to SLGs to monitor progress. (on-going)	Transfer has now taken place for all of the 5 laundries, although arrangements are different for Hywel Dda and Cwm Taf. Updates provided to SLG. IA review focused on Swansea Laundry provides reasonable assurance. Choice of new sites in North Wales and Swansea apparently well received.	➔	31-Dec-21
	Strategic Objective - Service Development									Risk Lead: Director of Procurement Services		
Risks for Monitoring												
M1	Disruption to services and threats to staff due to unauthorised access to NWSSP sites. (Added May 2018)	5	4	20	Manned Security at Matrix CCTV Locked Gates installed at Matrix. Security Review Undertaken (reported Dec 18) Increased Security Patrols at Matrix. CTSA undertake annual reviews of high risk buildings e.g. IP5, Picketston	1	4	4	Continue to monitor, and reissue comms to all staff to remind them of need to keep buildings and information secure. (PS 31/08/2020 - complete) Consider whether further review of Site Security is required (PS 31/12/2021)	Security Review undertaken and reported to SMT in Dec 2018. No major findings and all agreed actions implemented or superceded.	➔	
	Strategic Objective - Staff									Risk Lead; Director Specialist Estates Services/Director of Finance and Corporate Services		

Key to Impact and Likelihood Scores						
		Impact				
		Insignificant	Minor	Moderate	Major	Catastrophic
		1	2	3	4	5
Likelihood						
5	Almost Certain	5	10	15	20	25
4	Likely	4	8	12	16	20
3	Possible	3	6	9	12	15
2	Unlikely	2	4	6	8	10
1	Rare	1	2	3	4	5
	Critical	Urgent action by senior management to reduce risk				
	Significant	Management action within 6 months				
	Moderate	Monitoring of risks with reduction within 12 months				
	Low	No action required.				

Consequence					
Likelihood	Insignificant	Minor	Moderate	Major	Catastrophic
Almost Certain	Yellow 5	Amber 10	Red 15	Red 20	Red 25
Likely	Yellow 4	Amber 8	Amber 12	Red 16	Red 20
Possible	Green 3	Yellow 6	Amber 9	Amber 12	Red 15
Unlikely	Green 2	Yellow 4	Yellow 6	Amber 8	Amber 10
Rare	Green 1	Green 2	Green 3	Yellow 4	Yellow 5
Red: Critical - Urgent action and attention by senior management to reduce risk					
Amber: Significant - Management consideration of risks and reduction within 6 months					
Yellow: Moderate - Monitoring of risks with a view to being reduced within 12 months					
Green: Low - These risks are considered acceptable					

	New Risk
	Escalated Risk
	Downgraded Risk
	No Trend Change



GIG
CYMRU
NHS
WALES

Partneriaeth
Cydwasaethau
Shared Services
Partnership

NHS Wales Shared Services Partnership Annual Review 2020-21

Adding value through partnership, innovation and excellence

NHS Wales Shared Services Partnership Annual Review 2020-21

© NHS Wales Shared Services Partnership 2021

The text of this document (this excludes all departmental or agency logos) may be reproduced free of charge in any format or medium provided that permission is sought and it is reproduced accurately and not in a misleading context.

The material must be acknowledged as NHS Wales Shared Services Partnership copyright and the document title specified. Where third party material has been identified, permission from the respective copyright holder must be sought.

Contents

Executive summary	1
Introduction from the Managing Director	2
Executive summary	4
Our services	5
Our core values and strategic objectives	6
Our overarching goals	7
Our achievements	8
COVID-19 response	18
Performance	23
Governance framework and our structure	24
Welsh language	25
Information governance and communications	26
Financial management of budget	27
Key performance indicators	31
Sustainable development	35
Well-being of Future Generations	36
Sustainable development principle	37
Sustainability performance and objectives	39
Ethical employment in supply chain and modern slavery	42
Appendix: Workforce data	44



Executive summary



Introduction from the Managing Director

Welcome to the NHS Wales Shared Services Partnership (NWSSP) Annual Review for 2020-21. This is our tenth annual report and, as in previous years, shows how we are continually improving our services to meet the demands of our partners and customers, as well as our ongoing commitment to adding value through partnership working, innovation and excellence.

2020-21 was a year dominated by COVID-19, but which saw NWSSP not only not stand down any of its services, but also step massively up to the plate in supporting NHS Wales and the wider public sector in procuring and delivering Personal Protective Equipment (PPE), helping to establish field hospitals, and in supporting the vaccination programme. At the same time new services were being developed and launched including the Temporary Medicines unit (TMU), the Single Lead Employer model for GP and other medical trainees, the Medical Examiner Unit, and the Laundry Service.



Some particular highlights were:

- Procurement and Health Courier Services helped to ensure that there were no stock-outs of PPE during the year and to date have provided over 1bn items of PPE to NHS Wales, Social Care and the Primary Care sector;
- Specialist Estate Services (SES) was involved in many of the processes for the acquisition and development of 19 new field hospitals, created in less than 8 weeks, and providing an additional 6,000 beds throughout Wales; and
- Our Surgical Medical Testing Laboratory (SMTL) played a key role in assessing the efficacy of PPE products, and helped to identify a high number of items that either had false documentation and/or were not suitable for NHS Wales, thus avoiding many of the (extensively reported) problems that have been seen elsewhere in the UK.

Our organisational values underpin our commitment to deliver excellent services; we continue to listen and learn from our partners, working together across NHS Wales, taking responsibility through all our actions, and innovating to deliver the best results for the people of Wales. None of these achievements would be possible without the hard work and dedication of our staff which we continue to formally recognise through our annual Staff Recognition Awards.

The 2020-21 financial year was also the last full year of Margaret Foster's tenure as Chair of NWSSP. I would like to take this opportunity to thank Margaret for her enormous contribution to the development of NWSSP since 2012, and for helping it to become the large, diverse, and successful organisation that it is today.

As Margaret leaves NWSSP, I would equally like to welcome Professor Tracy Myhill, who takes over as Chair with effect from December 2021. Tracy will be well known to many of you as an accomplished senior leader with over 35 years of experience across the public sector and in not-for-profit settings.

I hope that you enjoy reading about our achievements in this Annual Review, and look forward to continuing to meet and exceed the expectations of our stakeholders across Wales during 2021 and 2022.



Neil Frow
Managing Director

Executive summary

2020-21 has been a period of rapid development for NWSSP. Faced with the global pandemic, working practices have transformed to ensure the continued delivery of services to the wider NHS family and the population of Wales.

NWSSP remains a hosted organisation, operating under the legal framework of Velindre University NHS Trust. The Managing Director reports to health boards and trusts, through the Shared Services Partnership Committee (SSPC), comprised of organisational representatives from NHS Wales bodies using NWSSP services and Welsh Government.

SSPC has the responsibility for making decisions and setting NWSSP policy for NHS Wales. Adding value through partnership, excellence, and innovation, the Committee has a vital role in performance monitoring as well as supporting the strategic development of NWSSP and its services.

A number of sub-committees and advisory groups branch from SSPC, incorporating our partners, stakeholders, and service users.







We continue to collaborate and work in partnership where possible, ensuring the sustainable, successful delivery and development of services for the future of the NHS in Wales.

We have developed new and strengthened existing relationships, maintaining the focus on efficiency changes and service development, championing sustainable, innovative, data driven systems.

NWSSP is continually supported by an exceptional and diverse workforce. We are committed to managing change sensitively and equitably, also working alongside local partnership forums and trade union colleagues to offer employment opportunities.

NWSSP continues to remain focused on developing and providing excellence in customer service, striving to make this a core component of the management and delivery of our services.

Key statistics 2020-21

-  **3,550** members of staff
-  Operating from **27** buildings
-  Budget of over **£593m**
-  **95%** of all NHS Wales expenditure is processed through NWSSP systems and processes
-  Professional influence benefits of over **£165m**
-  We reinvest savings for the benefit of NHS Wales

Our services



All Wales Laundry Service



Audit and Assurance



Central e-Business Team



Counter Fraud



Digital Workforce Solutions



Employment



Finance Academy (*hosted*)



Health Courier Service



Legal and Risk
and Welsh Risk Pool



Medical Examiner Unit



Primary Care



Procurement



Salary Sacrifice



Single Lead Employer



Specialist Estates



Surgical Materials Testing
Laboratory



Temporary Medicines Unit



Wales Infected Blood Support
Scheme

Internal support services:



Finance and Corporate
Services

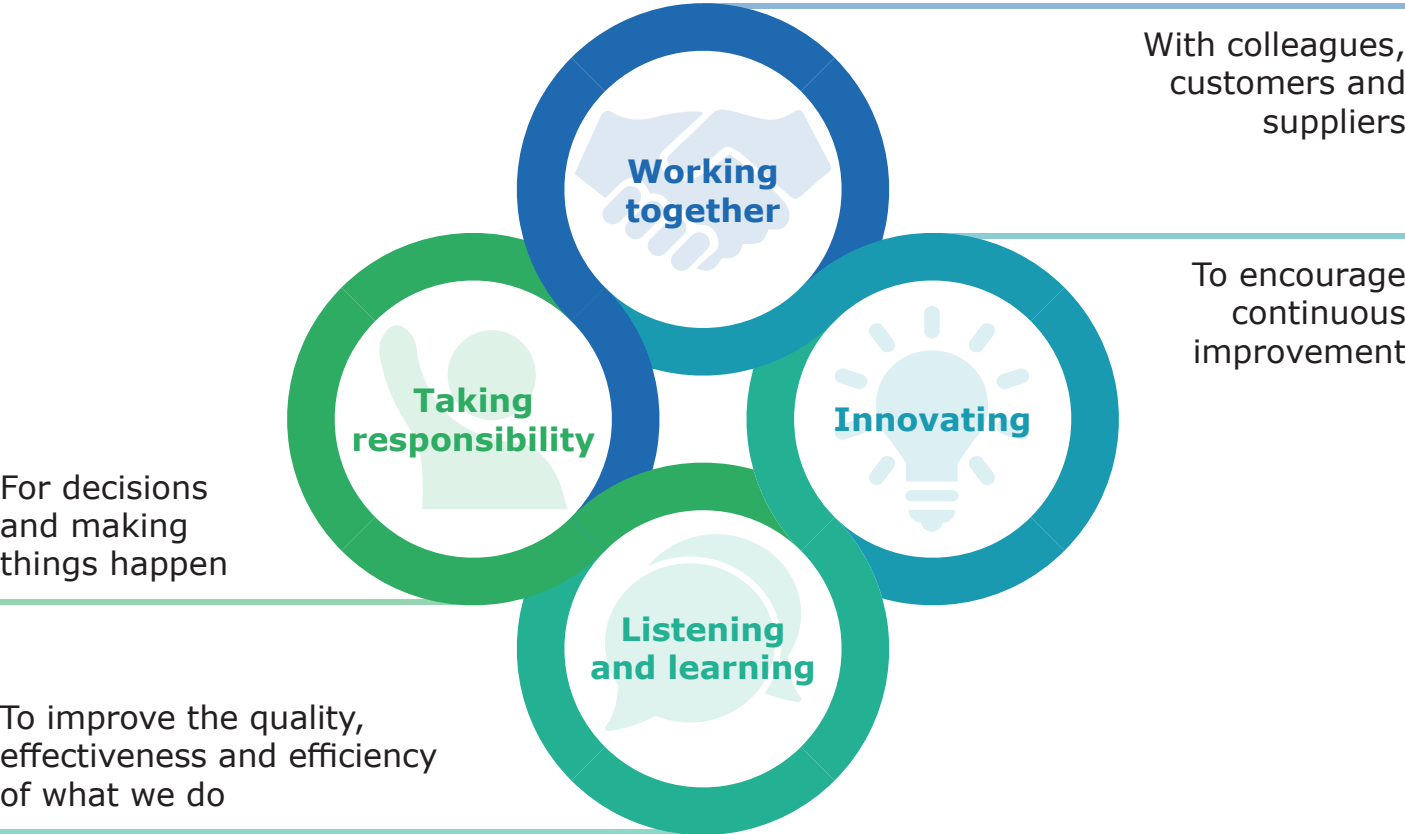


People and Organisational
Development



Planning, Performance and
Informatics

Our core values



Our strategic objectives

Value for money	A highly efficient and effective organisation to deliver real term savings and service quality benefits to its customers
Customers and partners	Open and transparent customer-focused culture that supports the delivery of high quality services
Staff	An appropriately skilled, productive, engaged and healthy workforce
Excellence	An organisation delivering process excellence with a focus on continuous service improvement, automation and use of technology
Service development	Extend the range of high quality services provided to NHS Wales and the Welsh public sector

Our overarching goals

1

We will promote a consistency of service across Wales by engaging with our partners whilst respecting local needs and requirements

2

We will extend the scope of our services, embracing sustainability, within NHS Wales and the wider public sector to drive value for money, consistency of approach and innovation that will benefit the people of Wales

3

We will continue to add value by standardising, innovating and modernising our service delivery models to achieve the well-being goals and benefits of prudent healthcare

4

We will be an employer of choice for today and future generations by attracting, training and retaining a highly-skilled and resilient workforce, who are developed to reach their full potential

5

We will maintain a balanced financial plan whilst we deliver continued efficiencies, direct and indirect savings and reinvestment of the Welsh pound back into our economy

6

We will provide excellent customer service, ensuring that our services maximise efficiency, effectiveness and value for money through system leadership and a Once For Wales approach

7

We will work in partnership to deliver world-class service to help NHS Wales tackle key issues, lead to a healthier Wales and support sustainable Primary Care

8

We will help NHS Wales to meet their challenges by being a catalyst for learning lessons, sharing good practice and identifying further opportunities to deliver high-quality service

Our achievements



Our achievements and case studies

The pandemic impacted all areas of work within NWSSP, however there was a clear commitment to continue to deliver and develop core services. In some areas the timeline for proposed service improvement developments were accelerated in response to adapting to new ways of working because of restrictions imposed.

Below is a summary of NWSSP achievements against organisational goals, some achievements are in direct response to the pandemic whilst others detail progress in other areas which did not stop due to COVID-19.

There is a section dedicated to specific COVID-19 case studies at the end of the document but is not an exhaustive account of all the work undertaken to support health boards, trusts and the population of Wales.

1 *We will promote a consistency of service across Wales by engaging with our partners whilst respecting local needs and requirements*

- ▶ Our Project Management Office supported health boards and trusts in delivering service transformation and innovation. Examples include the All Wales Laundry Service, Specialist and Critical Care, Medical Examiner Service and Transforming Access to Medicines.
- ▶ Continued to work on the full deployment of ESR Self Service Portal across NHS Wales that enables real-time digital workforce interactions and removes paper dependency.
- ▶ The implementation of additional claims functionality to the National Electronic Claims and Fees system (NECAF) has been completed. This has enabled the delivery of a number of new national pharmacy service specifications.
- ▶ Continued engagement with key stakeholders, such as board secretaries, directors of finance and audit committee chairs, to ensure an appropriate balance of national and local audit work.
- ▶ Audit and Assurance provided enhanced advisory support to all NHS Wales organisations during the COVID-19 pandemic.
- ▶ HCS working in partnership with Welsh Blood, NHS Wales, Emergency Medical Retrieval and Transport Service Cymru (EMRTS) and All Wales Palliative Care Medicine Pathway.
- ▶ Audit and Assurance delivered a review of the newly implemented COVID-19 Governance arrangements across all NHS Wales organisations to provide an early assessment of their effectiveness and impact.

Case study: [Health Courier Service on S4C](#)

2

We will extend the scope of our services, embracing sustainability, within NHS Wales and the wider public sector to drive value for money, consistency of approach and innovation that will benefit the people of Wales

- ▶ Introduction of new services for NWSSP, including the Temporary Medicines Unit (TMU), Transforming Access to Medicines (TRAMS) and All-Wales Laundry Services.
- ▶ Utilisation of information held within the Optometry Data Warehouse has enabled more effective planning.
- ▶ Certifications achieved included Customer Service Excellence, STS Food Safety, Lexcel Accreditation, ISO 14001 Environment, ISO 9001 Quality, ISO 27001 Information Security and ISO 45001, the Health and Safety Standard.
- ▶ Achieved 99% paperless office within Legal and Risk Services.
- ▶ The Accounts Payable Division processed 1.8 million invoices, with a value in excess of £6.3 billion. Over 97% of which were processed electronically. The Division also secured income from the Priority Supplier Programme of £448k and from unclaimed credits of £2.2 million.
- ▶ Specialist Estates Services undertook a number of projects to support health boards and trusts, these have been summarised below:
 - A total of £2.35m of lease management savings were generated for NHS Wales and £6.13m of efficiency savings were generated through the Building for Wales national construction related procurement frameworks.
 - Supported health boards, trusts and Welsh Government in the establishment of field hospitals during the first COVID-19 wave in March, April and May 2020.
 - Assisted health boards and trusts to improve oxygen flow capacity to meet clinical demand planning assumptions due to the COVID-19 pandemic.
 - Appointed to the role of Regional Estates Lead (Oxygen) with responsibility for coordinating and reviewing Health Board requests for oxygen equipment and plant, providing technical appraisals for decision-making purposes and working closely with the Department of Health, BOC, Procurement Services and health boards to maximise improvements.
 - Supported health boards in the sourcing and delivery of COVID-19 vaccination centres.
 - Supported the COVID-19 field hospitals with specialist fire safety planning advice and risk assessment support.
 - Developed alternative forms of the standard NEC contract for future construction contracts in order to cover COVID-19 risks.

- Provided design and development support to the COVID testing laboratories at IP5 and the accelerated development programme at the Grange Hospital in Cwmbran.
 - Supplied guidance and advice on specialist ventilation systems including the verification of existing systems.
 - Commissioned and managed the development of a Decarbonisation Strategy for NHS Wales by the Carbon Trust.
- ▶ SMTL continue to work with Procurement Services to curb the use of non-evidence based technologies (for example, LIPUS) to ensure that NHS Wales is not wasting resource.
 - ▶ Test methods developed to assess the quality of surgical masks for use as personal protective equipment during the COVID-19 pandemic.
 - ▶ The National Outstanding Medical Records Protocol was implemented utilising Robotics Process Automation technology. This has improved the transport of patient paper records on new GP Practice registration.
 - ▶ Further service developments around major capital schemes and national IT audits.

Case study: [Temporary Medicines Unit launch](#)

3

We will continue to add value by standardising, innovating and modernising our service delivery models to achieve the well-being goals and benefits of prudent healthcare

- ▶ Continued utilisation of technology to streamline processes, drive efficiency, improve governance and support service improvements through each directorate.
- ▶ Recruitment Services implemented Medical and Bank Recruitment for Cwm Taf Morgannwg.
- ▶ Expansion of Student Streamlining.
- ▶ Awareness raising within health boards and trusts regarding Recruitment Services.
- ▶ Changes to right to work processes due to Brexit.
- ▶ Implementation of the Collaborative Bank.
- ▶ Finalisation of a Procurement Manual, providing accessible and understandable information of procurement rules.
- ▶ Legal and Risk Services have continued to use surveillance, where justified, in cases where it is suspected that an invalid claim has been made. In some cases, this has led to a saving for NHS Wales.
- ▶ Bespoke lease management reports (using ePIMS data) were created for NHS Wales organisations, notifying health boards and trusts of impending lease expiry and break deadlines to support decision making in this regard.
- ▶ Roll-out of Microsoft Office 365 for all staff to enable remote working amid the pandemic. Agile working toolkit developed and implemented.
- ▶ NWSSP host the National Nursing Workforce Group progressing initiatives that promote a 'Once for Wales' approach, to ensure the right levels of Nurse and Midwifery Staffing in compliance with legislation and prudent health care. Support the All Wales Nurse Staffing Programme.
- ▶ Virtual employment checks were implemented in March 2020.
- ▶ Audit and Assurance delivered all work programmes, quality standards and annual opinions across NHS Wales on time despite the challenges of COVID-19.

Case study: [Collaborative Bank](#)

4

We will be an employer of choice for today and future generations by attracting, training and retaining a highly-skilled and resilient workforce, who are developed to reach their full potential

- ▶ Development and focus on the provision of mental health support for staff and managers.
- ▶ Signed the Time to Change Wales Employers Pledge in October 2020 to create a more open and understanding culture around mental health problems in the workplace.
- ▶ Ongoing commitment to the Health and Well-being Staff Partnership.
- ▶ Celebrated the fifth NWSSP annual Staff Recognition Awards in December 2020.
- ▶ Ongoing expansion of the Single Lead Employer Service to pre-registration pharmacists, dental foundation trainees and core specialist medical trainees.
- ▶ Continued to offer in house training opportunities, adapted for virtual delivery to continue momentum and commitment to staff development.
- ▶ Developed a virtual insight day to promote work experience opportunities and widening access to the legal profession to those who wish to learn more about the law.
- ▶ Recruitment to Network 75 and graduate management training schemes.
- ▶ PADRs with staff have continued to be undertaken virtually.
- ▶ Health and Safety Management remains key for NWSSP. All Government issued regulations and guidance was fully complied with to ensure the safeguarding of staff amid the pandemic.
- ▶ Continued focus and support for staff undertaking professional training to enhance skill base maximise potential.

Case study: [Mental health](#)

5

We will maintain a balanced financial plan whilst we deliver continued efficiencies, direct and indirect savings and reinvestment of the Welsh pound back into our economy

- ▶ Achieved a balanced financial plan for 2020-21 financial year.
- ▶ Distributed £2 million of direct cash releasing savings to NHS Wales in 2020-21.
- ▶ Key savings targets continue to be met on an ongoing basis.
- ▶ Continued to absorb additional service demands (e.g., enablement focus on local delays, compliance with IR35 off-payroll working and HMRC requirements).
- ▶ Specialist Estates Services generated £2.35m of lease management savings for NHS Wales and £6.13m of efficiency savings were generated through the Building for Wales national construction related procurement frameworks.
- ▶ The Salary Sacrifice Lease Car Scheme received 560 orders, saving £375k per annum, covering all NHS Wales organisations except Hywel Dda and Betsi Cadwaladr University Health Boards.
- ▶ The Salary Sacrifice Home Electronics Scheme received 685 orders, saving £55k per annum and the Cycle to Work Scheme received 29 orders. Both schemes cover Velindre, NWSSP and the Welsh Ambulance Service.
- ▶ Specialist Estate Services established the Estates Funding Advisory Board (EFAB) assisting the WG to allocate capital funds of £35m to health organisations for estates related projects.
- ▶ Legal and Risk Services' hourly rate is on average £36 less than the NPS rates for legal services.
- ▶ Legal and Risk's professional savings and successes amounted to £119.533m for 2020-21.
- ▶ SMTL continue to work on projects related to Welsh manufacturers on a routine basis.

Case study: [Foundational economy](#)

6

We will provide excellent customer service, ensuring that our services maximise efficiency, effectiveness and value for money through system leadership and a Once For Wales approach

- ▶ Continued positive feedback from committee self-assessments, annual reviews and satisfaction and effectiveness surveys.
- ▶ Further investment in Imperial Park 5 National Warehouse and Distribution Centre to house additional services.
- ▶ Continued to work to Once for Wales work plan for equality.
- ▶ Commissioned and managed the development of a Decarbonisation Strategy for NHS Wales by the Carbon Trust.
- ▶ The SES Property Team completed 188 assessments of GP surgeries for rental reimbursement purposes and reviews of 127 sites for the Land and Property Portfolio (an estates terrier) for four NHS Wales organisations.
- ▶ Legal and Risk Services achieved commendatory audits under the Law Society's Lexcel Quality Assurance and Customer Service Excellence Standards with Compliance Plus Awarded.
- ▶ Continuous monitoring of customer service feedback and implementing any identified improvements within SMTL.
- ▶ Implementation of an Electronic Transfer of Claims service across community pharmacy settings. This has improved efficiency for customers by utilising automation to process up to 80% of prescription items within Primary Care Services.
- ▶ Launched the All Wales Laundry Service, providing NHS Wales Health Organisations with clean linen from an All Wales service. The Service will implement the new EN 14065 standard for laundry, whilst planning ahead for the construction of two Laundry Processing Units (LPUs) and the redevelopment of a third.

Case study: [Virtual pre-employment checks](#)

7

We will work in partnership to deliver world-class service to help NHS Wales tackle key issues, lead to a healthier Wales and support sustainable Primary Care

- ▶ Central Team Ebusiness Service supported DCHW to transition to their own Oracle Ledger. The ledger was built using standard All Wales configuration and setup, ensuring consistency between Ledgers.
- ▶ Developed All Wales Rostering Programme; Safecare Implementation Group, District Nursing e- Scheduling workstream and Occupational Health Steering Groups to standardise policy, process and guidance across NHS Wales organisations.
- ▶ QlikView dashboard upgrades to support Health Courier and Procurement Services.
- ▶ National programme for the Once for Wales Concerns Management System was successfully launched to implement the new Datix Cymru System.
- ▶ Collaborative working between divisions to share data, enabling the GP Locum Register to be accurately maintained.
- ▶ Integration of Primary Care Services transport and distribution into the Health Courier Service and the continued development of services provided.
- ▶ Use of a national optometry database, allowing planning, performance measurement and modelling by service commissioners.
- ▶ Continued focus on advisory work to support improvement at the start of the change process.
- ▶ Working with the Board Secretaries Network to ensure that changes to our audit processes support and help deliver the priorities of NHS Wales.
- ▶ Specialist Estates Services commissioned and managed Healthcare Planners to provide a Primary Care strategic planning review on behalf of the Welsh Government.
- ▶ Supported health boards with the delivery of the primary care projects.

Case study: [Aberaeron Integrated Care Centre](#)

8

We will help NHS Wales to meet their challenges by being a catalyst for learning lessons, sharing good practice and identifying further opportunities to deliver high-quality service

- ▶ Continued performance management reviews
- ▶ Annual items of lessons learned and good practice shared with Senior Leadership Group, the Shared Services Partnership Committee, Audit Committee and Local Partnership Forums.
- ▶ All Wales forums of best practice and collaboration, including Equality Leadership Group and Welsh Health Environmental Forum.
- ▶ Legal and Risk Services' Employment team continue to develop and deliver employment relations training packages to ensure that best practice is shared, and lessons are learned amongst organisations. Key training includes Investigation Officer Training, Disciplinary Officer Training, Fixed Term Contract Training and UPSW Training.
- ▶ Cyber security e-learning package implemented across NHS Wales.
- ▶ SMTL continued to work with wound care experts across Wales to develop a guideline for antimicrobial dressings use, to prevent the unnecessary use of expensive dressings.
- ▶ Delivery of Post Payment Verification educational pathway for service users of a variety of Primary Care Services has ensured stakeholders are aware of best practice leading to an improvement of the quality-of-service claims.
- ▶ Produced six all-Wales summaries to share good practice and common findings of Audit and Assurance Services work, covering COVID-19 Governance, IT arrangements, Welsh Language compliance, Water Management, Fire Safety, and Control of Contractors.
- ▶ Establishment of a Building Management Group, to implement controls across sites to safeguard staff and services in compliance with COVID-19 regulations.
- ▶ Audit and Assurance Services conducted a review in respect of the COVID-19 arrangements at NWSSP sites, achieving reasonable assurance.

Case study: [Community PROMPT Wales](#)

COVID-19 response



COVID-19 response

2020-21 has been a year like no other. The impact of COVID-19 has been enormous on every aspect of daily life across the globe. The NHS in particular has been subject to immense strain over the last 18 months and NWSSP has stepped up to the plate in the provision of PPE and supporting the establishment of field hospitals, whilst continuing to meet the on-going demands of recruitment, paying staff and suppliers accurately and on time, processing prescriptions and providing legal advice, to name but a few of our services.

The majority of our services were not stood down and the rapid role-out of Office 365, supported by significant investment in IT equipment, was instrumental in achieving a safer working environment for staff with many able to work from home, allowing greater flexibility for socially distancing measures to be implemented at our main hubs and sites.

The following sections highlight some of our key achievements during the year.

Personal protective equipment (PPE)

Over 1 billion items of PPE have now been provided to the NHS, Primary Care and Social Care in Wales.

No stock-out of any item occurred and we also managed to obtain supplies for other parts of the UK on a number of occasions.

The environment in which we were operating was unprecedented with many new players entering the market to often take advantage of the excessive price rises that were a factor of the excess of demand over supply. Where possible we

sought to work with local suppliers to reduce the reliance on overseas imports and support the Foundational Economy.

The establishment of a Finance Governance Group allowed a robust and responsive review mechanism for orders that had to be placed at very short notice, and often with payment in advance. This helped to streamline the approvals process with both the Velindre Trust Board and Welsh Government.

The success of this arrangement has been recognised through the winning of the 'COVID-19 Heroes' category in the Finance Awards Wales and also being highly commended in the UK Public Finance Awards.



In our Procurement team, Claire Salisbury, was awarded with an MBE and Paul Buckingham the British Empire Medal for their outstanding contributions to NHS Wales during the pandemic as part of the Queen's Birthday Honours List.

Surgical Materials Testing Laboratory (SMTL)

NWSSP's SMTL played a critical role in ensuring that PPE and other specialist

equipment was safe to use and fit for purpose.

There was a huge demand for PPE and other medical equipment, and with the explosion of potential suppliers into the market this had led to a significant increase in workload for the service.

The team tirelessly worked on an NHS Wales and UK-wide basis to test the safety and efficacy of products, to ensure the items were with the frontline as quickly as possible. Whilst undertaking this testing, they identified a significant increase in the number of fraudulent certifications (approximately 20% of documents reviewed) which prevented NHS Wales spending very substantial sums of money on equipment that would have put the health of NHS and other frontline staff at significant risk.

NHS Wales Temporary Medicines Unit (TMU)

The Unit is hosted at NWSSP's IP5 site in Newport and has recently passed its rigorous inspection by the statutory regulator, the Medicines and Healthcare Products Regulatory Agency.

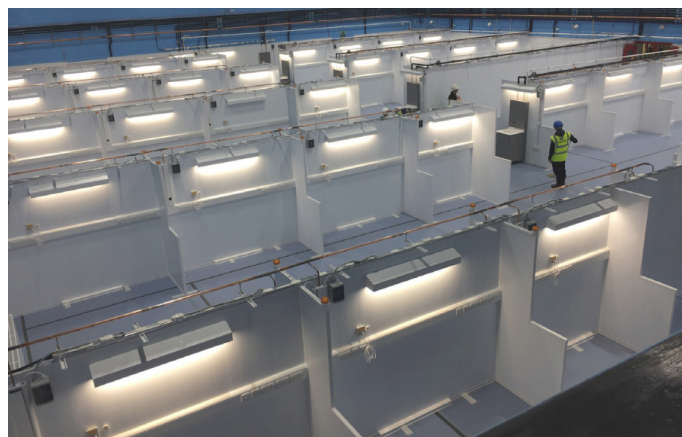
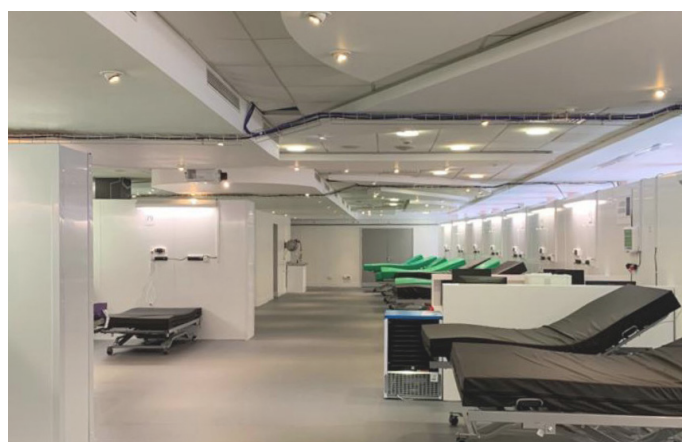
The service supplies key medicines needed for critical care units in ready to use syringes, capacity is currently at 2,600 syringes supplied weekly, to ensure continuity of supply and saving around 30,000 hours of nurse time per annum to be redirected towards patient care across all Wales.

The TMU has been involved in supporting the distribution of COVID-19 vaccines and related supplies, as part of the contingency response.

Field hospitals

NWSSP's Specialist Estate Services (SES) were involved in many of the processes for the acquisition and development of the 19 new field hospitals. The hospitals were created in less than eight weeks and provided an additional 6,000 beds throughout Wales.

The largest field hospital constructed in Wales was the Dragon's Heart Hospital at the Principality Stadium in Cardiff.



A number of SES matter experts were involved in the process, including property surveyors, who advised health boards on the terms of occupation of the properties and assisted in documenting the occupational agreements, including leases, licenses, and tenancies at will. Fire advisors and engineers also provided technical scrutiny to ensure compliance with Legislation.

As we approach the second anniversary of the discovery of the Virus, many of the contingency arrangements remain in place with the majority of our staff working from home, and substantial increases in activity in recruitment, payroll, and accounts payable in particular to support NHS Wales as we hopefully emerge from the pandemic.

Health Courier Service (HCS)

Since February 2020 the Health Courier Service has increased its workforce by 70% and its fleet by 50% in order to support the ongoing operational response to the COVID-19 pandemic.







In addition to transacting its usual business, the service introduced a number of additional patient-focused services, including the distribution of PPE and lateral flow tests and COVID-19 specimen collections.

HCS delivers vaccines to over 300 locations every week in Wales. This includes maintaining the 'end to end' cold chain; picking, packing and delivering any associated consumables, as both pre-planned journeys and under ad hoc circumstances.

HCS recruited a number of head drivers, team leaders and area managers to support service delivery during the pandemic.



Key Supply Chain and HCS COVID-19 statistics

-  **20** vaccine deliveries per day to over **300** locations per week
-  Over **7,000** vaccine journeys in total, covering **2.2 million** miles
-  **1.2 billion** items of PPE and goods distributed
-  **5.5 million** vaccine needles, **40,000** sharps bins and **28,000** vaccine trays delivered
-  **100%** of deliveries on time
-  Over **35,000** PPE journeys to primary care locations

Supporting NHS Wales During COVID-19

How We Will Continue To Support NHS Wales During COVID-19

Aligned with continuing to deliver our main 'business as usual' services to our customers, we will carry out the below:



Support with the transport of COVID19 specimens and vaccine consumables to and from sites across Wales.



Recruitment support of additional surge capacity and mass vaccination campaign.



Continue to work in partnership with our Trade Unions to promote workplace safety and staff wellbeing.



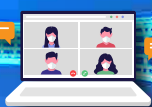
Welsh Language translation service to Public Health Wales including daily public briefings.



One stop hub for legal advice and guidance to assist staff in the care and treatment of patients.



Monitor risk assessments for our medical and pharmacy trainees.



Review of governance arrangements across NHS organisations by Internal Audit services.



Support through our Pension Service to the families of those who have died in service during the pandemic.



Assessment of certification and test reports on PPE supply.



Implementation of StockWatch to track and forecast across NHS Wales.



Continued support to All Wales Home Pharmacy Delivery ensuring terminally ill patients have access to palliative medicines.



Development of rapid tools and e-learning materials to support vaccination campaign and risk assessments for NHS staff.



Regional estates lead for oxygen equipment, planned and flow to healthcare sites.



Update our toolkits to staff to help adapt to new ways of working.



Facilitate the prompt payment of suppliers maintaining timely cash flow during the pandemic.



Continued successful procurement response with continuity of PPE supply.



Supply of pre-filled syringes of key medicines from our TMU to critical care units.

Performance



Governance framework

The Shared Services Partnership Committee (SSPC) and NWSSP Audit Committee are responsible for scrutinising, assessing, and monitoring performance. These committees along with several sub- committees and advisory groups (listed in the diagram below) ensure compliance with the overarching NWSSP Governance and Assurance Framework.

Committee papers are published and [available on our website](#).

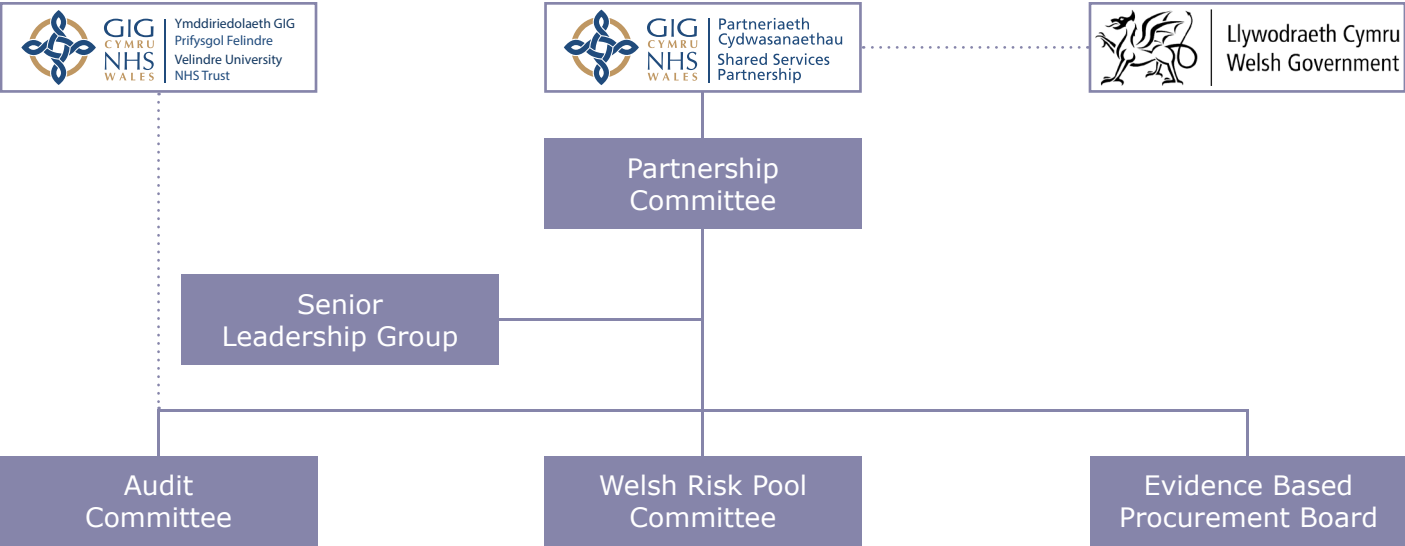
The SSPC membership comprises an Independent Chair, Managing Director of NWSSP and either the Chief Executive or another nominated representative, acting on behalf of each NHS Wales Health Board or Trust and Special Health Authority. The SSPC is responsible for ensuring NWSSP consistently follows the principles of good governance, maintains oversight and development of systems and organisational processes for financial and Organisational control, governance, and risk management.

The role of the Audit Committee is to review and report effective operation of overall governance and the internal control system. This includes the management of risk, operational compliance controls and related assurances that support the delivery of objectives and maintain standards of good governance.

The management and control of resources during 2020-21 is evidenced within the Annual Governance Statement. The statement details the extent to which we complied with our own governance requirements, summarising all disclosures relating to governance, risk and control.

The Head of Internal Audit provides an annual opinion on the adequacy and effectiveness of the risk management, control, and governance processes, which was reasonable assurance for 2020-21.

Our structure



Welsh language

NWSSP has continued to support and increase our provision in translation services to its divisions, but also to other NHS organisations, including Public Health Wales and Velindre Trust and Digital Health and Care Wales.

NWSSP has supported the GP Wales interface to be bilingual as well as ensuring that patient information leaflets are quality assessed. The Welsh Language Team translated 53 job descriptions and All Wales employment policies for NHS Employers Wales.

The demand increases year on year, with projected forecast of reaching six million words translated by 2021-22.

During the pandemic, we offered support in many different forms to other NHS Organisations.

Community Health Councils

- Advertising, recruiting and appointing a Translator
- Memsources Translation Software training to a recently appointed Translator

Swansea Bay University Health Board

- Advice and support on creating an intranet page to support Welsh Language
- Advertising, recruiting and appointing a Welsh Language Officer

Powys Teaching Health Board

- Supported the Welsh Language Manager in preparing for interviewing, recruiting and appointing a translator.

Student Streamlining Service

- A review of the student streamlining service resulted in improvements being made to enable students to apply for placements at health boards and trusts in Welsh.

Translation services

2,217 requests received for translation services during 2020-21:

- **98%** English to Welsh
- **2%** Welsh to English

Number of words translated:

- 2016-17: 230,841
- 2017-18: 356,415
- 2018-19: 756,894
- 2019-20: 2,898,128
- **2020-21: 4,392, 866**

Training and learning

- **116** staff received Welsh Language Awareness training across all NWSSP sites (this figure is significantly lower this period due to the pandemic)
- **127** managers received Welsh Language Awareness training across all NWSSP sites
- **All staff** attending Corporate Induction received Welsh Language Awareness training
- **11** Welsh classes hosted during 2019-20 with **60** staff in attendance

Job vacancies

321 jobs advertised in 2020-21:

- **5** Welsh essential
- **291** Welsh desirable
- **25** Welsh is not a required skill
- **0** Welsh needs to be learnt

Information governance



46 face-to-face information governance classes run in 2020-21



1,000+ staff trained within two year compliance target



597 staff attended an information governance classroom session



87% average IG eLearning core skills compliance across NWSSP



90 Freedom of Information requests received



84.5% compliance in responding to FOI requests within 20 working days



Privacy Impact Assessments completed included All Wales DATIX Incident Reporting, Salary Sacrifice Scheme, Optometry Incident Reporting and the Health Roster



100% completion of the new All Wales IG toolkit



Substantial assurance with audit programmes

Communications

1.015 million
website hits

NWSSP's new external website was launched in June 2020, after we completed the migration of information to a new content management system. The site is bilingual and meets all W3C Accessibility Standards for visitors with disabilities.

939,426
intranet hits

NWSSP's intranet pages have been a key channel of communication to staff during the COVID-19 pandemic which has also included information regarding supporting health and well-being, important corporate messaging and other key updates for staff.

4,100
twitter followers

NWSSP has almost 4,100 followers which is an increase of 1,400 over the past financial year. Our followers include key stakeholders as well as members of the public.

4,773
LinkedIn followers

NWSSP's LinkedIn channel saw significant growth over the last financial year with over 1,500 followers gained. The platform has enabled us to share key corporate information with external stakeholders and professionals as well as using as a recruitment tool to attract the best talent to NWSSP.

Financial management of budget

NWSSP provides support to all NHS bodies across Wales and, as such, must use the budget allocated to meet the running costs with a requirement to break even each year. In addition, NWSSP has a target to distribute savings of £0.75m a year to health bodies across Wales. As well as ensuring revenue spend is within limits, there is also requirement to ensure any capital spend is within the Capital Expenditure Limit provided by Welsh Government. Finally, the Public Sector Payment Policy (PSPP) requires NWSSP to pay invoices to non-NHS suppliers within 30 days of an invoice being issued or the goods received. During 2020-21 we achieved all of our financial performance targets, exceeded our savings targets and were able to distribute £2million of savings to NHS Wales.

	Target	Actual
Financial position – forecast outturn	Break-even	£21k surplus
Capital Financial Position	Within capital expenditure limit	Achieved
Distribution of savings	£0.75m	£2.00m
NWSSP Public Sector Pay Policy %	95%	97%

NWSSP income and expenditure can be summarised as follows:

	2020-21 £m	2019-20 £m
Income	593.121	334.609
Expenditure	593.100	334.599
Surplus	0.021	0.010

Revenue spend

During the 2020-21 financial year, total expenditure was £593.100m, of which £134.836m was spent on pay costs, with £458.264m being spent on non-pay costs.

Revenue spend	£m
Pay costs	134.836
Non-pay costs	458.264
Total	593.100

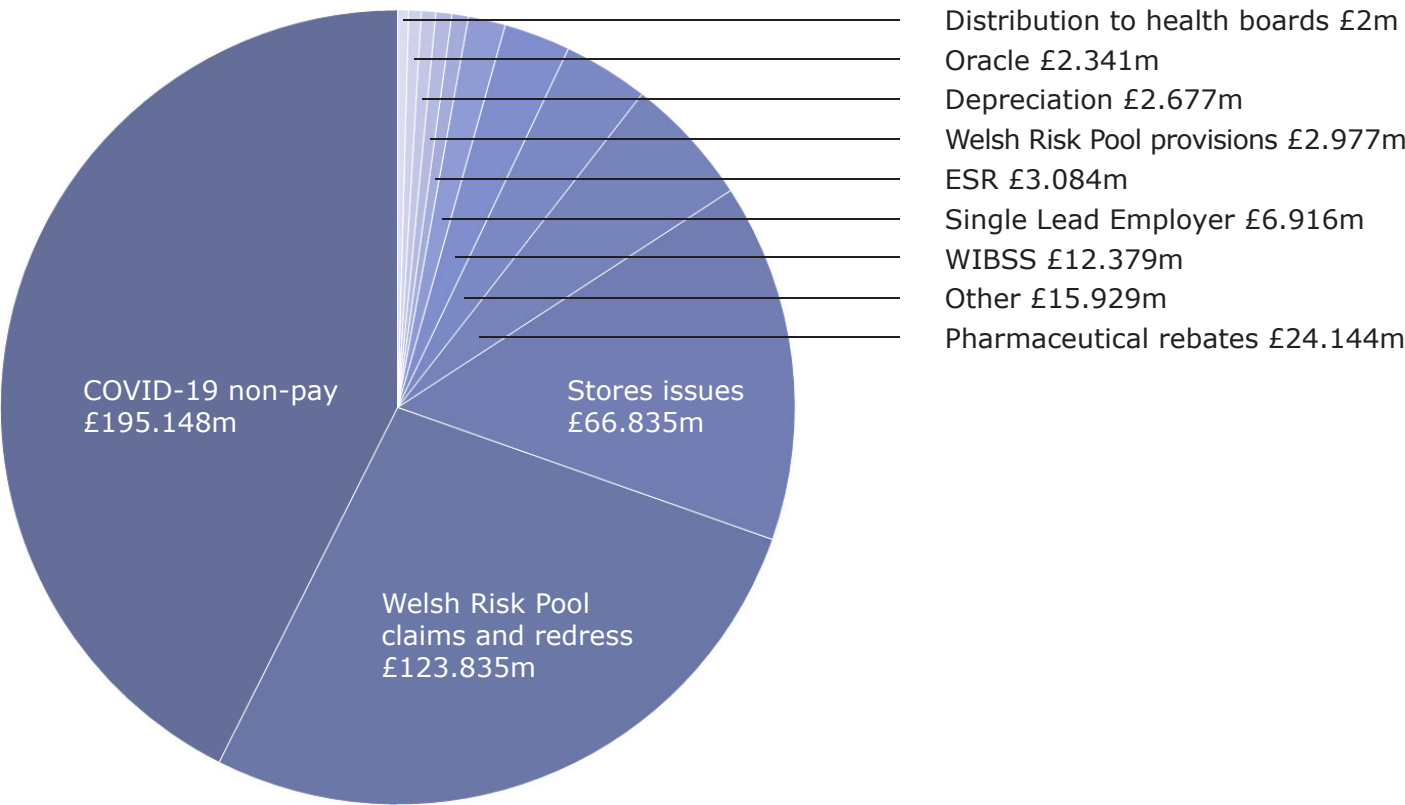
Pay spend

Spend on bank and agency staff is generally in relation to the covering of vacant posts or long-term vacancies, but is minimised as much as possible.

Pay spend	£m
Pay	130.780
Bank	2.761
Agency	1.295
Total	134.836

Non-pay spend

Non-pay spend for the 2020-21 financial year totalled £458.264m, excluding Welsh Risk Pool payments. The chart below shows the main categories of non-pay spend for the 2020-21 financial year with the 'other' spend broken down further in the table on the next page.



The table below shows the spend categorised as *Other* in the non-pay spend chart.

Section	£m
Rent, rates and utilities	3.704
Computer and software costs	3.292
Vehicles and vehicle running costs	1.976
Intra-NHS charges	1.305
Trainee doctors' relocation expenses	1.197
Cleaning and maintenance	1.139
Printing and stationery	0.989
Training and conferences	0.645
Postage, carriage, packing and storage	0.431
Laboratory products	0.429
Office equipment and furniture	0.385
Professional fees	0.202
Travel and subsistence	0.156
Other	0.079
Total	15.929

Capital investments

During the 2020-21 financial year, a total of £4.526m has been invested by NWSSP across a wide range of capital projects. Significant investments were made to support the All Wales COVID-19 response (£1.843m), including the establishment of the Temporary Medicines Unit, additional IT to support home working, a medicines storage facility at Picketston and additional warehouse storage and equipment.

In addition large investments were made in our IT equipment and infrastructure plus the facilitation of digital related projects (£1.441m) and the replacement and increase of our vehicle fleet (£0.910m).

Discretionary capital categories	£m
IT	0.431
Equipment	0.188
Estates	0.083
Vehicles	0.023
Capital receipt from sale of land	-0.125
Total	0.600

Additional capital schemes	£m
Supply Chain vehicles	0.887
COVID-19 - National Assets	0.597
COVID-19 - Temporary Medicines Unit	0.536
COVID-19 - IT equipment	0.444
COVID-19 - Medicines Storage Facility	0.296
NHAIS replacement service	0.253
Scan for Safety	0.253
COVID-19 - warehousing	0.23
Primary Care Services - equipment	0.194
Imperial Park works	0.186
National Workforce Reporting System	0.163
Oracle licences	0.1
Medical Examiner Service	0.047
COVID-19 - testing equipment	0.012
COVID-19 national assets	-0.272
Total	3.926

Key performance indicators

The table below outlines our key performance indicators and targets for the financial reporting period from 1 April 2020 to 31 March 2021.

High level KPIs and targets		Frequency	2020-21 Actual	2020-21 Target
Internal indicators	Corporate and Finance			
	Financial position – forecast outturn	Monthly	£21k underspend	Break-even
	Capital financial position	Monthly	Within CRL	Within CRL
	Planned distribution (£m)	Annual	£2m	£0.75m
	NWSSP PSPP %	Monthly	97%	95%
	NWSSP Org KPIs Recruitment			
	% of vacancies approved within 10 working days	Monthly	71%	70%
	% of vacancies shortlisted within 3 working days	Monthly	41%	70%
	% of interview outcomes notified within 3 working days	Monthly	65%	90%
	Workforce			
	Staff sickness	Cumulative	2.8%	3.3%
	PADR compliance	Monthly	80.24%	85%
	Statutory and mandatory training	Monthly	90.56%	85%
	Agency % to date - not included in 2020-21 data	Cumulative	1.19%	<0.8%
External indicators	Professional influence			
	Professional influence savings	Cumulative	£165m	£110m
	Procurement Services			
	Procurement savings *current year	Cumulative	£19m	£15m
	All Wales PSPP	Quarterly	96%	95.5%
	Accounts Payable % calls handled (South)	Monthly	99%	95%
	Employment Services			
	Payroll accuracy rate (Added Value)	Monthly	99.75%	95%
	All Wales Org KPIs Recruitment			
	All Wales - % of vacancy creation to unconditional offer within 71 days	Monthly	64%	70%
	% of vacancies approved within 10 working days	Monthly	70%	70%
	% of vacancies shortlisted within 3 working days	Monthly	50%	70%
	% of interview outcomes notified within 3 working days	Monthly	69%	90%

High level KPIs and targets		Frequency	2020-21 Actual	2020-21 Target
Internal indicators	All Wales organisation NWSSP KPIs – recruitment element			
	% of Vacancies advertised within 2 working days of receipt	Monthly	99%	98%
	% of applications moved to shortlisting within 2 working days of vacancy closing	Monthly	99%	99%
	% of conditional offer letters sent within 4 working days	Monthly	98%	98%
	Recruitment % calls handled	Monthly	90%	95%
	Student Awards Service			
	Student Awards % calls handled	Monthly	78%	95%
	Primary Care Services			
	Primary care payments made in accordance with Statutory deadlines	Monthly	100%	100%
	Prescription – keying accuracy rates	Monthly	99.62%	99%
	Internal Audit (May)			
	Audit plans agreed	Cumulative	100%	100%
	Audits reported over total planned audits	Cumulative	100%	100%
	Report turnaround management response to draft report (15 days)	Cumulative	79%	80%
	Report turnaround draft response to final reporting (10 days)	Cumulative	100%	80%
	Specialist Estates Services			
	Professional influence	Cumulative	£26m	£16m
	Legal and Risk Services			
	Savings and successes	Cumulative	£120m	£65m
	Timeliness of advice – acknowledgement within 24 hours	Monthly	99%	90%
	Timeliness of advice response – within 3 days or agreed timescale	Monthly	99%	90%
	Welsh Risk Pool Services			
	Time from submission to consideration by the Learning Advisory Panel	Monthly	100%	100%
	Time from consideration by the Learning Advisory Panel to presentation to the Welsh Risk Pool Committee	Monthly	100%	100%
	Holding sufficient Learning Advisory Panel meetings	Monthly	100%	100%

The tables overleaf outline performance against our high level KPIs and targets for the period 2020-21. In addition, each division has their own set of indicators as part of their Service Delivery Plans outlined in our Integrated Medium Term Plan (IMTP).

During 2020-21, we refreshed our Performance Framework to bring together KPIs that highlight our strategic performance, as well as the inputs and outputs needed to achieve this. We continue to provide case studies and other qualitative means to demonstrate our performance.

Where targets have not been met for the financial year 2020-21, an overview of how we are addressing performance going forward is set out below.

NWSSP Workforce KPIs

We have introduced a number of measures to improve our staff sickness. We have launched the Staff Health and Well-being Partnership Group and promote well-being champions, advertising a range of benefits staff have access to and have put in place a peer support group network. Fantastic progress continues to be made on the development of our health and well-being programmes within NWSSP. A large proportion of our wellbeing support to date has been provided by the Mental Health First Aiders (MHFA). The Mental Health Support Group is also evolving with 20 people engaging with the group in October. We have a growing network of Health and Well-being Champions based in departments across NWSSP (up to 36 at last count). These are a first point of call for Health and Well-being queries, with their role being the provision of initial support, signposting/referring on to MHFAs.

The end of year reporting for PADR completion reflects a slight increase due to the effects of COVID-19 pandemic felt by key service areas, towards the end of the reporting period. Sickness absence rates are at the lowest they have been in years – tracking between 1–1.5% lower than comparator months pre-pandemic. Having reviewed the data there is a significant positive impact in areas where we have seen staff working remotely, with reduced sickness absence being reported.

In areas where employees need to be in the workplace, with the exception of the month of April (first month of COVID-19) where we did see a rise, the rates in those not working remotely have been consistent with the sickness levels before COVID-19. Our improvement in sickness absence is therefore linked to our remote workers.

Initially additional support was required from agency staff due to the effects of COVID-19 in key service areas. We have since committed to engaging agency workers via the bank in order to keep within targets, going forward. Positive progress has been made with engaging Bank Workers, with over 200 workers on our system.

NHS Wales Recruitment KPIs

As a service that provides recruitment administration for all NHS organisations in Wales, we work collaboratively with Organisations to ensure activities are processed efficiently, but also safely.

To aid their efficiency we provide them with the following support:

- Access to the Trac Recruitment system 24 hours a day, 7 days a week;
- Recruitment Helpdesk open 08:30–16:30 Monday to Friday;
- A comprehensive package of 'Reducing time to hire' resources including bespoke sessions, top tips and FAQs;
- Web based documentation, instructions and templates;
- Classroom training, taking place virtually for each health board area;
- User groups for more general questions and updates; and
- Surveys at each stage of the process to obtain feedback from candidates and managers.

We make performance data available to organisations on a monthly basis and follow this reporting up with regular customer meetings, where we advise workforce teams on how to support managers to turn around recruitment activity more efficiently. We are constantly reviewing the process and engaging with new technologies such as robotics to streamline further and add more value into the way we conduct recruitment activity.

NHS Wales Internal Audit KPIs

Report turnaround management response to draft report (15 days) which measures the performance of turnaround times within the health organisation. The target has slightly been missed however Heads of Audit continually discuss these delays directly with health organisations.

Call Handling

To improve call handling within some of our divisions NWSSP has setup a contact centre working group to look at:

- The current services provided to our customers;
- Understanding how our current and future customers want to contact NWSSP;
- Sharing practice and learning across our current contact centres to help drive improved performance and quality;
- Understanding how other non-NHS contact centres operate; and
- What future options NWSSP should consider for its contact centre provision.

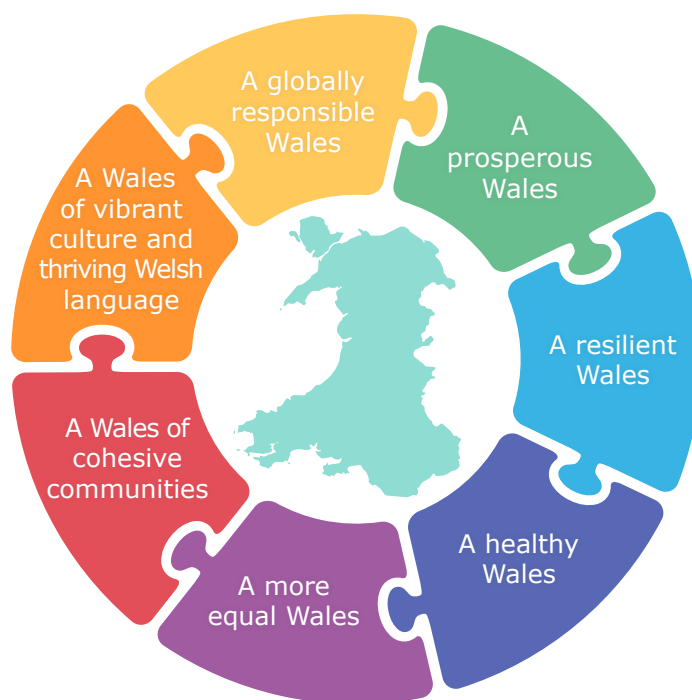
Sustainable development



Well-being of Future Generations

The Well-being of Future Generations (Wales) Act 2015 sets out ambitious, long-term goals to reflect the Wales we want to see, both now and in the future. We recognise the importance of future generations, teamed with our NHS Wales and wider scope of influence with the shared services functions we provide.

For this reason, the content of the Act is the golden thread running through the heart of everything we do, underpinning our policies, strategies, and plans. Embedding the five ways of working ensures we safeguard the needs of future generations without compromising those of the present. It ensures our robust governance arrangements improve the cultural, social, economic, and environmental well-being of Wales, through the Sustainable Development Principle.



During 2020-21 we adopted and incorporated the Future Generations Commissioner's Journey Checker approach into our planning arrangements. To capture the simple chances, we wanted to improve existing services, as well as create new service developments, where we will lead the way; in doing so, we established six key themes that we aim to deliver over the life cycle of the Integrated Medium-Term Plan:

- Support the delivery of sustainable Primary Care;
- Enhancing service support and customer support;
- Once for Wales opportunities for service delivery;
- Sharing best practice and informing decisions;
- NWSSP going from strength to strength; and
- Supporting major capital transformation projects.

Allied to this approach is the need to tackle climate change and to promote the Foundational Economy. Decarbonisation underpins our strategy for delivering services and the following pages provide many examples of how we are delivering this in practice. One key achievement in reducing our carbon footprint is to reduce reliance on imports from overseas and the early months of the pandemic and the scramble for PPE helped to demonstrate how much reliance is currently placed on countries such as China for these products. Developing a Foundational Economy within Wales not only helps to reduce the carbon footprint but provides greater resilience and promotes local businesses and jobs. A framework contract has recently been let to open up opportunities for service and product provision to more local companies, and many Welsh businesses have applied to be listed on the framework which is very encouraging.

Sustainable development principle

We are highly committed to developing and implementing a Once for Wales approach, where appropriate. It is vital that we embed the Sustainable Development Principles of the Well-being of Future Generations Act and in highlighting the best practice of integrated reporting, we have mapped our highlights and achievements against the 'Five Ways of Working'. These require us to think about the long term, integrate with the wider public sector, involve our partners and work in collaboration, in order to prevent problems and take a more joined up approach to service delivery.



Long term



Integration



Involvement



Collaboration



Prevention

Long term

1. To extend our work supporting the Foundational Economy in Wales. Shortening the supply chain will provide resilience and enhance the economic growth of Welsh Businesses. Working with Welsh suppliers will also increase sustainability and reduce the carbon footprint further.
2. Greater emphasis and consideration for the life-cycle perspective of waste associated with our activities; the 'reduce, reuse and recycle' ethos; implementation of recycling schemes on sites for specific waste streams (e.g., spectacles, bottle tops, batteries, photocopier toners, stamps, crisp packets, pens, and stationery with Terracycle, textiles with Wales Air Ambulance). Purchase of single-use plastics is prohibited.
3. The ongoing implementation of solar panels at IP5 and other sites.
4. Reduction of Emission limits across the Lease Car Scheme for diesel/petrol cars to promote the attraction of electric vehicles.

Integration

1. Decarbonisation is embedded into the IMTP planning process and our Strategic Objectives and key deliverables merge with our Well-being Goals; integration and embedding of the agenda; greater focus on integrated reporting.
2. Implementation of cycle shelters across sites in support of sustainable travel.
3. Our carbon footprint monitoring is a well-integrated process, and we are looking to further integrate waste and water usage to improve our data collection and accuracy across all sites.
4. Strengthening links and aligning our local Sustainable Development & ISO14001

Groups, including the revision of our Sustainability Objectives; working in partnership with Interested Parties and key stakeholders.

5. Annual Staff Recognition Awards Ceremony held with inclusion of an Environmental Sustainability category.

Involvement

1. A Health and Well-being Staff Partnership Group has been implemented and is chaired by the Director of Finance & Corporate Services.
2. Director of People and OD acting in capacity as our Anti-Slavery and Ethical Employment in Supply Chain Champion signed our Ethical Employment Statement for 2020-21.
3. Opportunities for staff to get involved in the agenda and make a difference through becoming a volunteer Environmental Champion. Monthly litter picks take place across sites.

Collaboration

1. Working in partnership with colleagues, customers, and partners to take part in initiatives such as NHS Sustainability Day, Keep Wales Tidy, WRAP Cymru, etc.
2. Sustainability website revamp conducted to be a single hub of information that is up to date and relevant for users; conducted through engagement with Interested Parties and key stakeholders.
3. NWSSP purchase electricity and gas for the whole of NHS Wales (circa £20m). 100% of the electricity purchased is from renewable sources.

Prevention

1. Sustainability Risk Assessments undertaken for all procurement activity over £25,000 - audits of this process are carried out.
2. Implementation of an Agile Working Toolkit allowing staff to work flexibly in line with organisational requirements. Reducing usage of scarce and finite resources, such as paper and energy. A 75% reduction in business mileage was achieved during 2020-21 compared to the prior year.
3. Recording of green energy sites, boasting zero carbon emissions from usage at Alder House, Charnwood Court, Denbigh Stores and Westpoint Industrial Estate.
4. A number of Electric Vehicle Charging Points are installed across 12 sites. Further developments to install additional units underway.

Sustainability performance and objectives








NWSSP is committed to managing its environmental impact, reducing its carbon footprint and integrating the sustainable development principle into day-to-day business. NWSSP successfully implemented ISO14001 as its Environmental Management System (EMS), in accordance with Welsh Government requirements and have successfully maintained certification since August 2014, through the operation of the Plan, Do, Check, Act model of continuous improvement.

In August and September 2021, NWSSP successfully achieved its ISO14001:2015 recertification audit conducted by the British Assessment Bureau. Annual surveillance audits are undertaken to assess continued compliance with the Standard. The ISO14001:2015 Standard places greater emphasis on protection of the environment, continuous improvement through a risk process-based approach and commitment to top-down leadership, whilst managing the needs and expectations of interested parties and demonstrating sound environmental performance, through controlling the impact of activities, products, or services on the environment. NWSSP is committed to environmental improvement and operates a comprehensive EMS in order to facilitate and achieve the Environmental Policy.



We are committed to reducing our carbon footprint by implementing various environmental initiatives and efficiencies at our sites within the scope of our ISO14001:2015 certification. As part of our commitment to reduce our contribution to climate change, a target of 3% reduction in our carbon emissions (year on year, from a baseline of carbon footprint established in 2016-17), was agreed and this was reflected within our Environmental Sustainability Objectives.

2020-21 was obviously a year dominated by COVID-19. Many of our staff were working from home, thereby significantly reducing carbon emissions through not commuting to work, albeit that these savings are difficult to measure within NWSSP. However, despite this, none of our buildings were closed and therefore all required heating and lighting, and activity in IP5 and stores to respond to the needs of NHS Wales and others in battling the impact of the pandemic, particularly with regards to the provision of medical equipment and PPE, significantly increased. The provision of electric vehicles charging points at many sites has also increased the amount of electricity used, albeit that this is green electricity, and the provision of this facility has benefits in making electric cars and fleet vehicles more attractive to NHS Wales and its staff, thus reducing emissions from fossil fuels. However, the benefits from this fossil fuel reduction are impossible to measure for NWSSP, particularly as this facility is available to all NHS Wales staff. Despite these challenges, NWSSP has been able to demonstrate significant reductions in energy usage where it is possible to directly compare with the previous year.

	Target	2017-18	2018-19	2019-20	2020-21	Achieved
Electricity CO₂e 	3% ↓	18% ↓	11.5% ↓	27% ↓	15% ↓	✓
Gas CO₂e 	3% ↓	7% ↓	38% ↓	35% ↑	32% ↓	✓
Water m³ 	3% ↓	9% ↓	6% ↑	50% ↓	46% ↓	✓
Waste CO₂e Recycled/recovered 	70% ↓	95% ↓	89% ↓	94.68% ↓	Not calculated, see note below	
Business mileage 	15% by 2021 ↓	11% ↓	10% ↑	19% ↓	75% ↓	✓
Business mileage expenditure 	15% by 2021 ↓	15% ↓	11% ↑	14% ↓	71% ↓	✓
Overall carbon footprint 		3.78% ↓	11.32% ↓	12.04% ↓	16.25% ↓	

The above figures exclude (for comparison purposes): Cwmbran Stores which closed at the end of 2019-20, IP5 which only became fully operational during 2020-21 and Cwmbran House, where there appears to be a significant anomaly in the figures which is currently being investigated.

Agile working was introduced in March 2020 amid the pandemic and waste data was not available for the period. A significant decline of waste at corporate sites has been noted and should continue remain low and/or could reduce further due to home working. Baseline figures will be reported for 2021-22.

Ethical employment in supply chain and modern slavery

The Code of Practice was established by Welsh Government to support the development of more ethical supply chains to deliver contracts for the Welsh public sector organisations in receipt of public funds. Evidence illustrates that unethical employment practices are taking place in supply chains throughout Wales and beyond. The Code is designed to ensure that workers in public sector supply chains are employed ethically and in compliance with both the letter and spirit of UK, EU and International laws.

It covers employment issues such as modern slavery, human rights abuses, blacklisting, false self-employment, unfair use of umbrella schemes, zero hours contracts and paying the living wage. We have committed to ensuring that procurement activity conducted on behalf of NHS Wales is done so in an ethical way. We will ensure that workers within the supply chains through which we source our goods and services are treated fairly. We signed up to the Code and developed an action plan to monitor our progress. We appointed our Director of Workforce and Organisational Development as our Ethical Employment Champion.

Transparency in Supply Chains (TiSC) is a centralised database that gives access to Modern Slavery Statements posted by suppliers. These Statements are used during tendering exercises undertaken, as part of the Ethical Employment Code of Practice Commitments. The site allows NWSSP to publicly declare our anti-slavery stance and associated policies. The site is sponsored by Welsh Government and acts as a step towards eradicating modern slavery in supply chains.



NWSSP Procurement Services has provided training to those involved in procuring on modern slavery and ethical employment practices, through various mediums of training; developed standard questions that ensure ethical employment practices are considered as part of the procurement process; became a signatory to the TiSC register and published NWSSP's Ethical Employment Statement; requested our suppliers sign up to the TiSC register and publish their own policies and statements; and influenced our hosts, Velindre University NHS Trust, to update their overarching Raising Concerns (Whistle-blowing) Policy and developed communications to support its effective promotion.

Appendix: Workforce data



Appendix: Workforce data

A breakdown of our diverse workforce profile, as at **31 March 2021**, is set out below. Where reference is made to the categories of 'unspecified', no data is currently held for the data field, for 'not disclosed' a response has not been entered into the data field.

Source of data: Electronic Staff Record

Staff in post

NWSSP directorate or section	Headcount	FTE
Accounts Payable	132	126.55
Audit and Assurance Services	53	50.96
Corporate	37	32.36
Counter Fraud Service	7	7.00
Digital Workforce Solutions	18	17.00
eBusiness Central Team	14	12.33
Employment Services	368	335.05
• Employment Services Management Service	16	15.19
• Expenses	24	21.39
• Payroll	175	159.99
• Pensions	39	35.84
• Recruitment	101	90.79
• Student Awards	13	11.85
Finance	19	18.49
Hosted Services	8	7.60
Legal and Risk Services	134	124.29
Medical Examiner Unit	34	12.40
People and Organisational Development	37	35.39
Planning, Performance and Informatics Directorate	24	22.87
Primary Care Services	300	276.01
• Engagement and Support Services	82	78.62
• Modernisation and Technical Services	1	1.00
• Primary Care Management Services	6	6.00
• Prescribing	23	22.23
• Transaction Services	188	168.16
Procurement Services	642	601.35
• Corporate Procurement Services	17	15.53
• Health Courier Service	204	178.39
• Local Procurement Services	130	124.95
• Sourcing Services	111	105.46
• Supply Chain Services	180	177.01
Single Lead Employer	1,638	1,563.60
Specialist Estates Services	49	48.11

Surgical Materials Testing Laboratory	21	19.32
Temporary Medicines Unit	11	11.00
Welsh Language Unit	4	3.80
Total	3,550	3,325.47

Age profile by headcount

Age band	Headcount	Percentage of workforce	FTE
<=20	10	0.28%	10.00
21-25	496	13.97%	492.17
26-30	715	20.14%	691.06
31-35	655	18.45%	607.35
36-40	397	11.18%	365.56
41-45	278	7.83%	254.30
46-50	287	8.08%	267.89
51-55	290	8.17%	268.55
56-60	246	6.93%	225.81
61-65	135	3.80%	116.65
66-70	25	0.70%	17.57
>=70	16	0.45%	8.55
Total	3,550	100.00%	3325.47

Assignment category by headcount

Assignment category	Headcount	Percentage of workforce	FTE
Fixed term temporary	1,783	50.23%	1679.89
Non-executive director/chair	1	0.03%	1.00
Permanent	1,766	49.75%	1644.58
Total	3,550	100.00%	3325.47

Gender by headcount

Gender	Headcount	Percentage of workforce	FTE
Female	1,964	55.32%	1798.88
Male	1,586	44.68%	1526.59
Total	3,550	100.00%	3325.47

Employee category and gender by headcount

	Part time	Full time
Female	1,457.00	1,439.00
Male	507.00	147.00

Marital status by headcount

Marital status	Headcount	Percentage of workforce	FTE
Civil partnership	26	0.73%	24.26
Divorced	119	3.35%	111.08
Legally separated	10	0.28%	9.32
Married	1,261	35.52%	1134.06
Single	979	27.58%	931.83
Unknown	823	23.18%	791.86
Unspecified	16	0.45%	14.24
Widowed	316	8.90%	308.82
Total	3,550	100.00%	3325.47

Sexual orientation by headcount

Sexual orientation	Headcount	Percentage of workforce	FTE
Bisexual	16	0.45%	15.60
Gay or lesbian	40	1.13%	38.26
Heterosexual or straight	2,024	57.01%	1880.04
Not stated (person asked but declined to provide a response)	167	4.70%	154.96
Undecided	2	0.06%	1.60
Unspecified	1,301	36.65%	1235.01
Total	3,550	100.00%	3325.47

Ethnicity by headcount

Ethnic group	Headcount	Percentage of workforce	FTE
Blank	908	25.58%	873.93
BME	342	9.63%	322.39
Not stated	123	3.46%	114.68
White	2,177	61.32%	2014.47
Total	3,550	100.00%	3325.47

Religion by headcount

Religious belief	Headcount	Percentage of workforce	FTE
Atheism	464	13.07%	434.89
Buddhism	10	0.28%	9.49
Christianity	1,052	29.63%	966.59
Hinduism	34	0.96%	29.73
I do not wish to disclose my religion/belief	320	9.01%	300.15
Islam	119	3.35%	112.39
Judaism	1	0.03%	1.00
Other	188	5.30%	180.37
Sikhism	8	0.23%	7.23
Unspecified	1,354	38.14%	1283.62
Total	3,550	100.00%	3325.47

Disability status by headcount

Disability flag	Headcount	Percentage of workforce	FTE
No	2,496	70.31%	2351.16
Not declared	67	1.89%	56.78
Prefer not to answer	1	0.03%	1.00
Unspecified	910	25.63%	847.39
Yes	76	2.14%	69.15
Total	3,550	100.00%	3325.47



GIG
CYMRU
NHS
WALES

Partneriaeth
Cydwasaethau
Shared Services
Partnership

Contact us

Thank you for reading our Annual Review. If you would like to find out more about our organisation or comment on this publication please visit our website, our social media channels, or use the contact details below.

Telephone

01443 848585

Website

www.nwssp.wales.nhs.uk

Email

shared.services@wales.nhs.uk

Twitter

[@nwssp](https://twitter.com/nwssp)

LinkedIn

linkedin.com/company/nhs-wales-shared-services-partnership

YouTube

[NWSSP Channel](#)

Postal address

NHS Wales Shared Services Partnership
4-5 Charnwood Court
Heol Billingsley
Parc Nantgarw
Cardiff
CF15 7QZ

NHS WALES SHARED SERVICES PARTNERSHIP MONITORING RETURN COMMENTARY FOR PERIOD 8 – NOVEMBER 2021

This summary report provides a review of NHS Wales Shared Services Partnership's (NWSSP) performance for November 2021 and should be read in conjunction with the Monitoring Return tables submitted for Month 8.

Thank you for your email of 26th November 2021 responding to the Month 7 monitoring return. The action points raised are addressed within this return and additional information provided where requested.

Overview of Performance and Financial Position

NWSSP's financial position for Month 8 is reported at break-even. This is based on the assumption that all additional Covid 19 funding and other identified funding anticipated will be received from Welsh Government.

The forecast outturn remains at break-even after increasing the NWSSP 2021/22 distribution by £1.250m to total £2.000m as approved by the Shared Services Partnership Committee in September as detailed in the Month 6 return.

1. Movement of Opening Financial Plan to Forecast Outturn (Table A)

Table A has been updated in Month 8 to reflect the in month and forecast non-recurring savings, with the current forecast savings and income generation overachievements for 2021/22 totalling £4.000m. We have committed to reinvest £2.000m internally within NWSSP to accelerate benefits and improvements within our services, £1.250m approved increased distribution to NHS Wales and Welsh Government and £0.750m agreed Welsh Government brokerage. With the inclusion of these items, and the assumption of full funding for Covid expenditure and other anticipated income, both the in year and recurrent plans remain at break-even.

The confirmed brokerage of £0.750m has been actioned via a reduction in the funding invoiced to Welsh Government in November. We have assumed that this and an additional £0.250m will be reprovided in 2022/23 as agreed as part of the Oracle Service Improvement two year brokerage agreement in 2020/21. A review of the Oracle expenditure profile indicates that we will not utilise the return

of the full £1.000m in 2022/23 and we would welcome the opportunity to further discuss delaying the return of some of these funds until later financial years over the remainder of the Oracle contract. We are also reviewing the potential utilisation of an element of these funds for the All Wales digital strategy.

2. Overview of Key Risks & Opportunities (Table A2)

This table has been updated in Month 8 in respect of the following:

- Covid-19 funding not received from Welsh Government – this risk has been amended to £15.368m in Month 8 to reflect the updated covid funding forecast requirement net of income invoiced to date and reconciles to the income anticipated in Table E1. The outstanding income relates to Q3 and 4 mass vaccination and PPE costs only – all other income has been invoiced.

3. Actual Year to Date Monthly Position (Tables B, B2 & B3)

The key points to note within the year to date and forecast position are:

- The full year income forecast has reduced from £537.551m in Month 7 to £532.986m in Month 8. This is primarily due to part of the large planned cohort intake to the SLE in March 2022 being deferred to April 2022 with the resulting impact on income from reduced costs to recharge. In addition a reduction in the mass vaccination forecast and a revision of pharmacy rebates receivable has also contributed to the overall reduction.
- The revised profile of the in month SLE income and pay/non pay expenditure forecast is detailed below (**Action Point 7.2**).

	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	TOTAL
PAY	8.207	8.597	8.402	8.444	10.774	12.932	11.679	12.564	12.609	12.609	12.609	13.845	133.271
NON PAY	0.731	0.827	0.759	0.735	0.799	0.948	0.874	0.889	0.889	0.889	0.889	0.889	10.118
TOTAL	8.938	9.424	9.161	9.179	11.573	13.880	12.553	13.453	13.498	13.498	13.498	14.734	143.390

- Holiday pay on overtime arrears payments for April – September 21 were paid in November totalling £0.067m. This income and the assumption that the same value will be accrued for October 21 – March 22 has been anticipated in Table E1.

- The increase in the SLE cohort in November, the holiday pay on overtime arrears and the payment of £0.166m primary care contractor bonus payments in the month account for the increase in pay expenditure and also the reduction in expenditure forecast for December.
- Forecast DEL depreciation charges of £3.510m have been included which reconciles to the November non-cash submission. This now includes depreciation for assets that transferred with the BCU, SBU and Aneurin Bevan laundries on 1st April 2021, but excludes depreciation for assets transferring from the Hywel Dda and Cwm Taf Morgannwg laundries from 1st October 2021 as the asset transfers are still being finalised.
- Forecast AME impairments of £0.843m have been included which reconciles to the November non-cash submission. This is in respect of the donation of assets to India (£0.522m) and the impairment of ventilators donated by DHSC in 2020/21 to current market value (£0.321m).
- No further donations have been made in Month 8, with the £11.148m of donations to date being reported as exceptional costs in Table B.
- £37.262m income and expenditure is included to Month 8 in relation to the WRP DEL budget. This expenditure is reported separately on line 9 – Losses, Special Payments & Irrecoverable Debts. A detailed review of cases has been undertaken with regards to updating the year end forecast of cases that will be charged against the DEL in 2021/22. This has indicated that the initial annual plan forecast of £124.754m (£123.495m WRP DEL and £1.259m Redress) remains an accurate projection at this point in time and includes the excess redress costs above budget and a high level forecast of the nosocomial claims that will settle in 2021/22. The profile of the balance of the income and expenditure is phased on a straight-line basis over remaining months.

The expenditure of £37.262m to the end of November 2021 is lower than the £63.134m incurred to November 2020, however a detailed review of the commitments against the DEL have provided further confidence that the full year forecast remains achievable, with an estimated £36m of claims/payments due to be made in December. As in previous years, there is a level of risk regarding the settlement date of cases, round table meetings proceeding and the reliance on claimants solicitors. Within the £124.754m forecast, there is one case with a round table meeting booked for 29th March with a forecast settlement value of £5.075m, any delay in this case could therefore materially impact the DEL outturn.

We are continuing to review in detail the cases that are due to settle in Q1 2022/23 to identify any potential where they could settle earlier than planned or interim payments can be made which would increase the DEL

expenditure in 2021/22. We will keep Welsh Government colleagues updated in respect of this, although we are unlikely to have any significant update prior to January and note that a lot of the settlement timeline is outside of NWSSP control.

We have issued planning assumptions for the WRP risk share costs for 2022/23 onwards to UHB/Trusts on the premise that no additional cases are brought forward to settle in 2021/22 to ensure the full potential pressure is included in UHB/Trust plans.

- Agency expenditure has increased in Month 8 primarily due to further issues with the recruitment of an increased number of internal auditors which are required to deliver the 2021/22 audit plans. The expenditure profile for Months 9-12 has also been increased with total forecast agency expenditure of £1.170m which is detailed in Table B2.
- Table B3 details the year to date and forecast Covid19 additional expenditure. This has been collated and reviewed on a service by service basis within NWSSP and will continue to be monitored at this level.

Following a review of the mass vaccination expenditure to Month 8 against the forecast for Months 9-12, the overall forecast funding requirement has been reduced. Given the acceleration of the booster programme, the expenditure has been reprofiled with increased costs forecast in December & January. As PPE is the key variable component of our mass vaccination expenditure, the demand for vaccination packs and any changes to the packs contents due to changing guidance will drive the expenditure as these are issued from stores. We are only able to identify the cost of stores issues when we close the monthly accounts on day 1, so there may be a need to further refine the mass vaccination forecast in our Month 9 return.

Due to the timing of the mass vaccination finance update meeting on 10th December and the subsequent re-profiling of expenditure, the Velindre consolidated return may not fully reflect the change to the profile of costs.

The mass vaccination and other covid expenditure sections of Table B3 have been populated. Other covid expenditure relates to the NWSSP operational support costs and PPE issues as part of the mass vaccination packs and the social care and primary care PPE issues

A summary of the expenditure is detailed below:

	YTD	Full Year Forecast
	£m	£m
NWSSP Operational	2.694	5.031
Mass Vacc - PPE	2.118	3.547
Mass Vacc - non PPE non pay	0.329	0.550
Mass Vacc - pay	0.454	0.792
Social Care/Primary Care PPE	14.981	25.992
Unused bonus accrual	- 0.120	- 0.120
Namibia PPE	11.148	11.148
TOTAL	31.604	46.939

The NWSSP operational costs are summarised below. The forecast remains at £5.031m per the funding invoiced to date:

	YTD	Full Year Forecast
Pay	1.463	2.398
Estates / Security	0.505	0.777
Insurance	0.045	0.067
Transport	1.014	1.626
Other	0.101	0.163
TOTAL	3.128	5.031

The table no longer includes PPE costs for NWSSP. Upon review, these were actually additional cleaning supplies relating to Covid so have been recategorized (**Action Point 7.1**)

To the end of November we have invoiced for all Q1 & Q2 costs in addition to Q3 & 4 forecast operational costs. There is only mass vaccination and PPE costs to invoice for Q3 & 4 which to date have been actioned based on actuals in arrears.

Where we have invoiced Welsh Government for PPE stock that we had cash coverage for at 31st March, we have been raising invoices in 2021/22 for resource and raising corresponding credit notes to reduce the year end credit note accrual of £113m. The summary below shows the reduction in the credit note and we will continue to monitor the stock cash position in readiness for our next meeting with Welsh Government in January to look to return further cash to reduce this credit note further:

	£M
CREDIT NOTE @ 31.03.2021	113.196
Q1 PRIMARY/SOCIAL CARE PPE	-6.683
NAMIBIA PPE	-7.207
Q2 PRIMARY/SOCIAL CARE PPE	-6.402
NAMIBIA TEST KITS	-3.941
DHSC MASKS NO PAYMENT REQUIRED	1.302
RETURN OF CASH	-5.235
B/L @ CLOSE M8	85.030

The adjustments for Month 8 were £5.235m return of the cash surplus from 2020/21 and an adjustment of £1.302m release of a cash backed accrual from 2020/21 for a recharge of masks from DHSC that they have now confirmed they will not be invoicing for.

4. Savings (Tables C & C3)

The tables have been updated with the actual savings achievement to Month 8 and a revised profile of future savings so that the over achievement of savings and income generation continue to total £4.000m.

5. Welsh NHS Assumptions (Table D)

Table D has been left blank as requested.

6. Invoiced Income Streams (Table E1)

Line 1 of this table has been populated with the budgeted income streams by organisation. This includes the forecast income from UHBs/Trusts in respect of stores issues and the SLE recharges based on the actual in month recharges and agreed SLA values for future months. As these costs are recharged based on actual expenditure incurred, these may be subject to change in future months.

Lines 2-12 have been populated with anticipated income streams for which we have yet to receive formal funding confirmation.

The values for depreciation reconcile to Table B and the November non-cash submission.

The mass vaccination income allocated and anticipated did exclude PPE costs in previous months to align with the categories in Table B3 (there is no section to report PPE in the mass vaccination table). This has been amended as requested in Month 8 as requested but will now not reconcile to the different sections of the Table in B3. The additional invoice raised for Quarter 2 mass vaccination charges has also been reflected in the allocated figures **(Action Point 7.3)**

Other items have been amended in line with updated income forecasts and/or removed when items have been invoiced.

7. Cash Flow (Table G)

Not required for completion.

8. PSPP (Table H)

This table is not required for NWSSP.

9. Capital Expenditure Limit Management and Disposals (Tables I, & K)

Tables I and J have been populated and reconcile to our Capital Expenditure Limit of £7.529m issued on 1st December 2021. We do not currently foresee any issues to incur this capital expenditure in full and are actively working with our services to ensure the schemes can be delivered.

Table K includes the disposals in respect of the Covid assets that transferred to Cwm Taf Morgannwg per the adjustment to our CEL.

10. Aged Debtors (Table M)

At 30th November 2021 no NHS invoices were outstanding over 17 weeks. All the older invoices outstanding at Month 7 have been paid **(Action Point 7.4)**

11. GMS (Table N)

Not required for completion by NWSSP.

12. Dental (Table O)

Not required for completion by NWSSP.

13. Other Issues

The financial information provided in this return is an accurate assessment of the NWSSP financial position at this point in time and aligns to the details provided in the NWSSP Partnership Committee and Senior Leadership Team reports.

The Shared Services Partnership Committee will receive both the Month 8 and Month 9 Financial Monitoring Returns at the January meeting.

14. Authorisation of Return



.....
ANDREW BUTLER
DIRECTOR OF FINANCE AND
CORPORATE SERVICES



.....
NEIL FROW
MANAGING DIRECTOR
NWSSP

13th December 2021

Table A - Movement of Opening Financial Plan to Forecast Outturn

This Table is currently showing 0 errors

Line 14 should reflect the corresponding amounts included within the latest IMTP/AOP submission to WG
Lines 1 - 14 should not be adjusted after Month 1

	In Year Effect	Non Recurring	Recurring	FYE of Recurring
	£'000	£'000	£'000	£'000
1 Underlying Position b/fwd from Previous Year - must agree to M12 MMR (Deficit - Negative Value)	0	0	0	0
2 Planned New Expenditure (Non Covid-19) (Negative Value)	-5,416	-15	-5,401	-5,401
3 Planned Expenditure For Covid-19 (Negative Value)	-37,074	-37,074		
4 Planned Welsh Government Funding (Non Covid-19) (Positive Value)	2,644	15	2,629	2,629
5 Planned Welsh Government Funding for Covid-19 (Positive Value)	37,074	37,074		
6 Planned Provider Income (Positive Value)	0	0		
7 RRL Profile - phasing only (In Year Effect / Column C must be nil)	0	0	0	0
8 Planned (Finalised) Savings Plan	1,811	0	1,811	1,811
9 Planned (Finalised) Net Income Generation	961	0	961	961
10 Planned Profit / (Loss) on Disposal of Assets	0	0	0	0
11 Planned Release of Uncommitted Contingencies & Reserves (Positive Value)	0	0		
12	0	0		
13 Planning Assumptions still to be finalised at Month 1	0	0		
14 Opening IMTP / Annual Operating Plan	0	0	0	0
15 Reversal of Planning Assumptions still to be finalised at Month 1	0	0	0	0
16 Additional In Year & Movement from Planned Release of Previously Committed Contingencies & Reserves (Positive)	0	0		
17 Additional In Year & Movement from Planned Profit / (Loss) on Disposal of Assets	0	0		
18 Underachievement of Month 1 Finalised Income Generation Due to Covid-19 (Negative Value)	0	0		
19 Other Movement in Month 1 Planned & In Year Net Income Generation	1,130	1,130	0	0
20 Underachievement of Month 1 Finalised Savings Due to Covid-19 (Negative Value)	0	0		
21 Other Movement in Month 1 Planned Savings - (Underachievement) / Overachievement	0	0	0	0
22 Additional In Year Identified Savings - Forecast	2,870	2,870	0	0
23 Variance to Planned RRL & Other Income	0	0		
24 Additional In Year & Movement in Planned Welsh Government Funding for Covid-19 (Positive Value - additional)	9,865	9,865		
25 Additional In Year & Movement in Planned Welsh Government Funding (Non Covid) (Positive Value - additional)	0	0		
26 Additional In Year & Movement Expenditure for Covid-19 (Positive Value - additional/Negative Value - reduction)	-9,865	-9,865		
27 In Year Expenditure Cost Reduction Due To Covid-19 (Positive Value)	0	0		
28 In Year Slippage on Investments/Repurposing of Developmental Initiatives Due To Covid-19 (Positive Value)	0	0		
29 In Year Accountancy Gains (Positive Value)	0	0	0	0
30 Net In Year Operational Variance to IMTP/AOP (material gross amounts to be listed separately)	0	0		
31 Committed reinvestment within NWSSP	-2,000	-2,000		
32 Reserve for redistribution	-1,250	-1,250		
33 WG Brokerage	-750	-750		
34	0	0		
35	0	0		
36	0	0		
37	0	0		
38	0	0		
39	0	0		
40 Forecast Outturn (- Deficit / + Surplus)	0	0	0	0

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD	In Year Effect
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
1													0	0
2	-475	-478	-482	-74	-390	-486	-493	-498	-502	-510	-513	-515	-3,376	-5,416
3	-3,026	-3,060	-3,098	-3,093	-3,086	-3,090	-3,096	-3,095	-3,100	-3,098	-3,104	-3,129	-24,643	-37,074
4	249	252	255	-153	160	256	262	266	268	275	276	278	1,547	2,644
5	3,026	3,060	3,098	3,093	3,086	3,090	3,096	3,095	3,100	3,098	3,104	3,129	24,643	37,074
6													0	0
7												0	0	0
8	148	148	148	148	151	151	152	153	154	152	153	153	1,199	1,811
9	78	78	79	79	79	79	79	79	80	83	84	84	630	961
10													0	0
11													0	0
12													0	0
13													0	0
14	0	0	0	0	0	0	0	0	0	0	0	0	0	0
15	0	0	0	0	0	0	0	0	0	0	0	0	0	0
16													0	0
17													0	0
18	0	0	0	0	0	0	0	0	0	0	0	0	0	0
19	129	123	228	149	28	20	194	119	0	0	70	70	990	1,130
20	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21	0	0	0	0	0	0	0	0	0	0	0	0	0	0
22	406	195	359	378	240	332	337	38	150	150	150	135	2,285	2,870
23													0	0
24	0	0	-10	-136	7,115	3,612	-523	-118	92	91	-112	-146	9,940	9,865
25													0	0
26	0	0	10	136	-7,115	-3,612	523	118	-92	-91	112	146	-9,940	-9,865
27	0	0	0	0	0	0	0	0	0	0	0	0	0	0
28	0	0	0	0	0	0	0	0	0	0	0	0	0	0
29	0	0	0	0	0	0	0	0	0	0	0	0	0	0
30													0	0
31	-535	-318	-587	-260			-300						-2,000	-2,000
32				-267	-268	-352	-231	-132					-1,250	-1,250
33								-25	-150	-150	-220	-205	-25	-750
34													0	0
35													0	0
36													0	0
37													0	0
38													0	0
39													0	0
40	0	0	0	0	0	0	0	0	0	0	0	0	0	0

This Table is currently showing 0 errors

Table A2 - Overview Of Key Risks & Opportunities		FORECAST YEAR END	
		£'000	Likelihood
Opportunities to achieve IMTP/AOP (positive values)			
1	Red Pipeline schemes (inc AG & IG)		
2	Potential Cost Reduction		
3	Total Opportunities to achieve IMTP/AOP	0	
Risks (negative values)			
4	Under delivery of Amber Schemes included in Outturn via Tracker		
5	Continuing Healthcare		
6	Prescribing		
7	Pharmacy Contract		
8	WHSSC Performance		
9	Other Contract Performance		
10	GMS Ring Fenced Allocation Underspend Potential Claw back		
11	Dental Ring Fenced Allocation Underspend Potential Claw back		
12	Turnover factor is less than budgeted	0	Low
13	Non achievement of income targets	0	Low
14	Covid 19 funding not received from Welsh Government	(15,368)	Low
15	Medical Examiner funding not confirmed	(1,663)	Low
16	Additional WRP Covid claims - included in DEL forecast	0	High
17			
18			
19			
20			
21			
22			
23			
24			
25			
26	Total Risks	(17,031)	
Further Opportunities (positive values)			
27	Further over achievement of savings	250	Medium
28			
29			
30			
31			
32			
33			
34	Total Further Opportunities	250	
35	Current Reported Forecast Outturn	(0)	
36	IMTP / AOP Outturn Scenario	(0)	
37	Worst Case Outturn Scenario	(16,781)	
38	Best Case Outturn Scenario	250	

NHS Wales Shared Services Partnership

Table B - Monthly Positions

YTD Months to be completed from Month: 1
Forecast Months to be completed from Month: 1

Period : Nov 21

This Table is currently showing 0 errors

A. Monthly Summarised Statement of Comprehensive Net Expenditure / Statement of Comprehensive Net Income			1	2	3	4	5	6	7	8	9	10	11	12		
			Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total YTD	Forecast year-end position
			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
1	Revenue Resource Limit	Actual/F'cast													0	0
2	Capital Donation / Government Grant Income (Health Board only)	Actual/F'cast													0	0
3	Welsh NHS Local Health Boards & Trusts Income	Actual/F'cast	15,487	16,237	17,289	17,041	19,170	21,834	20,765	21,727	21,629	21,527	21,810	22,779	149,550	237,295
4	WHSSC Income	Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0	0
5	Welsh Government Income (Non RRL)	Actual/F'cast	10,517	12,204	14,362	19,494	21,310	18,425	18,489	12,522	32,084	32,103	32,115	32,163	127,323	255,788
6	Other Income	Actual/F'cast	2,350	2,428	1,907	2,315	847	4,981	5,402	2,437	3,931	4,631	2,432	6,242	22,667	39,903
7	Income Total		28,354	30,869	33,558	38,850	41,327	45,240	44,656	36,686	57,644	58,261	56,357	61,184	299,540	532,986
8	Primary Care Contractor (excluding drugs, including non resource limited expenditure)	Actual/F'cast													0	0
9	Primary Care - Drugs & Appliances	Actual/F'cast													0	0
10	Provided Services - Pay	Actual/F'cast	14,054	14,687	14,353	14,293	16,872	20,087	17,698	19,166	18,936	18,889	18,895	20,203	131,210	208,133
11	Provider Services - Non Pay (excluding drugs & depreciation)	Actual/F'cast	13,379	13,038	14,684	14,144	13,902	17,154	17,823	12,626	16,544	17,202	15,292	18,811	116,749	184,598
12	Secondary Care - Drugs	Actual/F'cast													0	0
13	Healthcare Services Provided by Other NHS Bodies	Actual/F'cast													0	0
14	Non Healthcare Services Provided by Other NHS Bodies	Actual/F'cast													0	0
15	Continuing Care and Funded Nursing Care	Actual/F'cast													0	0
16	Other Private & Voluntary Sector	Actual/F'cast													0	0
17	Joint Financing and Other	Actual/F'cast													0	0
18	Losses, Special Payments and Irrecoverable Debts	Actual/F'cast	665	2,367	4,534	10,150	3,083	3,501	8,359	4,603	21,873	21,873	21,873	21,873	37,262	124,754
19	Exceptional (Income) / Costs - (Trust Only)	Actual/F'cast		521	(521)		7,207	3,941							11,148	11,148
20	Total Interest Receivable - (Trust Only)	Actual/F'cast													0	0
21	Total Interest Payable - (Trust Only)	Actual/F'cast													0	0
22	DEL Depreciation/Accelerated Depreciation/Impairments	Actual/F'cast	256	256	508	263	263	35	455	291	291	297	297	297	2,328	3,510
23	AME Donated Depreciation/Impairments	Actual/F'cast						522	321						843	843
24	Uncommitted Reserves & Contingencies	Actual/F'cast													0	0
25	Profit/Loss Disposal of Assets	Actual/F'cast													0	0
26	Cost - Total	Actual/F'cast	28,354	30,869	33,558	38,850	41,327	45,240	44,656	36,686	57,644	58,261	56,357	61,184	299,540	532,986
27	Net surplus/ (deficit)	Actual/F'cast	0	0	0	0	0	0	0	0	(0)	(0)	(0)	(0)	0	(0)

B. Assessment of Financial Forecast Positions

Year-to-date (YTD)		£'000
28. Actual YTD surplus/ (deficit)		0
29. Actual YTD surplus/ (deficit) last month		0
30. Current month actual surplus/ (deficit)		(0)
	Trend	
31. Average monthly surplus/ (deficit) YTD		0 ▼
32. YTD /remaining months		0

Full-year surplus/ (deficit) scenarios		£'000
33. Extrapolated Scenario		0
34. Year to Date Trend Scenario		0

C. DEL/AME Depreciation & Impairments

		1	2	3	4	5	6	7	8	9	10	11	12	Total YTD	Forecast year-end position
		Apr £'000	May £'000	Jun £'000	Jul £'000	Aug £'000	Sep £'000	Oct £'000	Nov £'000	Dec £'000	Jan £'000	Feb £'000	Mar £'000		
35	DEL														
35	Baseline Provider Depreciation	Actual/F'cast	98	98	98	233	131	131	131	131	133	133	133	1,051	1,581
36	Strategic Depreciation	Actual/F'cast	158	158	182	30	132	132	324	160	160	164	164	1,276	1,929
37	Accelerated Depreciation	Actual/F'cast												0	0
38	Impairments	Actual/F'cast			228		(228)							0	0
39	Other (Specify in Narrative)	Actual/F'cast												0	0
40	Total		256	256	508	263	263	35	455	291	291	297	297	2,327	3,510
41	AME														
41	Donated Asset Depreciation	Actual/F'cast												0	0
42	Impairments	Actual/F'cast					522	321						843	843
43	Other (Specify in Narrative)	Actual/F'cast												0	0
44	Total		0	0	0	0	0	522	321	0	0	0	0	843	843

D. Accountancy Gains

		1	2	3	4	5	6	7	8	9	10	11	12	Total YTD	Forecast year-end position
		Apr £'000	May £'000	Jun £'000	Jul £'000	Aug £'000	Sep £'000	Oct £'000	Nov £'000	Dec £'000	Jan £'000	Feb £'000	Mar £'000		
45	Accountancy Gains	Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0

E. Committed Reserves & Contingencies

		1	2	3	4	5	6	7	8	9	10	11	12	Total YTD	Forecast year-end position
		Apr £'000	May £'000	Jun £'000	Jul £'000	Aug £'000	Sep £'000	Oct £'000	Nov £'000	Dec £'000	Jan £'000	Feb £'000	Mar £'000		
46	List of all Committed Reserves & Contingencies inc above in Section A. Please specify Row number in description.														
46	Forecast Only													0	0
47	Forecast Only													0	0
48	Forecast Only													0	0
49	Forecast Only													0	0
50	Forecast Only													0	0
51	Forecast Only													0	0
52	Forecast Only													0	0
53	Forecast Only													0	0
54	Forecast Only													0	0
55	Forecast Only													0	0
56	Forecast Only													0	0
57	Forecast Only													0	0
58	Forecast Only													0	0
59	Forecast Only													0	0
60	Forecast Only													0	0
61	Forecast Only													0	0
62	Forecast Only													0	0
63	Forecast Only													0	0
64	Forecast Only													0	0
65	Forecast Only													0	0
66	Forecast Only													0	0
67	Forecast Only													0	0
68	Forecast Only													0	0
69	Forecast Only													0	0
70	Forecast Only													0	0
71	Forecast Only													0	0
72	Forecast Only													0	0
73	Forecast Only													0	0
74	Total		0	0	0	0	0	0	0	0	0	0	0	0	0
	Phasing	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	

Table C - Identified Expenditure Savings Schemes (Excludes Income Generation & Accountancy Gains)

Period : Nov 21

This Table is currently showing 0 errors

			1	2	3	4	5	6	7	8	9	10	11	12	Total YTD	Full-year forecast	YTD as %age of FY	Assessment		Full In-Year forecast		Full-Year Effect of Recurring Savings
			Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar			YTD variance as %age of YTD	Green	Amber	non recurring	recurring	
			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000				£'000	£'000	£'000	£'000	£'000
1	CHC and Funded Nursing Care	Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
2		Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0	0
3		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
4	Commissioned Services	Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
5		Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0	0
6		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
7	Medicines Management (Primary & Secondary Care)	Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
8		Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0	0
9		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
10	Non Pay	Budget/Plan	26	26	26	26	27	27	28	28	28	29	29	27	214	327		327	0			
11		Actual/F'cast	93	(56)	47	26	(42)	131	(52)	(43)	53	54	54	62	104	327	31.80%	327	0	0	0	327
12		Variance	67	(82)	21	0	(69)	104	(80)	(71)	25	25	25	35	(110)	0	(51.40%)	0	0			
13	Pay	Budget/Plan	122	122	122	122	124	124	124	125	126	123	124	126	985	1,484		1,484	0			
14		Actual/F'cast	461	399	460	500	433	352	541	234	251	248	249	226	3,380	4,354	77.63%	4,354	0	2,870	1,484	1,484
15		Variance	339	277	338	378	309	228	417	109	125	125	125	100	2,395	2,870	243.15%	2,870	0			
16	Primary Care	Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
17		Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0	0
18		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
19	Total	Budget/Plan	148	148	148	148	151	151	152	153	154	152	153	153	1,199	1,811		1,811	0			
20		Actual/F'cast	554	343	507	526	391	483	489	191	304	302	303	288	3,484	4,681	74.43%	4,681	0	2,870	1,811	1,811
21		Variance	406	195	359	378	240	332	337	38	150	150	150	135	2,285	2,870	190.58%	2,870	0			
22	Variance in month		274.32%	131.76%	242.57%	255.41%	158.94%	219.87%	221.71%	24.84%	97.40%	98.68%	98.04%	88.24%	190.58%							
23	In month achievement against																					
23	FY forecast		11.84%	7.33%	10.83%	11.24%	8.35%	10.32%	10.45%	4.08%	6.49%	6.45%	6.47%	6.15%								

Table C1- Savings Schemes Pay Analysis

			Month												Total YTD	Full-year forecast	YTD as %age of FY YTD variance as %age of YTD Budget/Plan	Assessment		Full In-Year forecast		Full-Year Effect of Recurring Savings £'000
			1	2	3	4	5	6	7	8	9	10	11	12				Green £'000	Amber £'000	non recurring £'000	recurring £'000	
			Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar								
			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000								
1	Changes in Staffing Establishment	Budget/Plan	114	114	114	114	116	116	116	117	117	114	115	117	921	1,384		1,384	0			
2		Actual/F'cast	453	391	452	492	425	344	533	226	242	239	240	217	3,316	4,254	77.95%	4,254	0	2,870	1,384	1,384
3		Variance	339	277	338	378	309	228	417	109	125	125	125	100	2,395	2,870	260.04%	2,870	0			
4	Variable Pay	Budget/Plan	8	8	8	8	8	8	8	8	9	9	9	9	64	100		100	0			
5		Actual/F'cast	8	8	8	8	8	8	8	8	9	9	9	9	64	100	64.00%	100	0	0	100	100
6		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0	0			
7	Locum	Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
8		Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0	0
9		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
10	Agency / Locum paid at a premium	Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
11		Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0	0
12		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
13	Changes in Bank Staff	Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
14		Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0	0
15		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
16	Other (Please Specify)	Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
17		Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0	0
18		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
19	Total	Budget/Plan	122	122	122	122	124	124	124	125	126	123	124	126	985	1,484		1,484	0			
20		Actual/F'cast	461	399	460	500	433	352	541	234	251	248	249	226	3,380	4,354	77.63%	4,354	0	2,870	1,484	1,484
21		Variance	339	277	338	378	309	228	417	109	125	125	125	100	2,395	2,870	243.15%	2,870	0			

Table C2- Savings Schemes Agency/Locum Paid at a Premium Analysis

			Month												Total YTD	Full-year forecast	YTD as %age of FY YTD variance as %age of YTD Budget/Plan	Assessment		Full In-Year forecast		Full-Year Effect of Recurring Savings £'000
			1	2	3	4	5	6	7	8	9	10	11	12				Green £'000	Amber £'000	non recurring £'000	recurring £'000	
			Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar								
			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000								
1	Reduced usage of	Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
2	Agency/Locums paid at	Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
3	a premium	Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
4	Non Medical 'off	Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
5	contract' to 'on contract'	Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
6		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
7	Medical - Impact of	Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
8	Agency pay rate caps	Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
9		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
10		Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
11	Other (Please Specify)	Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
12		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
13		Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
14	Total	Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
15		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			

Table C3 - Tracker

This Table is currently showing 0 errors

	£'000	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total YTD	Full-year forecast	Non Recurring	Recurring	FYE Adjustment	Full-year Effect
Savings (Cash Releasing & Cost Avoidance)	Month 1 - Plan	148	148	148	148	151	151	152	153	154	152	153	153	1,199	1,811	0	1,811	0	1,811
	Month 1 - Actual/Forecast	148	148	148	148	151	151	152	153	154	152	153	153	1,199	1,811	0	1,811	0	1,811
	Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	In Year - Plan	406	0	0	0	0	0	0	0	0	0	0	0	406	406	406	0	0	0
	In Year - Actual/Forecast	406	195	359	378	240	332	337	38	150	150	150	135	2,285	2,870	2,870	0	0	0
	Variance	0	195	359	378	240	332	337	38	150	150	150	135	1,879	2,464	2,464	0	0	0
	Total Plan	554	148	148	148	151	151	152	153	154	152	153	153	1,605	2,217	406	1,811	0	1,811
	Total Actual/Forecast	554	343	507	526	391	483	489	191	304	302	303	288	3,484	4,681	2,870	1,811	0	1,811
	Total Variance	0	195	359	378	240	332	337	38	150	150	150	135	1,879	2,464	2,464	0	0	0
Net Income Generation	Month 1 - Plan	78	78	79	79	79	79	79	79	80	83	84	84	630	961	0	961	0	961
	Month 1 - Actual/Forecast	78	78	79	79	79	79	79	79	80	83	84	84	630	961	0	961	0	961
	Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	In Year - Plan	129	0	0	0	0	0	0	0	0	0	0	0	129	129	129	0	0	0
	In Year - Actual/Forecast	129	123	228	149	28	20	194	119	0	0	70	70	990	1,130	1,130	0	0	0
	Variance	0	123	228	149	28	20	194	119	0	0	70	70	861	1,001	1,001	0	0	0
	Total Plan	207	78	79	79	79	79	79	79	80	83	84	84	759	1,090	129	961	0	961
	Total Actual/Forecast	207	201	307	228	107	99	273	198	80	83	154	154	1,620	2,091	1,130	961	0	961
	Total Variance	0	123	228	149	28	20	194	119	0	0	70	70	861	1,001	1,001	0	0	0
Accountancy Gains	In Year - Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	In Year - Actual/Forecast	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	Month 1 - Plan	226	226	227	227	230	230	231	232	234	235	237	237	1,829	2,772	0	2,772	0	2,772
	Month 1 - Actual/Forecast	226	226	227	227	230	230	231	232	234	235	237	237	1,829	2,772	0	2,772	0	2,772
	Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	In Year - Plan	535	0	0	0	0	0	0	0	0	0	0	0	535	535	535	0	0	0
	In Year - Actual/Forecast	535	318	587	527	268	352	531	157	150	150	220	205	3,275	4,000	4,000	0	0	0
	Variance	0	318	587	527	268	352	531	157	150	150	220	205	2,740	3,465	3,465	0	0	0
	Total Plan	761	226	227	227	230	230	231	232	234	235	237	237	2,364	3,307	535	2,772	0	2,772
	Total Actual/Forecast	761	544	814	754	498	582	762	389	384	385	457	442	5,104	6,772	4,000	2,772	0	2,772
	Total Variance	0	318	587	527	268	352	531	157	150	150	220	205	2,740	3,465	3,465	0	0	0

NHS WALES SHARED SERVICES PARTNERSHIP MONITORING RETURN COMMENTARY FOR PERIOD 9 – DECEMBER 2021

This summary report provides a review of NHS Wales Shared Services Partnership's (NWSSP) performance for December 2021 and should be read in conjunction with the Monitoring Return tables submitted for Month 9.

Thank you for your email of 17th December 2021 responding to the Month 8 monitoring return. The action points raised are addressed within this return and additional information provided where requested.

Overview of Performance and Financial Position

NWSSP's financial position for Month 9 is reported at break-even. This is based on the assumption that all additional Covid 19 funding and other identified funding anticipated will be received from Welsh Government.

The forecast outturn remains at break-even after increasing the NWSSP 2021/22 distribution by £1.250m to total £2.000m as approved by the Shared Services Partnership Committee in September as detailed in the Month 6 return.

1. Movement of Opening Financial Plan to Forecast Outturn (Table A)

Table A has been updated in Month 9 to reflect the in month and forecast non-recurring savings, with the current forecast savings and income generation overachievements for 2021/22 continuing to total £4.000m per previous months. We have committed to reinvest £2.000m internally within NWSSP to accelerate benefits and improvements within our services, £1.250m approved increased distribution to NHS Wales and Welsh Government and £0.750m agreed Welsh Government brokerage. With the inclusion of these items, and the assumption of full funding for Covid expenditure and other anticipated income, both the in year and recurrent plans remain at break-even.

The confirmed brokerage of £0.750m and the return of the increased WG distribution was actioned via a reduction in the funding invoiced to Welsh Government in November. We have assumed that this £0.750m brokerage and an additional £0.250m will be reprovided in 2022/23 as agreed as part of the Oracle Service Improvement two year brokerage agreement in 2020/21. A

review of the Oracle expenditure profile indicates that we will not utilise the return of the full £1.000m in 2022/23 and we would welcome the opportunity to further discuss delaying the return of some of these funds until later financial years over the remainder of the Oracle contract. We are also reviewing the potential utilisation of an element of these funds for the All Wales digital strategy.

2. Overview of Key Risks & Opportunities (Table A2)

This table has been updated in Month 9 in respect of the following:

- Covid-19 funding not received from Welsh Government – this risk has been amended to £14.808m in Month 9 to reflect the updated covid funding forecast requirement net of income invoiced to date and reconciles to the income anticipated in Table E1. The outstanding income primarily relates to Q3 and 4 mass vaccination PPE and Primary/Social Care PPE costs.
- Medical Examiner Funding not confirmed – this risk has been amended to £1.708m in Month 9 to reflect the total forecast income requirement for 2021/22 which has not yet been invoiced to WG and reconciles to the income anticipated in Table E1.

3. Actual Year to Date Monthly Position (Tables B, B2 & B3)

The key points to note within the year to date and forecast position are:

- The full year income forecast is £532.268m which is in line with the forecast reported in Month 8.
- The updated profile of the in month SLE income and pay/non pay expenditure forecast is detailed below and remains in line with the forecast reported in Month 8.

	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	TOTAL £m
PAY	8.207	8.597	8.402	8.444	10.774	12.932	11.679	12.564	12.891	12.727	12.727	13.961	133.905
NON PAY	0.731	0.827	0.759	0.735	0.799	0.948	0.874	0.889	0.889	0.779	0.779	0.778	9.787
TOTAL £m	8.938	9.424	9.161	9.179	11.573	13.880	12.553	13.453	13.780	13.506	13.506	14.739	143.692

- Holiday pay on overtime arrears payments for April – September 21 were paid in November with some additional payments made in December. The value of payments to date total £0.070m which will be invoiced to

Welsh Government in January. This income and the assumption that the same value will be accrued for October 21 – March 22 has been anticipated in Table E1 (£0.140m).

- Forecast DEL depreciation charges of £3.510m have been included which reconciles to the November non-cash submission. This now includes depreciation for assets that transferred with the BCU, SBU and Aneurin Bevan laundries on 1st April 2021, but excludes depreciation for assets transferring from the Hywel Dda and Cwm Taf Morgannwg laundries from 1st October 2021 as the asset transfers are still being finalised.
- Forecast AME impairments of £0.843m have been included which reconciles to the November non-cash submission. This is in respect of the donation of assets to India (£0.522m) and the impairment of ventilators donated by DHSC in 2020/21 to current market value (£0.321m).
- No further donations have been made in Month 9, with the £11.148m of donations to date being reported as exceptional costs in Table B.
- £69.108m income and expenditure is included to Month 9 in relation to the WRP DEL budget. This expenditure is reported separately on line 9 – Losses, Special Payments & Irrecoverable Debts. A detailed review of cases has been undertaken with regards to updating the year end forecast of cases that will be charged against the DEL in 2021/22. This has indicated that the initial annual plan forecast of £124.754m (£123.495m WRP DEL and £1.259m Redress) remains an accurate projection at this point in time and includes the excess redress costs above budget and a high level forecast of the nosocomial claims that will settle in 2021/22. The profile of the balance of the income and expenditure is phased on a straight-line basis over remaining months.

The expenditure has increased significantly in December due to the annual payments of PPOs, in addition to the planned increased settlement of cases in month. A detailed review of the commitments against the DEL have provided further confidence that the full year forecast remains achievable. As in previous years, there is a level of risk regarding the settlement date of cases, round table meetings proceeding and the reliance on claimants solicitors. Within the £124.754m forecast, there is one case with a round table meeting booked for 29th March 2022 with a forecast settlement value of £5.075m, any delay in this case could therefore materially impact the DEL outturn.

We are continuing to review in detail the cases that are due to settle in Q1 2022/23 to identify any potential where they could settle earlier than planned or interim payments can be made which would increase the DEL expenditure in 2021/22. Whilst recognising that a lot of the settlement

timeline is outside of NWSSP control, we have identified a number of larger cases that could potentially settle in 2021/22 earlier than previously forecast. Taking into account potential delays with round table meetings as noted above, we anticipate the current worst to best case forecast outturn range to be £118m - £131m. We will update further as quarter 4 progresses.

We have issued planning assumptions for the WRP risk share costs for 2022/23 onwards to UHB/Trusts on the premise that no additional cases are brought forward to settle in 2021/22 to ensure the full potential pressure is included in UHB/Trust plans.

- Agency expenditure continues per the forecast and the increased expenditure in recent months continues to primarily be due to the recruitment of an increased number of internal auditors which are required to deliver the 2021/22 audit plans and additional agency solicitors to support high workloads.
- Table B3 details the year to date and forecast Covid19 additional expenditure. This has been collated and reviewed on a service by service basis within NWSSP and will continue to be monitored at this level.

Following a review of the mass vaccination expenditure to Month 9, the overall forecast has increased above the pay & non pay costs invoiced to date. Given the acceleration of the booster programme in December, it is anticipated that an element of 'catch-up' in vaccine pack production may be required in January - March with both staff costs and consumable issues, however this may not be to the level forecast dependent upon the guidance for 4th boosters and vaccinations for under 12's in the coming weeks.

As PPE is the key variable component of our mass vaccination expenditure, the demand for vaccination packs and any changes to the packs contents due to changing guidance will drive the expenditure as these are issued from stores. Despite providing increased vaccination packs to the accelerated booster programme in December, we did not evidence increased PPE costs from stores issues in month. We continue to forecast increased issues in January – March and invoice for the mass vaccination PPE costs in arrears as agreed.

The mass vaccination and other covid expenditure sections of Table B3 have been populated. Other covid expenditure relates to the NWSSP operational support costs and PPE issues as part of the mass vaccination packs and the social care and primary care PPE issues

A summary of the expenditure is detailed below:

	YTD	Full Year Forecast
	£m	£m
NWSSP Operational	2.694	5.167
Mass Vacc - PPE	2.118	3.546
Mass Vacc - non PPE non pay	0.329	0.632
Mass Vacc - pay	0.454	0.788
Social Care/Primary Care PPE	14.981	25.880
Unused bonus accrual	- 0.120	- 0.120
Namibia PPE	11.148	11.148
DHSC PPE 20/21 Accounting Gain	- 1.315	- 1.315
TOTAL	30.289	45.726

The table includes a credit of £1.315m as a result of an accounting gain from a 2020/21 accrual of PPE to be charged from DHSC which they have now confirmed will not be invoiced (**Action Point 8.1a**)

The NWSSP operational costs are summarised below. The forecast has increased slightly from the £5.031m reported in previous months and invoiced to date. This is based on the increased expenditure we incurred in Month 9 which we are forecasting will continue due to the ongoing impact of Omicron and the increased PPE issues:

	YTD	Full Year Forecast
Pay	1.735	2.493
Estates / Security	0.591	0.795
Insurance	0.051	0.067
Transport	1.193	1.652
Other	0.115	0.160
TOTAL	3.684	5.167

To the end of December we have invoiced for all Q1 & Q2 costs in addition to Q3 & 4 previously forecast operational costs and mass vaccination non PPE costs. There is only mass vaccination PPE and Primary/Social Care PPE costs to invoice for Q3 & 4 which to date have been actioned based on actuals in arrears. .

Where we have invoiced Welsh Government for PPE stock that we had cash coverage for at 31st March 2021, we have been raising invoices in 2021/22 for resource and raising corresponding credit notes to reduce the year end credit note accrual of £113m. The summary below shows the reduction in the credit note and we will continue to monitor the stock cash position in readiness for our next meeting with Welsh Government at the end of January to look to return further cash to reduce this credit note further:

	£M
CREDIT NOTE @ 31.03.2021	113.196
Q1 PRIMARY/SOCIAL CARE PPE	-6.683
NAMIBIA PPE	-7.207
Q2 PRIMARY/SOCIAL CARE PPE	-6.402
NAMIBIA TEST KITS	-3.941
RETURN OF CASH	-5.235
B/L @ CLOSE M9	83.728

Following review with WG colleagues in January, we will look to raise the Q3 PPE invoices and associated credit notes to reduce the credit note accrual further in Month 10.

The impact on the late change to the Covid forecast in Month 8 which was not reflected in the Velindre return has been noted and will not occur in future months **(Action Point 8.3)**

4. Savings (Tables C & C3)

The tables have been updated with the actual savings achievement to Month 9 and a revised profile of future savings so that the over achievement of savings and income generation continue to total £4.000m.

The completion of Table C3 is undertaken in order that it reconciles to our underlying YTD variances across the income, pay and non pay classifications as we report a break-even position within the Velindre ledger. This has been reviewed in early January and whilst the non pay savings scheme does identify a negative achievement, this will be brought back to balance by the end of the financial year through the correction of unbudgeted non pay costs **(Action Point 8.2)**

5. Welsh NHS Assumptions (Table D)

Table D has been left blank as requested.

6. Invoiced Income Streams (Table E1)

Line 1 of this table has been populated with the budgeted income streams by organisation. This includes the forecast income from UHBs/Trusts in respect of stores issues and the SLE recharges based on the actual in month recharges and agreed SLA values for future months. As these costs are recharged based on actual expenditure incurred, these may be subject to change in future months.

Lines 2-12 have been populated with anticipated income streams for which we have yet to receive formal funding confirmation.

The values for depreciation reconcile to Table B and the November non-cash submission.

The covid income reconciliation has been updated in month so that all PPE costs (mass vaccination and primary/social care) are reported against the PPE line **(Action Point 8.1b)**

Other items have been amended in line with updated income forecasts and/or removed when items have been invoiced.

7. Cash Flow (Table G)

Not required for completion.

8. PSPP (Table H)

This table is not required for NWSSP.

9. Capital Expenditure Limit Management and Disposals (Tables I, & K)

Tables I and J have been populated and reconcile to our increased Capital Expenditure Limit of £9.136m issued on 5th January 2022. We do not currently foresee any issues to incur this capital expenditure in full and are actively working with our services to ensure the schemes can be delivered.

We have our quarterly CRM meeting with Welsh Government colleagues on 17th January and will discuss the schemes in more detail.

10. Aged Debtors (Table M)

At 31st December 2021 three NHS invoices were outstanding over 17 weeks. One of these has now been credited and one agreed for payment this week. We are urgently chasing a payment date on the one remaining invoice.

11. GMS (Table N)

Not required for completion by NWSSP.

12. Dental (Table O)

Not required for completion by NWSSP.

13. Other Issues

The financial information provided in this return is an accurate assessment of the NWSSP financial position at this point in time and aligns to the details provided in the NWSSP Partnership Committee and Senior Leadership Team reports.

The Shared Services Partnership Committee will receive both the Month 8 and Month 9 Financial Monitoring Returns at the January meeting.

14. Authorisation of Return



.....
ANDREW BUTLER
DIRECTOR OF FINANCE AND
CORPORATE SERVICES



.....
NEIL FROW
MANAGING DIRECTOR
NWSSP

13th January 2022

Table A - Movement of Opening Financial Plan to Forecast Outturn

This Table is currently showing 0 errors

Line 14 should reflect the corresponding amounts included within the latest IMTP/AOP submission to WG
Lines 1 - 14 should not be adjusted after Month 1

	In Year Effect £'000	Non Recurring £'000	Recurring £'000	FYE of Recurring £'000
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				
11				
12				
13				
14				
15				
16				
17				
18				
19				
20				
21				
22				
23				
24				
25				
26				
27				
28				
29				
30				
31				
32				
33				
34				
35				
36				
37				
38				
39				
40				

	Apr £'000	May £'000	Jun £'000	Jul £'000	Aug £'000	Sep £'000	Oct £'000	Nov £'000	Dec £'000	Jan £'000	Feb £'000	Mar £'000	YTD £'000	In Year Effect £'000
1														
2														
3														
4														
5														
6														
7														
8														
9														
10														
11														
12														
13														
14														
15														
16														
17														
18														
19														
20														
21														
22														
23														
24														
25														
26														
27														
28														
29														
30														
31														
32														
33														
34														
35														
36														
37														
38														
39														
40														

NHS Wales Shared Services Partnership

Period : Dec 21

This Table is currently showing 0 errors

Table A2 - Overview Of Key Risks & Opportunities		FORECAST YEAR END	
		£'000	Likelihood
Opportunities to achieve IMTP/AOP (positive values)			
1	Red Pipeline schemes (inc AG & IG)		
2	Potential Cost Reduction		
3	Total Opportunities to achieve IMTP/AOP	0	
Risks (negative values)			
4	Under delivery of Amber Schemes included in Outturn via Tracker		
5	Continuing Healthcare		
6	Prescribing		
7	Pharmacy Contract		
8	WHSSC Performance		
9	Other Contract Performance		
10	GMS Ring Fenced Allocation Underspend Potential Claw back		
11	Dental Ring Fenced Allocation Underspend Potential Claw back		
12	Turnover factor is less than budgeted	0	Low
13	Non achievement of income targets	0	Low
14	Covid 19 funding not received from Welsh Government	(14,808)	Low
15	Medical Examiner funding not confirmed	(1,708)	Low
16	Additional WRP Covid claims - included in DEL forecast	0	High
17			
18			
19			
20			
21			
22			
23			
24			
25			
26	Total Risks	(16,516)	
Further Opportunities (positive values)			
27	Further over achievement of savings	250	Medium
28			
29			
30			
31			
32			
33			
34	Total Further Opportunities	250	
35	Current Reported Forecast Outturn	0	
36	IMTP / AOP Outturn Scenario	0	
37	Worst Case Outturn Scenario	(16,266)	
38	Best Case Outturn Scenario	250	

NHS Wales Shared Services Partnership

Table B - Monthly Positions

YTD Months to be completed from Month: 1
Forecast Months to be completed from Month: 1

Period : Dec 21

This Table is currently showing 0 errors

A. Monthly Summarised Statement of Comprehensive Net Expenditure / Statement of Comprehensive Net Income		1	2	3	4	5	6	7	8	9	10	11	12	Total YTD £'000	Forecast year-end position £'000
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		
1	Revenue Resource Limit	Actual/F'cast												0	0
2	Capital Donation / Government Grant Income (Health Board only)	Actual/F'cast												0	0
3	Welsh NHS Local Health Boards & Trusts Income	Actual/F'cast	15,487	16,237	17,289	17,041	19,170	21,834	20,765	21,727	23,167	21,648	21,818	172,717	238,946
4	WHSSC Income	Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0
5	Welsh Government Income (Non RRL)	Actual/F'cast	10,517	12,204	14,362	19,494	21,310	18,425	18,489	12,522	41,532	28,860	28,861	168,855	255,515
6	Other Income	Actual/F'cast	2,350	2,428	1,907	2,315	847	4,981	5,402	2,437	4,588	4,635	2,436	27,255	37,807
7	Income Total		28,354	30,869	33,558	38,850	41,327	45,240	44,656	36,686	69,287	55,143	53,115	368,827	532,268
8	Primary Care Contractor (excluding drugs, including non resource limited expenditure)	Actual/F'cast												0	0
9	Primary Care - Drugs & Appliances	Actual/F'cast												0	0
10	Provided Services - Pay	Actual/F'cast	14,054	14,687	14,353	14,293	16,872	20,087	17,698	19,166	19,300	19,126	19,132	150,510	209,134
11	Provider Services - Non Pay (excluding drugs & depreciation)	Actual/F'cast	13,379	13,038	14,684	14,144	13,902	17,154	17,823	12,626	17,850	17,172	15,137	134,599	182,879
12	Secondary Care - Drugs	Actual/F'cast												0	0
13	Healthcare Services Provided by Other NHS Bodies	Actual/F'cast												0	0
14	Non Healthcare Services Provided by Other NHS Bodies	Actual/F'cast												0	0
15	Continuing Care and Funded Nursing Care	Actual/F'cast												0	0
16	Other Private & Voluntary Sector	Actual/F'cast												0	0
17	Joint Financing and Other	Actual/F'cast												0	0
18	Losses, Special Payments and Irrecoverable Debts	Actual/F'cast	665	2,367	4,534	10,150	3,083	3,501	8,359	4,603	31,846	18,548	18,549	69,108	124,754
19	Exceptional (Income) / Costs - (Trust Only)	Actual/F'cast		521	(521)		7,207	3,941						11,148	11,148
20	Total Interest Receivable - (Trust Only)	Actual/F'cast												0	0
21	Total Interest Payable - (Trust Only)	Actual/F'cast												0	0
22	DEL Depreciation/Accelerated Depreciation/Impairments	Actual/F'cast	256	256	508	263	263	35	455	291	291	297	297	2,619	3,510
23	AME Donated Depreciation/Impairments	Actual/F'cast						522	321					843	843
24	Uncommitted Reserves & Contingencies	Actual/F'cast												0	0
25	Profit/Loss Disposal of Assets	Actual/F'cast												0	0
26	Cost - Total	Actual/F'cast	28,354	30,869	33,558	38,850	41,327	45,240	44,656	36,686	69,287	55,143	53,115	368,827	532,268
27	Net surplus/ (deficit)	Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0

B. Assessment of Financial Forecast Positions

Year-to-date (YTD)	£'000	
28. Actual YTD surplus/ (deficit)	0	
29. Actual YTD surplus/ (deficit) last month	0	
30. Current month actual surplus/ (deficit)	(0)	
		Trend
31. Average monthly surplus/ (deficit) YTD	0	▼
32. YTD /remaining months	0	

Full-year surplus/ (deficit) scenarios	£'000
33. Extrapolated Scenario	0
34. Year to Date Trend Scenario	0

C. DEL/AME Depreciation & Impairments

		1	2	3	4	5	6	7	8	9	10	11	12	Total YTD	Forecast year-end position
		Apr £'000	May £'000	Jun £'000	Jul £'000	Aug £'000	Sep £'000	Oct £'000	Nov £'000	Dec £'000	Jan £'000	Feb £'000	Mar £'000		
35	DEL														
35	Baseline Provider Depreciation	Actual/F'cast	98	98	98	233	131	131	131	131	133	133	133	1,182	1,581
36	Strategic Depreciation	Actual/F'cast	158	158	182	30	132	132	324	160	160	164	164	1,436	1,929
37	Accelerated Depreciation	Actual/F'cast												0	0
38	Impairments	Actual/F'cast			228		(228)							0	0
39	Other (Specify in Narrative)	Actual/F'cast												0	0
40	Total		256	256	508	263	263	35	455	291	291	297	297	2,618	3,510
41	AME														
41	Donated Asset Depreciation	Actual/F'cast												0	0
42	Impairments	Actual/F'cast					522	321						843	843
43	Other (Specify in Narrative)	Actual/F'cast												0	0
44	Total		0	0	0	0	0	522	321	0	0	0	0	843	843

D. Accountancy Gains

		1	2	3	4	5	6	7	8	9	10	11	12	Total YTD	Forecast year-end position
		Apr £'000	May £'000	Jun £'000	Jul £'000	Aug £'000	Sep £'000	Oct £'000	Nov £'000	Dec £'000	Jan £'000	Feb £'000	Mar £'000		
45	Accountancy Gains	Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0

E. Committed Reserves & Contingencies

		1	2	3	4	5	6	7	8	9	10	11	12	Total YTD	Forecast year-end position
		Apr £'000	May £'000	Jun £'000	Jul £'000	Aug £'000	Sep £'000	Oct £'000	Nov £'000	Dec £'000	Jan £'000	Feb £'000	Mar £'000		
46	List of all Committed Reserves & Contingencies inc above in Section A. Please specify Row number in description.														
46	Forecast Only													0	0
47	Forecast Only													0	0
48	Forecast Only													0	0
49	Forecast Only													0	0
50	Forecast Only													0	0
51	Forecast Only													0	0
52	Forecast Only													0	0
53	Forecast Only													0	0
54	Forecast Only													0	0
55	Forecast Only													0	0
56	Forecast Only													0	0
57	Forecast Only													0	0
58	Forecast Only													0	0
59	Forecast Only													0	0
60	Forecast Only													0	0
61	Forecast Only													0	0
62	Forecast Only													0	0
63	Forecast Only													0	0
64	Forecast Only													0	0
65	Forecast Only													0	0
66	Forecast Only													0	0
67	Forecast Only													0	0
68	Forecast Only													0	0
69	Forecast Only													0	0
70	Forecast Only													0	0
71	Forecast Only													0	0
72	Forecast Only													0	0
73	Forecast Only													0	0
74	Total		0	0	0	0	0	0	0	0	0	0	0	0	0
	Phasing	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	

Table C - Identified Expenditure Savings Schemes (Excludes Income Generation & Accountancy Gains)

Period : Dec 21

This Table is currently showing 0 errors

			1	2	3	4	5	6	7	8	9	10	11	12	Total YTD	Full-year forecast	YTD as %age of FY	Assessment		Full In-Year forecast		Full-Year Effect of Recurring Savings
			Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar			YTD variance as %age of YTD	Green	Amber	non recurring	recurring	
			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000				£'000	£'000	£'000	£'000	£'000
1	CHC and Funded Nursing Care	Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
2		Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0	0
3		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
4	Commissioned Services	Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
5		Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0	0
6		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
7	Medicines Management (Primary & Secondary Care)	Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
8		Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0	0
9		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
10	Non Pay	Budget/Plan	26	26	26	26	27	27	28	28	28	29	29	27	242	327		327	0			
11		Actual/F'cast	93	(56)	47	26	(42)	131	(52)	(43)	32	64	64	62	136	327	41.59%	327	0	0	0	327
12		Variance	67	(82)	21	0	(69)	104	(80)	(71)	4	35	35	35	(106)	0	(43.80%)	0	0			
13	Pay	Budget/Plan	122	122	122	122	124	124	124	125	126	123	124	126	1,111	1,484		1,484	0			
14		Actual/F'cast	461	399	460	500	433	352	541	234	211	253	254	256	3,591	4,354	82.48%	4,354	0	2,870	1,484	1,484
15		Variance	339	277	338	378	309	228	417	109	85	130	130	130	2,480	2,870	223.22%	2,870	0			
16	Primary Care	Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
17		Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0	0
18		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
19	Total	Budget/Plan	148	148	148	148	151	151	152	153	154	152	153	153	1,353	1,811		1,811	0			
20		Actual/F'cast	554	343	507	526	391	483	489	191	243	317	318	318	3,727	4,681	79.62%	4,681	0	2,870	1,811	1,811
21		Variance	406	195	359	378	240	332	337	38	89	165	165	165	2,374	2,870	175.46%	2,870	0			
22	Variance in month		274.32%	131.76%	242.57%	255.41%	158.94%	219.87%	221.71%	24.84%	57.79%	108.77%	108.06%	108.06%	175.46%							
23	In month achievement against																					
23	FY forecast		11.84%	7.33%	10.83%	11.24%	8.35%	10.32%	10.45%	4.08%	5.19%	6.78%	6.80%	6.80%								

Table C1- Savings Schemes Pay Analysis

			Month	1	2	3	4	5	6	7	8	9	10	11	12	Total YTD	Full-year forecast	YTD as %age of FY	Assessment		Full In-Year forecast		Full-Year Effect of Recurring Savings
				Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar			YTD variance as %age of YTD Budget/Plan	Green £'000	Amber £'000	non recurring £'000	recurring £'000	
£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000						£'000		
1	Changes in Staffing Establishment	Budget/Plan	114	114	114	114	116	116	116	117	117	114	115	117	1,038	1,384			1,384	0			
2		Actual/F'cast	453	391	452	492	425	344	533	226	202	244	245	247	3,518	4,254	82.70%	4,254	0	2,870	1,384	1,384	
3		Variance	339	277	338	378	309	228	417	109	85	130	130	130	2,480	2,870	238.92%	2,870	0				
4	Variable Pay	Budget/Plan	8	8	8	8	8	8	8	8	9	9	9	9	73	100			100	0			
5		Actual/F'cast	8	8	8	8	8	8	8	8	9	9	9	9	73	100	73.00%	100	0	0	100	100	
6		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0	0				
7	Locum	Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0			0	0			
8		Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0	
9		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
10	Agency / Locum paid at a premium	Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0			0	0			
11		Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0	
12		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
13	Changes in Bank Staff	Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0			0	0			
14		Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0	
15		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
16	Other (Please Specify)	Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0			0	0			
17		Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0	
18		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
19	Total	Budget/Plan	122	122	122	122	124	124	124	125	126	123	124	126	1,111	1,484			1,484	0			
20		Actual/F'cast	461	399	460	500	433	352	541	234	211	253	254	256	3,591	4,354	82.48%	4,354	0	2,870	1,484	1,484	
21		Variance	339	277	338	378	309	228	417	109	85	130	130	130	2,480	2,870	223.22%	2,870	0				

Table C2- Savings Schemes Agency/Locum Paid at a Premium Analysis

			Month												Total YTD	Full-year forecast	YTD as %age of FY YTD variance as %age of YTD Budget/Plan	Assessment		Full In-Year forecast		Full-Year Effect of Recurring Savings £'000
			1	2	3	4	5	6	7	8	9	10	11	12				Green £'000	Amber £'000	non recurring £'000	recurring £'000	
			Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar								
			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000								
1	Reduced usage of	Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2	Agency/Locums paid at a premium	Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
3		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
4	Non Medical 'off contract' to 'on contract'	Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
5		Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
6		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
7	Medical - Impact of	Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
8	Agency pay rate caps	Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
9		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
10		Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
11	Other (Please Specify)	Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
12		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
13		Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
14	Total	Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
15		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	

Table C3 - Tracker
This Table is currently showing 0 errors

	£'000	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total YTD	Full-year forecast	Non Recurring	Recurring	FYE Adjustment	Full-year Effect
Savings (Cash Releasing & Cost Avoidance)	Month 1 - Plan	148	148	148	148	151	151	152	153	154	152	153	153	1,353	1,811	0	1,811	0	1,811
	Month 1 - Actual/Forecast	148	148	148	148	151	151	152	153	154	152	153	153	1,353	1,811	0	1,811	0	1,811
	Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	In Year - Plan	406	0	0	0	0	0	0	0	0	0	0	0	406	406	406	0	0	0
	In Year - Actual/Forecast	406	195	359	378	240	332	337	38	89	165	165	165	2,374	2,870	2,870	0	0	0
	Variance	0	195	359	378	240	332	337	38	89	165	165	165	1,968	2,464	2,464	0	0	0
	Total Plan	554	148	148	148	151	151	152	153	154	152	153	153	1,759	2,217	406	1,811	0	1,811
	Total Actual/Forecast	554	343	507	526	391	483	489	191	243	317	318	318	3,727	4,681	2,870	1,811	0	1,811
	Total Variance	0	195	359	378	240	332	337	38	89	165	165	165	1,968	2,464	2,464	0	0	0
Net Income Generation	Month 1 - Plan	78	78	79	79	79	79	79	79	80	83	84	84	710	961	0	961	0	961
	Month 1 - Actual/Forecast	78	78	79	79	79	79	79	79	80	83	84	84	710	961	0	961	0	961
	Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	In Year - Plan	129	0	0	0	0	0	0	0	0	0	0	0	129	129	129	0	0	0
	In Year - Actual/Forecast	129	123	228	149	28	20	194	119	(2)	0	72	70	988	1,130	1,130	0	0	0
	Variance	0	123	228	149	28	20	194	119	(2)	0	72	70	859	1,001	1,001	0	0	0
	Total Plan	207	78	79	79	79	79	79	79	80	83	84	84	839	1,090	129	961	0	961
	Total Actual/Forecast	207	201	307	228	107	99	273	198	78	83	156	154	1,698	2,091	1,130	961	0	961
	Total Variance	0	123	228	149	28	20	194	119	(2)	0	72	70	859	1,001	1,001	0	0	0
Accountancy Gains	In Year - Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	In Year - Actual/Forecast	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	Month 1 - Plan	226	226	227	227	230	230	231	232	234	235	237	237	2,063	2,772	0	2,772	0	2,772
	Month 1 - Actual/Forecast	226	226	227	227	230	230	231	232	234	235	237	237	2,063	2,772	0	2,772	0	2,772
	Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	In Year - Plan	535	0	0	0	0	0	0	0	0	0	0	0	535	535	535	0	0	0
	In Year - Actual/Forecast	535	318	587	527	268	352	531	157	87	165	237	235	3,362	4,000	4,000	0	0	0
	Variance	0	318	587	527	268	352	531	157	87	165	237	235	2,827	3,465	3,465	0	0	0
	Total Plan	761	226	227	227	230	230	231	232	234	235	237	237	2,598	3,307	535	2,772	0	2,772
	Total Actual/Forecast	761	544	814	754	498	582	762	389	321	400	474	472	5,425	6,772	4,000	2,772	0	2,772
	Total Variance	0	318	587	527	268	352	531	157	87	165	237	235	2,827	3,465	3,465	0	0	0