

Shared Services Partnership Committee Part A

Thu 21 March 2024, 10:00 - 12:00

Teams

Agenda

10:00 - 10:10
10 min

1. Agenda

1.1. Welcome and Introduction

Tracy Myhill, Chair, NHS Wales Shared Services Partnership Committee

1.2. Apologies for Absence

Tracy Myhill, Chair, NHS Wales Shared Services Partnership Committee

1.3. Declarations of Interest

Tracy Myhill, Chair, NHS Wales Shared Services Partnership Committee

1.4. Draft Minutes Part A of Meeting held on 18th January 2024

Tracy Myhill, Chair, NHS Wales Shared Services Partnership Committee

 1.4 NWSSP Partnership Cttee Minutes Part A Jan 2024 .pdf (7 pages)

1.5. Action Log

Peter Stephenson, Head of Finance & Corporate Services

 1.5 Action Log March 2024.pdf (2 pages)

10:10 - 10:30
20 min

2. Chair/Managing Director's Reports

2.1. Chair's Report - Verbal

Tracy Myhill, Chair, NHS Wales Shared Services Partnership Committee

2.2. Managing Director's Report

Neil Frow, Managing Director

 2.2 SSPP Managing Director Update Mar 24.pdf (6 pages)

10:30 - 11:15
45 min

3. Items for Approval/Endorsement

3.1. NWSSP Decarbonisation Action Plan

Stuart Douglas, Director, Specialist Estate Services

 3.1 SSPP DAP Paper March 2024 CP.pdf (3 pages)

 3.1 NWSSP Decarbonisation Action Plan 24_26 FINAL.pdf (33 pages)

3.2. Revision of Standing Orders and Scheme of Delegation

Peter Stephenson, Head of Finance & Business Development

 3.2 Revised Standing Orders CP .pdf (5 pages)

11:15 - 11:35

20 min

4. Items for Noting

4.1. NWSSP Proposal Influenza Vaccine Programme

Jonathan Irvine, Director of Procurement Services

 4.1 Flu Vaccination Proposal CP .pdf (3 pages)

 4.1 NWSSP Flu Vaccination proposal - Final V.pdf (12 pages)

4.2. Staff Benefit Scheme Update

Andrew Butler, Director of Finance & Corporate Services

 4.2 SSPC Staff Benefit Scheme Update.pdf (6 pages)

11:35 - 11:55

20 min

5. Governance, Performance and Assurance

5.1. Finance Report

Andrew Butler, Director of Finance & Corporate Services

 5.1 SSPC Finance Report March 2024.pdf (8 pages)

5.2. People & Organisational Development Update

Gareth Hardacre, Director of People & OD

 5.2 SSPC People and OD Report February 2024.pdf (8 pages)

5.3. Performance Update Report

Alison Ramsey, Director of Performance, Planning & Informatics

 5.3 SSPC Performance Report CP 21-03-2024.pdf (2 pages)

 5.3 SSPC Performance Report March 24 (2).pdf (12 pages)

5.4. Project Management Office and Service Improvement Update Report


Alison Ramsey, Director of Performance, Planning & Informatics

 5.4 PMO Bi Monthly Report with SI SSPC 03.24.pdf (31 pages)

5.5. NWSSP Corporate Risk Update – March 2024

Peter Stephenson, Head of Finance & Business Development

 5.5 Corporate Risk Register Mar 2024 CP .pdf (4 pages)

 5.5 Appendix A Corporate Risk Register.pdf (3 pages)



11:55 - 12:00

5 min

6. Items for Information


6.1. Finance Monitoring Returns (Month 10 & 11)

Andrew Butler, Director of Finance & Corporate Services

-  6.1 A - Monitoring Return Commentary Month 10 NWSSP 2023-24.pdf (9 pages)
-  6.1 B - Monitoring Return Commentary Month 11 NWSSP 2023-24.pdf (7 pages)

6.2. PPE Report

Andrew Butler, Director of Finance & Corporate Services


-  6.2 NWSSP_PPE_Dashboard_v 22-01-24 Summary.pdf (1 pages)

6.3. Integrated Medium-Term Plan - (Will be circulated separately)

Alison Ramsey, Director Planning, Performance & Informatics

6.4. NWSSP Audit Committee Assurance Report – January 2024

Peter Stephenson, Head of Finance & Corporate Services

-  6.4 SSPC Audit Committee Assurance Report 23012024.pdf (5 pages)

12:00 - 12:00 7. Any Other Business

0 min

12:00 - 12:00 8. Date and Time of Next Meeting - 16 May 2024 10am - 12pm

0 min

NHS WALES SHARED SERVICES PARTNERSHIP COMMITTEE

MINUTES OF MEETING HELD THURSDAY 18th January 2024

10:00 – 11.30

Meeting held on TEAMS.

Part A - Public

ATTENDANCE		DESIGNATION	ORGANISATION
MEMBERS:			
Tracy Myhill	(TM)	Chair	NWSSP
Neil Frow	(NF)	Managing Director	NWSSP
Huw Thomas	(HT)	Director of Finance	HDUHB
Claire Osmundsen-Little	(COL)	Director of Finance	DHCW
Glyn Jones	(GJ)	Director of Finance, Planning & Performance	HEIW
Debbie Eyitayo	(DE)	Director of Workforce & OD	SBUHB
Russell Caldicott	(RC)	Interim Director of Finance	BCUHB
Sarah Simmonds	(SS)	Director of Workforce	ABUHB
Hywel Daniel	(HD)	Executive Director for People	CTMUHB
Tanya Bull	(TB)	Trade Union Representative	UNISON
Matt Denham-Jones	(MDJ)	Deputy Director of Finance	Welsh Government
Joanne Williams	(JW)	Head of Capital Development	WAST
OTHER ATTENDEES:			
Alison Ramsey	(AR)	Director, Performance, Planning, and Information	NWSSP
Andrew Butler	(AB)	Director, Finance & Corporate Services	NWSSP
Gareth Hardacre		Director of People and Organisational Development	NWSSP
Ruth Alcolado	(RA)	Medical Director	NWSSP
Linsay Payne	(LP)	Deputy Director, Finance & Corporate Services	NWSSP
Peter Stephenson	(PS)	Head of Finance & Business Development	NWSSP
James Quance	(JQ)	Corporate Services	NWSSP
Anamaria Carvajal-Illanes	(ACI)	Corporate Support Officer - Minutes	NWSSP
PRESENTERS			
Colin Powell	(CP)	Service Director - TraMs	NWSSP

Item		Action
1.1	Welcome and Opening Remarks The Chair welcomed members to the January 2024 Shared Services Partnership Committee meeting.	
1.2	Apologies Received From: <ul style="list-style-type: none"> - Catherine Philips - Executive Director of Finance, C&VUHB; - Pete Hopgood - Director of Finance, PTHB; - Steve Ham - Chief Executive, Velindre University NHS Trust; - Chris Turley – Director of Finance, WAST (represented by Joanne Williams); and - Paul Veysey – Board Secretary, PHW. 	
1.3	Declarations of Interest There were no Declarations of Interest.	
1.4	Minutes of Previous Meeting The Minutes of the November meeting of the Committee were reviewed. TM asked for an amendment to the minutes at 4.4 relating to the Speaking up Safely agenda item. TM would like the actions concerning the expectations of the role of the Chair, and the overall governance arrangements, to be further investigated and clarified and specifically recorded on the Action Log for GH to report back at the March Committee. The remaining minutes were accepted as a true and accurate record of the meeting. Minutes and Action Log to be updated.	PS
1.5	Action Log The one action on the log, relating to the Llais Service Level Agreement, remains outstanding. The document is currently with Welsh Government for approval and MDJ agreed to check the latest position with his colleagues. The Committee NOTED the Update.	
2.	Chair/Managing Directors Update	
2.1	Chair's Report TM gave a verbal update on recent activities including: <ul style="list-style-type: none"> - The meeting with Ministers and Chairs in December included some very positive and unsolicited feedback from Judith Paget on NWSSP's contribution to meeting the current challenges faced by NHS Wales; - The Chair's meeting earlier in the month which was very informative; and - Attending the Velindre University Trust Board meeting at the end of November with the Managing Director to update on the IMTP, the current 	

	<p>situation and challenges. There will be a Trust Board Development Session during 2024 which both the Chair and Managing Director will also attend.</p> <p>The Committee NOTED the Update.</p>	
2.2	<p>Managing Director Update</p> <p>NF presented his update report. The main highlights were:</p> <ul style="list-style-type: none"> - The recent JET meeting with Welsh Government colleagues covering performance, governance, quality, finance, and workforce planning was very positive with Welsh Government acknowledging the significant role that NWSSP plays within NHS Wales; - The significant involvement in the response to the industrial action taken in the week of the 15th January and particularly the impact on the NWSPP Payroll Division with the need to amend the pay of those on strike; - An incident was noted immediately prior to Christmas that led to a slight delay in a number of staff receiving their pay. Although NWSSP received the calls relating to this issue, the delay was caused by the Health Board's external flexible pay arrangements provider. This incident has led to an acknowledgement of the need to revisit the respective responsibilities for this arrangement and Workforce Directors are meeting to discuss this; - The TUPE process for the Cwm Taf and Hywel Dda laundry staff is underway. In particular we are supporting Hywel Dda UHB in the meetings with the staff affected by the planned closure of their laundry and the associated creation of a laundry hub; and - Advanced negotiations with the landlord are on-going for the fit-out of the building on the Nantgarw estate that will be used to house staff moving from both Companies House and our current HQ in Nantgarw. The expected date for us to move into this accommodation will be in the latter part of 2024. <p>The issue with the flexible pay provider generated debate. Staff were still paid on the day that they expected to be paid so no bank charges were accrued, and the communication to those staff affected by the issue was considered to be good. It was however felt that a longer-term aspiration for NWSSP would be to be able to provide this facility in-house, rather than a commercial supplier providing this service.</p> <p>The Committee NOTED the Report.</p>	
3.	Items for Approval/Endorsement	
3.1	<p>IMTP</p> <p>AR presented the draft IMTP for approval. The Ministerial Priorities for 2024-25 were targeted primarily at clinical services delivered by Health Boards. However, the Framework required NWSSP to demonstrate how we align our plan to support Health Boards to deliver their services. The financial allocation letter for 2024-2027 was published by the Welsh Government in late December and our financial plan has been revised to reflect this.</p>	

	<p>The draft IMTP was endorsed by SLG in December and has been developed in collaboration with all our divisions who have written underpinning divisional plans for the next three years. In line with the direction from the Minister for Health and Social Care, we recognise the need to focus on a smaller number of priorities for 2024-25 which are as follows:</p> <ul style="list-style-type: none"> • Doing the basics well; • Financial sustainability; • Duty of Quality; and • Staff Wellbeing. <p>The achievement of the financial plan for 2024-27 will be challenging and there are several significant financial risks to be managed to achieve this aim. Identified pressures and priorities of £9.157m for 2024-25 will be met from additional income generation, cash releasing savings, efficiency savings and Welsh Government income. Income streams will be in excess of £681m for 2024-25 rising to £692m by 2026-27. The financial plan was balanced and there was no provision for a cash distribution although as in the previous 13 years any surplus would be distributed.</p> <p>AB noted that NWSSP did not receive the 3.67% core uplift provided to other NHS organisations (Health Boards & DHCW) in the main HSSG allocation process, which has limited the ability to deliver certain service developments and initiatives that would benefit NHS Wales. The Committee acknowledged that there was a need to provide an uplift of 3.67% to fund the services provided by NWSSP under an SLA as per the WG Director of Finance discussions with DoFS.</p> <p>The Welsh Risk Pool claims settlements of £139.913m in 2024-25 will require a risk share contribution of £30.478m from Health Boards and Trusts. Capital investment of £125m is required for the five-year period to 2028-29. Major capital investments are included for the Radiopharmacy and Pharmacy Technical Services projects and vehicle replacements.</p> <p>The plan was well received by Committee members who emphasised the need for a co-ordinated approach to ensure that all NHS Wales organisations were working to support each other in the light of the financial challenges that all organisations currently face. It was noted that following the Committee approval the Plan would also be reviewed at two Welsh Government touch point meetings scheduled for February.</p> <p>The Committee NOTED the IMTP update and draft plan and following discussion APPROVED the IMTP for submission to Welsh Government subject to any further significant changes being brought back for review.</p>	
<p>3.2</p>	<p>Mamhilad Lease Renewal</p> <p>AB presented a paper regarding the lease for part of the Mamhilad House building. This is occupied by the Counter Fraud Services Wales team who have specific needs due to the confidential nature of their work and the requirement to interview people suspected of fraud. These requirements have been incorporated into their current accommodation for which the lease has now expired. The paper requests the Committee to approve a further 10-year</p>	

	<p>lease with a break clause after five years. The costs of the new lease have increased from the existing lease but are consistent with rents being charged elsewhere on the site. The lease renewal will also need to be approved at the Trust Board meeting later in the month,</p> <p>The Committee APPROVED the renewal of the lease.</p>	
3.3	<p>All Wales – Overpayments Procedure</p> <p>LP presented the procedure the Committee for approval. Over recent years the number and value of overpayments has risen substantially and operating with 13 separate overpayment policies across NHS Wales hinders attempts to comprehensively address this issue, which has been a regular finding in internal audit reports. Despite a number of attempts to introduce a once-for-Wales approach, this has not been achieved, and so the Directors of Finance tasked the Deputy Directors of Finance to establish a Task and Finish Group to take this forward. The Group included representation from Payroll, Counter Fraud, Internal Audit and Finance. The group had consulted widely and taken on board an extensive range of comments and produced a number of iterations and were currently on version 10 of the procedure. Presentations had been made to the All-Wales Deputy Directors of Finance forum and the All Wales Directors of Workforce forum.</p> <p>Members acknowledged the significant amount of work that had gone into producing the draft procedure and welcomed the progress made in producing an All-Wales procedure. It was however noted that the procedure focused on recovery of overpayments, and that it was even more important to try and stop the overpayments from happening in the first place. While it was accepted that the prime cause of overpayments was late submission of the relevant forms by Health Board and Trust managers, it was also considered that the current format of termination forms do not make completing them an easy task, particularly for those who have to complete them infrequently. Work is on-going to address this, particularly through the increased use of Manager Self-Serve.</p> <p>Some members were concerned over the role of the Counter Fraud Service in the recovery of overpayments. However it was emphasised that the involvement of Counter Fraud would be limited to large overpayments that have been outstanding for a number of months and for which there has been no attempt by the employee to contact Payroll to highlight the overpayment.</p> <p>Some concerns were also raised over the wording of the letters sent to staff who have received an overpayment. These can be viewed as occasionally threatening and unsympathetic. However the point was made that the letters are sent by the individual organisations, and this reinforces the need to have a consistent approach across all NHS Wales organisations.</p> <p>A number of further constructive comments were made which would be incorporated in the final version of the procedure. Although this is a procedure rather than a policy, it was thought helpful for the document to be reviewed at the Business Committee of the National Partnership Forum.</p> <p>The Committee NOTED the content of the report and REQUESTED a number</p>	

	of amendments to the proposed procedure which should be brought back to the March Committee meeting for approval. Members SUPPORTED the request from Tanya Bull that the procedure should be reviewed by the National Partnership Forum Business Committee.	LP
4.	Governance, Performance & Assurance	
4.1	<p>Finance Report</p> <p>LP presented the report.</p> <p>NWSSP is on track to meet the main financial KPIs and is reporting a break-even outturn position for 2023/24. The additional savings submission to Welsh Government in August identified a £1.6m distribution this financial year. This will be allocated to NHS Wales organisations and Welsh Government based on the original contribution shares into NWSSP in line with previous financial year distributions. We are however currently reviewing our 2023/24 forecast and are likely to be able to increase the £1.6m distribution further.</p> <p>Our 2023/24 Welsh Risk Pool forecast was £135.929m which requires £26.494m to be funded under the Risk Share Agreement. There remain a number of relatively high value cases that are due for settlement in Quarter 4 2023/24 and Quarter 1 2024/25. Due to the uncertainty in timings inherent in the claims process, these may settle in 2023/24 or fall into next financial year. Due to this uncertainty, we are forecasting that the WRP will have an outturn of between £132m and £136m.</p> <p>The Committee NOTED the Report.</p>	
4.2	<p>People & OD Report</p> <p>GH presented the report. Sickness absence rates have reduced further to 2.89% (against a target of 3.3%) for the 12 months to 31 December 2023. Statutory and Mandatory training compliance is above 96% although this figure excludes the Single Lead Employer staff. PADR compliance is below target but improving. NF added that the planned move from Companies House and the Nantgarw HQ into a single building provides the opportunity to consider requests for Voluntary Early Release Scheme (VERS) applications.</p> <p>The Committee NOTED the Report.</p>	
4.3	<p>Performance Report</p> <p>AR presented the report. The report covered the period to 30th November. Of the 42 KPIs reported 37 were on target. The targets that were off track covered recruitment services (2) and audit and assurance (3). The time-to-hire target in Recruitment is improving but the process of cleansing old records is still adversely affecting performance. Audit and assurance targets have been affected by staff capacity but there have been some recent successful recruitment campaigns that should help to improve performance. One of the targets for audit also relates to the speed of management in providing responses to draft reports which is outside of NWSSP's control.</p>	

	The Committee NOTED the Report.	
4.4	<p>PMO Highlight Report</p> <p>AR presented the report. All projects are on track with the exception of the TRAMs programme and the Primary Care Workforce Intelligence System. The TRAMs programme has been hit by the lack of available capital funding, but good progress is now being made with the Radiopharmacy Unit. The Primary Care system has been impacted by a six-week delay in receiving key information from the supplier.</p> <p>The Service Improvement Team has been doing some very positive work with Accounts Payable and Procurement to review processes for potential improvements, and there has been a separate project on the use of overtime, agency, and bank staff as part of the work of the Value and Sustainability Group.</p> <p>The Committee NOTED the Report.</p>	
4.5	<p>Corporate Risk Register</p> <p>PS presented the report. The number of red-rated risks has reduced from seven to five covering industrial action, financial climate, TRAMs programme, Brecon House, and the COVID-19 Public Inquiry.</p> <p>The Committee NOTED the Report.</p>	
5.	Items for Information	
5.1	Finance Monitoring Returns (Months 8 & 9)	
6.	<p>Any Other Business</p> <p>N/a</p>	
7.	Part B Items	
7.1	<p>Two items were discussed in Part B of the meeting due to their commercial sensitivity. These were:</p> <ul style="list-style-type: none"> • The renewal of the contract for the commercial storage of medical consumables where the proposed renewal represents a saving on the current contract as less storage space is required; and • The proposal for the design and build of a Clean Room as part of the Radiopharmacy Service. Funding for this development has been approved, but the work will be undertaken in phases with each phase being dependent on the satisfactory conclusion of the previous stage. <p>Both items were APPROVED by the Committee.</p>	

DATE OF NEXT MEETING:
Thursday, 21st March 2024 10.00 AM to 12.00
Via Teams

Item 1.5

ACTION LOG

SHARED SERVICES PARTNERSHIP COMMITTEE

UPDATE FOR 21 MARCH 2024 MEETING

List No	Minute Ref	Date	AGREED ACTION	LEAD	TIMESCALE	STATUS MARCH 2024
1.	2023/05/2	May 2023	Llais Service Level Agreement The final version of the Service Level Agreement to be brought back to the Committee for final approval.	PS	September 2023 Updated December 2023	In Progress The WRPC at its meeting on 13 th March approved the provision of services to Llais being added to the derogation list as an income generating activity that would be covered by WRP indemnity. The SLA is now in a position to be formally confirmed and signed and will be brought back to the Partnership Committee in May for final approval.
2.	2024/01/01	January 2024	Speaking Up Safely The Chair requested clarity on the role and expectations of the Chair, and the overall governance arrangements, with regards to Speaking Up Safely.	GH	March 2024	Complete Information provided on 15 March on current position. Further updates to be provided to Committee later in year.
3.	2024/01/02	January	All-Wales Overpayments Procedure	LP	March 2024	In Progress

List No	Minute Ref	Date	AGREED ACTION	LEAD	TIMESCALE	STATUS MARCH 2024
		2024	The procedure would be further updated to reflect the comments of Committee members and to bring it back for approval in March. It was also agreed that the procedure should be considered by the National Partnership Forum Business Committee.			Verbal update to be provided.
4.	2024/01/03	January 2024	Part B Minutes A short summary report would be produced on the Part B minutes for inclusion in the Part A agenda of the following meeting.	PS	March 2024	Complete The minutes of PART A provide an overview of the items discussed, and decisions taken, in Part B.

 GIG CYMRU NHS WALES	Partneriaeth Cydwasaethau Shared Services Partnership	AGENDA ITEM:2.2 21 March 2024
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<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 January.

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 January.

Finance

We reported a break-even Month 11 financial position with a year-to-date overachievement of non-recurring savings of £2.277m. Our 2023/24 distribution to NHS Wales is now finalised at £2m. In addition to this we anticipate being able to return £1m of funding to Welsh Government so that our total over achievement of savings for 2023/24 is £3m. The return of funding to Welsh Government is dependent upon the provision of the anticipated pay award funding this financial year.

We have received a significant capital sum recently due to slippage in capital projects elsewhere across NHS Wales. This has enabled us to bring forward a number of capital purchases that had been planned for the 2024/25 financial year.

IMTP

Following the approval of the IMTP by the Committee in January, the two keeping in touch meetings, with the Finance Delivery Unit and the Planning Director at Welsh Government, produced no significant issues and the plan, a copy of which has been provided for information, has now been formally submitted.

External Groups

I have been asked to be part of a ministerial taskforce on community assets (e.g. buildings) across NHS Wales and I am also representing NHS Wales on the ESR Transformation Programme which is part of the NHS England governance structure.

Radiopharmacy

Work to finalise the Business Justification Case for the Radiopharmacy service to be located in IP5 is progressing well with all necessary appointments to relevant contractors having been made. The detailed design work is currently underway and outline planning discussions have commenced with Newport City Council. We anticipate bringing the final Business Justification Case back to Partnership Committee for final approval, ahead of it being submitted to Welsh Government, in the next few months.

International Nurse Recruitment

The People & OD Team have recently supported a further visit to Kerala in India which included attendance by the Minister for Health and Social Care from Welsh Government, who signed a formal agreement with the Kerala Government to continue the current co-operation arrangements which provides for a further 250 qualified healthcare professionals to be recruited into NHS Wales.

Industrial Action

Our Single Lead Employer team continues to work with Health Boards and Trusts to support any necessary action in response to the further planned and notified industrial action.

Laundry Service

The closure of the Laundry in Carmarthen is well underway and is on track for the end of March, with the new hub coming into operation in April. All affected staff have been given the opportunity to continue to work in the service at the Swansea Laundry or working in a suitable alternative role within Hywel Dda UHB. Some staff have also opted to retire or to take VERS and we are working with Hywel Dda to support those individuals.

Medical Examiner Service

We are still waiting for final confirmation of the go-live date for the statutory phase of the service which is expected to be towards the end of April. We continue to work with organisations to introduce and improve systems to provide an efficient and effective quality service. Some challenges remain over 7-day working and access to records for scrutiny, and particularly over the weekend. Further discussion is on-going with GPC Wales to ensure that we can gain access to systems within GP Practices to scrutinise medical records.

Counter Fraud

A workshop was held on the 8th of March for all Local Counter Fraud Specialists in NHS Wales. This was facilitated by the Finance Academy and was held to enable the profession to play an active role in shaping the future direction of Counter Fraud Services across NHS Wales through the development of a Counter Fraud strategy for Wales. Further workshops to shape the strategy are due to be held in the coming months.

PPE Stock

Regular meetings continue with Welsh Government on required levels of pandemic stock and the report on the current levels of stock is included, as usual, in the board pack for your information.

Business Continuity

Members of the Senior Leadership Group and other senior staff attended a recent training workshop, hosted by DHCW, but which focused on responding to a number of critical incident scenarios within NWSSP. The session was very useful and further training is to be provided on specific aspects of dealing with critical and major incidents. The training was replicated with the full Senior Leadership Group and their deputies at the Informal Senior Leadership Group meeting on the 14th of March. Consideration is also being given to increasing the resource within NWSSP to oversee business continuity arrangements.

Health and Well-Being

NWSSP has received approval and accreditation to provide Mental Health First Aid training. Mental Health First Aiders play a crucial role within Shared Services, offering support to staff in need. As an accredited organisation, we can now offer mental health first aid training internally and issue a Safecert Level 3 accredited Award in First Aid for Mental Health in the Workplace. The main responsibility of a Mental Health First Aider is to serve as a contact point for employees facing mental health challenges or emotional distress.

Staff Awards

The Staff Awards event was held virtually on the evening of the 28th of February. This was the 8th time that the event had been held and the quality of submissions was very impressive. Staff who were successful in winning an award will receive these via a number of face-to-face regional events in the coming months.

Corporate Parenting

Following the presentation to the January NHS Wales Leadership Board, NWSSP has signed up to the Corporate Parenting Charter. This notes the importance of working with partners and stakeholders to improve outcomes for children and young people in care and acknowledges that NHS Wales has an important role to play in helping care leavers by providing access to health services, education, training, and employment opportunities.


Staffing Update

The recruitment process to replace the Director of Finance & Corporate Services has concluded and I am pleased to announce that Alison Ramsey, our current Director of Planning, Performance, and Informatics was successful in being appointed to this post. Alison will commence in post from the 1st of May.

Similarly, Nicola Phillips the current Deputy Director of Primary Care Services was successful in being appointed to the role of Director of Primary Care Services. Nicola will commence in post from the 1st of April.

We are also currently recruiting for a Deputy Medical Director.

**Neil Frow OBE,
Managing Director, NWSSP,
March 2024**

 GIG CYMRU NHS WALES	Partneriaeth Cydwasaethau Shared Services Partnership	AGENDA ITEM: 3.1 21 March 2024
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The report is not Exempt

Teitl yr Adroddiad/Title of Report

NWSSP Decarbonisation Action Plan

ARWEINYDD: LEAD:	Stuart Douglas, Director of Specialist Estates Service
AWDUR: AUTHOR:	Claire Powell, Assistant Head of PMO
SWYDDOG ADRODD: REPORTING OFFICER:	Stuart Douglas, Director of Specialist Estates Service
MANYLION CYSWLLT: CONTACT DETAILS:	<u>Stuart.Douglas@wales.nhs.uk</u>

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

The purpose of this report is to request that the Committee discusses and approves the NWSSP Decarbonisation Action Plan 2024-2026, and proposed communication actions.

Llywodraethu/Governance

Amcanion: Objectives:	Excellence – to develop an organisation that delivers a process excellence through a focus on continuous service improvement
Tystiolaeth: Supporting evidence:	NWSSP IMTP 2023-26

Ymgynghoriad/Consultation :

Senior Leadership Group

Adduned y Pwyllgor/Committee Resolution (insert ✓):

DERBYN/ APPROVE	✓	ARNODI/ ENDORSE		TRAFOD/ DISCUSS	✓	NODI/ NOTE	
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Argymhelliad/ Recommendation	The Shared Services Partnership Committee is asked to DISCUSS and APPROVE the NWSSP Decarbonisation Action Plan.					

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:	The financial consequences of the actions in the Decarbonisation Action Plan have been costed and form part of our IMTP submission to WG
Risg a Aswariant: Risk and Assurance:	This report provides assurance that NWSSP has an approach to deliver the initiatives within the NHS Wales Decarbonisation Strategic Delivery Plan.
Dyletswydd Ansawdd / Duty of Quality:	
Gweithlu: Workforce:	No direct impact.
Deddf Rhyddid Gwybodaeth/ Freedom of Information	Open.

1. BACKGROUND

The NHS Wales Decarbonisation Strategic Delivery Plan requires all NHS Wales Organisations to publish a Decarbonisation Action Plan (DAP) two-yearly, and to submit it to Welsh Government. The first NWSSP DAP was published in 2022.

An NWSSP DAP working group of delivery leads was established in November 2023 with the purpose of reviewing the 2022 NWSSP DAP and drafting the 2024-2026 NWSSP DAP.

The new DAP includes a review of actions delivered over the previous two years, the ambitions of NWSSP for the next two years, and a new action plan. The actions include those for both NWSSP as an organisation and facilitating and supporting activity for our customers and partners. Caution has been applied to ensure the actions planned are achievable within the current financial environment. Adaptation to climate change has also now been included.

The document was approved by the NWSSP Decarbonisation Programme Board on the 29 Jan-24. The plan needs to be shared with Welsh Government by the end of Mar-24, following SSPC approval.

2. RECOMMENDATION

The Committee is asked to approve the NWSSP DAP 2024-2026, and the proposed communication activities set out below.

Communication Activities

The following communication activities are proposed to promote the plan within NWSSP, once approved:

- Work closely with the existing Green Team network, and provide regular updates on delivery at their meetings
- Develop and launch a separate new Intranet Page
- All NWSSP staff email and NWSSP Intranet News item
- Publish a brief Infographic
- Develop a DAP digital information video
- Develop a Decarbonisation new staff induction digital information video
- Link up with NWSSP Climate Champions who have completed the HEIW Climate Champion training
- Hold an all- staff drop-in session, to engage staff, and hear their feedback on the further development and delivery of the activities

Attachment: Final Draft NWSSP Decarbonisation Action Plan 2024-2026.

NHS WALES SHARED SERVICES PARTNERSHIP

Decarbonisation Action Plan 2024-2026



GIG
CYMRU
NHS
WALES

Partneriaeth
Cydwasaethau
Shared Services
Partnership



Foreword

We are delighted to write the opening lines to our updated Decarbonisation Action Plan for 2024/25.

Since the Welsh Government declared a Climate Emergency in 2019, NWSSP has been at the forefront of planning and implementing the NHS Wales response.

We've certainly seen some significant changes across the full range of our services, encompassing our approach to ways of working, transport, procurement and the estate and this has been achieved within challenging financial constraints as we seek to make our resources meet ever increasing demand for our services.

Building on last year's plan, our updated version for the coming year sets out some ambitious objectives which will again impact across the full scope of our operations, and success will be heavily reliant on staff support at all levels.

As many of you will know we have looked carefully at opportunities to rationalise our estate, and subject to securing Welsh Government approval to our recently submitted business case, we could see a significant body of staff in South East Wales moving to a central location and generating savings in revenue and carbon use.

You will notice that we have introduced a section on Climate Change Adaptation. We are working with colleagues across NHS Wales and with partner agencies to develop plans which will ensure our services are able to continue safely when extreme climate conditions arise.

In closing, we would like to thank our staff for all their support in developing and delivering our updated decarbonisation action plan and to encourage everyone to continue to drive this forward during 2024!

Thank you.



Neil Frow,
Managing Director



Tracy Myhill,
Chair

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Appendix 1



Introduction

This document sets out an updated Decarbonisation Action Plan for NHS Wales Shared Services Partnership (NWSSP).

It demonstrates NWSSP's ongoing commitment to delivering a comprehensive programme of change from within the organisation and providing leadership and coordination of activity across NHS Wales where appropriate.

Background

The NHS Wales Decarbonisation Strategic Delivery Plan 2021-2030 (Strategic Plan) was published in March 2021 and provides a detailed road map for NHS Wales, built around 46 initiatives each of which has been assessed for the potential to help facilitate or directly reduce carbon emissions.

The Strategic Plan builds on the policy position developed within the Well-being of Future Generations (Wales) Act 2015, Environment (Wales) Act (2016), Prosperity for All: A Low Carbon Wales (2019) and Net Zero Wales (2021) and is in direct response and support of the Welsh Government's ambitions for the public sector in Wales to be net zero overall by 2030. The Strategic Plan has been structured into six main activity streams:



The Strategic Plan includes an indicative timeline to help NHS Wales manage its activities over the period, reflecting the following:



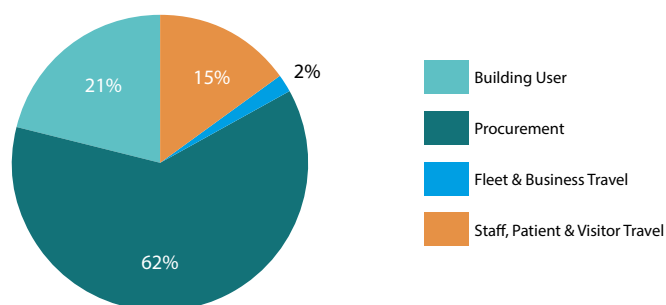
NWSSP's Decarbonisation Role

NWSSP has an essential role at both a national and local level in supporting the Strategic Plan. NWSSP recognises the key role it plays in both delivering on the decarbonisation of our own estate and activities, and in the role we play in providing technical, professional and transactional services to the wider NHS in Wales.

Our National Decarbonisation Role

Our contribution to support NHS Wales is best illustrated by the following graph, which shows that NWSSP is responsible for all NHS Wales procurement and has a substantial influence on areas such as transportation and the built environment.

NHS Wales Carbon Footprint by Category 2018/2019



Source: NHS Wales Decarbonisation Strategic Delivery Plan 2021-2030

Progress on this national enabling work is being monitored alongside all other initiatives in the Strategic Plan and reported through the Welsh Government's Health and Social Care Climate Emergency Programme Board. Some elements also fall within NWSSP Integrated Medium Term Plan (IMTP) progress reporting.

NWSSP leads for NHS Wales on 36 tasks in the Strategic Plan including all the procurement initiatives, many of the transport initiatives, and a number of initiatives distributed across the remaining work streams.

Specific examples of NWSSP led initiatives include the development of carbon management best practice guidance, the formation and integration into the design and build process of a net zero building standard, and developing an NHS-wide system to standardise fleet practices.

The national role includes the following:

NWSSP Specialist Estates Services

led the development and publication of the Strategic Plan and has an all-Wales lead role in Buildings, Transport Infrastructure, Estates Planning and Land Use, with additional responsibilities across other activity streams at both a National and Local level due to our significant direct influence on key aspects of the Strategic Plan.

The Decarbonisation Programme

Team was established in NWSSP as part of the Mobilisation activities within the Strategic Plan. The team's national role is to drive the focused implementation of all initiatives through its coordination reporting role. The team were established in early 2023 and are the formal interface between the Welsh Government Health and Social Care Climate Emergency Programme and NHS Wales. They provide leadership, oversight, coordination, monitoring, and reporting of the delivery of the Strategic Plan on an NHS Wales wide basis.

NWSSP Supply Chain, Logistics & Transport national role is to support the implementation and testing of several NHS Wales Transport initiatives including Electric Vehicle procuring and charging, Standardised system management, and capturing of data via the Estates and Facilities Property Management System. The role also includes piloting Pool Vehicles, and electric Heavy Good Vehicles in an Operational setting, Trailar Vehicle Solar system, and a Fleet IT System and reporting.

NWSSP chairs and facilitates **The All-Wales Transport Task and Finish Group**. The group has focused on all-Wales solutions for initiative 17 in the Strategic Plan, working with Health Organisations to develop the best practice approach for Electric Vehicle charging technology, procurement, and car park space planning. The group has published an all-Wales guidance document and will now focus on facilitating Health Organisations, developing their individual approach for Electric Vehicle charging infrastructure. The group will continue to work on additional initiatives to ensure a harmonised approach pan NHS Wales

NWSSP Procurement activity includes eight specific initiatives as set out in the Strategic Plan. Procurement is actively transitioning to a market-based approach for supply chain emission accounting. A template has been issued to circa 3000 suppliers to establish their carbon emissions, with a due diligence process in place to monitor supplier carbon emission calculations. Additional training for procurement staff is being provided across Wales to embed a framework for assessing the sustainability credentials of suppliers.

The Foundational Economy, Circular Economy and Social Value opportunities are also key areas for NWSSP, maximising value to the local supply chain, where possible, whilst maintaining high standards for goods and services. NWSSP continue to collaborate with stakeholders, procurement teams, and individual Health Organisations, to meet the decarbonisation targets as set out in the Strategic Plan and embed NHS Wales decarbonisation ambitions into procurement procedures across Wales.



Our Local Decarbonisation Role

We also have a wide ranging role within NWSSP to plan and deliver decarbonisation measures across each of the service divisions.

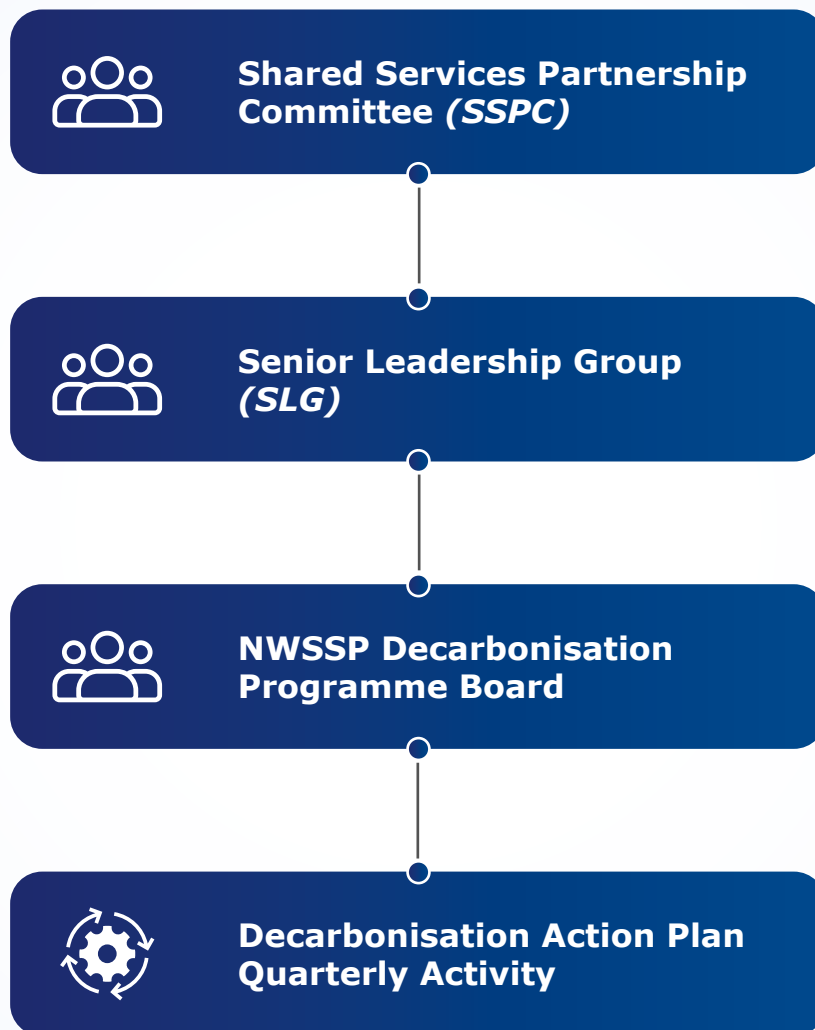
Our approach has been to develop plans which are compatible with the Strategic Plan and working within the following themes:

- Leadership / management
- Energy and buildings
- Laundry services
- Waste management
- Procurement, logistics and supply chain
- Transport and travel
- Clinical process
- Green infrastructure / biodiversity

Implementation across NWSSP is supported by our DCR team and subject matter experts within the related divisions.

NWSSP Decarbonisation Programme Governance

The Director of Specialist Estates Services is the nominated NWSSP lead for delivery against the Strategic Plan, chairing the quarterly NWSSP Decarbonisation Programme Board. The Shared Services Partnership Committee also receive quarterly updates on the national and local progress of NWSSP decarbonisation activities. Progress reporting is integrated into our IMTP monitoring process, and ISO 14001 accreditation.



NWSSP has in recent years expanded its services significantly, releasing Health Organisation partners to focus on frontline service delivery. Where services transfer from Health Organisations, or where services are brought in-house to release efficiencies, as part of any asset transfer, the associated carbon footprint needs to be factored into our baseline, along with appropriate plans for carbon reduction.

NWSSP Local Progression and Achievements to Date

NWSSP has already made some significant progress in implementing many of our own initiatives which contribute to the decarbonisation agenda. These are summarised below showing firstly our progress against our 2022/23 Workplan, and secondly an overview of some of our key achievements.

NWSSP Decarbonisation Action Plan / Work Plan Update December 2023

Our 2022/23 work plan contained actions and success measures linked to the Strategic Plan, which have been monitored and reported through our NWSSP Decarbonisation Programme Board. The table below draws together a wide and detailed catalogue of initiatives:

Please note the Status that refers to "Monitored and Reported to DCR", is the result of a review and alignment exercise completed in 2023, where NWSSP actions were aligned to the initiatives in the Strategic Plan and are now monitored and reported to the Decarbonisation Coordination and Reporting team to avoid duplication of reporting.

Status of Action

Complete	Requires Urgent Action	Requires Action Mitigate Risk	Requires no Action Carry on as plan
----------	------------------------	----------------------------------	--

Actions	Action Status
Leadership / Management	
Establish NWSSP carbon footprint (baseline for 2020/21). Required for both external reporting and internal progress monitoring.	Complete
Identify a Director level lead for NWSSP Decarbonisation workstream.	Complete
Embed principles of decarbonisation across directorates	Complete
Maintain ISO 14001 certification for non Laundry activity and embed decarbonisation SDP within it.	Complete
Link in to and embed with Green Team (ISO 14001) and the network of champions	Complete
Encourage staff engagement and awareness through communications and awards	Complete

Actions	Action Status
Energy / Buildings	
Digital strategy - NWSSP is moving away from on-site servers to cloud based systems which will reduce the need for energy intensive server facilities - Phase 1 Companies House.	Monitored and Reported to DCR
Provision and use of EV Chargers at NWSSP sites (25 currently installed). 6x double chargers to be added in 2022	Complete
Use of roof space for solar PV (Picketston and IP5). First stage to complete feasibility assessments	Complete
Where possible NWSSP sites to utilise NHS Wales REGO electricity purchase arrangement	Monitored and Reported to DCR
Upgrade of lighting to LED across estate has been completed (with exception of recently acquired sites).	Complete
Laundry Services	
Look at feasibility to include scope of NWSSP ISO 14001 certification to incorporate Laundry Services	Monitored and Reported to DCR
Initiatives programme for energy efficiency at existing laundry estate to include LED lighting, pipework insulation upgrades, upgrading pumps and motors to VSD, increased use of data loggers and monitoring	Complete
Greenvale Laundry installing solar PV array which will generate zero carbon electricity	Complete
New laundry facilities will be designed and built to BREEAM Excellent Standard and adhering to the NHS Wales Decarb SDP	All Wales Laundry Programme on hold due to Capital Funding
Laundry Services to participate in Electric HGV pilot scheme (link to Supply Chain & Logistics below) and look at feasibility to install Waste Heat Recovery into all laundries	Monitored and Reported to DCR
Waste Management	
Moving towards paperless office principles	Monitored and Reported to DCR
Investigate / select a project to target single use plastics	Monitored and Reported to DCR
Purchase sustainably sourced materials where practicable (office supplies especially)	Complete
Introduce food waste recycling at all facilities. Working with other orgs to provide services "Where Possible"	Complete

Actions	Action Status
Water	
Provide drinkable water on each site to discourage the purchase of bottled water - source and issue NWSSP refillable bottles as an awareness raising measure	Complete
Continue programme of maintenance and fixes for water facilities (taps, WCs etc.)	Complete
Procurement, Logistics and Supply Chain	
Improve data reporting to enable NWSSP and other HBs to better report footprint. Provide procurement data in a format meeting the WG Public Sector Reporting Guide	Complete
Continued replacement programme of diesel engine vehicles with low emission / battery electric vehicles. 22 new Electric Vehicles from April 2022	Complete
NWSSP to participate in a UK programme to trial battery electric HGVs. 20 months duration, 10x vehicles for 2-month duration proposed from 4 locations	Monitored and Reported to DCR
Introducing systems to improve the efficiency of fleet through tracking technology, scheduling software and driver training (EVs)	Complete
Trial application of solar PV panels to vehicle roofs to provide auxiliary back up power and reducing engine idling	Complete
Strengthen formal link to the Procurement Services SD Group as a means for sharing good practice and encouraging innovation	Complete
People and Workforce	
Develop a blended approach to training and awareness raising for staff. NWSSP to target Carbon Awareness initiative. Work with Health Boards and Cynnal Cymru to develop	Complete
Roll out of Carbon Awareness training by identifying and upskilling "Trainers"	Complete
Make Carbon Awareness training available to staff (through online & "real time delivery" options)	Complete
NWSSP is developing an Agile Working strategy which will consider the NWSSP estate and measures to support staff to work in an agile fashion.	Complete
Communications - provide staff with links to tools for calculating own impacts and footprints	Complete

Actions	Action Status
Transport and Travel	
Salary sacrifice car scheme now has 2000 across Wales - continue to promote and offer to NWSSP staff	Monitored and Reported to DCR
Manage and increase the provision of electric car chargers to staff and fleet	Complete
Continue to operate and promote Bike to work salary sacrifice scheme	Monitored and Reported to DCR
Continue to roll out the provision of facilities to encourage cycling to work for staff	Complete
E-Expenses provision of accurate and robust data on fleet and business travel to enable NWSSP and other organisations to accurately calculate the transport footprint	Complete
Reduction in business miles travelled through application of agile working (IT systems, home working etc)	Complete
Clinical Process	
Monitor the potential positive impact of TRAMS i.e. In-house modern service will be better and more efficient than the current arrangement.	Transferred to Divisional IMTP
Green Infrastructure / Biodiversity	
NWSSP needs to assess what green spaces and opportunities we have. Link to below action:	Complete
Provide outdoor facilities to enable staff to interact with green spaces (e.g. benches etc)	Complete



Key Achievements:

2024





Overview of NWSSP Key Achievements for “Moving up a gear” 2020 – 2022

Our achievements include the following:

NWSSP Supply Chain, Logistics & Transport

- Trial application of Solar Photovoltaic panels to vehicle roofs to provide auxiliary back up power and reducing engine idling. Three vehicles have been fitted with the Trailar Vehicle Solar system in December 2023 for piloting future viability.
- Implementation of vehicle tracking, and analysis of vehicle routine schedules has helped inform where we get optimal use and location of the Electric Vehicle fleet. Tracking has been fitted to all known NWSSP Supply Chain, Logistics & Transport fleet and reporting has been developed and tested. Electric Vehicle familiarisation for staff has been developed online.
- The rollout of electric vehicles, now totalling 32, has generated savings of tens of thousands of miles per annum being otherwise undertaken in a diesel vehicle; this accounts for between 4% and up to 18% of total journeys (dependent on area), with an estimated 141,000kg tCO₂e (Tonnes of carbon dioxide equivalent) saved in 22/23.
- NWSSP are participating in a UK wide pilot to test feasibility of moving to electric powered Heavy Goods Vehicles. A Pilot commenced in September 23 for distribution of Supply Chain, with Piloting electric Heavy Goods Vehicles in Laundry Services proposed from Jan/ Feb 2024. NWSSP are currently operating four vehicles with restricted utilisation due to vehicle issues and limited range.
- NWSSP chair the All -Wales Task & Finish Group to complete the Strategic Plan Initiative 17: Development of an Electric Vehicle Charge Point Best Practice Guidance Document for use by NHS Wales organisations. The Transport Task and Finish Group continues to work on other initiatives to ensure a harmonised approach across NHS Wales.

Procurement

- NWSSP Procurement have integrated sustainable procurement practices in-house and improved our data availability to assist in measuring our carbon footprint.
- We have improved data reporting to enable NWSSP and other Health Boards and Trusts to better report carbon footprints. The Sustainability Team has provided procurement data in a format that meets Welsh Government Public Sector Reporting Guide.
- The establishment of a Sustainability Team within NWSSP Procurement has strengthened formal links to the Procurement Services Sustainable Development Group as a means for sharing good practice and encouraging innovation.
- NWSSP Procurement Team have several projects across Health Boards and Trusts to investigate and target single use plastics.
- The Sustainable Procurement Group, chaired by the Sustainable Procurement Team meets virtually pan-Wales on a quarterly basis.
- NWSSP report annually to Welsh Government public sector carbon reporting and will continue to do so in line with the Welsh Government Public Sector Reporting Guide.



Estates

- Electric Vehicle Chargers have been installed at several NWSSP sites. There are 25 single and 6 double chargers currently in place.



- Newport IP5 Storage and Distribution Centre has been fully converted to LED lighting. This has generated an annual saving in carbon of 14 tCO₂e.
- 90% of all NWSSP owned Properties have been converted to LED lighting.
- Feasibility Studies have been completed for provision of Photo Voltaic Solar Panel installations at Newport IP5 Storage and Distribution Centre and Matrix House.
- Working closely with the NWSSP Procurement Team we commenced working on design and tendering of works to provide a Photo Voltaic Solar Panel array and Electric Vehicle charge infrastructure at our IP5 Storage and Distribution Centre. It is anticipated that the project will be delivered by May 2024, with projected power generation of between 63,000 and 310,000 Kilowatt Hours resulting in carbon reductions of between 12 and 58 tCO₂e.

Finance

- » E-Expenses have provided accurate and robust data on fleet and business travel to enable NWSSP and other organisations to accurately calculate the transport footprint.
- » NWSSP administer the Lease Car Salary Sacrifice scheme for most Health Boards and Trusts. The Shared Services Partnership Committee have reduced the tCO2e limit for available cars to the extent that all new cars ordered are either Electric or Hybrid. There are currently over 3400 cars in the fleet, across NHS Wales, of which 92.5% are Electric Vehicles or Hybrids (as of Quarter 2 23/24).
- » Work has been completed across Divisions to explore the feasibility of rationalising office accommodation serving South East Wales. This would see a sizeable reduction in floor area operated, and underpin a significant saving in staff travel, as they will work remotely from home for much of the time. A Business Case has been presented to Welsh Government and a decision is awaited.

People and Organisational Development

- » A blended training approach has been developed with Health Boards and Cynnal Cymru for decarbonisation awareness training for staff.
 - » E-Learning awareness training 'Achieving Net Zero' Level 1 has been created and is available to all staff on the Electronic Staff Records (ESR) platform.

» Two NWSSP staff members have successfully completed the Train the Trainer course and are now qualified to deliver face-to-face Level 2 training to a specific audience that require a higher level of training.

- » Agile surveys have been developed to gather information of the number of NWSSP staff working Agile, this is to support the achievement of the 30% Welsh Government Agile target.

NWSSP Green Team

- » Food waste recycling has been introduced at NWSSP facilities where more than 5kg is produced per week.
- » NWSSP sites provide facilities for refillable water vessels and continue to discourage the use and purchase of bottled water, in-line with Initiative 45 in the Strategic plan phasing out single use plastics.
- » NWSSP have provided outdoor facilities on NWSSP sites to enable staff to interact with green space.
- » There is a 'Green Team' within NWSSP comprising of representatives from each Division covering all the main sites which meets regularly. The role of this group is critical to sustaining wider staff engagement in delivery of this plan.
- » NWSSP has maintained ISO 14001:2015 certification for its commercial and distribution sites. A Feasibility study will be completed for inclusion of its newly acquired Laundry sites in 2024/25.



NWSSP Ambition for the future “Well on our Way” our new Action Plan

NWSSP has gained a substantial amount experience through delivering the previous action plan, however there is still a risk of not achieving NHS Wales targets. Our new action plan is both ambitious and deliverable and following a review in 2023 is now fully aligned to the Strategic Plan.

The new action plan integrates our all Wales duties and responsibilities as an NHS organisation that utilises building, plant and equipment, procures goods and services, employs staff, and manages systems and operating processes. By utilising the Strategic Plan, it will enable NWSSP to accurately monitor the impact of each activity against the Carbon savings outlined within the document.

Our new 2024-2026 Action plan (Appendix 1) demonstrates our commitment to maintaining momentum for the next 2 years, and will be reported quarterly to the Decarbonisation Programme Board, NWSSP Senior Leadership Group and Shared Service Partnership Committee. They will continue to scrutinise and challenge delivery, and where necessary positive amendments will be made to actions to facilitate innovation and changes to the delivery environment we must respond to.

Overview of our “Well on our Way” ambition

Depending on availability of funding, NWSSP will:

Corporate

- NWSSP will continue with the ongoing commitment to embed the principles of Decarbonisation across all Divisions, through Engagement and Education.

Specialist Estates Services

- Complete Feasibility studies for upgrade of energy and heat provision in buildings owned by NWSSP.
- Subject to Welsh Government approval of our recently submitted business case, reduce office space to reflect modernised ‘agile’ working arrangement, reducing carbon use for heating and lighting. If approved implementation is anticipated in Autumn 2024.
- NWSSP will review our Carbon footprint to better reflect the growth of the services provided since the last formal 2018 baseline was completed. We will also take this time to forecast potential increases in tCO₂e due to expanded services provided to NHS Wales.

Green Team

- To further develop the capabilities of the Data Analyst role to promote increased confidence in the accuracy of the environmental data, which can then be used to inform decision making.
- NWSSP will maintain the ISO 14001 NWSSP certification for all its owned commercial and distribution sites excluding Laundries (see below).
- Laundry Services will complete a gap analysis for feasibility of inclusion on the ISO 14001 NWSSP certification.

Supply Chain, Logistics & Transport

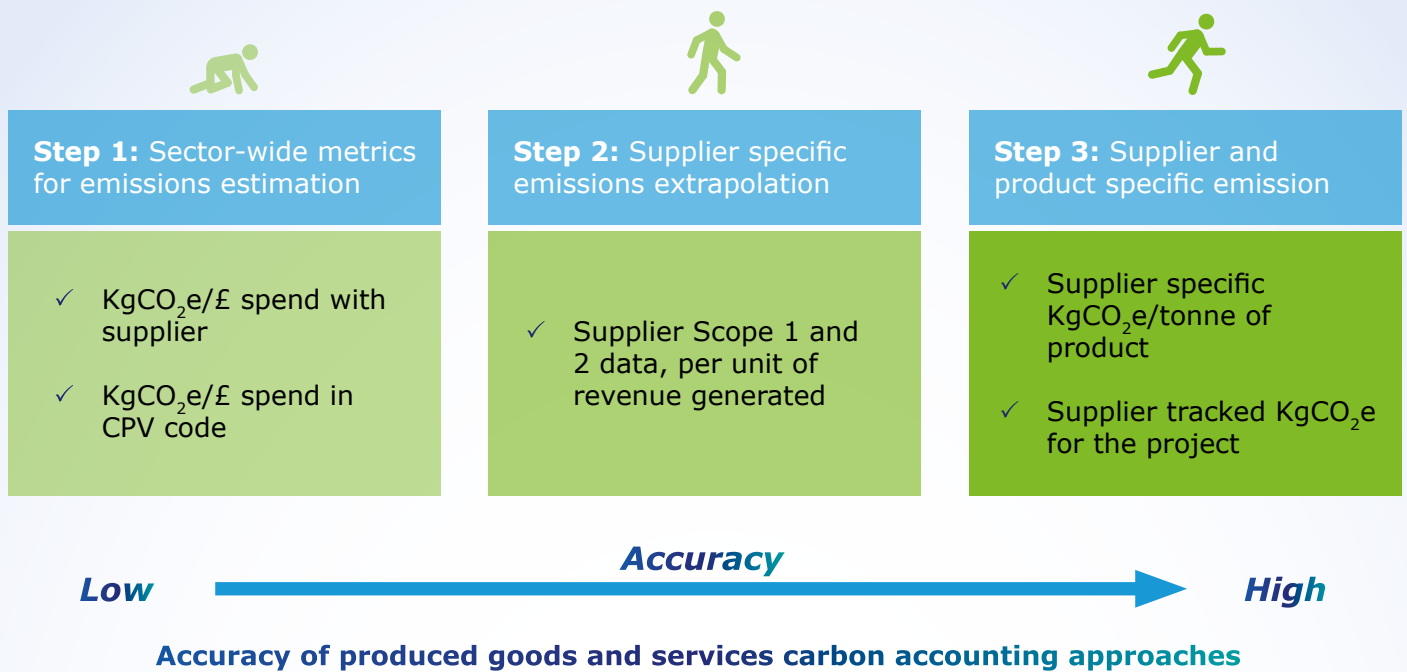
- Increase our Electric Vehicle fleet and infrastructure.
- Re-gas existing Euroengel temperature Controlled Systems to new environmental standards.
- Solar Technology - Dependent on the Trial outcome, increase use of Trailar Vehicle Solar system and fitting to additional fleet will be implemented to reduce tCO₂e by approximately 6% of the vehicles emissions.
- Review the journey of our Consolidation Home Care Waste and Consumables and increase in service operation pan Wales to reduce variation, risk, and harm.
- A revised distribution programme for Vaccines/Medicines Management in line with our National Pharmacy Programme, including:
 - » Working to reduce external suppliers and consolidate distribution with vaccinations for co Delivery of Covid, Flu, Shingles, Anti-Viral Antidotes etc.
 - » Supporting Transforming Access to Medicines with a review of Home Care Pharmaceuticals, Pharma Distribution and Specialist medicines.
- Review of Clinical Waste Management – Welsh Ambulance Service Trust/Home Care/Disposal.
- Review Supply Chain Stock Consolidation for Receipt & Distribution Sites, to reduce vehicles queuing to offload, and reducing unnecessary engine idling, and optimising site access.
- Explore agreements with external delivery companies for delivery slots for delivering non-stock items to NWSSP Receipt and Distribution Sites to optimise delivery times outside of peak hours.
- Review Supply Chain Recycling at Warehouse sites, via waste consolidation e.g. Cardboard reduction, Plastics, in line with revised recycling regulations.
- Undertake a commitment to reduce distribution packaging within our supply chain
- Exploration of the feasibility of using Hydrogenated Vegetable Oil/ Biofuel in Heavy Goods Vehicles and other fleet.
- Review of our NWSSP Supply Chain, Logistics & Transport Estate at Health Courier Services Samlet Road in Swansea, and Brecon House in Mamhilad.
- Review feasibility of undertaking Primary Care (General Practice) Clinical Waste Management in community setting and establish viability of supporting General Practices with Clinical Waste Management. This Proposal would remove significant third-party provider utilisation and potentially reduce cost.
- For our Laundry Services distribution, undertake a review of Route Consolidation, aligned to local sites for laundry distribution once laundry service is fully transferred to NWSSP.

- Review and re-alignment of vehicles to closer Operating Bases to reduce carbon output.
- Undertake a review for Primary Care Service working alongside colleagues to undertake service re-Design (Medical Records etc.) with view of optimising distribution to/from Primary Care sites to the closest Primary Care Support Services Centre.

Procurement

- NWSSP Procurement will continue to lead the implementation of initiatives 25 – 32 on a national level working with Health Boards and Trusts.
- The Sustainable Procurement Group meetings will continue on a quarterly basis. Projects arising from that group will continue also.
- NWSSP Procurement will seek all opportunities to strengthen the Foundational Economy, embed Circular Economy principles and maximise decarbonisation prospects through procurement activities wherever practically possible.
- NWSSP to report annually to Welsh Government public sector carbon reporting and will continue to do so in line with the Welsh Government Public Sector Reporting Guide.
- Emissions reduction requirements will be mandated as part of new procurement contracts with major suppliers.
- The approach to accounting for emissions in procurement will continue to transition to a 'market-based' method.

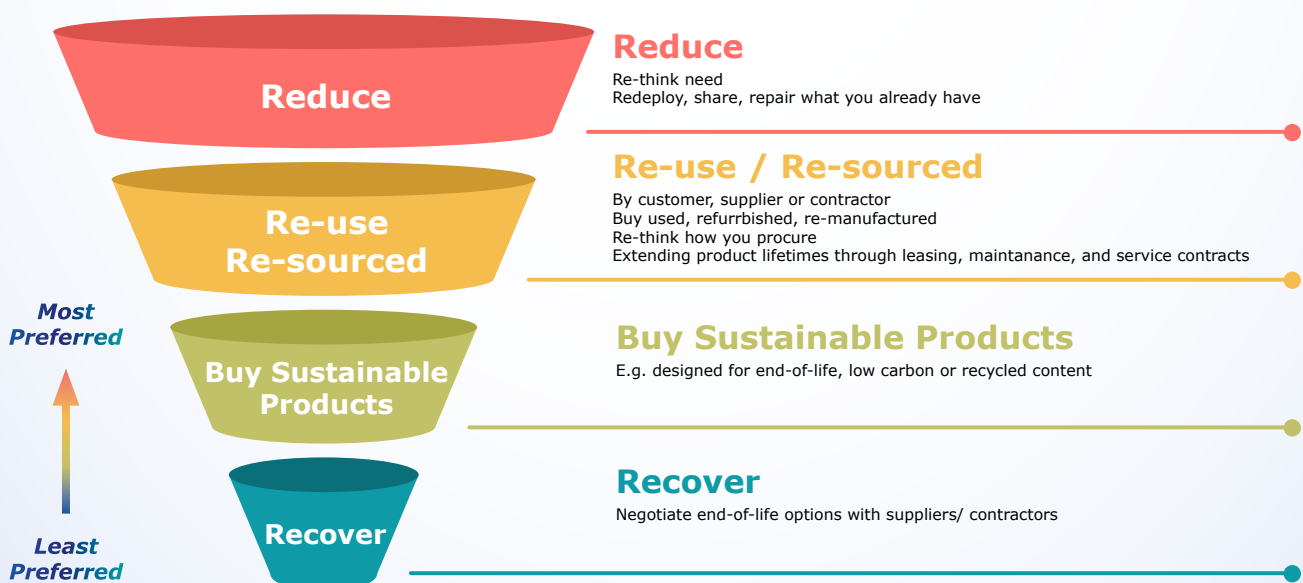




Source: NHS Decarbonisation Strategic Delivery Plan pg.75

- NWSSP Procurement will engage with procurement professionals along the procurement cycle, promote carbon accounting upskilling, and communicate it as a key part of their role. Central support will be required to produce advanced carbon accounting training material in preparation for informed supplier engagement in the medium term.
- NWSSP Procurement will embed the principle set out in the Sustainable Procurement Hierarchy.

Sustainable Procurement Hierarchy



Source: Wrap Cymru (2021)

People and Organisational Development

- E-Learning awareness Level 1 training 'Achieving Net Zero' has been created and is available to all staff on the ESR platform. A reporting functionality in ESR will allow us to track and report the number of staff members who have accessed and completed the awareness training. The Service are gathering recommendations to propose that the awareness training becomes mandatory for all staff.
- Two NWSSP staff members have successfully completed Carbon Awareness Level 2 the "Train the Trainer course" and are now qualified to deliver face-to-face training to a specific audience that requires a higher level of training.
 - » The Service to work collaboratively to identify roles within the organisation that require real time training by 2024.
 - » Roll out of Carbon Awareness Level 2 face-to-face training to 80% of identified staff, to be undertaken between 2024 and 2026.
 - » The Service will gain insights to staff perspectives, knowledge and ideas, engagement activities will be conducted as part of the Level 2 learning programme. The information will be shared to facilitate meaningful discussions to identify staff involvement in achieving decarbonisation goals.

Planning, Performance and Informatics

- As part of the initial project assessment, within the request from the Service, include questions around initiative impacts decarbonisation in positive or negative way in Q1 2024/25.

- As part of the project lifecycle, include Decarbonisation with areas such as impact assessments, benefits assessments in Q1 2024/25.
- As part of revised Benefit realisation principles, include decarbonisation and capture within the four main classifications to support consistent evidence and reporting for both positive and negative benefits in Q2 2024/25.
- Include within the Project Brief, Project Initiation Document and Business Case, a section which tests the decarbonisation impact of any initiative which ensures every project "asks the question" in Q1 2024/25.
- As part of our Service Improvement, ensure that all planned improvements and associated benefits are captured using the common benefits/disbenefits realisation classifications typically within the "I" Improve stage of DMAIC in Q1 2024/25.
- The Service will ensure we integrate decarbonisation into the work of the NWSSP Future Generations Group, inclusive of increasing knowledge and awareness of the group, whilst also utilising the different viewpoints the group can bring to decarbonisation initiatives across the organisation within 2024/25.
- We will identify and support any green initiatives and sustainability innovations that are submitted through the NWSSP Innovation Hub, engaging directly with all relevant stakeholders, during 2024/25 and beyond.



Climate Change Adaptation

The Welsh Government's 5-year plan; A Climate Conscious Wales, sets out a national adaptation programme to respond to climate impacts. It shares a vision for a 2030 Wales which has the resources, is prepared, has the knowledge to understand the risk and challenges ahead, and has the capacity to adapt to the impact of climate change.

The Climate Change Committee published a report in June 2023 which assessed the progress of delivering this adaptation plan. The report set out recommendations for the health and social care sector which include developing a long-term cross sector approach to address risks, developing a health and social care indicator suite, and ensuring a joined-up approach between mitigation and adaptation. Local Partnerships LLP has been appointed to by the Health and Social Care Climate Emergency Adaptation Project Board to deliver these recommendations.

They are assessing cross-sector readiness across the Welsh health bodies, with the aim to embed climate risk assessment and adaptation planning into the delivery of health care, and for the improvement of health outcomes. They expect to make these tools available in 2024.

Our Director of Planning, Performance, and Informatics chairs the Adaptation Project Board, and NWSSP are supporting and facilitating the work of Local Partnerships LLP by sharing our own approach to adaptation and utilising our established network of customers and partners to facilitate engagement.

NWSSP understands the need for NHS Wales to be well-adapted to climate change, which means the direct impacts of climate change on people's health are minimised, and the delivery of health care is not disrupted by weather extremes. We also recognise the actions taken for decarbonisation and adaptation are connected and have potential co-benefits. For example, Special Estates Services are already working to support the review of Health Memorandum-Making Energy Work in Health Care to develop best practice guidance for NHS Wales, which includes recommendations to improve the fabric efficiency of buildings, which can also make them more resilient to future changes in climate.

Our activities to address climate change adaptation include:

- Continuing to report adaptation activities and progress through the NWSSP Decarbonisation Programme Board.
- Reviewing our new action plan (Appendix 1) to establish where planned decarbonisation activities also support adaptation.
- Developing and supporting an approach working with the Welsh Government Health and Social Care Climate Emergency Programme, and Local Partnerships LLP to support the management of our risks, and those of our partners and customers.
- Procurement will continue to look at Life Cycle Analysis, Technology and Innovation, Incorporating Climate-Resilient Technologies, Capacity Building, Training and Awareness Monitoring and Evaluating Performance Metrics. By integrating climate adaptation into procurement processes, we can contribute to building resilience against climate change, reduce risks, and promote sustainable practices across NHS supply chains.
- Prioritising and identifying the data and skills we need, ensuring appropriate governance is in place, educating and engaging with our workforce, and identifying the funding necessary to deliver the activities required.





Concluding Comments

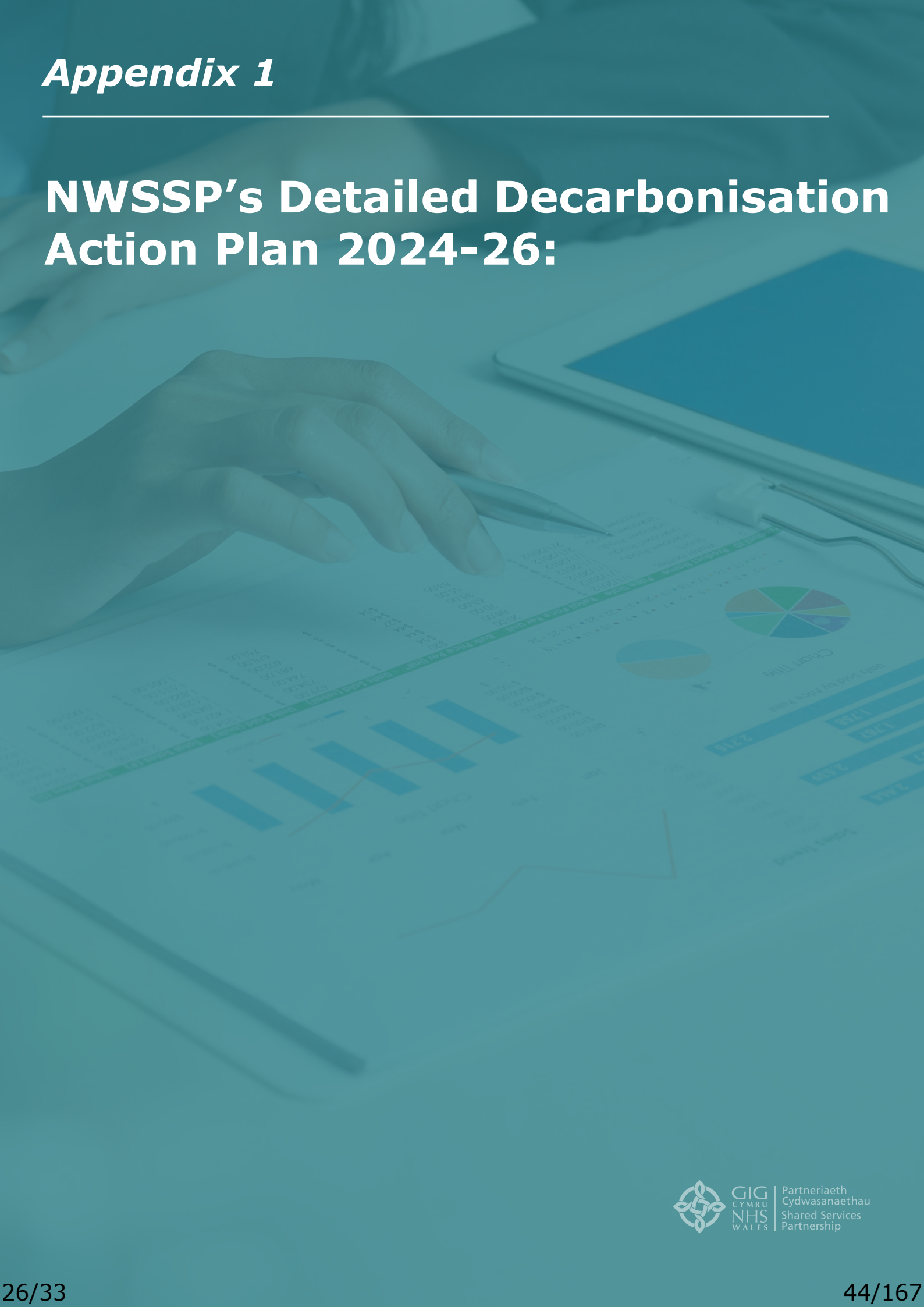
This being our second action plan, initiatives are far reaching and are being led from the top of the organisation. The plan seeks to embed a low to zero carbon culture to enable us to maximise available carbon efficiencies. In essence, its part of our Duty of Quality for the services we provide.

The climate is changing, getting warmer and wetter, not just in far reaches of the world, but locally. Action taken to address climate change will lead to many co-benefits for the Welsh population a more physically active population, cleaner air, and improved well-being.

NWSSP recognises its pivotal role at both local and national level, and looks forward to supporting our customers and partners, to also deliver these changes. However, this is being progressed within a challenging and constrained funding position and NWSSP will constantly be reviewing the situation to maximise delivery potential.

Finally, NWSSP is looking to expand its influence and recognises the future challenges around climate change adaptation and the need to take action to support the management of the risks to our partners and customers. We will be developing and supporting an all-Wales approach to adaptation, working with the Welsh Government Health and Social Care Climate Emergency Programme.

NWSSP’s Detailed Decarbonisation Action Plan 2024-26:



Strategic Plan Initiative	NWSSP Reference	NWSSP Action	Strategic Plan Implementation Date	NWSSP Delivery Date	Success Measure
Building Estates and Land Use					
Initiative 1 - Implement best practice carbon management with dedicated roles in place to undertake Delivery Plan initiatives. Carbon Impact 1/10	1.1	SES will support the development of EnCO2de HTM 07-02 with the devolved nations to develop best practice guidance to support carbon management in Welsh Health Boards and Trusts. Distribute this guide to Health Boards and Trusts upon publication. Expected release in Sept 2024 and for adoption in Wales by Dec 2024	2022	2024	Encode Published - SESN sent to the service, WHEF agenda item
Initiative 2 - Proactively communicate the Climate Emergency to staff and the public with the aim of stimulating low carbon behaviours and growing engagement in the decarbonisation agenda. Carbon Impact 1/10	2.1	People and Organisational Development will conduct engagement sessions relating to the Decarbonisation agenda. Alongside delivering consultations to support and engage in projects and encourage best practice behaviour.	Ongoing	Ongoing	Increased staff participation, improved understanding, areas for improvement identified and engaged with, positive behaviour change towards decarbonisation
Initiative 4 - Progress a transformational energy and water efficiency retrofit programme across the estate – every building with a long-term future will have undergone a multi-technology energy-efficient upgrade by 2030. Carbon Impact 5/10	4.3	NWSSP will compile a list of sites with a long-term future, with 'Action Plans' for Programme Board to agree appropriate multi-technology energy-efficient upgrades by 2030.	2030	2030	Submetering of sites for operational Vs Non-Operational energy - Energy/Carbon tracked
Initiative 7 - Progress low carbon heat generation for all non-acute sites larger than 1,000m2 by 2030. Carbon Impact 5/10	7.1	NWSSP will commission low carbon heat specialists to evaluate the potential to convert non-acute sites, identified as having a long-term future, to low carbon heat by 2030. Programme Board to agree appropriate technology at each site such as heat generation, heat distribution, heat emitters, and building fabric upgrades.	2022	2023	Completed high level feasibility surveys for owned / long term occupation sites (reflecting limited funds available).
	7.2	NWSSP buildings will transition to full low carbon heating solutions by 2030. Aim to have converted 50% of heat to low carbon heat by 2026 providing funding is secured.	2026/2030	2026/2030	Completed high level feasibility surveys for owned / long term occupation sites (reflecting limited funds available).

Strategic Plan Initiative	NWSSP Reference	NWSSP Action	Strategic Plan Implementation Date	NWSSP Delivery Date	Success Measure
Building Estates and Land Use					
Initiative 9 - Take an active approach to efficient control of energy in our buildings. All buildings will have up-to-date, standardised, and effective building management systems (BMS). Dedicated resource to optimise the use of energy by BMS control will be put in place by 2023. Carbon Impact 3/10	9.1	NWSSP will install effective building management systems (BMS) where applicable buildings which are identified as having a long-term future. Programme board will consider appropriate technology including allowing members of estates staff to optimise energy consumption in heating, cooling and ventilation (HVAC) systems. At smaller sites, a simple programmable intelligent heating control with remote access will suffice.	2024	2025	Implementation of agreed strategy for Building Energy Management.
Initiative 10 - Determine the overall viable potential for onsite renewable energy generation at each NHS organisation by 2023. Install half of this potential by 2026, and the remainder by 2030. Carbon Impact 6/10	10.1	NWSSP will continue to conduct feasibility studies to establish the viability of onsite generation such as solar PV and solar thermal collectors (either roof-mounted or car port mounted) at each site.	2023	2024	Tracker of total viable energy (total energy produced, and potential cost saving)
	10.2	Where funding allows, buildings will proceed with renewable energy installation in all viable instances.	2026/2030	2026/2030	Implementation of agreed strategy.
Initiative 34 - NWSSP and Welsh Government will develop an approach to land use to advise Health Boards and Trusts on land identification, collaboration with Local Authorities and the community, and the appraisal approach for renewable energy and greenhouse gas removal. Carbon Impact 2/10	34.1	NWSSP and Welsh Government will provide guidance for carbon accounting of existing land and identifying suitable land for renewable energy generation and greenhouse gas removal.	2022	2024	Awaiting guidance - SESN Sent to the service, WHEF agenda item
Initiative 35 - NHS Wales will explore and progress large scale renewable generation with private wire connection to our sites. Carbon Impact 4/10	35.2	Where funding allows, buildings and estates will proceed with large scale renewable energy installation in all viable instances.	2026/2030	2026/2030	Tracker of total viable energy (total energy produced, and potential cost saving)

Strategic Plan Initiative	NWSSP Reference	NWSSP Action	Strategic Plan Implementation Date	NWSSP Delivery Date	Success Measure
Transport					
Initiative 17 - NWSSP will work with Health Boards and Trusts to develop the best practice approach for EV charging technology, procurement, and car park space planning this will include consideration of NHS Wales' own fleet, staff vehicles, and visitor EV charging. Carbon Impact 2/10	17.2	Following the publication of EV charging best practice approach, NWSSP will continue to follow the agreed guidance where suitable network capacity allows and where funding is available for upgrade. The priority will be operational fleet and it is recognised that the necessary infrastructure to support this will be considerable. As one of the largest fleet operators in the Public Sector, NWSSP will also monitor developments in Hydrogen and other alternative fuel options.	2022	2025/2028	Implementation of suitable infrastructure.
Initiative 18 - A standardised system of vehicle management for owned and leased vehicles will be developed to plan, manage, and assess vehicle performance this will entail central fleet management oversight within each organisation. This will include consideration of NHS Wales' own fleet, staff vehicles, and visitor EV charging. Carbon Impact 1/10	18.1	Development, implementation and testing of a standardized fleet management system, to capture vehicle details, mileage, fuel use, servicing, MOT/Tax, Co2, Insurance to support management of data. This will support our programme of planning and progression of Hybrid and EV fleet	Ongoing	2024/2025	Detailed regular reporting on fleet management that can be automated, meeting necessary reporting standards and which can also be used to support decision-making in service delivery.
Initiative 19 - All new cars and light goods fleet vehicles procured across NHS Wales after April 2022 will be battery electric wherever practically possible. In justifiable instances where this not suitable, ultra-low emission vehicles should be procured. Carbon Impact 3/10.	19.1	NWSSP will continue to purchase of suitable fleet to meet decarbonisation targets, considering availability of funding and risk to operational clinical services. Consideration will also be given to agreeing an exception criterion to ensure we meet legal and statutory obligations, such as Blue Light fleet and Temperature controlled vehicles. This will be regularly reviewed as developments in the fleet market progress and vehicle range risk reduces.	Ongoing	2025	Measure will be an increase in low or Zero emission fleet and number of miles not undertaken in an internal combustion engine vehicle where capital and revenue allow.
	19.2	NWSSP are undertaking an EV pool car pilot. The results will be evaluated and shared across NHS Wales and implemented if favourable.	Ongoing	2024	Rollout of permanent scheme if viable

Strategic Plan Initiative	NWSSP Reference	NWSSP Action	Strategic Plan Implementation Date	NWSSP Delivery Date	Success Measure
Transport					
Initiative 20 - All new medium and large freight vehicles procured across NHS Wales after April 2025 will meet the future modern standard of ultra-low emission vehicles in their class. Carbon Impact 3/10 .	20.1	NWSSP is currently partaking in a UK wide eHGV pilot, testing the viability of Electric lorries in a operational setting. NWSSP actively uses a journey scheduling system, optimising route planning and journey consolidation. The newly commissioned leased HGV fleet, expected in 2024 will be the latest Euro6 technology capable of operating on Biofuel.	2023	2025/2028	Share evaluation of UK eHGV feasibility study and utilisation in preparation for introduction of own fleet where suitable market, capital and revenue allows.
	20.3	Dependent on suitability of technology, and available funding, NWSSP will procure ultra-low emissions freight vehicles across Wales from 2025.	2025	2025	Introduction of Large Goods Fleet
Initiative 21 - All Health Boards and Trusts will appraise the use of staff vehicles for business travel alongside existing pool cars. Health Boards and Trusts will update their business travel policies to prioritise the use of electric pool cars, electric private vehicles and public transport. Carbon Impact 3/10.	21.1	NWSSP will promote the benefits of owning and electric vehicle, through Fleet Solutions and electric vehicle scheme to encourage uptake. Work will continue with staff regarding Active Travel options within their locality	2023	2025	Increase in electric vehicles through Salary Sacrifice scheme.

Strategic Plan Initiative	NWSSP Reference	NWSSP Action	Strategic Plan Implementation Date	NWSSP Delivery Date	Success Measure
Procurement					
Initiative 26 - NWSSP will expand its current Sustainable Procurement Code of Practice to include a framework for assessing the sustainability credentials of suppliers. Carbon Impact 6/10	26.2	NWSSP will develop guidance and use trained facilitators to deliver bespoke training sessions, outlining best practice assessments of sustainability credentials specific to their procurement categories to procurement staff.	2022	2024	85% compliance for all staff who require the bespoke training
Initiative 27 - Value to the local supply chain will be maximised, whilst maintaining high standards for goods and services. Carbon Impact 4/10	27.1	Undertake an activity to determine air / shipping / land transport miles for services / products over a set value.	2023	2024	Case Study & Collaboration with stakeholders.
	27.2	Target specific activities that are deemed suitable to champion the local supply chain. Challenge the local supply chain to produce sustainable products to encourage and develop the local circular economy. Score a reduction in transport mileage as a way of reducing carbon.	2023	2024	By scoring a reduction in CO2e per miles travelled
Initiative 28 - 100% REGO-backed electricity will be procured by 2025, and 100% offset gas by 2030. Carbon Impact 1/10	28.1	Purchase 100% Zero Carbon electricity by 2025 and continue to procure Nuclear renewable electricity thereafter. NWSSP will appraise the viability to go full REGO Electricity during this period.	2025	2025	100% Zero carbon Procured. REGO NOT POSSIBLE DUE TO FINANCAL CLIMATE
Initiative 29 - NWSSP Procurement Services will embed NHS Wales' decarbonisation ambitions in procurement procedures by mandating suppliers to decarbonise. Carbon Impact 10/10	29.4	Undertake an outreach programme to engage with suppliers to create case studies of decarbonisation improvements to champion the message.	2022	2024	Continue outreach programme with new & existing suppliers
Initiative 31 - NWSSP Procurement Services will improve supply chain logistics and distribution to reduce the carbon emissions from associated transport. Carbon Impact 3/10	31.1	Evolve stock management approach to utilise IP5 storage. Put in place a smart delivery system to minimise carbon emissions from transport.	2023	2025	Implementation of Smart Delivery System
	31.2	Optimise deliveries to minimise supply chain transport emissions. Focus on maximising bulk deliveries to IP5 and improve onward distribution via Health Courier Service. Ensure effective engagement with suppliers is undertaken to support this.	2023	2025	HSC Consolidate deliveries wherever possible

Strategic Plan Initiative	NWSSP Reference	NWSSP Action	Strategic Plan Implementation Date	NWSSP Delivery Date	Success Measure
Procurement					
Initiative 32 - NWSSP Procurement Services will actively develop and support procurement requirements to support implementation of this Strategic Delivery Plan. Carbon Impact 10/10	32.1	Engage Health Boards to assess the need for specific frameworks, for example: • Electric vehicles and infrastructure • Renewable power • Low carbon heat • Local supply chain • Low carbon ICT procurement (e.g. low-carbon cloud computing/data centre requirements, increasing focus on circular economy and recycling/re-manufacturing)	2022	2025	Continued engagement with HBs
Approach To Healthcare					
Initiative 37 - Support the Welsh Government's target for 30% of the Welsh workforce to work remotely, by continuing to facilitate flexible and smart working, developing the existing approach to remote working technology, and rationalising existing office space. Carbon Impact 2/10	37.1	NWSSP are underway in establishing the proportion of the workforce that could feasibly work remotely (expected to predominantly be office-based staff). NWSSP will continue to promote agile working and will release an eLearning resource called 'Managing Remote Teams' on ESR encourage staff to work remotely where this can be feasibly achieved.	2022	2024	Monthly data reported and analysed. Agile working embedded into the organisation.
Initiative 45- We will develop 'plastics in healthcare' initiatives to address waste in the delivery of health care - this will aim to tackle PPE, single use plastics, and packaging waste. Carbon Impact 1/10	45.1	Consult industry partners, clinicians, recycling experts and literature to develop initiatives to reduce the use of single-use plastics in healthcare where possible and increase the potential for recycling and reuse. Ideally, this will be partially addressed through a shift in procurement practices where feasible, as outlined in initiatives 26-30.	2022	2025	Bevan Commission, commissioned to develop report. NWSSP to share report / guidance



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NHS Wales Shared Services Partnership Decarbonisation Action Plan 2024-2026



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January 2024

For queries or detail on any aspect within this document,
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Designed by NHS Wales Shared Services
Partnership Communications

 GIG CYMRU NHS WALES	Partneriaeth Cydwasaethau Shared Services Partnership	AGENDA ITEM:3.2 21 March 2024
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The report is not Exempt

Teitl yr Adroddiad/Title of Report

Revision to Standing Orders and Scheme of Delegation

ARWEINYDD: LEAD:	Peter Stephenson, Head of Finance & Business Development
AWDUR: AUTHOR:	Peter Stephenson, Head of Finance & Business Development
SWYDDOG ADRODD: REPORTING OFFICER:	Peter Stephenson, Head of Finance & Business Development
MANYLION CYSWLLT: CONTACT DETAILS:	Peter.stephenson2@wales.nhs.uk

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

For the Committee to **ENDORSE** and **APPROVE** the suggested revisions to the Standing Orders prior to formal approval by the Velindre University NHS Trust Board.

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 :

Senior Leadership Group
Direction from Welsh Government

Adduned y Pwyllgor/Committee Resolution (insert ✓):

DERBYN/ APPROVE	✓	ARNODI/ ENDORSE	✓	TRAFOD/ DISCUSS		NODI/ NOTE	
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Argymhelliad/ Recommendation	The Partnership Committee is asked to ENDORSE and APPROVE the suggested revisions to the Standing Orders prior to formal approval by the Velindre University NHS Trust Board.
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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:	No direct impact.
Dyletswydd Ansawdd / Duty of Quality:	No direct impact.
Gweithlu: Workforce:	No direct impact.
Deddf Rhyddid Gwybodaeth/ Freedom of Information	Open

1. BACKGROUND

The Standing Orders for the operation of the Shared Services Partnership Committee require updating to reflect a number of changes.

Firstly, whilst reviewing our current practices, we noted that our current delegated powers do not set out to cover all possible fair reasons for dismissal aligned to our employment policies. Employment legislation sets out that there are five fair reasons for dismissal. These are:

- Conduct – when the employee has done something that's inappropriate or not acceptable;

- Capability – when the employee is not able to do the job (including sickness);
- Redundancy – when the job is no longer needed;
- A statutory restriction – when the employee cannot do their job legally (for example a lorry driver who's banned from driving); and
- Some other substantial reason (SOSR) – a term used for a wide variety of other situations. This could include things like a fixed-term contract ending or an employee refusing to agree to new terms and conditions of employment.

Currently, other than disciplinary (conduct) and sickness (capability) our current delegated powers are silent for those others highlighted above. The table below has therefore been documented to cover all five reasons.

DELEGATED POWERS FOR WARNINGS, SUSPENSION AND DISMISSAL

STAFF AFFECTED	SUSPENSION	DISCIPLINARY ACTION SHORT OF DISMISSAL	DISMISSAL for Disciplinary, Redundancy, Statutory Restriction and Some Other Substantial Reason (SOSR).	DISMISSAL for Capability (including Managing Attendance at Work)
Managing Director	Chair of the NWSSP Committee	Chair of the NWSSP Committee	Chair of the NWSSP Committee	Chair of the NWSSP Committee
Directors or Deputy Directors	Managing Director of NWSSP or Director of People and OD	Managing Director of NWSSP or Director of People and OD	Managing Director of NWSSP or Director of People and OD	Managing Director of NWSSP or Director of People and OD
All other staff of NWSSP	Directors/ Deputy Directors Heads of Service	Directors/ Deputy Directors Heads of Service	Directors or Deputy/Assistant Directors	Directors or Deputy/Assistant Directors or Heads of Service

The proposal sets out to lower the current threshold to include Deputy/Assistant Directors to hear cases that may result in Dismissal for Disciplinary, Redundancy, Statutory Restriction and Some Other Substantial Reason (SOSR). The rationale for this is that following a significant increase in our headcount, there is too much pressure placed currently upon some

Directors of Service to chair hearings. To mitigate risk, should the proposed delegated powers be approved, it is proposed that Disciplinary Officer training be delivered collaboratively with our Legal and Risk Employment Team.

There are also a number of changes required to the financial limits in the Scheme of Delegation. These are as follows:

- Section 5 p73 – increase the budgetary delegation revenue limit for the NWSSP Chair and Managing Director (acting jointly) to £250k from the current limit of £200k;
- Section 5 p73 – increase the budgetary delegation limit for the NWSSP Managing Director to £200k from the current limit of £100k;
- Section 5 p73 – increase the budgetary delegation limit for the NWSSP Director of Finance & Corporate Services to £100k from the current limit of £80k;
- Section 5 p75 – amend the authority for Legal & Risk and Welsh Risk Pool Service limits for payment of claims above £2m from the Managing Director and NWSSP Chair to the Managing Director and Welsh Risk Pool Committee Chair. This provides contingency when the NWSSP Chair may not be available for the Welsh Risk Pool Committee;
- Section 5 p76 – amend the Procurement Service Limits so that Welsh Government are required to approve all contracts above £1m and all stock write-offs above £50k;
- Section 5 p76 – amend the Procurement Service Limits so that the NWSSP Chair and Managing Director can approve stock requisitions and invoices above £200k;
- Section 5 p76 – amend the Procurement Service Limits so that the Managing Director can approve stock requisitions and invoices up to £200k, rather than the current level of £100k. This is consistent with the budgetary delegation limit;
- Section 5 p76 – include the narrative that all stock write-offs have to be noted by the Audit Committee;
- Section 5 p76 – amend the Procurement Service Limits so that the Director of Finance & Corporate Services can approve stock requisitions and invoices up to £100k, rather than the current level of £60k, to be consistent with the budgetary delegation limit;
- Section 5 p76 – update the note in the Procurement Service Limits table to explicitly state the exceptions documented in the letter of 7 November 2022 from the Interim Director of Finance, Welsh Government, to Chief Executives of Local Health Boards and NHS Trusts (*PROCEDURES FOR CONSENT FOR LOCAL HEALTH BOARDS TO ENTER INTO CONTRACTS EXCEEDING £1 MILLION*).

2. RECOMMENDATION

The Committee is asked to **ENDORSE** and **APPROVE** the suggested revisions to the Standing Orders prior to formal approval by the Velindre University NHS Trust Board.



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Cydwasaethau
Shared Services
Partnership

AGENDA ITEM: 4.1
21 March 2024

The report is not Exempt

Teitl yr Adroddiad/Title of Report

NWSSP Proposal Influenza Vaccine Programme

**ARWEINYDD:
LEAD:**

Jonathan Irvine, Director, Procurement Services

**AWDUR:
AUTHOR:**

Jonathan Irvine, Director, Procurement Services

**SWYDDOG ADRODD:
REPORTING
OFFICER:**

Jonathan Irvine, Director, Procurement Services

**MANYLION
CYSWLLT:
CONTACT DETAILS:**

Jonathan.irvine@wales.nhs.uk

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

The Partnership Committee is asked to **NOTE** the appended paper which provides assurance of delivery options, risks, and benefits for NWSSP to centrally procure, store and distribute the Influenza vaccine for the vaccination programme commencing in autumn 2025 and future Influenza vaccination programmes going forward, recognising that an alternative option remains for Welsh Government to consider.

Llywodraethu/Governance

**Amcanion:
Objectives:**

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

**Tystiolaeth:
Supporting
evidence:**

Ymgynghoriad/Consultation :

Senior Leadership Group
Welsh Government

Adduned y Pwyllgor/Committee Resolution (insert ✓):

DERBYN/ APPROVE		ARNODI/ ENDORSE		TRAFOD/ DISCUSS		NODI/ NOTE	✓
Argymhelliad/ Recommendation		The Committee is asked to NOTE the proposals included in the appended paper.					

Crynodeb Dadansoddiad Effaith: Summary Impact Analysis:	
Cydraddoldeb ac amrywiaeth: Equality and diversity:	No direct impact.
Cyfreithiol: Legal:	No direct impact.
Iechyd Poblogaeth: Population Health:	The proposal supports benefits to the health of the population of Wales.
Ansawdd, Diogelwch a Profiad y Claf: Quality, Safety & Patient Experience:	The proposal helps to improve quality and safety measures and patient experience.
Ariannol: Financial:	No direct impact.
Risg a Aswiriant: Risk and Assurance:	No direct impact.
Dyletswydd Ansawdd / Duty of Quality:	The proposal helps to support our responsibilities under the Duty of Quality.
Gweithlu: Workforce:	No direct impact.
Deddf Rhyddid Gwybodaeth/ Freedom of Information	Open

1. BACKGROUND

The Central Procurement of Influenza project brief was approved by the Vaccination Programme Wales (VPW) Transformation Board on the 27th July 2023. The aim of the Project is to deploy centrally procured adult Influenza vaccine for Autumn 2025. NWSSP have formed part of the Project Group to establish feasibility and design of a centrally procured Influenza model.

The next phase of implementation requires the Minister to direct General Practice to not purchase Influenza vaccine for Autumn 2025 – General Practice would typically begin their ordering in September 2024 in readiness for 2025. For this direction to be given, assurance needs to be provided via

VPW Transformation Board, that NHS Wales will be ready to provide General Practice, Community, and Local Health Boards (LHBs) Trusts centrally procured adult Influenza vaccine for Autumn 2025.

Following Ministerial direction to General Practice: an Influenza vaccine tender process would run over the summer 2024; contract negotiations with General Practice and Community Pharmacy would commence; LHBs would commission Primary Care based on a new specification; LHBs would place final orders in April 2025; vaccine delivery would commence in September 2025, and vaccine administration would commence on 1st October 2025.

There are two procurement and distribution options which meet the needs of the Project:

1. Procured by NWSSP – direct delivery via the supplier.
2. Procured by NWSSP – held and distributed centrally via NWSSP

The appended paper focuses on providing assurance of delivery options, risks and benefits for option 2 :- NWSSP to centrally procure, store and distribute the Influenza vaccine for the vaccination programme commencing in autumn 2025 and future Influenza vaccination programmes going forward, recognising that option 1 remains for Welsh Government to consider.

2. RECOMMENDATION

The Committee is asked to **NOTE** the proposals included in the appended paper.

NWSSP Proposal

Influenza Vaccine Programme 2025

Situation

The Central Procurement of Influenza project brief was approved by the Vaccination Programme Wales (VPW) Transformation Board on the 27th July 2023. The aim of the Project is to deploy centrally procured adult Influenza vaccine for Autumn 2025. NWSSP have formed part of the Project Group to establish feasibility and design of a centrally procured Influenza model.

The next phase of implementation requires the Minister to direct General Practice to not purchase Influenza vaccine for Autumn 2025 – General Practice would typically begin their ordering in September 2024 in readiness for 2025. For this direction to be given, assurance needs to be provided via VPW Transformation Board, that NHS Wales will be ready to provide General Practice, Community, and Local Health Boards (LHBs) Trusts centrally procured adult Influenza vaccine for Autumn 2025.

Following Ministerial direction to General Practice: an Influenza vaccine tender process would run over the summer 2024; contract negotiations with General Practice and Community Pharmacy would commence; LHBs would commission Primary Care based on a new specification; LHBs would place final orders in April 2025; vaccine delivery would commence in September 2025, and vaccine administration would commence on 1st October 2025.

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1. Procured by NWSSP – direct delivery via the supplier.
2. Procured by NWSSP – held and distributed centrally via NWSSP

This paper focuses on providing assurance of delivery options, risks and benefits for option 2 :-

NWSSP to centrally procure, store and distribute the Influenza vaccine for the vaccination programme commencing in autumn 2025 and future Influenza vaccination programmes going forward, recognising that option 1 remains for Welsh Government to consider.



Background

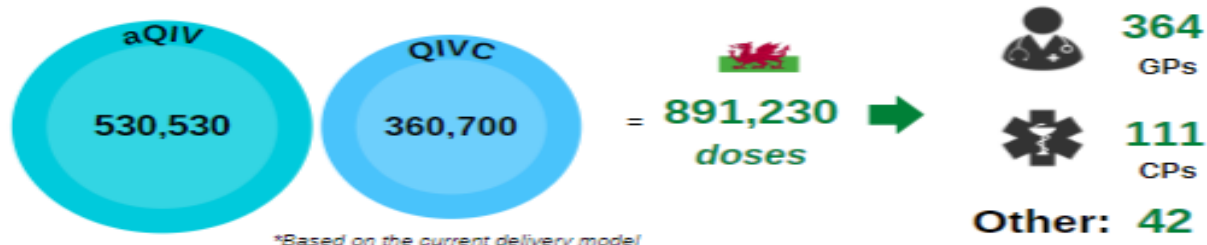
Currently, adult Influenza vaccine is procured directly from suppliers by primary care providers. Most vaccines are ordered in autumn of each year for delivery and deployment in the following autumn. Primary care providers receive payments (via NWSSP) for each vaccine dose administered to a person within an eligible category (as set out by the Welsh Government), together with payments in relation to the administration and procurement work involved.

The COVID-19 vaccination programme has demonstrated that a national approach to ordering vaccine can enable the maximisation of vaccine uptake whilst minimising waste. Engagement has been undertaken at a Welsh Government Policy level, with Primary Care. In light of this, the National Immunisation Framework for Wales, published in 2022, said “we are exploring how we can move to a model of national procurement for the Influenza vaccine”.

The Health Boards procure the Influenza vaccine, principally for the vaccination of NHS staff but also for use in managed practices and occupational health settings, through a central contract administered by NWSSP. The contract allows each Health Board to order from a range of different vaccine types provided by two suppliers. The overall volume of doses ordered for the current season (2023/2024) is 121,530 at a cost of £1,344,686, an average of £11.06 per dose. The vaccines procured ranged in price from £10.25 (QIVc – 66.9% of the total number procured) to £11.40 (aQIV – 20.5%) to £14.85 (QIVr -12.6%).

The Central Procurement of Influenza Project estimates the current vaccine doses and costs as:

The numbers:



Health Board centralised contract costs	£1.344m
GP procurement costs	£9.120m
CP procurement costs	£1.192m
Total cost	£11.656m

Analysis

Based on information developed through by Central Procurement of Influenza Project, as of February 2024, NWSSP have developed a proposal to centrally procure, store and distribute the Influenza vaccine for the vaccination programme commencing in autumn 2025 and future Influenza vaccination programmes going forward based on a set of assumptions.

NWSSP ASSUMPTIONS

- Any savings from Central Procurement would sit with Welsh Government to re-invest in the system
- Current service delivery providers and models will be in place for 2025
- All providers receive at least a weeks' worth of Influenza stock prior to the start date of the national campaign – assumed to be 1st October 2025
- 3 x Vaccines for planning purposes :-
 - Adjuvanted Quadrivalent Influenza Vaccines 65 years+ (aQIV)
 - Cell-based Quadrivalent Influenza Vaccine Egg-Free 2 years+ (QIVc)
 - Recombinant Quadrivalent Influenza Vaccine Egg-Free 18 years+ (QIVr)
- Procurement based on current pack sizes but subject to change/variation dependant on the outcome of the planned national Influenza vaccination procurement tender
- Bulk deliveries from the Contractor to NWSSP sites
- Decanting from NWSSP sites for onward supply to delivery points across Wales
- Ongoing validation of journeys
- LHBs collated Primary Care orders prior to submission to NWSSP

The following caveats should be noted:

- All costs provided are subject to change
- Cost of product is subject to change following outcome of national Influenza vaccination procurement tender
- Cost of refrigeration is subject to change following outcome of national Influenza vaccination procurement tender

NWSSP PROPOSAL

- Procurement of Influenza vaccines for General Practice, Community, and Local Health Boards (LHBs) Trusts
- Bulk ordering of product delivered to a centralised stock holding location at an MHRA Wholesale dealer licensed facility within NWSSP
- Pallets packed down
- Product stored in accordance to manufacturers requirements
- All Orders will be Managed through appropriate stock control systems (e.g. Wellsky or Oracle – *to be determined at implementation stage*) to capture data in relation to stock levels, date life, locations, customers, and issues
- Vaccines will be distributed via HCSW in validated Temperature Controlled environments to maintain vaccine integrity
- Distribution to General Practice, Community, and Local Health Boards (LHBs) Trusts
- Distribution to Primary Care Model assumes that there are approximately just over 500 locations that will participate in the programme, made up of approx. 364 GP's, 111 Community Pharmacies and 42 other locations / providers e.g. Occupational Health
- Preferred Billing mechanism - invoice Welsh Government. If this assumption is incorrect and NWSSP will need to bill multiple sites, this will incur additional costs

NWSSP FINANCIAL ANALYSIS

Anticipated Savings

Welsh Government have shared potential costs for procuring Influenza vaccinations centrally based on 2 possible approaches:

- Potential procurement costs if vaccine is delivered to all primary care sites by supplier
- Potential procurement costs if vaccine is only delivered to one or two sites by supplier and then distributed separately to primary care

Costs were considered against 3 volumes:

- Volume ordered = 2022/23 take-up, 790k doses
- Volume ordered = 75% target for all eligible groups, 930k doses
- Volume ordered = 100% of all eligible, 1.25m doses

Potential Procurement Costs	790k doses £m	930k doses £m	1.25m doses £m
Vaccine delivered to all primary care sites by supplier	10.115	11.822	15.883
Vaccine only delivered to one or two sites by supplier and then distributed separately to primary care.	8.987	10.506	14.114
Savings	1.128	1.316	1.769

Savings in the range £1.128m to £1.769m were identified.

NWSSP costs to support delivery to one or two sites by suppliers are considered against these savings, recognising that additional costs must also be incurred outside NWSSP to enable this approach.

NWSSP Step up Revenue Costs

Costs to step up the existing Covid vaccination management and delivery service to also include management of the Influenza vaccination, as detailed in this paper, are summarised in the table below.

Additional Service Costs	£'000
Procurement	103
Supply Chain Logistics and Transport	138
Pharmacy	186
Support	46
Total Additional Annual Cost	473

Additional costs total £473k and are included as of 1st April 2024.

A number of estimates are included at this early stage in the programme.

Please see appendix A (attached) for detailed financial analysis.

Additional Storage and Packaging Area Costs

Both a revenue and a capital option are included for consideration, as follows:

Option 1 – Revenue Single Site Model

Delivery, pick and pack and distribution from one site. This option provides for 13 weeks rental of temporary cold store facilities, to include cold storage of 50 pallets and required packing space. This could be sited at either Picketston or IP5 and does not require power supply as 2 stand-alone generators are supplied (which also provides for power resilience).

Estimated costs are included as follows and are based on informal quotations received:

REVENUE	Excl VAT £
Dual Compressor Fridge Unit DG54 x 2 (50 Pallets)	17,291
Delivery and Removal x 2	6,279
Delivery Safety Escort x 2	1,713
Commissioning Cost	751
Decommissioning Cost	251
Generator Power Supply	6,826
Fridge shelving and tables	7,000
Total Revenue Funding Required Annually	40,111

Note – costs are included net of VAT.

Advice will be taken to consider possible VAT recovery under COS 63.

Option 2 – Capital Decant Model

Delivery to Picketston and decant to IP5 for pick and pack and distribution from IP5. This option provides for permanent additional cold store and packing space facilities. This makes use of existing cold storage available at Picketston site, 25 pallets, with additional investment in IP5 to provide additional cold storage up to 32 Pallets.

Estimated costs are included as follows and are based on informal quotations received:

CAPITAL	Excl VAT £
24 Pallets Cold storage available	0
Additional Cold Storage Required 32 pallets	70,000
Generator	50,000
Additional Racking purchase	7,000
Total Capital Funding Required	127,000

Note – costs are included net of VAT.

Additional annual Capital Charges funding of £12,700 (excl VAT) will be required to support depreciation over 10 years.

Key Considerations :

- Cost – The annual cost of option 1 (Revenue Single Site Model) is £40,111 compared to a one-off cost of option 2 (Capital Decant Model) of £127,000. At year 4 the revenue investment required for option 1 will have exceeded Capital investment required in option 2
- Medicines Handling - option 1 (Revenue Single Site Model) provides for reduced handling as all activities are carried out on one site
- Storage and Distribution Handling - option 1 (Revenue Single Site Model) provides for reduced handling as all activities and distribution is carried out from one site
- Potential future opportunities – option 2 (Capital Decant Model) provides year round additional cold storage pallet space and provides for potential roll out to further vaccination programmes in the future
- Time to prepare the facility - option 1 (Revenue Single Site Model) will provide for quicker instillation compared to a permanent capital instillation on site
- Power Options – currently available power at IP5 site cannot be determined due to plans in progress for the Radio Pharmacy unit, option 1 (Revenue Single Site Model) may provide time for a fuller assessment and potential future capital solution at a later date

Recommendation

NWSSP can centrally procure, store and distribute the Influenza vaccine for the vaccination programme commencing in autumn 2025 and future Influenza vaccination programmes going forward in line with the proposal set out above if the following is in place:

- A decision is taken to proceed with the central procurement of Influenza by April 2024 in order for the tender process to commence
- The tender specification is approved by Welsh Government by April 2024
- A decision is taken to proceed with either Capital or Revenue Option by April 2024
- Project team in place by March 2024
- Recurring annual revenue funding of £473k agreed by April 2025, with initial year 1 funding of 9 months (year 1 only) to commence in July 2025
- Funding for storage and packaging area costs to be agreed, either:
 - Option 1: Revenue funding to the value of £40,111 is recurrently in place by April 2025, or
 - Option 2 : Capital funding to the value of £127,000 is notified by September 2024
- NWSSP distribution facilities space holding
 - Option 1 : March 2024
 - Option 2 : September 2024

Please see appendix B (attached) for detailed distribution analysis

- Pharmacy staff recruitment February 2025
- Procurement of refrigeration
 - Option 1 : Procurement of temporary refrigeration April 2025
 - Option 2 : Procurement of build refrigeration April 2025
- Installation of refrigeration is made by May 2025
- Pharmacy validation of refrigeration to be completed August 2025
- Delivery of vaccines September 2025
- Distribution of vaccines September 2025
- A billing mechanism is agreed by Welsh Government by April 2025
- An ordering method is agreed by NWSSP and LHBs – the default position would be to mirror the COVID-19 vaccination ordering processes by April 2025

Appendix A

Additional Cost	WTE	Cost £
Procurement Band 6	1.00	56,900
Procurement Band 5	1.00	45,921
Procurement Non Pay		500
SCLT Driver Band 2	1.25	36,653
SCLT Band 3	1.25	39,908
SCLT Vehicle Hire Cost		4,496
SCLT Fuel (25% more miles)		47,720
SCLT Insurance		1,612
SCLT Temperature Control Units		776
SCLT Uniforms		312
SCLT Staff Training		1,040
SCLT Vehicle PDA		520
SCLT Double Height Pallet Stacker - Rent		4,500
Pharmacy Packaging		2,500
Pharmacy Band 5	1.00	45,921
Pharmacy Band 3	4.00	127,704
Pharmacy Staff Travel Costs - 5 return journeys a week		10,000
Support costs Band 4 Ordering Support	1.00	36,443
Support costs Contingency 2%		9,269
Total Revenue Funding Required	10.50	472,694

Appendix B

Distribution Timelines – Option 1

Pre Go Live	Total Doses	Week 1 Inbound Delivery	Pack Down for Distribution	Pack Down for Distribution	Week 2 Inbound Delivery	Pack Down for Distribution	Pack Down for Distribution
	500,000	500,000	125,000	125,000	250,000	125,000	125,000
Pallets	45	45	12	12	23	12	12
	Total Doses	Week 3 Inbound Delivery	Pack Down for Distribution	Pack Down for Distribution		*NOTE: Inbound Could Be Broken Down over 4 Weeks	
	450,000	250,000	125,000	125,000			
Pallets	41	23	12	12			
Distribution	Can Commence within a Week of First Inbound Delivery						
	Distribution wk1	Distribution Ct'd wk2	Distribution Ct'd wk3	Distribution Ct'd wk4			
Doses	210,000	210,000	220,000	220,000			
1st 4 Weeks - Bulk of Programme							
No Of Deliveries	First 2 Wks	Wk 3	Wk4	Total			
Current Programme	289,510	216,970	267,240	773,720			
Pallets	26	20	24	70			
New Programme	420,000	220,000	220,000	860,000			
Pallets	38	20	20	78			

Distribution Timelines – Option 2

Pre Go Live	Total Doses	Week 1 Inbound Delivery	Pack Down & First Delivery Tx to IP5	Pack Down & 2nd Delivery Tx to IP5	Week 2 Inbound Delivery	Pack Down & 3rd Delivery Tx to IP5	Pack Down & 4th Delivery Tx to IP5
	500,000	250,000	125,000	125,000	250,000	125,000	125,000
Pallets	45	23	12	12	23	12	12
	Total Doses	Week 3 Inbound Delivery	Pack Down & 5th Delivery Tx to IP5	Pack Down & 6th Delivery Tx to IP5	Week 4 Inbound Delivery	Pack Down & 7th Delivery Tx to IP5	Pack Down & 8th Delivery Tx to IP5
	450,000	250,000	125,000	125,000	250,000	125,000	125,000
Pallets	41	23	12	12	23	12	12
Distribution	Can Commence within a Week of First Inbound Delivery						
	Distribution wk1	Distribution wk2	Distribution Ct'd wk3	Distribution Ct'd wk4			
Doses	180,000	200,000	220,000	240,000			
1st 4 Weeks - Bulk of Programme							
No Of Deliveries	First 2 Wks	Wk 3	Wk4	Total			
Current Programme	289,510	216,970	267,240	773,720			
New Programme	380,000	220,000	240,000	840,000			



GIG
CYMRU
NHS
WALES

Partneriaeth
Cydwasaethau
Shared Services
Partnership

AGENDA ITEM: 4.2

21 March 2024

The report is not Exempt

Teitl yr Adroddiad/Title of Report

Staff Benefit Scheme Update

**ARWEINYDD:
LEAD:**

**Andy Butler – Finance & Corporate Services
Director**

**AWDUR:
AUTHOR:**

**Russell Ward – Head of Accounts Payable
NWSSP**

**SWYDDOG ADRODD:
REPORTING
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**Pwrpas yr Adroddiad:
Purpose of the Report:**

The purpose of this paper is to update the Committee on the Salary Sacrifice Schemes administered by NWSSP.

Llywodraethu/Governance

**Amcanion:
Objectives:**

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

**Tystiolaeth:
Supporting
evidence:**

Ymgynghoriad/Consultation :

Adduned y Pwyllgor/Committee Resolution (insert ✓):

**DERBYN/
APPROVE**

**ARNODI/
ENDORSE**

**TRAFOD/
DISCUSS**

✓

**NODI/
NOTE**

✓

Argymhelliad/ Recommendation	The Committee is asked to NOTE the update on the Salary Sacrifice Scheme.
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Crynodeb Dadansoddiad Effaith: Summary Impact Analysis:	
Cydraddoldeb ac amrywiaeth: Equality and diversity:	The scheme is open to all of the NHS workforce providing they meet the eligibility criteria.
Cyfreithiol: Legal:	Not directly applicable
Iechyd Poblogaeth: Population Health:	Not directly applicable
Ansawdd, Diogelwch a Profiad y Claf: Quality, Safety & Patient Experience:	Not directly applicable
Ariannol: Financial:	During 2022/23, the Salary Sacrifice Car Scheme with NHS Fleet Solutions created circa £2.8m of financial savings to NHS Wales organisations.
Risg a Aswiriant: Risk and Assurance:	Not directly applicable.
Dyletswydd Ansawdd / Duty of Quality:	Not directly applicable
Gweithlu: Workforce:	The Salary Sacrifice Schemes provide NHS staff with the opportunity to obtain cars, bicycles and electrical equipment through flexible purchase and lease arrangements.
Deddf Rhyddid Gwybodaeth/ Freedom of Information	Open

1. BACKGROUND

NWSSP currently provide administration services for several Staff Benefit Schemes for multiple NHS Wales organisations covering Salary Sacrifice Cars, Bicycles and Home Electronics.

These services ensure that a fully procured supplier has been sourced, providing quality and value for money. The service covers full administration including initial eligibility checking, order processing, query resolution, through to invoice processing, with very minimal input required from NHS Wales organisations.

The table below demonstrates current participation across NHS Wales:

NWSSP administered Salary Sacrifice Schemes

Organisation	Cars	Home Electronic	Cycle
Aneurin Bevan	Yes	Yes	
Betsi Cadwaladr			
Cardiff and Vale	Yes	In discussion	
Cwm Taf Morgannwg	Yes	Yes	Yes
DHCW	Yes	Yes	Yes
HEIW	Yes		
Hywel Dda			
NWSSP	Yes	Yes	Yes
PHW	Yes	In discussion	Yes
Powys	Yes	Yes	Yes
Swansea Bay	Yes	Yes	Yes
Velindre	Yes	Yes	Yes
WAST	Yes	Yes	Yes

2. UPDATE - CARS

The Salary Sacrifice Car Scheme is supplied in conjunction with NHS Fleet Solutions (part of Northumbria Healthcare NHS Trust) and the current fleet of vehicles stands at 3,736 at February 2024 which represents a 23% increase over the last 12 months. Additionally:

- 94% of live fleet are electric/hybrid vehicles; and
- 87% of cars on order are electric/hybrid vehicles.

Organisation	Number of live Fleet Solutions cars 20/02/24	Live Electric	Live Hybrid	Cars on order 20/02/24	On order Electric	On order Hybrid
Aneurin Bevan	678	502	136	91	59	22
Cardiff and Vale	738	551	135	79	45	24
Cwm Taf Morgannwg	674	474	143	75	45	18
DHCW	123	90	28	14	9	4
HEIW	47	40	7	5	5	0
NWSSP	178	131	43	18	11	7
Powys	62	40	20	4	3	1
PHW	87	69	16	8	5	2
Swansea Bay	701	508	149	74	36	24
Velindre	93	71	18	12	8	4
WAST	357	275	68	30	17	7
TOTAL	3736	2751	763	410	243	113

The

supplier would normally expect a take-up of the car scheme by around 5% of an organisation's workforce. The table below shows the current take-up percentages across NHS Wales organisations:

Organisation	Live Fleet Solutions cars Feb24	Workforce No's	% cars to workforce
DHCW	123	1050	11.71%
HEIW	47	450	10.44%
WAST	357	4050	8.81%
Velindre	93	1600	5.81%
Swansea Bay	701	13600	5.15%
Cwm Taf Morgannwg	674	12850	5.25%
Aneurin Bevan	678	14650	4.63%
Cardiff and Vale	738	16450	4.49%
PHW	87	2200	3.95%
NWSSP	178	5500	3.24%
Powys	62	2550	2.43%

The NHS Fleet Solutions car scheme is designed to deliver savings for each organisation, which have been estimated at around £750 per car per annum. The table below shows nearly £2.8m anticipated annual savings from the current cars across NHS Wales:

Organisation	Live Fleet Solutions cars Feb24	Anticipated organisational annual saving (£750pcpa):
Aneurin Bevan	678	£508,500
Cardiff and Vale	738	£553,500
Cwm Taf Morgannwg	674	£505,500
DHCW	123	£92,250
HEIW	47	£35,250
NWSSP	178	£133,500
PHW	87	£65,250
Powys	62	£46,500
Swansea Bay	701	£525,750
Velindre	93	£69,750
WAST	357	£267,750
TOTAL	3738	£2,803,500

Each car order received goes through a thorough validation check to ensure eligibility. Across the NHS Fleet Solutions scheme, the team process the following validation checks:

- 2022 = average of 158 validation checks per month
- 2023 = average of 156 validation checks per month

YEAR:	TOTAL CAR VALIDATIONS:
2022	1899
2023	1874

3. UPDATE – HOME ELECTRONICS

The Home Electronic scheme is supplied in conjunction with Home Electronic Solutions (part of Northumbria Healthcare NHS Trust). The scheme provides employees access to over 5000 items from Currys, taken via salary sacrifice, allowing the employees to make savings through their salary. Aneurin Bevan and Powys joined in August 2023. Swansea Bay are due to launch the scheme for the first time in April 2024.

Employer NI and Employer Pension savings accrue from this scheme. The table below shows how much the scheme has grown in popularity from 2022 to 2023:

- Cwm Taf value increase from 2022 to 2023 = 63%
- NWSSP value increase from 2022 to 2023 = 46%
- WAST value increase from 2022 to 2023 = 13%

	2022		2023	
	NO. OF ORDERS	TOTAL VALUE	NO. OF ORDERS	TOTAL VALUE
NWSSP	122	£69,615	177	£101,754
VELINDRE UNIVERSITY NHS TRUST	56	£33,200	48	£32,867
DHCW	101	£63,102	104	£65,985
WELSH AMBULANCE SERVICES NHS TRUST	330	£202,737	377	£229,185
CWM TAF MORGANNWG UHB	306	£178,660	525	£290,740
POWYS THB (JOINED AUG23)			36	£23,708
ANEURIN BEVAN (JOINED AUG23)			326	£192,467
TOTAL	915	£547,314	1,593	£936,706

4. UPDATE – CYCLE TO WORK

The Cycle to Work scheme is supplied in conjunction with Halfords. The scheme provides employees access to bikes and accessories from Halfords and their partner Tredz, taken via salary sacrifice, allowing the employees to make savings on the cost of new bicycle.

Public Health Wales and Powys joined during 2023. Employer NI and Employer Pension savings are also made on this scheme. The scheme opens from April and runs through until end October and the figures in the table below show orders for 2022 and 2023:

- DHCW value increase from 2022 to 2023 = 167%
- Velindre value increase from 2022 to 2023 = 75%

	2022		2023	
	NO. OF ORDERS	TOTAL VALUE	NO. OF ORDERS	TOTAL VALUE
NWSSP	32	£43,253	35	£46,098
VELINDRE UNIVERSITY NHS TRUST	12	£14,281	20	£25,040
DHCW	10	£7,161	15	£19,118
WELSH AMBULANCE SERVICES NHS TRUST	40	£59,663	24	£35,962
CWM TAF MORGANNWG UHB	43	£58,337	46	£53,847
SWANSEA BAY UHB	133	£160,055	117	£150,119
POWYS THB (JOINED AUG23)			12	£15,555
PUBLIC HEALTH WALES (JOINED MAY23)			20	£22,678
TOTAL	270	£342,750	289	£368,417

5. Recommendation

The Committee is asked to **NOTE** the update on the Salary Sacrifice Scheme.



NWSSP Finance Report March 2024

As at 29th February 2024

*Adding Value
Through Partnership,
Innovation and Excellence*

Financial Position and Key Targets

KPI	Target	January	February	March	April	May	June	July	August	September	October	November	December	January	February	Trend
Financial Position – Forecast Outturn	Break even Monthly	Breakeven	Breakeven	Breakeven	Breakeven	Breakeven	Breakeven	Breakeven	Breakeven	Breakeven	Breakeven	Breakeven	Breakeven	Breakeven	Breakeven	
Capital financial position	Within CEL Monthly	On Target	On Target	On Target	On Target	On Target	On Target	On Target	On Target	On Target	On Target	On Target	On Target	On Target	On Target	
Distribution	0 Annually	On Target	On Target	On Target	On Target	On Target	On Target	On Target	On Target	£1.6m	£1.6m	£1.6m	£1.6m	£2.1m		
% of Non NHS Invoices paid within 30 days (In Month)	95% Monthly	89.64%	100.07%	98.06%	98.24%	98.87%	96.55%	97.51%	97.14%	98.57%	96.72%	98.10%	97.87%	97.47%	97.47%	
% of Non NHS Invoices paid within 30 days (Cumulative)	95% Monthly	94.90%	95.50%	95.71%	98.24%	98.56%	97.84%	97.76%	97.57%	97.78%	97.61%	97.68%	97.70%	97.59%	97.54%	
% of NHS Invoices paid within 30 days (In Month)	95% Monthly	85.83%	91.73%	87.38%	98.76%	95.00%	99.17%	94.64%	94.50%	95.10%	71.72%	87.78%	97.06%	94.33%	94.33%	
% of NHS Invoices paid within 30 days (Cumulative)	95% Monthly	86.79%	87.50%	86.44%	98.76%	97.32%	97.89%	97.15%	96.67%	96.45%	92.23%	91.81%	92.47%	92.69%	94.56%	
Retrospective Purchase Orders	0 Monthly	54	63	102	64	75	79	60	71	56	74	76	49	79	85	

Corporate

		2022/23			2023/24											
KPI	Target	January	February	March	April	May	June	July	August	September	October	November	December	January	January	Trend
NHS Debts in excess of 17 weeks - number of invoices	0 Monthly	5	11	0	0	2	12	11	18	6	0	3	4	4	5	
Variable Pay – Overtime	<£100k Monthly	£104k	£108k	£106k	£120k	£136k	£109k	£105k	£122k	£100k	£102k	120k	£73k	£90k	£90k	
Agency % to date	<0.8% Cumulative	0.31%	0.32%	0.29%	0.28%	0.30%	0.32%	0.33%	0.32%	0.32%	0.30%	0.31%	0.31%	0.31%	0.32%	
Agency % Adjusted to exclude SLE	<1% Cumulative	1.10%	1.16%	1.03%	1.01%	1.08%	1.03%	1.02%	1.03%	1.07%	1.04%	1.06%	1.07%	1.10%	1.11%	

Financial Position Update to 29th February 2024

	Annual Budget £'000	YTD Budget £'000	YTD Expend £'000	YTD Variance £'000
Income	-678,392	-576,172	-575,607	565
Pay	339,174	311,204	307,232	-3,972
Non Pay	203,289	177,714	178,844	1,131
WRP – DEL	135,929	87,254	87,254	0
Year to date underspend	0	0	2,277	2,277
	0	0	0	0

NWSSP reported a break-even Month 11 financial position with a year to date overachievement of non-recurring savings of £2.277m.

Covid Costs	YTD	23/24 Forecast
	£m	£m
Mass Vacc - PPE	-	-
Mass Vacc - Pay & Non Pay	0.710	0.772
Social/Primary Care PPE	3.676	4.051
PPE delivery/warehousing/testing	2.117	2.324
Medicines Stockpile	0.270	0.294
Lateral Flow Tests	0.124	0.136
TOTAL FUNDING	6.897	7.577
NWSSP TO FUND:		
Covid Recovery	0.781	0.853
TOTAL COVID COSTS	7.678	8.430

£7.678m of Covid funded expenditure has been incurred in the financial year to 29th February 2024 with a full year forecast of £8.430m.

The provision of PPE to Primary & Social Care will cease from 31st March 2024. We have received recurrent funding for the other Covid support items in the 2024/25 Welsh Government funding allocation.

Our 2023/24 distribution to NHS Wales is now finalised at £2.000m. In addition to this we anticipate being able to return £1.000m of funding to Welsh Government so that our total additional achievement of savings for 2023/24 is £3.000m. The return of funding to Welsh Government is dependent upon the provision of the anticipated pay award funding this financial year.

The Organisational shares are detailed per the table below and we request that invoices are raised to enable us to repatriate the 2023/24 distribution.

Health Board /Trust	%	2023/24 DISTRIBUTION	AGREED RETURN OF WG FUNDING	PRE-TRAMS REINVESTMENTS	IN YEAR RE-INVESTMENTS	2023/24 DISTRIBUTION INVOICES TO BE RAISED £
Aneurin Bevan	9.85	197,000				197,000
Swansea Bay	8.80	176,000				176,000
Betsi Cadwaladr	11.98	239,600		100,614		340,214
Cardiff and Vale	10.49	209,800		7,000		216,800
Cwm Taf	10.60	212,000				212,000
Hywel Dda	7.77	155,400			- 88,452	66,948
Powys	1.95	39,000				39,000
Velindre	1.17	23,300				23,300
WAST	1.28	25,600				25,600
Public Health Wales	0.87	17,400				17,400
Welsh Government	35.25	704,900	1,000,000		- 103,000	1,601,900
Total	100.00	2,000,000	1,000,000	107,614	- 191,452	2,916,162

Adjustments have been made to the distribution for:

- Pre-TRAMS investments in BCU & Cardiff & Vale – these costs were identified as the first call on savings in our IMTP
- Hywel Dda procurement team contribution
- Welsh Government – additional records storage
- Note – the WG distribution is after the reinvestment of £264,351 to fund the Finance academy

Welsh Risk Pool

DEL expenditure to Month 11 is **£87.254m**.

Our 2023/24 IMTP DEL forecast was **£135.929m** which requires **£26.494m** to be funded under the Risk Share Agreement.

Month 11 2023/24	£000s
Actual spend to February 2024	87,254
Settled cases – awaiting payment	16,763
Joint Settlement/Round Table Meeting/Offer	26,831
Periodical Payment Orders to March 2024	64
Sub Total	130,912
Future Estimated Settlements	4,008
Month 11 2023/24 DEL Forecast	134,920
IMTP DEL Forecast 2023/24	135,929

Even as we approach the end of the financial year there remains some uncertainty with a small number of cases with regard to whether they will progress sufficiently to reach a stage where they can be accrued within the 2023/24 financial year. We are monitoring these closely during March and we are also finalising outstanding costs of settled cases for NHS Wales Organisations to accrue.

Following a detailed review of the forecast in early March and the outstanding cases still to settle we anticipate that we remain on track to meet the £135.929m forecast. The £26.494m Risk Share Agreement allocation adjustment was made by Welsh Government in January.

Capital

Scheme	Allocation	YTD Spend	Forecast Spend March	Balance Outstanding
	£000	£000	£000	£000
Corporate	441	490	47	96
Procurement	3	3	0	0
Laundry Services	1	1	0	0
Estates	10	10	0	0
Primary Care Services	24	7	17	0
SMTL	49	5	55	11
Unallocated	0	0	0	0
Discretionary Capital Total	528	516	119	107
IP5 discretionary	130	73	32	-25
Laundry Discretionary	200	-98	190	-108
Scan for Safety	69	44	23	-2
TRAMS	217	217	0	0
EFAB - decarbonisation	300	33	310	43
Laundry Equipment	192	0	192	0
Primary Care Workforce Intelligence System	558	314	244	0
All Wales Laundry Programme	1,464	285	1,179	0
DPIF - Improvements to NHS Wales Cyber Security	11	0	11	0
Radiopharmacy	100	27	56	-17
Denbigh racking / Dupont storage	402	234	136	-32
Year end funding/ end of year additional	906	0	951	45
Further additional capital bids	131	0	124	-7
End of year additional capital bids	106	0	106	0
DPIF	289	66	219	-4
Glidescopes transfers	-56	-56	0	0
Additional Capital Total	5,019	1,139	3,773	-107
Estates	559	559	0	0
SMTL	13	13	0	0
Counter Fraud	182	182	0	0
PCS	1,623	1,623	0	0
Procurement	59	59	0	0
IFRS16 Capital	2,436	2,436	0	0
TOTAL CAPITAL ALLOCATION	7,983	4,091	3,892	0

Our most recent Capital Expenditure Limit for 2023/24 totals **£7.983m** of which **£4.091m** was spent to 29th February 2024.

We received an additional **£1.432m** of additional year end capital funding. We continue to monitor schemes closely to ensure our 2023/24 CEL can be met.

Energy 2023/24

SUPPLY

The All-Wales energy contract transferred to the Crown Commercial Services (CCS) Framework from 1st October 2023. We reported in November that the energy forecast range was **£95m - £104m** and that we were working with CCS and the energy suppliers to validate their forecasts. In January we reported the All-Wales forecast reduced to **£96m-£98m** following a review of the gas forecast with Total Energies. In February, following receipt of a detailed power forecast from EDF we have been able to provide the final energy forecast for 2023/24 of **£95.628m**, recognising the opportunity that we previously flagged in the forecast range.

	2023/24		
Health Board/Trust	Gas £m	Power £m	TOTAL £m
Aneurin Bevan UHB	6.664	10.229	16.893
Betsi Cadwaladr UHB	8.290	12.242	20.531
Cardiff and Vale UHB	8.171	8.315	16.486
Cwm Taf Morgannwg UHB	4.498	7.509	12.007
Digital Health and Care Wales	0.007	0.153	0.161
Health Education and Improvement Wales	0.030	0.099	0.130
Hywel Dda UHB	3.451	6.305	9.757
NWSSP Velindre University NHS Trust	0.060	0.323	0.383
Powys Teaching HB	1.001	1.032	2.033
Public Health Wales	0.038	0.221	0.259
Swansea Bay UHB	5.648	8.448	14.096
Velindre University NHS Trust	0.308	1.546	1.854
Welsh Ambulance Service Trust	0.260	0.779	1.038
TOTAL	38.427	57.200	95.628

SELLBACK

Following the decision to transfer our utility supplies to the CCS Framework from 1st October, this gave rise to the opportunity to sell back some small quantities of energy that we had secured the right to forward purchase at lower than current market rates for 2024/25 and 2025/26. These tranches of energy have now been sold back to British Gas with a net **£2.520m** one-off windfall gain to NHS Wales to be accounted for in the 2023/24 financial year. We have progressed conversations with Audit Wales regarding the accounting treatment of this in the current financial year and they are supportive of this approach.

We received the cash settlement from British Gas in the middle of March 2024. We have now made payment to the Health Organisations that have submitted invoices. The shares have been determined based on the percentage split of energy volumes that were forecast by Organisation with a nominal £5,000 for smaller NHS Organisations.

Organisation	Volume kWh	% Breakdown	Sell Back Value to date 12.06.2023
Betsi	122650537	21.388%	£ 534,709.41
Cardiff & Vale	121409206	21.171%	£ 529,297.69
Aneurin Bevan	97129621	16.937%	£ 423,447.99
Swansea Bay	89841575	15.666%	£ 391,674.89
Cwm Taf Morgannwg UHB	65960925	11.502%	£ 287,564.40
Hywel Dda	55062596	9.602%	£ 240,051.85
Powys	13914315	2.426%	£ 60,661.09
Velindre NHS Trust	4193267	0.731%	£ 18,281.04
Welsh Ambulance	3301582	0.576%	£ 14,393.64
NHS Wales Shared Services Partnership	767,893		£ 5,000.00
Public Health	481,825		£ 5,000.00
Health Education	422,061		£ 5,000.00
Digital Health and Care Wales	89,263		£ 5,000.00
TOTAL	573,463,626	100%	£ 2,520,082.00

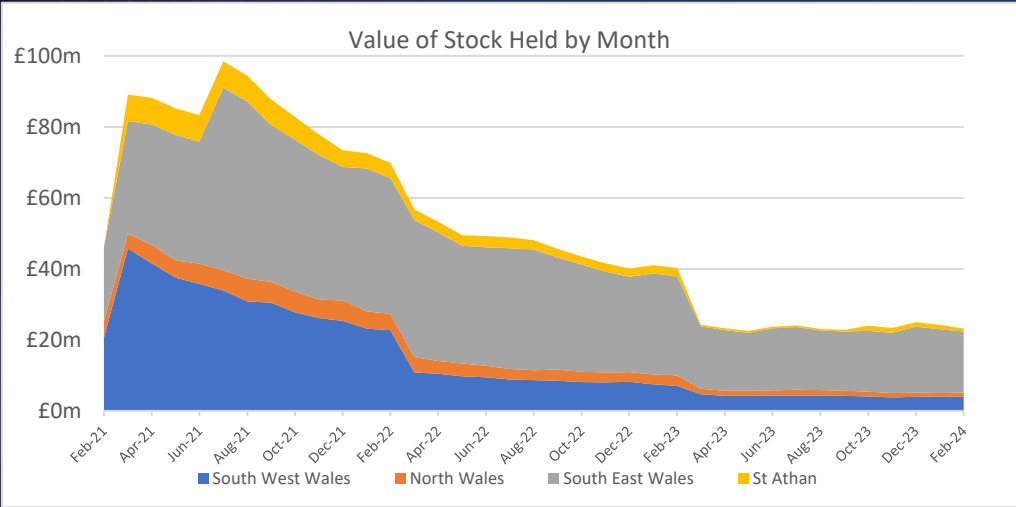
Energy 2024/25

In early February we received the first indicative forecasts and assumptions for the 2024/25 energy costs. These forecasts total **£102.635m** across NHS Wales and were shared with Deputy Directors of Finance and the Wales Energy Group for planning purposes.

Early indications identify a forecast reduction in commodity costs, which are more than offset with anticipated rises in non-commodity costs leading to the 2024/25 forecast being in excess of the forecast for 2023/24. We will receive the 2024/25 billable rates from the energy suppliers during March which will enable us to update the forecasts and provide a further update based on the actual costs to be invoiced. This will be shared with Organisations once validated and reviewed in detail.

	2024/25 FORECAST		
	Gas £m	Power £m	TOTAL £m
Aneurin Bevan UHB	7.520	11.442	18.962
BetsiCadwaladrUniversity HB	8.218	13.445	21.663
Cardiff and Vale UHB	8.459	9.023	17.482
Cwm Taf	4.263	8.162	12.425
Digital Health and Care Wales	0.006	0.183	0.189
Health Education and Improvement Wales	0.033	0.106	0.139
Hywel Dda LHB	3.339	6.996	10.335
NHS Wales Shared Services Partnership	0.032	0.464	0.496
Powys Healthcare Nhs Trust	0.965	1.198	2.163
Public Health Wales NHS Trust	0.039	0.256	0.295
Swansea Bay	4.861	10.515	15.376
Velindre University NHS Trust	0.286	1.636	1.922
Welsh Ambulance Service NHS Trust	0.249	0.939	1.188
TOTAL	38.270	64.365	102.635

Stock



The value of stock held in Stores at 29th February 2024 was £23m. We continue to maintain the 16 weeks PPE stock holding as requested by Welsh Government. We await confirmation from Welsh Government regarding the levels of stocks that we need to continue to hold in the longer term.

Recommendations

The Shared Services Partnership Committee is asked to note:

1. Achievement against key financial targets
2. The financial position to 29th February 2024
3. The 2023/24 savings distribution
4. The 2023/24 WRP forecast position
5. The 2023/24 Capital forecast position
6. The 2023/24 energy update
7. The 2024/25 energy forecast
8. The content of this update and seek further information if required.



*Adding Value
Through Partnership,
Innovation and Excellence*

NHS WALES SHARED PARTNERSHIP SERVICES COMMITTEE
 People and Organisational Development (OD) Report

MEETING	Shared Services Partnership Committee (SSPC)
REPORT DATE	22 nd February 2024
REPORT AUTHOR	Sarah Evans, Deputy Director of People and OD
RESPONSIBLE DIRECTOR OF SERVICE	Gareth Hardacre, Director of People, OD and Employment Services
TITLE OF REPORT	Report of the Director of People, OD and Employment Services
PURPOSE OF REPORT	
<p>The purpose of this report is to provide SSPC with a comprehensive update of current workforce performance across the organisation through a range of workforce information key performance indicators (KPIs) as at 31st January 2024. The report also provides an update on current work programmes being undertaken by the People and OD Function as well as any organisational change activity ongoing throughout February 2024.</p> <p>The report is split into sections, starting with a workforce summary showing key performance indicators, followed by the initiatives the team are leading/supporting regarding the Employee Value Proposition and lastly the interventions/activities concerning the employee experience. This format hopes to showcase the moments that matter to NWSSP employees and to encourage open and honest conversations to take place, in relation to our People Objective – Working together to be the best we can be.</p>	

Full Dashboard

Once opened, please click 'Editing' to open in desktop

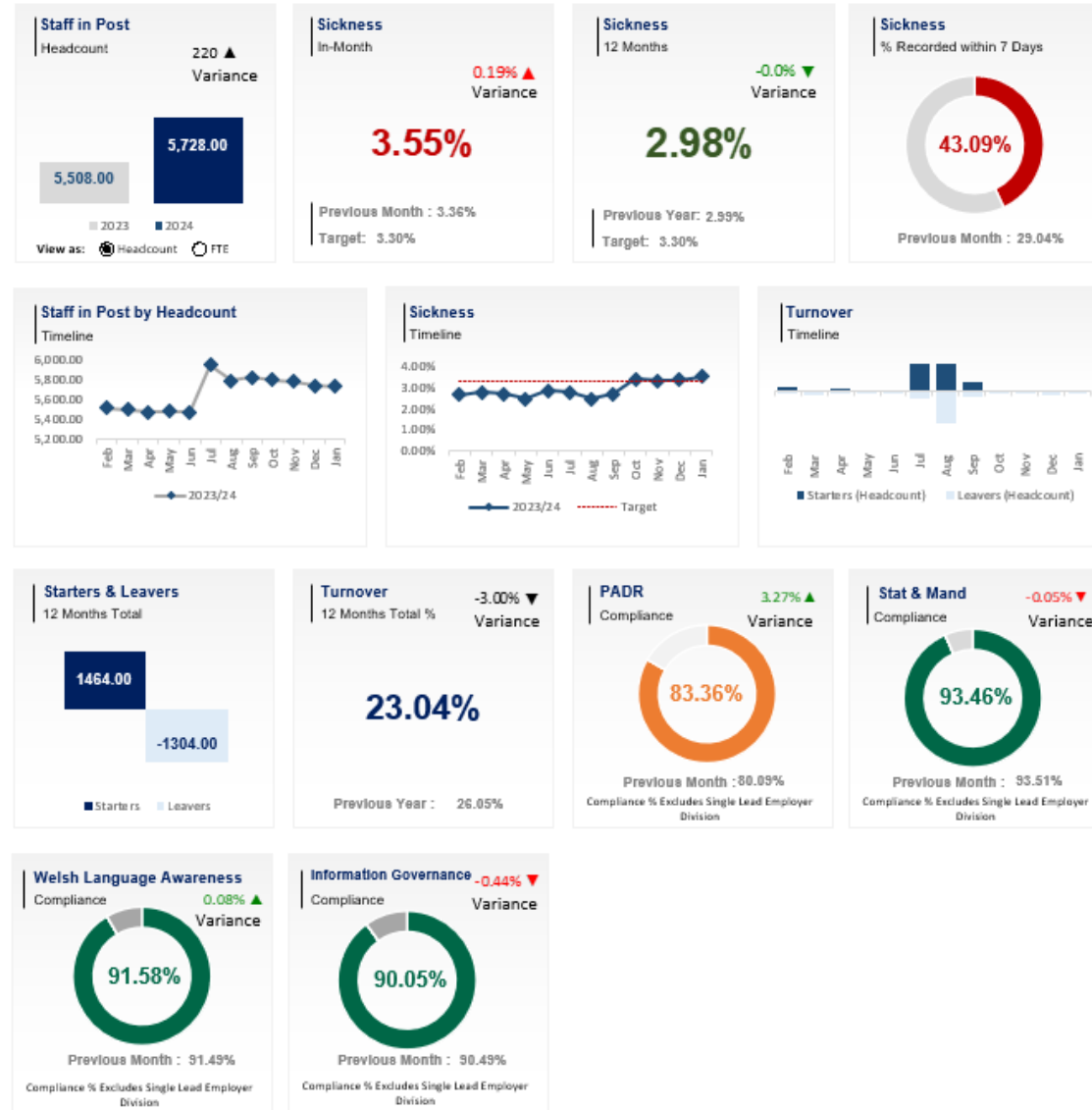
Top 3 reasons for absence by FTE days Lost

1. Anxiety/stress/depression/other psychiatric illness
2. Cold, cough, Flu – influenza
3. Gastrointestinal problems

Welsh Language Awareness

A continued increase in compliance for Welsh Language Awareness can be seen in January at **91.58%** when excluding Single Lead Employer Division.

Including Single Lead Employer Division compliance decreases to **47.00%**



Key

■ Meeting or exceeding target
 ■ On course for target
 ■ Off target
 ▲ Positive change
 ▲ Negative change
 ▲ Change not measured

Headcount

The January employee headcount (5728) has decreased from the December position (5739)

January is higher than for the same period last year (5508)

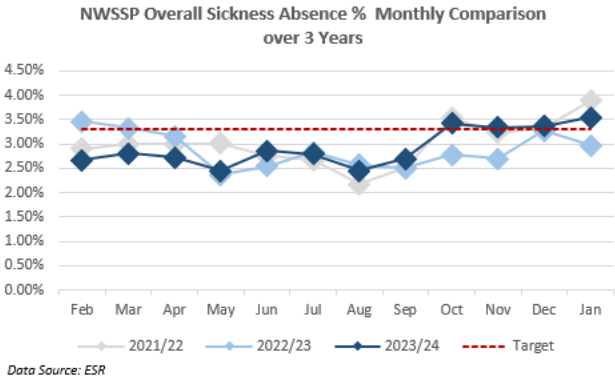
Turnover

Including Single Lead Employer Division Turnover is at **23.04%** which has decreased by -3.00% when compared against the same period last year.

Excluding Single Lead Employer Division turnover is at **12.35%** which has reduced from **13.87%** for the same period last year

FURTHER DETAIL

Analysis 1: This analysis shows the average sickness absence rate percentage for 12 months compared to the 2 previous years.



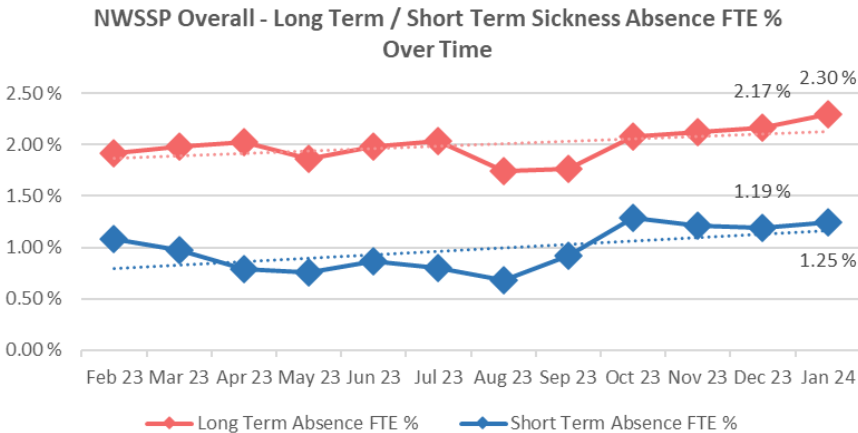
Long Term Vs Short Term Absence

Long term absence has increased from last month and is at 2.30% compared with 2.17% in December.

Short term absence has increased from the December position and is at 1.25% for January.

The top reason for short term absence being **Cold, cough, flu - influenza**

The top reason for long term absence being **Anxiety/stress/depression/other psychiatric illnesses**



In Month Sickness Absence Percentage by Division

Division	Dec-23	Jan-24	Change
Accounts Payable Division	2.92%	4.54%	1.62% ▲
Audit & Assurance Division	3.39%	2.18%	-1.21% ▼
Corporate Division	2.76%	1.71%	-1.05% ▼
Counter Fraud Division	0.00%	8.29%	8.29% ▲
Digital Workforce Division	2.62%	2.76%	0.14% ▲
E-Business Central Team Division	6.41%	7.69%	1.28% ▲
Employment Division	4.43%	5.32%	0.89% ▲
Finance Division	0.00%	0.00%	0.00%
Hosted Services Division	0.62%	2.07%	1.45% ▲
Laundry Division	8.40%	9.08%	0.68% ▲
Legal & Risk Division	2.74%	3.72%	0.98% ▲
Medical Examiner Division	7.71%	10.29%	2.58% ▲
Medical Workforce Division	3.65%	1.61%	-2.04% ▼
People & OD Division	3.29%	3.73%	0.44% ▲
Pharmacy Technical Services Division	4.12%	4.45%	0.33% ▲
Planning, Performance and Informatics Division	3.58%	3.10%	-0.48% ▼
Primary Care Division	3.90%	4.66%	0.76% ▲
Procurement Division	6.63%	6.28%	-0.35% ▼
Single Lead Employer Division	2.43%	2.43%	0.00%
Specialist Estates Division	0.00%	1.68%	1.68% ▲
Surgical Materials Testing (SMTL) Division	6.20%	4.05%	-2.15% ▼
Welsh Employers Unit Division	0.00%	8.47%	8.47% ▲
Grand Total	3.36%	3.55%	0.19% ▲

Source: ESR

In month sickness for January is at 3.55% which is above the target of 3.30%

Medical Examiner Division has the highest in month sickness percentage for January at 10.29%

E-Learning Competency Compliance

Division	NHS CSTF Equality, Diversity and Human Rights - 3 Years	NHS CSTF Fire Safety - 2 Years	NHS CSTF Health, Safety and Welfare - 3 Years	NHS CSTF Infection Prevention and Control - Level 1 - 3 Years	NHS CSTF Information Governance (Wales) - 2 Years	NHS CSTF Moving and Handling - Level 1 - 2 Years	NHS CSTF Resuscitation - Level 1 - 3 Years	NHS CSTF Safeguarding Adults - Level 1 - 3 Years	NHS CSTF Safeguarding Children - Level 1 - 3 Years	NHS CSTF Violence and Aggression (Wales) - Module A - No Specified Renewal
Accounts Payable Division	97.30%	96.62%	97.97%	97.30%	93.24%	95.27%	97.97%	95.95%	95.95%	100.00%
Audit & Assurance Division	88.46%	90.38%	88.46%	92.31%	90.38%	86.54%	92.31%	90.38%	92.31%	100.00%
Corporate Division	88.89%	88.89%	92.59%	85.19%	85.19%	88.89%	92.59%	81.48%	81.48%	96.30%
Counter Fraud Division	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Digital Workforce Division	92.31%	96.15%	100.00%	100.00%	92.31%	88.46%	96.15%	100.00%	100.00%	100.00%
E-Business Central Team Division	93.75%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Employment Division	96.71%	95.89%	96.16%	94.52%	92.88%	94.25%	95.62%	94.25%	94.25%	98.63%
Finance Division	100.00%	96.30%	96.30%	88.89%	96.30%	96.30%	96.30%	92.59%	92.59%	92.59%
Hosted Services Division	100.00%	100.00%	91.67%	91.67%	91.67%	100.00%	100.00%	91.67%	91.67%	100.00%
Laundry Division	87.40%	90.55%	92.91%	89.76%	67.72%	82.68%	91.34%	86.61%	85.04%	86.61%
Legal & Risk Division	94.15%	91.23%	92.98%	91.81%	90.06%	91.81%	95.32%	89.47%	88.89%	94.15%
Medical Examiner Division	96.34%	96.34%	97.56%	84.15%	93.90%	91.46%	87.80%	80.49%	80.49%	95.12%
Medical Workforce Division	87.50%	68.75%	93.75%	81.25%	75.00%	75.00%	75.00%	68.75%	68.75%	93.75%
People & OD Division	97.67%	95.35%	97.67%	95.35%	88.37%	95.35%	95.35%	95.35%	95.35%	95.35%
Pharmacy Technical Services Division	82.14%	85.71%	89.29%	85.71%	85.71%	82.14%	82.14%	78.57%	82.14%	89.29%
Planning, Performance and Informatics Division	95.35%	100.00%	93.02%	95.35%	95.35%	97.67%	97.67%	95.35%	95.35%	97.67%
Primary Care Division	97.02%	95.70%	96.69%	95.36%	95.03%	95.36%	97.68%	96.03%	96.03%	98.34%
Procurement Division	95.18%	91.93%	94.62%	91.78%	88.39%	90.65%	94.19%	92.49%	91.50%	95.75%
Specialist Estates Division	100.00%	100.00%	100.00%	96.23%	98.11%	100.00%	100.00%	98.11%	98.11%	100.00%
Surgical Materials Testing (SMTL) Division	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	96.00%	100.00%	100.00%	100.00%
Welsh Employers Unit Division	66.67%	66.67%	50.00%	66.67%	66.67%	66.67%	66.67%	50.00%	50.00%	83.33%
NHS Wales Shared Services Partnership	95.09%	93.73%	95.22%	92.86%	90.05%	92.16%	94.79%	92.33%	91.98%	96.41%

Source: ESR

Note: compliance excludes Single Lead Employer Division

EMPLOYEE VALUE PROPOSITION

What we mean by Employee Value Proposition:

“An Employee Value Proposition (EVP) is our core benefits that make up our wider employer brand. It is a promise between us as an employer and a potential applicant; what can NWSSP and our culture offer them, in exchange for their talent, skills, and experience.”

In this section we look at key developments and activities in relation to attraction, resourcing and onboarding, including our internal Bank service.

Recruitment & Attraction Activity

NHS Retirement Fellowship

Conversations with the NHS Retirement Fellowship have commenced, looking at people retiring from the NHS and the benefits available from the fellowship. The fellowship is open to retired NHS and other health and social care staff, volunteers and their friends and families and provides access to a great range of benefits and discounts.

The aim of the Fellowship is:

- To provide friendship and fellowship to all NHS retirees across Wales
- To provide a welfare and caring role to their members
- To provide a social and friendly atmosphere in all their activities
- To give all NHS members the opportunity to meet in fellowship with other retirees and ex colleagues

Further details can be found here:- www.nhsrf.org.uk

Widening Access

NWSSP's Graduate Management Trainee

NWSSP's Graduate, Khadija Uddin started their next placement within the People and OD division, working closely within the OD team. Khadija will complete her placement at the end of March. Khadija has been provided with a detailed work plan which includes the PADR Review, Network 75 recruitment and induction support along with the NWSSP Staff Recognition Awards.

NWSSP's Early Careers Network

The Early Careers Network hosted its first meeting in January, with colleagues present from across the organisation. Engagement and attendance was high throughout the session. Network members were provided with:

- An Ambassador Role profile,
- Access to a corporate Careers Event Log where they can review and sign up to attend events across Wales
- Access to an online resource pack, where they can print and utilise branding materials at careers events
- A recorded video explaining the different career entry routes available across NWSSP
- Access to NWSSP promotional banners, table-cloth and freebies (provided by HEIW)

Apprenticeship Pay and Supported Shared Apprenticeships

An Apprenticeship Pay paper, and a proposal to introduce Supported Shared Apprenticeships for people living in Wales with a disability, were tabled at Informal Senior Leadership Group, the Recruitment and Retention Group, the Equality Diversity and Inclusion Group and Local Partnership Forum. Overall, positive feedback was received for both proposals. However, further information was requested in relation to the partnership with the charity 'Elite' for Supported Shared Apprenticeships. Additional information will be provided to formal SLG as a separate paper.

Work Experience

3 work placements have taken place during the month of January within Legal and Risk, Planning, Performance and Informatics and Procurement and Supply Chain, Logistics and Transport.

RESOURCE BANK AND AGENCY

General Bank – Monthly Use

74.69 WTE actively engaged on Bank in January 2024, when removing collaborative bank and corporate reserves. This is up from 73.51 WTE in December

Total spend of £204,807 when excluding Corporate Reserves and Collaborative Bank, which compares with £205,205 in December (However reporting spend of £154,337, due to a large credit within corporate reserves £73k relating to the pay award credit that was being accrued.

Row Labels	Sum of Cur Month Actual	Sum of WTE Actual
Accounts Payable & e-Enablement	7,240.91	2.88
Audit & Assurance Services	4,192.12	1.04
Employment Services	23,991.28	8.47
Procurement Services	54,551.48	20.87
Primary Care Services	16,173.54	6.16
Legal & Risk Services	10,852.98	2.58
Planning, Performance & Informatics	2,096.35	0.91
Health Courier Services	52,231.54	20.53
SMTL	673.92	0.08
Medical Examiner Service	0.00	0.00
All Wales Collaborative Bank	22,761.57	4.39
All Wales Laundry	24,330.05	9.17
E-Business Central Team Services	1,245.81	0.52
People & Organisational Development	1,762.44	0.87
Pharmacy Technical Services	0.00	0.00
Corporate Reserves	-73,231.53	0.00
GP Training Scheme	0.00	0.00
Finance and Corporate Services	3,319.84	0.70
Digital Workforce Solutions	-252.46	-0.01
Welsh Employers Unit	2,397.43	0.19
Grand Total	154,337.27	79.35

Agency Spend by Service

Service Area	Sum of Jan	No Engagements
Audit	20,180	3
HCS	9,759	3
Laundry	54,438	27
PPI	12,600	1
Legal & Risk	3,509	1
Total	100,486	35

Agency Use

Agency spend has increased to £100,486 for January 2024 (up from £88,905 in December)

Reductions seen in Audit, Laundry and Legal & Risk

Notable increase seen in HCS

35 x staff engaged via Agency in January, mirroring December’s WTE

Other News

Significant increase seen over the last month for Bank staff Expression Of Interests and therefore anticipate a large increase in expenditure in the next accounting period

New Agency Control Process has started in line with the Welsh Government requirements, no requests so far but will report on this in the next month

RESOURCE - VACANCY CONTROL PANEL

Vacancy Control	December 2023		
Row Labels	Vacancy	Business Case	Grand Total
Approved	33	8	41
Further info required	2	3	5
Grand Total	35	11	46
Vacancy Control	January 2024		
Row Labels	Business Case	Vacancy	Grand Total
Approved	6	21	27
Declined	1		1
Further info required		1	1
Grand Total	7	22	29

Key Themes for TRAC & Flexible Business Cases

Significant improvement in level of detail coming through on TRAC 6 core questions, seeing people moving from generic based responses to specific detailed updates

Considerations to be given for all vacancies around redeployment opportunities, NWSSP Senior Leaders have been asked to support this and remind managers to discuss options with the Business Partnering team.

		Average Time in Working Days	
Trac Report Code	Trac Recruitment Health Check	Target	Jan-24
T0a	Notice Date to Authorisation Start Date	5	38.7
T1a	Time to Approve Vacancy Request	10	7.8
T4	Time to Shortlist	3	8.3
T5b	Time to Update Interview Outcomes	3	2.4
T9b	Time to Approve References	2	5.8
T13	Vacancy Creation to Conditional Offer	44	46.8
T14	Vacancy Creation to Unconditional Offer	71	77.3
T23	Conditional offer to Ready for start date	27	34.6

Vacancy Control Approval

January has seen a significant reduction in month-on-month time to hire KPI's.

Whilst the Vacancy Control process has continued to remain strong for NWSSP; T0a and T4 have seen notable increases against targets

The POD team will be sharing divisional level data at SMT's over the coming months to work through this. NWSSP Senior Leaders have been asked to support this work programme and remind their management teams about the importance of time to hire targets being met.

EMPLOYEE EXPERIENCE

Corporate Engagement

What we mean by Employee Experience:

“Employee Experience is how we provide personalisation to our staff about their experience with us an organisation. Understanding how we can provide staff with an experience that makes them want to keep working for us or to become advocates of us as an organisation when they leave. A truly positive employee experience is one where the employee feels special and appreciated for their individual contribution and talents, not simply a cog in a machine”.

In this section we look at key developments and activities in relation to induction, relationships, recognition, key projects and talent management.

People Development**Training Needs Exercise**

The yearly Training Needs analysis commenced in January. Divisions have been provided with access to a collaborative document, where they have been asked to input their training needs per division for the upcoming year. The exercise closed at the beginning of February and the services will receive feedback on the ways in which People and OD can support this from April. Divisional leads will also be asked to provide feedback on this year's changes to process to ensure that we move forward in a way that supports the needs of the organisation.

Well-being and Inclusion

- Unconscious Bias sessions were delivered to Senior Leaders in NWSSP with Employers Network for Equality and Inclusion. An Anti-Racism session has been arranged for February 2024
- The Mental Health Awareness Webinar has been released and is now available for all staff to access through YouTube. The link has been added to the People Development Hub and Health and Wellbeing Centre.
- Several Stress Management training sessions were arranged with Optima Health. These sessions commenced in January 2024 and further dates have been agreed throughout February and March.
- E-learning modules from ENEI were launched, including Managing Remote Teams, Inclusive Leadership, and Mental Health and Wellbeing for People Managers.

PADR Review

- Following staff changes in the People and OD team the PADR Review had been suspended and is now moving forward with our Graduate Management Trainee. Additional engagement from NWSSP colleagues will be sought prior to recommendations being presented to the Senior Leadership Group.

Culture and Engagement**Staff Survey**

- NWSSP can expect to have the high-level data shared with organisational leads the w/c 19th February.
- HEIW have agreed to lead a lessons learned exercise in February for organisational leads.
- Training will be provided for leads and key colleagues identified by each organisation w/c 18th March. This training will enable access the data system.
- HEIW will release the full data set to organisational leads w/c 19th April.
- A number of key people from the People and OD team including the Senior People and OD Business Partners will have access to the survey data.

Staff Recognition Awards

- Nominated and shortlisted colleagues have been informed of their success.
- The virtual event will take place on 28th February.
- All Staff Network Groups were approached and asked to provide a video to feature in the virtual event.
- Regional events have been mapped and co-ordinated to take place between April and June 2024. Directors have been asked to hold the dates in their diaries.

Move from Companies House and Charnwood Court

- The consultation for affected staff will conclude on 29th February 2024. To date, four 121 consultations have been requested and the main questions been asked by staff focus on travel options, the perceived lack of public transport, options to mirror current reasonable adjustments, future hub/spoke models and parking availability.



GIG
CYMRU
NHS
WALES

Partneriaeth
Cydwasaethau
Shared Services
Partnership

AGENDA ITEM: 5.3

21st March 2024

The report is not Exempt

Teitl yr Adroddiad/Title of Report

Performance Update Report

**ARWEINYDD:
LEAD:**

**Alison Ramsey, Director of Planning,
Performance, and Informatics**

**AWDUR:
AUTHOR:**

**Richard Phillips, Business and Performance
Manager**

**SWYDDOG ADRODD:
REPORTING
OFFICER:**

**Alison Ramsey, Director of Planning,
Performance, and Informatics**

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

The purpose of this report is to provide the Shared Services Partnership Committee (SSPC) with an update on Key Performance Indicators (KPIs) for October – January 2024.

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:**

NWSSP IMTP 2023-26

Ymgynghoriad/Consultation :

Senior Leadership Group

Adduned y Pwyllgor/Committee Resolution (insert ✓):						
DERBYN/ APPROVE		ARNODI/ ENDORSE		TRAFOD/ DISCUSS		NODI/ NOTE ✓
Argymhelliad/ Recommendation		The Shared Services Partnership Committee is requested to NOTE:				
		<ol style="list-style-type: none"> 1. The significant level of professional influence benefits generated by NWSSP to 31st January 2024. 2. The performance against the high-level key performance indicators to 31st January 2024. 				

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:	Professional Influence Benefits for NHS Wales
Risg a Aswiriant: Risk and Assurance:	Organisation Performance Assurance
Safonau Iechyd a Gofal: Health & Care Standards:	No direct Impact
Gweithlu: Workforce:	No direct Impact
Deddf Rhyddid Gwybodaeth/ FOIA	Open

NWSSP Performance Information Report

Covering Period October to
January 2024

*Delivering
Value, Innovation and
Excellence through
Partnership*

Purpose

The purpose of this report is to provide the Shared Services Partnership Committee (SSPC) with an update on Key Performance Indicators (KPIs) for October – January 2024.

Health Organisations have received their individual performance reports for Quarter 3 at the end of January 2024 and will receive the Quarter 4 reports at the end of April 2024.

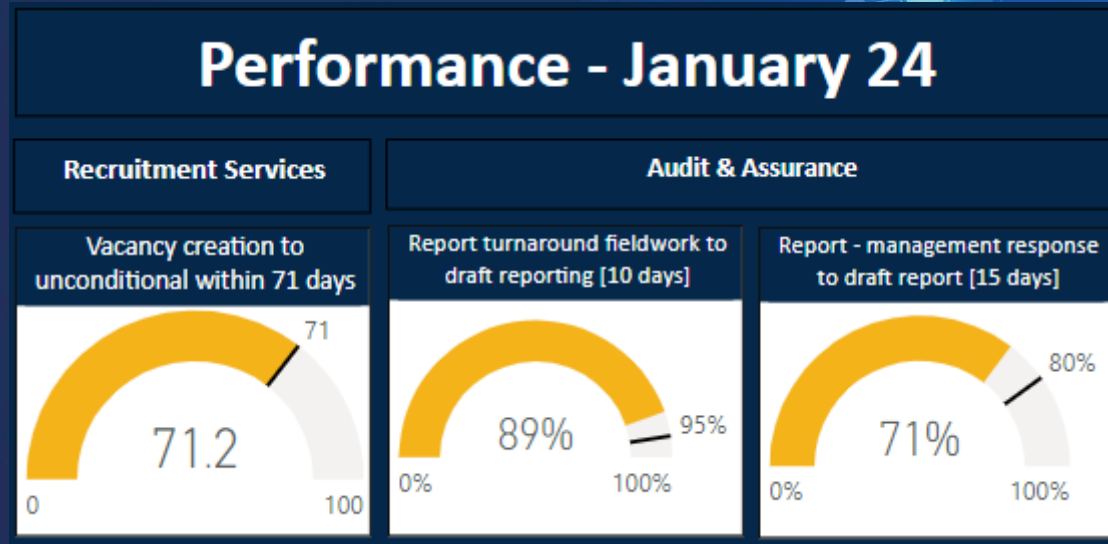
Key Messages

The in-month January performance was generally good with 38 KPIs achieving the target against the total of 41 KPIs.

However, 3 KPIs did not achieve the target and are considered Red/Amber. For these indicators where the target was missed there is a brief explanation included.

Professional influence benefits amount to £200M at end of January. This is further broken down on Page 11 of this report.







Summary Position by exception – 3 KPIs off target







Of the 5 KPIs that did not achieve the targets for July

- 1 is solely the responsibility of the health organisation.
- 1 is a combination of both External/Internal processes.
- 1 is within our gift to influence as a service provider.






Summary of Key Performance Indicators – November 23

23/24									
KFA	KPIs	Target		October	November	December	January	Trend	
Audit & Assurance									
Our Services	Audit opinions/annual reports on track	Y/N	Monthly	Y	Y	Y	Y		
Our Services	Audits delivered for each Audit Committee in line with agreed plan	Y/N	Monthly	Y	N	N	Y		
Our Services	Report turnaround fieldwork to draft reporting [10 days]	95%	Monthly	94%	88%	91%	89%		
Our Services	Report turnaround management response to draft report [15 days]	75%	Monthly	81%	68%	70%	71%		
Our Services	Report turnaround draft response to final reporting [10 days]	95%	Monthly	98%	100%	100%	97%		
Procurement Services									
Our Value	Procurement savings *Current Year	£13m	Cumulative	£14,894,588	£21,084,022	£25,315,111	£26,511,967		
Accounts Payable									
Our Value	Savings and Successes		Monthly	£248,447	£2,001,361	£510,016	£1,268,177		
Our Services	All Wales PSPP – Non-NHS YTD	95%	Quarterly	Reported Quarterly	Reported Quarterly	96.44%	96.29%		
Our Services	All Wales PSPP –NHS YTD	95%	Quarterly	Reported Quarterly	Reported Quarterly	87.48%	86.90%		
Our Services	Accounts Payable % Calls Handled (South)	95%	Monthly	98.80%	99.80%	100.00%	99.99%		
Employment Services									
Payroll									
Our Services	Overall Payroll Accuracy	99.60%	Monthly	99.75%	99.77%	99.77%	99.75%		
Our Services	Payroll % Calls Handled	95%	Monthly	98.18%	97.99%	98.01%	99.42%		
Recruitment									
All Wales									
Our Services	All Wales - % of vacancy creation to unconditional offer within 71 days		Monthly	55.8%	53.7%	58.8%	58.7%		
Our Services	Average Days Vacancy creation to unconditional offer within 71 days		Monthly	79.60	77.30	71.30	71.20		
Recruitment Responsibility									
Our Services	Recruitment - % of Vacancies advertised within 2 working days of receipt	95%	Monthly	100.0%	99.8%	99.9%	98.0%		
Our Services	Recruitment - % of conditional offer letters sent within 4 working days	95%	Monthly	97.1%	97.9%	98.7%	97.8%		
Our Services	Recruitment % Calls Handled	95%	Monthly	99.0%	99.5%	99.5%	99.3%		



Summary of Key Performance Indicators – September 23

23/24										
KFA	KPIs	Target		October	November	December	January	Trend		
Student Awards										
Our Services	% of NHS Bursary Applications processed within 20 days	100.00%	Monthly	100.00%	100.00%	100.00%	100.00%			
Our Services	Student Awards % Calls Handled	95%	Monthly	95.36%	95.01%	98.20%	98.48%			
Primary Care										
Our Services	Primary care payments made in accordance with Statutory deadlines	100%	Monthly	100%	100%	100%	100%			
Our Services	Prescription - keying Accuracy rates (Payment Month)	99%	Monthly	99.73%	99.77%	99.76%	99.79%			
Our Services	Urgent medical record transfers actioned within 2 working days	100%	Monthly	100%	100%	100%	100%			
Our Services	Patient assignment actioned within 24 hours of receipt of request	100%	Monthly	100%	100%	100%	100%			
Our Services	Category A Cascade alerts to be issued within 4 hours of receipt	100%	Monthly	100%	100%	100%	100%			
Legal & Risk										
Our Value	Savings and Successes	£65m annual target	Monthly	£15,322,848	£25,825,294	£7,729,828	£11,081,236			
Our Services	Timeliness of advice acknowledgement - within 24 hours	90%	Monthly	100%	100%	100%	100%			
Our Services	Timeliness of advice response – within 3 days or agreed timescale	90%	Monthly	100%	100%	100%	100%			
Welsh Risk Pool										
Our Services	Time from submission to consideration by the Learning Advisory Panel	95%	Monthly	100%	100%	100%	100%			
Our Services	Time from consideration by the Learning Advisory Panel to presentation to the Welsh Risk Pool Committee	100%	Monthly	100%	100%	100%	100%			
Our Services	Holding sufficient Learning Advisory Panel meetings	90%	Monthly	100%	100%	100%	100%			
Specialist Estates Services										
Our Value	Professional Influence	£16m annual	Monthly	£418,950	£675,621	£4,111,366	£3,179,646			
Our Services	Timeliness of Advice - Initial Business Case Scrutiny	95%	Monthly	Not Applicable	100%	Not Applicable	Not Applicable			
Our Services	Issues and Complaints	0	Monthly	0	0	0	0			
CTES										
Our Services	P1 incidents raised with the Central Team are responded to within 20 minutes	80%	Cumulative	100%	100%	100%	100%			
Our Services	BACS Service Point tickets received before 14.00 will be processed the same working day	92%	Monthly	100%	100%	100%	100%			

Summary of Key Performance Indicators – September 23

23/24								
KFA	KPIs	Target		October	November	December	January	Trend
Digital Workforce								
Our Services	DWS % Calls Handled	85%	Monthly	89.30%	90.60%	95.80%	96.18%	
Our Services	Customer Satisfaction	90%	Monthly	88.60%	92.70%	92.20%	93.80%	
SMTL								
Our Services	% of incident reports sent to manufacturer within 50 days of receipt of form	90%	Monthly	100%	100%	100%	100%	
Our Services	% delivery of audited reports on time (Commercial)	87%	Monthly	100%	94%	100%	100%	
Our Services	% delivery of audited reports on time (NHS)	87%	Monthly	100%	100%	100%	100%	
Our Services	% delivery of Technical assurance evaluations on time	87%	Monthly	100%	100%	Not Applicable	100%	
Pharmacy Technical Services								
Our Services	Service Errors	<0.5%	Monthly	0%	0%	0%	1	
Medical Examiners Service								
Our Services	Deaths Scrutinised	60%	Monthly	100%	100%	100%	100%	
Our Services	Never Events	0	Monthly	0	0	0	0	
All Wales Laundry								
Our Services	Orders dispatched meeting customer standing orders	85%	Monthly	96%	97%	90%	96%	
Our Services	Delivery's made within 2 hours of agreed delivery time	85%	Monthly	100%	100%	100%	100%	
Our Services	Microbiological contact failure points	85%	Monthly	94%	94%	94%	94%	
Our Services	Inappropriate items returned to the laundry including Clinical waste items	<5	Monthly	0	0	0	0	

Audit & Assurance

KFA	Division	KPIs	Target	22/23 Performance	22/23			23/24												Trend	Lead KPI
					February	March	April	May	June	July	August	September	October	November	December	January					
Our Services																					
Our Services	Audit & Assurance	Report turnaround fieldwork to draft reporting [10 days]	95%		Monthly	90%	90%	90%	89%	89%	95%	98%	97%	94%	88%	91%	89%	↓			
Our Services	Audit Assurance	& Report turnaround management response to draft report [15 days]	80%		Monthly	67%	67%	65%	66%	67%	100%	93%	93%	81%	68%	70%	71%	↑			

What is happening?

Audits delivered for each Audit committee within agreed plan - Audits reports to agreed Audit Committee has been highlighted overall as “YES” however 4 of the 13 health organisations not achieving the target (The 4 organisations are highlighted below). The reasons highlighted for the target to be missed were either fully or partly down to delays in carrying out field work due to sickness and resource issues within Audit but also delays in receipt of information. It is anticipated that this will be turned around in quarter 4 and audits will be delivered to plan.

Audit & Assurance	
Org	
AB	Y
BCU	Y
CV	N
CTM	Y
HD	N
HEIW	Y
DHCW	Y
NWSSP	Y
PTHB	N
PHW	Y
SBU	Y
VEL	Y
WAST	N



Report turnaround fieldwork to draft reporting (10 days) - Fieldwork to draft reporting turnaround times was missed in January with 140 completed from a target 157. The target for 10-day turnaround is 95%, 89% of reports were completed within that time frame.

Report turnaround management response to draft report (15 days) - Management Response to draft reporting turnaround times was missed in January 2023 with 87 completed from a target 123. The target for 15-day turnaround is 80% ,71% of reports were completed within that time frame.

What are we doing about it and when is performance expected to improve?

Heads of Audit discuss any delays directly with the health orgs and are made aware of any revised timings.

Employment Services – Recruitment

KFA	Division	KPIs	Target	22/23												Trend	Lead KPI	
				22/23 Performance	February	March	April	May	June	July	August	September	October	November	December			January
Our Services																		
Our Services	ES - Recruitment	All Wales - % of vacancy creation to unconditional offer within 71 days	TBC		Monthly	46.30%	56.9%	62.70%	63.5%	59.6%	57.3%	53.7%	55.8%	55.8%	53.7%	58.8%	58.7%	
Our Services	ES - Recruitment	Average Days Vacancy creation to unconditional offer within 71 days	71	80.8	Monthly	88.9	74.5	70.5	73.9	73.9	78.4	76.4	76.7	79.6	77.3	71.3	71.2	

What is happening?
The target of creation to unconditional offer within the 71 days narrowly missed the target with an average of 71.2 days which is a slight improvement on previous months. 58.7% of the records were within the 71 days target: Activity has increased in January compared to December. Posts Advertised increased by 437 and Whole Time Equivalents reporting a 771 increase in January.

Responsibility	Days
NWSSP	14
Organisation (Approval)	10
Recruiting Manager	33
Candidate/Occ Health (These can overlap)	14
	71

What are we doing about it and when is performance expected to improve?
There has again been a push on actioning outlying applicant journeys. The older records in the system have a detrimental impact on the Time to Hire, therefore organisations have been asked to look at these older records, which are shared via the Managers Update Report in order that they can be closed. This activity has been further supported via a commitment from the NWSSP Partnership Committee members for work to be completed on these older records as they skew the time to hire and will continue to do so until all are closed down. Some health orgs are making better progress than others on closing down older records and this is being highlighted in the time to hire comparison on slide 9.

The following slides highlight the trend of vacancy creation to unconditional offer within 71 days and the variation between health organisations. In addition, the following slide highlights the number of conditional offers sent over time.

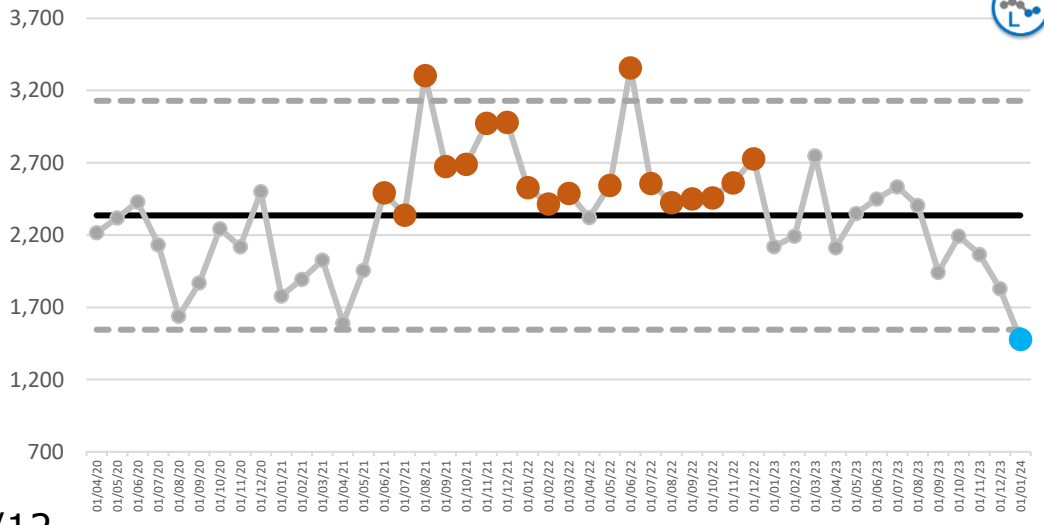
Employment Services – Recruitment

Recruitment

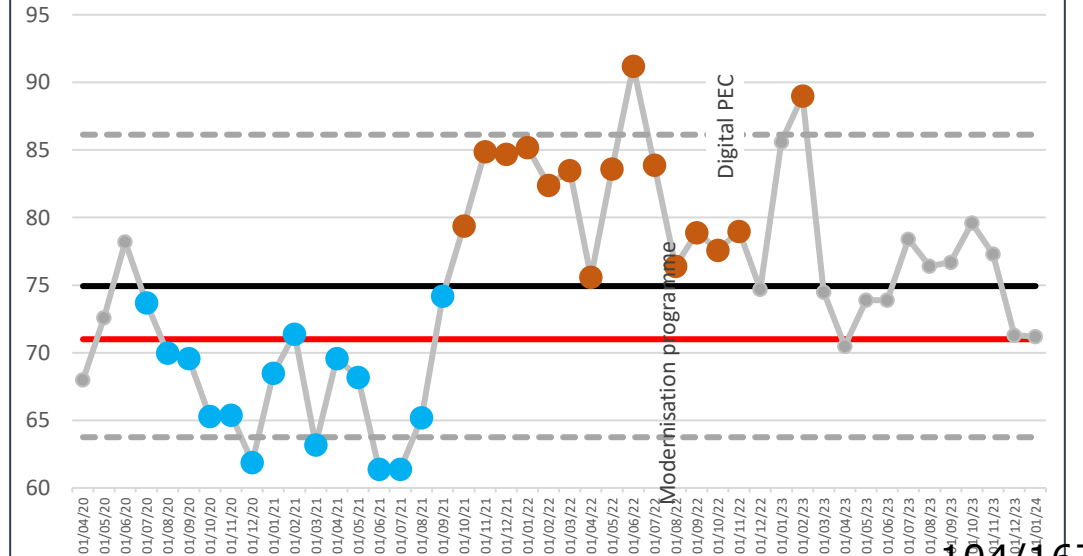
Vacancy Creation to Unconditional Offer

Org	Target	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Trend
AB	71	128	77	82	81	87	84	95	83	103	102	99	90	
BCU	71	90	80	73	72	73	74	75	73	69	74	73	75	
CV	71	86	78	81	76	81	86	88	97	95	88	94	93	
CTM	71	98	91	94	87	93	93	93	94	106	94	82	82	
HD	71	79	65	60	65	60	54	65	67	65	58	51	58	
HEIW	71	70	54	35	74	64	76	50	62	89	101	57	73	
DHCW	71	63	58	61	70	59	69	72	76	64	60	63	68	
NWSSP	71	94	63	67	64	62	78	76	87	76	88	71	77	
PTHB	71	81	72	65	64	70	80	82	72	70	74	69	72	
PHW	71	68	57	54	63	57	61	60	56	58	57	58	57	
SBU	71	91	81	77	72	76	79	74	79	72	68	70	66	
VEL	71	86	78	71	75	78	77	65	66	73	66	68	50	
WAST	71	126	107	97	98	92	113	121	110	109	96	80	75	
All Wales	71	89	75	71	74	74	78	76	77	80	77	71	71	

Number of Conditional Offers Sent

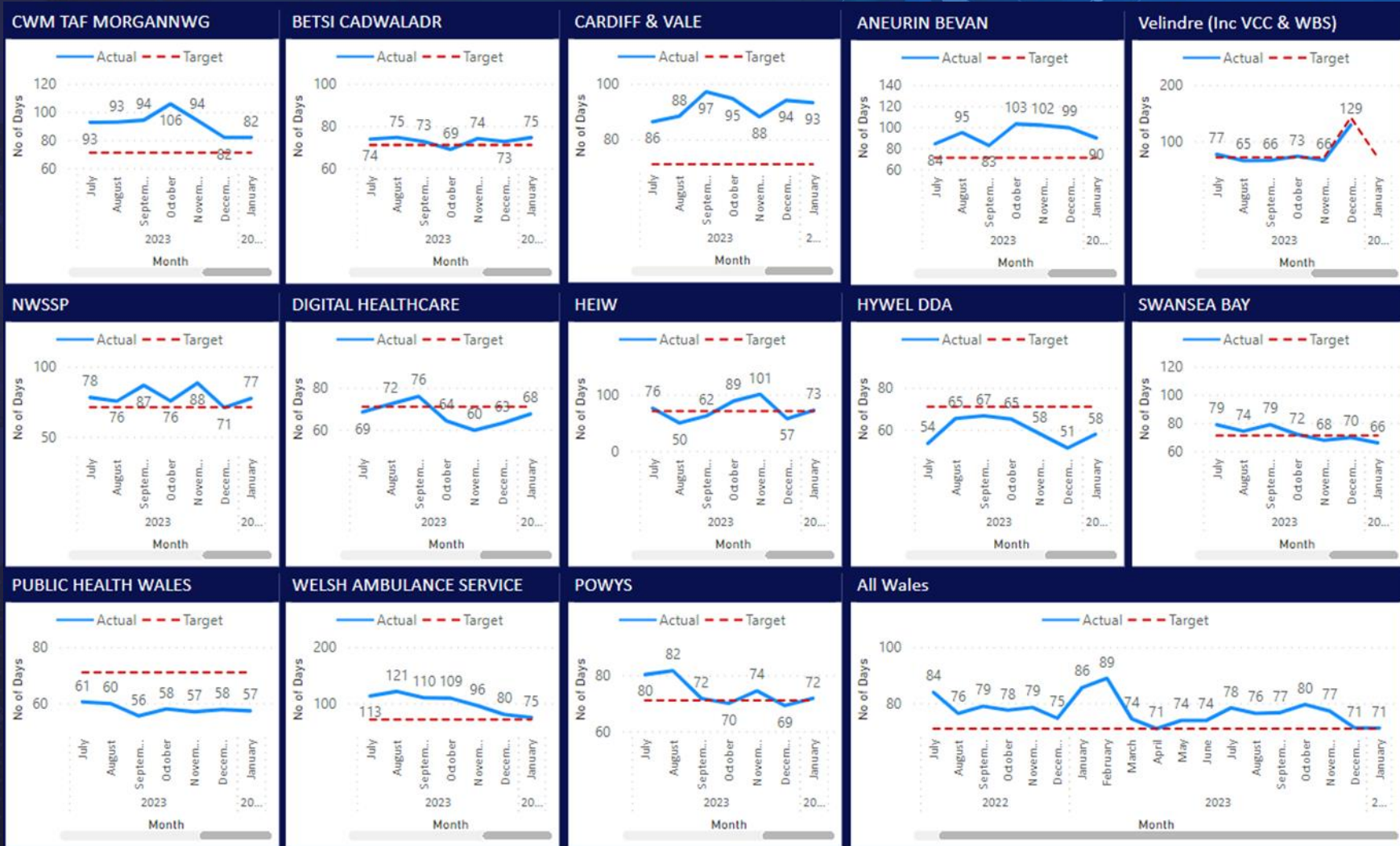


Vacancy Requested to Unconditional Offer



Employment Services – Recruitment

The Recruitment Modernisation Process changes were implemented for CTM in August 2022 and BCU in September 2022, with implementation for C&V, AB, Vel, VCC, WBS, NWSSP, DHCW and HEIW in October 2022. HD, SB, PHW, WAST and Powys went live in December 2022. The charts below show the Vacancy creation to unconditional offer for the individual organisations July – January 24.



Vacancy Creation to unconditional offer

Professional Influence Benefits

The main financial benefits accruing from NWSSP relate to professional influence benefits derived from NWSSP working in partnership with Health Boards and Trusts. These benefits relate to savings and cost avoidance within the health organisations.

- **Legal Services** – Settled Claims savings, damages and cost savings.
- **Procurement Services** – Cost reduction, catalogue management etc. (Heads of Procurement discuss with Director of Finance of Health Orgs)
- **Specialist Estates Services** – Property management/lease/rates negotiated reductions and Build for Wales framework savings.
- **Counter Fraud Services** – Financial Recoveries and prevention.
- **Accounts Payable** - statement reconciliation, priority supplier programme and the prevention of duplicate payments.

The indicative financial benefits across NHS Wales arising in the period April – January 2024 are summarised as follows:

Service	YTD Benefit £m
Specialist Estates Services**	18.2
Procurement Services	26.5
Legal & Risk Services	125.5
Accounts Payable	6.9
Counter Fraud Services*	22.8
Total	199.9

- Counter Fraud only includes April – December
- £9.6m relates to Building for Wales

Other points to note

Accounts Payable – Invoices on Hold

As of January, there were **16k** invoices on hold older than 30 days and not disputed across Wales with a value of **£41M**.

Once paid these invoices will fail the Public Sector Payment Policy (PSPP).

Summary

The Shared Services Partnership Committee is requested to **NOTE**:

- The significant level of professional influence benefits generated by NWSSP to 31st January 2024.
- The performance against the high-level key performance indicators to 31st January 2024.

The report is not Exempt

Teitl yr Adroddiad/Title of Report
Project Management Office and Service Improvement Update Report

ARWEINYDD: LEAD:	Alison Ramsey, Director of Planning, Performance, and Informatics
AWDUR: AUTHOR:	Gill Bailey, Assistant Head of Project Management Office
SWYDDOG ADRODD: REPORTING OFFICER:	Ian Rose, Head of Project Management Office & Service Improvement

Pwrpas yr Adroddiad: Purpose of the Report:
The purpose of this report is to provide the Shared Services Partnership Committee with an update on progress with key projects and initiatives.

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:	NWSSP IMTP 2022-25 approved by SSPC in Jan-22.

Ymgynghoriad/Consultation :
Senior Leadership Group

Adduned y Pwyllgor/Committee Resolution (insert √):							
DERBYN/ APPROVE		ARNODI/ ENDORSE		TRAFOD/ DISCUSS		NODI/ NOTE	√
Argymhelliad/ Recommendation		The Committee is asked to NOTE the progress with key projects.					

Crynodeb Dadansoddiad Effaith: Summary Impact Analysis:	
Cydraddoldeb ac amrywiaeth: Equality and diversity:	No direct Impact
yfreithiol: Legal:	Compliance with procurement regulations where applicable
Iechyd Poblogaeth: Population Health:	No direct Impact
Ansawdd, Diogelwch a Profiad y Claf: Quality, Safety & Patient Experience:	No direct Impact
Ariannol:	Compliance with financial instructions and processes where applicable

Financial:	
Risg a Aswariant: Risk and Assurance:	
Safonau Iechyd a Gofal: Health & Care Standards:	No direct Impact
Gweithlu: Workforce:	Capacity constraints are highlighted against each project where applicable
Deddf Rhyddid Gwybodaeth/ FOIA	Open

GIG Cymru Partneriaeth
Cydwasnaethau
NHS Wales Shared Services Partnership
PMO Report

NWSSP PMO Monthly Update - 11 March 2024

Prepared by Gill Bailey

Monthly Summary	
The PMO is currently supporting 'number of projects' of varying size, complexity, and providing a range of support from different points within the project lifecycle.	
Projects	20
Programmes	4
SI Initiatives	8
The schemes have different SRO/Project Executive Leads across a number of NWSSP directorates and Health boards.	
Also, within the schemes the breakdown of scheme size and coverage ranges from:	
<ul style="list-style-type: none">45% (15 Schemes) All Wales – Typically where the scheme covers multiple health boards, and the schemes seek to implement products utilised on a multi health board or all Wales basis39% (13 Schemes) NWSSP – Typically serving internal purpose for one or more NWSSP Divisions0% (0 Schemes) Health board – Typically supporting schemes for health boards but where NWSSP play a role in the service provision	
The team will be focusing on the closure of projects that are due to end this operational year. To note since the last report three projects have closed: Customer Contact Centre, GSI Coding Locations and National Stocked Product Range (NSPR) Catalogue Management. This will facilitate a review of bandwidth and capacity for new initiatives identified following the review of Divisional IMTPs.	
There are specific Programme Board or Steering Group arrangements in place for Laundry, TRAMs and Agile estates, that involve PMs from the PMO but performance is reported separately.	
SLG Recommendation	
SSPC to note contents of the report	

Key Trend information and Initiative Overview

Initiatives – 24

Scheme Scale								
All Wales	SRO	Previous RAG	Current RAG	SIZE	Start Date	Original Completion	Revised Completion	% Completion
ESR Manager Self Service (MSS) Implementation	Rebecca Jarvis	Green	Green	Large	01/02/2024	31/03/2025	N/A	3%
Once for Wales Concerns Management System	Jonathan Webb	Green	Green	Large	01/01/2021	31/03/2023	N/A	0%
Demographic Transformation	Ceri Evans	Amber	Amber	Large	21/06/2021	31/07/2023	31/07/2024	76%
Procurement and Implementation of Wales Healthcare Student Hub	Darren Rees	Green	Green	Large	25/11/2019	01/08/2023	31/03/2024	93%
Medical Examiner	Neil Frow	Green	Green	Medium	31/03/2021	31/10/2023	31/03/2024	95%
Primary Care Workforce Intelligence System (Including Reporting and Performers List)	Andrew Evans	Red	Red	Large	13/04/2021	29/03/2024	30/06/2024	33%
Expansion of Legal Services to Primary Care	Daniela Mahapatra	Green	Green	Medium	02/02/2023	29/03/2024	N/A	90%
Wales General Ophthalmic Service - Primary Care Contract Reform	Nicola Phillips	Amber	Amber	LargeXOrg	04/09/2023	29/03/2024	30/09/2024	57%
NWSSP Electronic Prescription Service-EPS	Andrew Evans	Green	Green	Large	01/10/2022	30/09/2024	N/A	63%
Radio Pharmacy	Neil Frow	Amber	Amber	Medium	01/01/2024	31/03/2025	N/A	5%
Scan 4 Safety	Andy Smallwood	Green	Green	LargeXOrg	01/09/2021	31/08/2025	N/A	41%
Implementation of AW Translation Memory Software	Non Richards	Green	Green	Large	04/12/2023	31/03/2026	N/A	7%
Decarbonisation Programme	Stuart Douglas	Amber	Amber	Large	01/04/2022	31/03/2030	N/A	72%
ESR Transformation Programme	Gareth Hardacre	Green	Green	LargeXOrg	01/10/2022	30/08/2030	N/A	0%
TRAMS Programme	Neil Frow	Red	Red	LargeXOrg	01/04/2021	31/03/2031	N/A	10%

NWSSP	SRO	Previous RAG	Current RAG	SIZE	Start Date	Original Completion	Revised Completion	% Completion
Health Roster Implementation	Rebecca Jarvis	Green	Green	Medium	TBC	TBC	N/A	0%
Mobile Phones	Mark Roscrow	Green	Green	Small	19/12/2022	30/05/2023	30/04/2024	90%
Patient Medical Records and (Scanning) Service Accommodation Review	Scott Lavender	Amber	Amber	Large	16/08/2021	31/08/2023	27/09/2024	50%
Laundry MOTO	Stuart Douglas	Green	Amber	Small	21/02/2024	14/06/2024	N/A	5%
NWSSP Job Description Modernisation	James Green Abigail Sheppard	Green	Green	Medium	03/07/2023	28/06/2024	N/A	10%
Data Management	Nicola Phillips	Amber	Amber	Large	04/04/2022	30/09/2024	13/09/2024	55%
L&R Case Management System implementation phase	Mark Harris	Green	Green	LargeXOrg	01/09/2020	31/03/2025	31/03/2025	44%
Charnwood & Companies House Accommodation	Mark Roscrow	Amber	Amber	Medium	01/09/2023	31/03/2025	N/A	10%
Leaders of the Future for NWSSP rising Stars	Angela Voyle-Smith	Green	Green	Medium	02/10/2023	01/04/2026	N/A	10%

Service Improvement Key Trend information and Initiative Overview

Initiatives – 8

Scheme Scale							
	Sponsor	Previous RAG	Current RAG	DMAIC Stage	Start Date	Original Completion	Revised Completion
Primary Care Services - General Practice - Payments & Post Payment Verification		Green	Green	Define			N/A
Invoice on Hold Review	Andrew Butler, Neil Frow	Green	Green	Analyse	22/06/2023	31/01/2024	N/A
Needle and syringe supply chain	Nicola Phillips	Green	Green	Improve	13/06/2023	31/01/2024	N/A
Networks Directory	Julia Denyer, Ian Rose	Green	Green	Work Package	08/12/2023	01/04/2024	N/A

NWSSP	Sponsor	Previous RAG	Current RAG	DMAIC Stage	Start Date	Original Completion	Revised Completion
Variable Pay Initiative	Neil Frow, Alison Ramsey	Green	Green	Analyse	01/09/2023		31/01/2024
NWSSP Internet Homepage	Andrew Evans, PCS	Green	Green	Work Package	01/09/2023	01/02/2024	N/A
L&R Matters Invoicing Process	Stefan Dakovic (NWSSP Finance – Management Accountant) Sue Saunders (NWSSP Finance – Management Accountant)	Green	Green	Define	06/12/2023	31/03/2024	31/03/2024
Customer Service Excellence – Year 2	Neil Frow		Green	Work Package	01/12/2023	31/09/2024	

PMO Dashboard Report

Key Individual Project/Programme Updates				
Project Name		Project Manager		Project Exec/SRO
Primary Care Workforce Intelligence System (Including Reporting and Performers List)		Bethan Rees, Abi Shackson, Lisa Williams		Andrew Evans
Monthly Update (key/issues (blockages)/risks)				
Status	Red (Overall)	Red (Time)	Red (Cost)	Red (Quality)
Recent Gateway Review?	No			
Objective				
To implement a single integrated system for the Performers List and Wales National Workforce Reporting System (WNWRS).				
Progress Update				
Build - Build progress for week commencing 04 March 2024 stands at 44% with six weeks of build time left before User Acceptance Testing commences in mid Apr-24. Progress in the last week focused on the Medical Performers List application form, and an additional deep dive was organised to support this activity. Brightgen, the Sub-Contractor, will continue to focus on the remainder of the User Stories this week.				
Show & Tell - The fourth 'Show & Tell' was held on Friday 23 February 2024. Brightgen demonstrated the Medical Application form for the Performers List during the session. Feedback from key stakeholders was mixed and further build progress is required before the full process flow can be viewed to assess whether the acceptance criteria has been met. The next Show & Tell was scheduled for Friday 08 March 2024 to review the latest sprint, however, was stood down to allow Brightgen to work on the build.				
IT Workstream - Good progress has been made on the work to develop the public facing website for the Performers List working in collaboration with DHCW. Requirements are currently being collated and will be reviewed on 11 March 2024 by the Project Team.				
Data Migration - Cycle two for 50% of the data upload is 90% completed this week which is a major achievement. The Project Team experienced considerable issues during cycle two due to the data not having objects to migrate to. However, collaboration between NWSSP & Brightgen has resolved the issues, and Brightgen have updated the data dictionary to aid this process. The Data Analyst has refined the timelines based on cycle two, and the timeframe for each cycle is 10 days + 2/3 buffer days. This will impact upon timeframes, particularly as cycle three is due for upload on 26 February 2024 and is already behind schedule.				
Change Control Note - The Change Control Note (CCN) has been approved by NWSSP and submitted to Softcat, Contractor, for review and approval. The CCN confirms the change to a single phased delivery, and procurement of Sdocs and Provenworks. Funding from revenue budget from both services will cover the £39k for both products.				
Main Issues, Risks & Blockers				
Risks				
<ul style="list-style-type: none">There is a risk of managing go live versus capital spend. To mitigate this risk the project team will monitor the position throughout February and March and liaise with Finance.There is a risk to project implementation due to extremely tight timescales. To mitigate this risk the project team have developed a robust project plan and will ensure all resources are in place.There is a risk to the project timescales due to data migration complexity. To mitigate this risk the project team have requested additional IT support for this project stage.				
Issues				
<ul style="list-style-type: none">Argyle (incumbent supplier) extension quote has been received for £59,845 exc VAT for two months which would cover the extra period until the new solution is ready to go live (17 May 2024). Although, this is a cost pressure, it has been agreed to proceed with the extension splitting the cost across the two NWSSP Divisions, PCS and Employment Services. NWSSP is also seeking a contribution from Softcat.Contract included provision of data map within MVP. Brightgen indicated on 21 February 2024 that there was a technical solution available. In the weekly report on 23 February 2024 Brightgen advised that they could not develop this functionality and there would be an additional cost of £5k for this functionality. Brightgen explained that the Ordnance Survey functionality for the data map is an extra 4 /5 days extra development work. Therefore, Brightgen have asked if some other functionality can be removed in place of the data map. Alternatively, there is an additional cost of £5k.Lack of involvement of Softcat as the primary contractor in the project is a contract management issue. Softcat are required to be involved in all Project Board meetings, as NWSSP hold the contract with Softcat and Brightgen are the sub-contractor. Softcat have been invited and attended Project Board meetings from 20 February 2024 as well as the three remaining Show & Tells in Mar-24 and Apr-24.				
Project Name		Project Manager		Project Exec/SRO
TRAMS Programme		Peter Elliott		Neil Frow
Monthly Update (key/issues (blockages)/risks)				

Status

Red (Overall)

Amber (Time)

Red (Cost)

Green (Quality)

Recent Gateway Review?

No

Objective

To create a leading Medicines Preparation Service, serving patients across Wales, in a way that is safe, high quality, equitable, sustainable and economically efficient.

Progress Update

- Programme Board have directed to focus costing work for the South East Hub on the IP5 site.
- The design will be fitted to the constraints of the site. Any scope not able to be included in the South East Hub will be reviewed and re-allocated within the Programme.
- Programme Board in June 2023 approved a revised contracting approach in which the NHS will contract directly with the clean room supplier, and the NHS will procure the movable equipment directly.
- Funding has been approved for fees to progress the design, and the cleanroom contractor has been appointed and begun work.
- The South East Hub scope includes the new Radiopharmacy Unit for the region. Two investment options will be presented: either to build the Radiopharmacy Unit first, and the remaining cleanroom suites in two subsequent phases; or an optimized build path that carries out all the tasks for the whole hub in the most logical and efficient order.
- While the optimised build is likely to be better value and lower risk overall, concern remains in the executive layer about the short term capital affordability of this option. Conversely there are also significant concerns about the service and staff cost risk associated with separating the phases completely. Both options will therefore be analysed and presented in the Business Case, to allow an informed decision to be made.
- Provisional locality selections for South West and North regions have been made by representative scoring panels. The South West selection has been endorsed by Programme Board. The North selection is being reviewed, in the context of emergent changes to the clinical Nuclear Medicine service in BCUHB. The programme has opened an interface with BCUHB to remain sighted on this issue.
- Space has been secured for the TRAMS Quality Control Lab and office space in IP5, and lab equipment purchased using year end capital. The lab will be brought into use during 2024, to support the commissioning of the new production facility.
- The TRAMS Digital Project, to procure and deploy a workflow and stock management application, continues. A Prioritised Requirements List and Conceptual Data Map have been produced. Meetings are ongoing with DHCW about their capacity to support this service. A fall back option is being prepared which does not rely on DHCW support. The NWSSP Chief Digital Officer is sighted.
- Organisational Change Project 1 (OCP1) is now concluded, with 7 staff seconded into their new senior roles on a 1 day per week basis. The actual TUPE transfer will take place only when they move to NWSSP full time. Planning of OCP2 (for around 230 staff) is ongoing, working in partnership with unions and Health Board and Trust workforce colleagues. Resource maps were updated in March 2024 to support this process.
- Education and Training Project is successfully delivering new science-based qualifications to the service, in partnership with HEIW, with significant recurring funding for courses and posts being secured for a variety of roles.
- The Clinical Reference Group has been convened with the assistance of the NWSSP Medical Director and meets quarterly, to ensure alignment with ePrescribing and clinical product and protocol standardisation initiatives. A separate project is now operating to support clinical streamlining of Radiopharmacy demand, to support the service during the transition.
- Finance Subgroup of Health Board and Trust representatives is meeting monthly to work on detailed identification of the revenue budgets that support the existing services, and validating capital cost option estimates.
- Engagement with UK peer projects on standardising the product catalogue and commissioning product stability studies is ongoing.

Main Issues, Risks & Blockers

- Time taken to deliver production capacity to the service remains a major concern for the Programme.
 - We must have new aseptic cleanroom capacity for Cancer Therapies open before the new Velindre Cancer Centre opens, and their legacy aseptic unit closes.
 - Other units across Wales remain very fragile, and immediate investments are needed just to secure continuity of service with no increase in capacity. We are aware of at least 4 Health Boards in this position.
- It is proposed to develop the new facilities in IP5 concurrently with seeking planning permission. The risk is considered justified based on the level or urgency to meet patient care needs. A robust pre-planning engagement is being carried out with the aid of a planning consultant, and the planning variation application will be submitted as soon as the drawings are available. The Committee, Programme Board, and the Welsh Government Investor will be kept fully sighted on this risk as the Investment Decision approaches.
- Electrical power remains a key constraint within IP5. The design will work within this constraint. This may result in the re-allocation of some scope to the South West and North hubs. The overall benefits justification of each part of the scope remains under constant review, with the most urgent high benefit elements being given the highest priority for immediate investment. These are:
 - i. Radiopharmacy
 - ii. Systemic Anti-Cancer Therapy cleanrooms
 - iii. Other Intravenous injectables cleanrooms
- The IP5 roof is a known issue that will require full rectification for water-tightness in the medium term. A separate Business Case is being prepared by the IP5 Programme. Short term mitigations are also being explored in the TRAMs case where particular leaks can be identified over the area to be developed.
- There is concern in the executive layer about the near term affordability of the SE hub investment, particularly about the availability of capital to progress the initial build of the SACT suite during 2024/5 financial year. Capital Prioritisation Forms have been prepared and will be submitted by the end of Mar-24.

- The Programme is engaging with Health Board and Trust Directors of Planning, to keep them sighted on progress, and to encourage them to reflect the current condition of the legacy units on corporate risk registers, which will support the process of capital prioritisation.
- Current staffing pressures throughout the service threaten the ability of Health Boards and Trusts to release staff time to the extent needed to achieve the transformational change. Some Health Boards are known to be revising staffing budgets downward in direct response to unfilled vacancies.
- Based on current position, the programme is rated **"Red"**.

Project Name	Project Manager	Project Exec/SRO
Demographic Transformation	Gill Bailey	Ceri Evans

Monthly Update (key/issues (blockages)/risks)

Status	Amber (Overall)	Green (Time)	Amber (Cost)	Amber (Overall)
Recent Gateway Review?	No			

Objective

The existing National Health Application and Infrastructure Services (NHAIS) system is a business-critical system used across NHS England and Wales to manage patients’ registrations for primary care, contractor payments including General Medical Services (GMS) practitioners and to deliver screening services. The existing NHAIS and Open Exeter non-core functionality will need to be replaced.

Implementation of replacement functionality such as:

- Use of Welsh Demographic Service provided by Digital Health & Care Wales (DHCW) – complete
- Implement replacement NHAIS local hardware hosting (legacy infrastructure) to ensure continuity of service up to and during transition - complete
- Implementation of alternative data extract provided by DHCW
- Implementation of in-house application known as ‘Notify’ that monitors the movement of medical records
- Implementation of Primary Care Registration Management System (PCRM) provided by NHS England (previoulsy NHS Digital)
- De-commission NHAIS local boxes

Progress Update

NHS England Update:

The transition to PCRM is dependent upon the implementation of Cervical Screening Management System (CSMS) in England which was due to be launched on 26 February 2024. This was recently pushed back to 29 April 2024 but following User Acceptance Testing, several change requests have been generated. NHS England (NHSE) have therefore now delayed the launch to 24 June 2024.

In order to ensure PCRM can go live as quickly as possible after the launch of CSMS, NHSE have developed a work around to allow Trusts in England, to use PCRM. The roll-out plan has commenced and will continue up until Jun-24.

It was agreed that NHS Wales will transition at the end of the roll-out programme, the last week of Jun-24 but this has been delayed by two weeks to accommodate the needs of the service managed by NWSSP, Primary Care Services.

NWSSP Project Update:

Data Extract: Discussions are taking place with DHCW and NHSE regarding how data assurance can be provided along the new pathway.

Notify: The application (App) development has been completed by PCS and released to the test environment. Development freeze applied whilst user testing is undertaken. Initial feedback is positive.

Patient Care Registration System: Project team has requested additional access for Subject Matter Experts, spanning Registration and Quality & Assurance (Q&A) teams, to the NHSE Integration Environment to continue to review PCRM. Q&A and Registration representatives meeting weekly, to review PCRM Standard Operating Procedures and User Guide to capture any issues.

Main Issues, Risks & Blockers

Risks:

As the PCRM solution has been signed off by NHS England, NHS Wales will not be given the opportunity to support the testing/development of PCRM to a level to inform Standard Operating Procedures (SOP) prior to going live. To address this risk, the Project team has requested outputs of the NHSE testing to provide assurance of data transfer.

Additional costs may be incurred as a consequence of functional developments required for NHS Wales. To address this risk, SMEs within the operational team are meeting weekly to work through the gaps identified to see if the need can be met using an alternative solution.

Issues:

Confirmed costs not available for the management of PCRM. Following a proposal by NHS England, DHCW are exploring the potential to include PCRM costs in DHCW’s Spine Work Package with NHSE. The costs will be re-charged to NWSSP via the SLA. DHCW discussions are ongoing.

The project team have raised the following concerns with PCRM which have been raised with NHSE:

- Reconciliation

- Bugs identified and fixes in place, subject to further testing.
- Targeting end of Feb-24 for a show and tell
- Postal Address File (PAF)
- Reporting
 - Lack of reports available for Q&A prior to transition and after.

PHW Dependency

The Breast Screening solution to be provided by PHW is on track to be delivered Feb-24. If the PHW project is drastically delayed or stopped preventing implementation before Wales transition to PCRM, it has been noted that the dual running of NHAIS and PCRM is not an option. As soon as PCRM is live, the NHAIS boxes will effectively become 'dumb' terminals and will only contain static data that cannot be accurately updated/maintained.

The risk lies with PHW with the PHW project team member agreeing that the focus should remain on the development of the new Breast Screening solution with non-delivery perceived to be a low risk. This risk has been flagged with Welsh Government in most recent Joint Exec Meeting.

Project Name		Project Manager		Project Exec/SRO	
Data Management		Alison Lewis, Rachel Pember		Nicola Phillips	
Monthly Update (key/issues (blockages)/risks)					
Status		Amber (Overall)		Amber (Time)	
				Green (Cost)	
				Green (Quality)	
Recent Gateway Review?		Yes			
Objective					
The main project objective is to create solutions that enable data driven service development and performance management and consistent views of Primary Care Services (PCS) data which is accessible through streamlined channels.					
This will be achieved by the following project objectives in the discover phase which will inform the next phases of the project.					
To catalogue: -					
<ul style="list-style-type: none">Existing delivery mechanisms and solutions.Current arrangements for the supply of regular reports.					
To review: -					
<ul style="list-style-type: none">Data request / response processes including IG review processesExisting technical infrastructure					
To identify: -					
<ul style="list-style-type: none">Opportunities to streamline request / response processes including IG review processes.Duplication / inconsistency in the provision of regular reporting.Opportunities to drive Statistical Process Control and performance management using existing data sets.Opportunities to add value to data provision through the application of domain knowledge.Recurring themes in existing data provision and opportunities to consolidate information delivery around these themes.Stakeholder groups that have requirements beyond existing information provisionInconsistencies in existing data models.Potential “quick wins”					
Progress Update					
Due to personnel changes within PCS, Scott Lavender appointed as Project Executive from Mar-24.					
The primary aim of Phase 2 is to create a solution that allows a consistent view of PCS data and provides ease of access to others. This will enable PCS to provide consistent collection and storage of data alongside a consistent approach to the method of delivery.					
Currently data is stored in multiple locations. The project team is looking at how this can be pulled together to create one source of truth – core reference data. A solution has been identified by DHCW, Centre of Excellence and requires testing before implementation and alignment to the dashboard that has been created.					
Main Issues, Risks & Blockers					
Project needs to move at pace to achieve delivery of phase two. PCS resources will need to be fully committed to meeting the tight timescales for delivering the plan by 31 March 2024.					
Project Name		Project Manager		Project Exec/SRO	
Patient Medical Records and (Scanning) Service Accommodation Review		Rachel Pember		Scott Lavender	

Monthly Update (key/issues (blockages)/risks)				
Status	Amber (Overall)	Amber (Time)	Amber (Cost)	Amber (Overall)
Recent Gateway Review?	No			
Objective	<p>The responsibility of the Medical Records Accommodation review Group is to find suitable alternative accommodation for all staff, equipment and medical records currently residing in Brecon House. The scope has been expanded to include the relocation of the Document Scanning Team and equipment based in Companies House.</p> <p>Background</p> <p>An initial business case sought funding to secure additional space to expand the Patient Medical Record (PMR) Service to GP Practices across NHS Wales. The business case was submitted and approved by NWSSP Senior Leadership Group in Aug-22 and subsequently Velindre Trust Board. As the investment was to purchase a capital asset, the business case was submitted to Welsh Government for ratification. Welsh Government responded requesting additional information on the fire suppression requirement for the new building. Whilst a report was obtained, a critical issue arose.</p> <p>The business case was prepared on the basis that Primary Care Services (PCS) would be able to extend the lease of Brecon House, Mamhilad Park Estate. Since then, it was discovered that the building contains Reinforced Autoclaved Aerated Concrete (RAAC) Panels in the roofing Structure. The landlord initiated a monitoring and remedial works program for the RAAC panels but failed to provide a plan, risk assessment or work schedule. Some interventions, such as steel fixings and nettings, have been implemented but only cover a small portion of the necessary actions. As a result, the requirement for an exit strategy and plan to remove items from the affected areas of Brecon House is now crucial and a refresh version of the Business Case was submitted in Apr-23.</p> <p>In addition, the PCS Document Scanning team (DST) is currently split over two sites: Companies House and Cwmbran House, Mamhilad Estate, Pontypool. Following a review of NWSSP Estates strategy and the decision taken not to renew the Companies House lease, it has been agreed to merge the Document scanning team into one.</p>			
Progress Update	<p>Following approval of the Business Case addendum by Velindre Board in Nov-23, three workstreams are in place to progress at pace: Workstreams are in place to progress at pace:</p> <ul style="list-style-type: none">Document Scanning Team / Print Room / Post Room - Companies House/Brecon House to Cwmbran HouseMedical records (notes only) C2 / Brecon House to IP5 / PicketstonMedical records from Brecon House to DuPont (new accommodation) <p>Workstream Updates :-</p> <p>Medical records from Brecon House to DuPont (new accommodation)</p> <p>Following formal Welsh Government approval, the workstream are preparing the new premises (Du Pont) lease. The lease has been sent for approval/signing. Regular communication is in place between the landlord and NWSSP. In readiness for handover of premises, work updates are commencing by I.T, Fire, Health & Safety, Procurement and Finance to allow the project to move at pace. Communication updates are being provided to staff on a monthly basis of current position. The review of the current situation within Brecon House for RAAC, is being monitored and assessed on a regular basis.</p> <p>Medical records (notes only) C2 / Brecon House to IP5 / Picketston</p> <p>An exit strategy has been established to move the Medical Records Deceased notes from C2 and Brecon House at Mamhilad to be stored in Picketston & IP5. The move of notes will be done in three stages:</p> <ul style="list-style-type: none">Stage 1:- 16 pallets cleared at C2 to be moved to Picketson Nov-23 - COMPLETEDStage 2:- 400 pallets to IP5, 700 to Picketston Dec-23 / March-24 - On Target to be completed 31 March 2024Stage 3:- Brecon House to DuPont Feb-24 to Aug-24 - Delayed May-24 to Sept-24 <p>Document Scanning Team/Print Room/Post Room - Companies House/Brecon House to Cwmbran House</p> <p>The workstream is progressing at pace:</p> <ul style="list-style-type: none">All purchase orders for Capital and Revenue monies have been placed for 23/24 monies.The works in Cwmbran House have been completed.The Print Room at Brecon House has moved across into Cwmbran House.Preparations are in place for the Document Scanning Team in Companies House to move up to Cwmbran House week commencing 18 March 2024.Communication updates are being provided to staff on a monthly basis.			
Main Issues, Risks & Blockers	<p>Main Issues, Risks & Blockers for each of the workstreams :-</p> <p>Medical records from Brecon House to DuPont (new accommodation)</p> <p>With the current RAAC issues there are measures in place for the warehouse space within Brecon House to be monitored regularly with any new or worsening areas of damage to be reported via Datix. The landlord, Johnsey's, have appointed contractors to repair current damage and any new damage that may occur. In the event of a large ingress of water or further significant deterioration is identified, the whole building will be closed and access restricted until assessment of the risk has been undertaken with advice from structural</p>			

engineers and the Specialist Estates Service

As an interim measure, it has been agreed that the lease for Brecon House will be renewed to allow sufficient time for records and staff to be relocated but this will be undertaken on a short-term basis with a 3 month break clause that can only be activated by PCS.

The temporary additional storage area, Unit C2, on the Mamhilad Estate leased from 01 June 2022, initially for 12 months has been extended on a rolling 1 month basis to ensure continuity of service.

Medical records (notes only) C2 / Brecon House to IP5 / Picketston

To mitigate the risk of damage to medical records, PCS have started the process of moving medical records from C2 / Brecon House to existing NWSSP sites. The requirement for additional staff to undertake the work of moving the medical records has been unsuccessful in recruiting bank staff. To mitigate the risk to delaying the project, it is seeking approval of fixed term contracts on a 6 months basis.

Document Scanning Team / Print Room / Post Room - Companies House/Brecon House to Cwmbran House

An addendum paper to the original business Case for the PCS Medical Records accommodation move needs to be written and approved by the Project Board. Delays in approval may occur in delaying the move prior to March-24. A potential funding gap has been identified for the current racking within the Document Scanning team at Companies House, as it is not fit for purpose and is currently in a poor state to be moved. This has been raised with NWSSP Finance colleagues.

Project Name	Project Manager	Project Exec/SRO
Decarbonisation Programme	Paul Thomas, Sarah Ferrier, Claire Powell	Stuart Douglas

Monthly Update (key/issues (blockages)/risks)

Status	Amber (Overall)	Amber (Time)	Amber (Cost)	Green (Quality)
Recent Gateway Review?	No			

Objective

The NHS Wales Decarbonisation Strategic Delivery Plan, (Strategic Plan) published in Mar-21, sets out 46 initiatives and targets which will contribute to reducing our impact on the Global Health Emergency. The plan and progress against the plan will be reviewed in 2025 and 2030 alongside the overall carbon reduction targets for these periods (16% reduction by 2025 and 34% reduction by 2030). The Programme is structured into six main activity streams: Carbon Management, Buildings Estates and Planning, Transport, Procurement, Land Use, and Approach to Healthcare.

NWSSP has an essential role at both a national and local level in supporting the delivery of the Strategic Plan. At a local level the programme coordinates the delivery of the actions in the NWSSP Decarbonisation Action Plan, and the NWSSP led national initiatives. The Decarbonisation Programme Board oversee the implementation and progress of these initiatives.

Nationally, the Programme Team act as the Decarbonisation Coordination Reporting Team; and are the formal interface between Welsh Government and all NHS Wales on decarbonisation reporting.

Progress Update

Progress update

NWSSP Decarbonisation Action Plan Update

- The NWSSP Decarbonisation Action Plan for 2024-26 was approved by NWSSP Senior Leadership Group on 29 February 2024 and will now be presented to Shared Services Partnership Committee in Mar-24. This refreshed version of the NWSSP Decarbonisation Action Plan includes achievements to date, and a new action plan which is fully aligned to the Strategic Plan. NWSSP staff engagement activities are being planned to support embedding the Plan. Any necessary amendments to the internal collation and reporting process will be reviewed before Quarter 1 2024.
- Quarter 2 NWSSP progress data was presented to the Health and Social Care Climate Emergency (HSCCE) Project and Programme Boards in Jan-24.
- Quarter 3 reporting shows the NWSSP Decarbonisation Action Plan as 74.47% complete, compared with 72.37% for Quarter 2.
- Quarter 3 NWSSP progress data has been submitted to the Decarbonisation Coordination Reporting Team (DCR), and been collated into Dashboards, along with the rest of NHS Wales data. This data has submitted to the HSSCE Programme Team in Feb-24 by the DCR Team for review by the Project Board Chairs ahead of the next HSCCE Project and Programme Boards.
- The NWSSP led Transport Task and Finish group met on 18 January 2024 with a focus on delivering Initiative 18. NWSSP provided an update on work towards developing an NHS wide procurement, operation, financial management and maintenance system to standardise fleet practices. The next meeting will held on 24 April 2024.
- Following NWSSP Expenses meeting with NHS Wales via the Transport Task and Finish group in Nov-23, all Trusts and Health Boards are now aware of the available reporting from NWSSP, and amendments have been made to the reporting to enhance the data available. This enables Health Organisations to deliver Initiative 21.

PMO Dashboard Report

All Wales Reporting: Decarbonisation Coordination Reporting Role

- The DCR Team, launched in Mar-23, continues to work closely with the HSCCE Programme Team in Welsh Government to deliver all Wales reporting on the Strategic Plan.
- Quarter 3 is the third all Wales reporting cycle including all workstreams in the Strategic Plan. The data collated provides an all Wales RAG Status for the Strategic Plan - which is Amber for Quarter 3, as it has been for the last 2 quarters.
- All data was submitted by the 13 Health Organisations by the deadline. The DCR Team introduced a static reporting tool from Quarter 2 to ensure the data collation for Health Organisations is as efficient as possible.
- The DCR Team has collated all the Quarter 3 data into dashboards and shared with the HSCCE Programme Team by 8 weeks following the end of the quarter. This is enabling the Project Board Chairs to scrutinise the data prior to the next Boards.
- Engagement activity with the reporting Health Organisations continues, with workshops and 1-2-1 sessions focusing on improving reporting consistency and sharing good practice. As a result of this engagement a refreshed FAQs has been issued to Health Organisations with additional reporting guidance.
- Requests for Change to the Strategic Plan made by reporting Health Organisations, and NWSSP, have been considered by the HSCCE Project and Programme Boards. Those changes approved will be introduced by the DCR Team into the new 24/25 Reporting Tool.
- A review of the DCR process has contributed to the designing a of new Reporting Tool for issue Quarter 1 2024. The new Reporting Tool will focus on a more efficient process for Health Organisations, collecting only data relevant to progress and barriers to delivery. A new guidance document will be issued alongside the tool.

Recruitment

The position of Principal Environmental Facilities Advisor and Decarbonisation Subject Matter Expert has been filled by an internal candidate, and work is under way to recruit his replacement.

Main Issues, Risks & Blockers

NWSSP Decarbonisation Action Plan

Main Risks:

- If NHS Wales stakeholders do not engage, NWSSP led initiatives will not be delivered, and carbon emission targets will not be met.
- If financial resources for decarbonisation are not available, NWSSP will not be able to deliver its own, and the initiatives it is leading, and carbon emission targets will not be met.

Main Issues:

- Due to the delay in recruitment, the Programme start had been delayed.

All Wales Reporting: Decarbonisation Coordination Reporting Role

Main Risks:

- If dedicated resource in NHS Wales Organisations to monitor and support the delivery of initiatives is not in place, then actions will not have a timely start, be delivered appropriately, and therefore carbon emission targets will not be met.
- NHS Wales Stakeholders not engaging with reporting, and therefore not able to demonstrate delivery against the initiatives.
- Capital funding pressures are limiting available funds to support schemes. If financial resources for decarbonisation are not available to address initiatives, carbon emissions targets will not be met.
- If by 2030 the NHS Wales estate does not meet agreed carbon emission targets, there is a reputational risk for NHS Wales and Welsh Ministers.

Main Issues:

- Limited specialist resource available within NHS Wales more generally, and in the private sector (decarbonisation) consultancy market.
- Reporting burden for NHS Wales Organisations is high and is a barrier to completing the reporting process.
- Inconsistency in NHS Wales Organisations delivery and reporting methods is affecting the ability to deliver consistent all Wales reporting process.

Project Name	Project Manager	Project Exec/SRO		
Charnwood & Companies House Accommodation	Abi Shackson	Mark Roscrow		
Monthly Update (key/issues (blockages)/risks)				
<u>Status</u>	Amber (Overall)	Amber (Time)	Green (Cost)	Green (Quality)

Recent Gateway Review? No

Objective

The objective of the project is to move from our current accommodation within Companies House and our existing Headquarters in Charnwood Court, to new accommodation located at Unit 5-7 Cefn Coed, Treforest Industrial Estate, Nantgarw.

The move provides an opportunity to consolidate existing accommodation and also seek to improve the agile working environment for staff.

Progress Update

Following the rescoping of the project to include the additional requirements of Charnwood Court, the new proposed location has been confirmed and plans are being established to support the relocation of both Companies House and Charnwood Court to Unit 5-7 Cefn Coed, Treforest Industrial Estate, Nantgarw on a lease basis.

Key tasks to mobilise the planned relocation have been initiated including;

- Heads of Terms - Completed
- Staff Consultation - Initial consultation complete in Feb-24 with further 1-2-1 and engagement activity planned.

Site design, including interior layout, car parking and IT requirements have begun development alongside further property related activity.

Indicative timescales suggest a move in date is likely towards the end of 2024 however this is subject to change once formal completion of site specification, tender, formal lease terms, site build and mobilisation is achieved but will be monitored to ensure all dependencies on other lease terms are mitigated where needed.

Main Issues, Risks & Blockers

A number of risks exist, those deemed critical include;

- Site attendance numbers exceed available space. This can be mitigated through the use of booking apps to control space selection and usage and reduce the likelihood. Current combined attendance rates at Charnwood Court and Companies House are lower than the maximum number of planned available desks and the organisational approach to agile working remains a key focus area.
- Car Parking for 80 vehicles - Parking is available directly adjacent to the property but wider parking would need to be used as it currently is for visitors to Charnwood Court.
- Site Layout and design - This needs to be determined and finalised to allow formal proceeding to commence which support the current timescales. Failure to do so will mean the likelihood of a move in date on or before Nov-24 is currently at risk. This will mean consideration to existing lease terms in Charnwood Court will need to be evaluated and decisions on possible a short term extension, or vacation to a temporary head quarters which will maintain key services such as Pre Employment Checks. This risk will be monitored as the location redevelopment plan is established alongside other lease terms in Companies House to determine the appropriate mitigation.
- Workforce Demographics - With over 867staff impacted by the potential move it is imperative that consultation and impact to the workforce is modelled and understood. Consultation has been carried out throughout February and follow on 1-2-1s are being conducted where required.

Project Name	Project Manager	Project Exec/SRO
Wales General Ophthalmic Service - Primary Care Contract Reform	Abi Shackson, Bethan Rees	Nicola Phillips

Monthly Update (key/issues (blockages)/risks)

Status **Amber** (Overall) **Amber** (Time) **Amber** (Cost) **Amber** (Overall)

Recent Gateway Review? No

Objective

The project objectives are:

- Fulfil “A Future Approach” aspirations for NHS Wales Eye Health Care through the introduction of
 - Contract reform.
 - Provision of additional clinical eye services in Primary Care
- Develop measurable improvements to patients
- Ensure the evolution of service is a viable, seamless and positive experience for all parties.

Progress Update

Level 4 WGOS - Pathways have been drafted by the National Clinical Leads in collaboration with key stakeholders and approved by the Implementation Board on 14 February 2024. This is a great achievement for all those involved and will enable Health Boards to deploy pathways at the end of Mar-24. The Pathways approved are:

- Referral Refinement Plan & Monitoring
- Medical Retina Referral Refinement & Monitoring
- Glaucoma

- SPECS (School Pupil Eye Care Services)
- HCQ (Hydroxychloroquine) Monitoring - subject to negotiation
- Quality for Optometry is currently under review by Health Boards

Communications - Work is ongoing for development of Patient facing communications for practices. The draft poster has been created and is currently with stakeholders for review. In addition to that, preparations are underway for the roll out webinars to be held in Mar-24 by the National Clinical Leads.

Procurement - The consumable requirements from a third of practices in Wales have been received via the Survey undertaken by Optometry Wales. NWSSP Procurement have requested prices from the NHS national contract suppliers for return by 08 March 2024. A paper will subsequently be drafted for Welsh Government summarising the results.

Service Level Agreement - A Service Level Agreement has been drafted by Health Board, Primary Care Project Lead and submitted to Welsh Government for approval. Welsh Government are currently reviewing the SLA with the anticipation that this will be in place by 31 March 2024.

IT- The Microsoft 365 pilot started in Jan-24, and six users were successfully onboarded, increasing to twenty one users in the last month. Users completed their training on time, however the process for user training is being adapted for this project.

Main Issues, Risks & Blockers

Risks

There is a risk of limited capacity for Clinical Leads. Therefore, this may delay project delivery. To mitigate this risk the team will utilise time effectively and work according to the project plan. A new project structure has also been agreed to enable the project team to complete tasks at pace. Response Action: Monitor all projects / programmes within NWSSP and wider NHS.

Estimated project time frames are tight, and there is a risk that the project will not be delivered on time. To mitigate this risk the team will plan milestones and tasks effectively to maximise time. Focus on the mandatory elements of the implementation and move resources accordingly. Response Action: Plan milestones & tasks effectively to maximise time. Focus on mandatory element of implementation & move resources accordingly.

Issues

There are no issues to report this month.

Project Name	Project Manager	Project Exec/SRO
Laundry MOTO	Paul Thomas	Stuart Douglas

Monthly Update (key/issues (blockages)/risks)

Status Amber (Overall) Green (Time) Green (Cost) Amber (Overall)

Recent Gateway Review? No

Objective

NWSSP took over the ownership of NHS Wales Laundry services at the following locations on 01 April 2021:

- Ysbyty Glan Clwyd (Betsi Cadwaladr University Health Board - BCuHB)
- Llansamlet (Swansea Bay University Health Board - SBuHB)
- Green Vale (Aneurin Bevan University Health Board - ABuHB)
- Church Village (Cwm Taf Morgannwg University Health Board - CTMuHB)
- Glangwili (Hywel Dda University Health Board - HDuHB)

Currently the services from Church Village and Glangwili are part of the All Wales Laundry Service. The staff however are managed by the respective Health Board and their transfer is subject to a different programme (Shift East).

The 'Shift East' NWSSP Project will decommission the Glangwili laundry and convert it into a distribution hub. Church Village will be retained as a laundry, fully managed, including staff, by NWSSP. As a result, there is a requirement to establish a Memorandum of Terms of Occupancy (MOTO) agreement between NWSSP and each Health Board.

A request has been made to develop and authorise two separate MOTO agreements for the following:

- NWSSP and CTMuHB for Church Village
- NWSSP and HDuHB for Glangwili (To be retained in part as a Hub).

Progress Update

Request for Support was received in Jan-24 with a Project Manager allocated to provide support.

The NWSSP initial meeting took place 21 February 24 to confirm requirements and estimated timeline. The Scoping document and Project plan have been drafted.

HDuHB and CTMuHB have both confirmed their list of stakeholders for the project.

CTMuHB has suggested their preference is for the building to be included with the transfer of staff to NWSSP. This is outside the initial scope of this project. The NWSSP Assistant Director of Laundry and Operations has escalated this issue to NWSSP Managing Director for further guidance.

Main Issues, Risks & Blockers

Issue

An issue has occurred during the scoping phase. CTMuHB has stated that their preference for the building to be included in the transfer of Laundry services to NWSSP. NWSSP’s Assistant Director of Laundry and Operations has escalated this request to NWSSP Managing Director for further Guidance. If the CTMuHB transfer of the Church Village building is to be included, the NWSSP/CTMuHB MOTO Agreement will not be able to progress. A review to determine a more suitable way forward will be required beginning with a full dilapidations survey to restore the building.

This issue will not affect the NWSSP/HDuHB MOTO agreement.

Risk

If either Heath Board does not engage in the process, there is a risk of failure to secure a signed MOTO. Communication has begun between all parties to mitigate the risk.

Project Name	Project Manager	Project Exec/SRO
Medical Examiner	Bethan Rees	Neil Frow

Monthly Update (key/issues (blockages)/risks)

Status	Green (Overall)	Green (Time)	Green (Cost)	Green (Quality)
Recent Gateway Review?	No			

Objective

To create a Medical Examiner Service model for Wales that:

- - Is fit for purpose
 - Complies with standards set by the National Medical Examiner
 - Is sustainable and resilient
 - Represents value for money for NHS Wales
 - Meets the requirements of the Coroners & Justice Act 2009.
 - Provides independence

Progress Update

Implementation

The Medical Examiner Service (MES) is ready to double capacity to scrutinise Primary Care deaths in preparation for legislation coming into force in later in 2024. The Workforce and processes are in place, however the Service will need to adjust to the new workload when the service is at full capacity.

Regulations

Welsh Government have confirmed that the regulations were published in Dec-23. The Welsh Government Minister also made a statement for Wales in Dec-23, and interested parties can now view the regulations prior to Apr-24.

Main Issues, Risks & Blockers

Risks

1. The inability to retain staff could jeopardise service continuity.

Issues

1. There has been a low take up of GP Practices allowing the Medical Examiner Service (MES) to scrutinise Primary Care Deaths to date. GP Practices will be legislated for the Medical Examiner Service to scrutinise deaths from Apr-24. Action: Additional communications will be issued to GP Practices.
2. GP Practices have not allowed the Medical Examiner Service (MES) access to GP systems to enable the service access to medical records for scrutiny of cases. Action: Combined communications to be issued from service and DHCW (Digital Healthcare Wales).
3. Welsh Government have advised that new paper Medical Certificate Cause of Death (MCCD) forms will be implemented in Apr-24. This could create issues for the Medical Examiner Service (MES) who will be implementing the service within Primary Care at the same time. Welsh Government to meet with NWSSP Primary Care Service to discuss further.

Project Name	Project Manager	Project Exec/SRO
L&R Case Management System implementation phase	Daniel Sinderby	Mark Harris

Monthly Update (key/issues (blockages)/risks)

Status	Green (Overall)	Green (Time)	Green (Cost)	Green (Quality)
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Recent Gateway Review? No

Objective

The Legal & Risk Service (L&RS) current case management system is outdated and requires upgrading in tandem with an integrated document storage solution that replaces our current Commercial Off The Shelf (COTS) solution.

Progress Update

Legal and Risk Services (L&RS) have been working with Procurement, Finance and Informatics through the procurement process. After a slight delay, the Contract Briefing Paper was noted by Welsh Government with approval to proceed. The related risk and issue have now been closed due to this being resolved. An Expression of Interest was put out to the market through the Virtual Application Solutions (VAS) framework, where five suppliers responded.

In the meantime, the team have now fully completed the tender specification document. As a result of an initial peer review within Procurement it was identified that there was some information that needed amending/updating including some of the criteria, Service Management levels and Cyber Security requirements. Procurement are currently finalising the Procurement documentation with the intention of releasing the tender the week commencing 11 March 2024.

Negotiations with the previous supplier have progressed and will continue to be managed closely. The draft business case is being updated to reflect all of the information above.

Delays in the current process have not impacted the end date of the project due to the team starting this processes earlier than initially planned, therefore the project remains on track.

Main Issues, Risks & Blockers

Risk

The contract for the current system that is in use is due to expire in Mar-25. There is a risk that the limited timeframe may not allow sufficient time to procure and implement a new system by the required date.

Issue

Discussions are ongoing with current supplier to bring the outstanding contract issues to a close.

Project Name	Project Manager	Project Exec/SRO
Procurement and Implementation of Wales Healthcare Student Hub	Bethan Rees	Darren Rees

Monthly Update (key/issues (blockages)/risks)

Status **Green** (Overall) **Green** (Time) **Green** (Cost) **Green** (Quality)

Recent Gateway Review? No

Objective

- To provide contract continuity in a stable and secure IT environment for the contract extension period.
- To procure a single IT solution for Student Services to:
 - Deliver the highest quality Bursary & Streamlining Service capable of adapting to changing demand.
 - Comply with standards.
 - Enhance the student journey.
 - Provide a single IT solution that is fit for the future.
 - Comply with IT security & Welsh Government Cloud First Principles.

Progress Update

Student Streamlining

Final User Acceptance Testing for Student Streamlining has now been completed and final checks are now underway before solution sign off. Upon final solution sign off, the plan is to roll out the Student Hub to streamlining students on 11 March 2024. This is a major achievement and has involved several months of user acceptance testing by the project team.

When the Student Hub goes live, it will benefit the students by providing a seamless student journey from Student Bursary through to Streamlining using the same system. The Student Hub will also provide enhanced reporting for the NWSSP Student Streamlining team, saving valuable time and resources for the service.

Main Issues, Risks & Blockers

Risks

- There are currently no major risks >15.

Issues

- There are currently no issues.

Project Name	Project Manager	Project Exec/SRO
NWSSP Electronic Prescription Service-EPS	Rhiann Iles	Andrew Evans

Monthly Update (key/issues (blockages)/risks)

Status	Green (Overall)	Green (Time)	Green (Cost)	Green (Quality)
Recent Gateway Review?	No			

Objective

Digital Health and Care Wales (DHCW) launched the Digital Medicines Transformation Portfolio to deliver a fully digital prescribing approach in all care settings in Wales. The portfolio brings together the programmes and projects to make the prescribing, dispensing and administration of medicines everywhere in Wales easier, safer, more efficient and effective, through digital. Primary Care Electronic Prescription Service (EPS) is a project focusing on implementing the electronic signing and transfer of prescriptions from GPs and non-medical prescribers to the community pharmacy or appliance dispense of a person's choice.

In England, when community pharmacies dispense medicines, EPS-compliant pharmacy systems generate Health Level 7 (HL7) claims messages which are routed via the NHS Spine to NHS Business Services Authority (NHSBSA) for reimbursement, and pharmacies also send paper prescriptions monthly to NHSBSA.

As NWSSP Primary Care Services (PCS) is the reimbursement agency for NHS Wales, modifications will need to be made to both NHS Spine and NWSSP system to enable the HL7 message to be re-routed to NWSSP for the reimbursement to be processed. PCS were originally tasked with providing Technical Proof of Concept (TPOC) by Mar-23, this was delayed on 3 separate occasions by the Programme before being realised in November 2023.

Progress Update

To note the percentage completion is based on an average of both Reimbursement and Smartcards workstreams: 63% Reimbursement, 63% Smartcards.

The overall percentage completion figure is lower than previously reported. This can be attributed to the development of a new plan. As Technical Proof of Concept (TPoC) has been realised, the new plan incorporates new and residual tasks (4% outstanding tasks from previous project plan) to enable rollout to GP and Pharmacy System suppliers.

EMIS (GP) and Invatech (Pharmacy) systems both received sign off for use across NHS Wales by the EPS Programme Board on 21 February 2024. Boots are the second pharmacy system supplier to become EPS enabled with the first of type site in Llanfairfechan currently in progress.

The next pharmacy system supplier scheduled to become EPS enabled is Positive Solutions. This is anticipated 06 May 2024.

The focus of the NWSSP project team during this reporting period has been in planning the rollout of EPS for both the reimbursement and smartcards workstreams.

An activity reported on the previous update provided has been closed and is not referenced within the new project plan. For completeness this is detailed below:

Memorandum of Understanding MOU) with NHSBSA: This is in place, covering changes in pharmacy ownership and leaked data.

The following progress can be reported against the deliverables of the new project plan:

Integration/Development of Internal Applications: Work is ongoing to ensure that applications have the capacity and resilience to process EPS prescriptions.

Governance: Both Equality Impact Assessment and Analysis (EqIAA) and Data Protection Impact Assessments (DPIA) have been completed and signed off by NWSSP Corporate Services and Information Governance Manager respectively.

Assurance: Assurance timescales for each supplier have been incorporated into the project plan.

Service Management: Conversations are ongoing. NWSSP is part of a wider group of stakeholders who are continuing to refine the EPS Service Management approach.

Communication Approach: Work is ongoing on NWSSP external and internal websites to ensure that they are updated with relevant information. Weekly meetings are taking place between members of the NWSSP project team and Digital Health and Care Wales (DHCW) Communications team to ensure a collaborative approach.

Funding: Costs for PCS staff time spent on developing the EPS Service for 2023/24 have been shared with DHCW. No recharge has been made for the current financial year, however, agreement has been received for £150k to be allocated for 2024/25 from the EPS Programme budget, to allow staff resource to be recharged each quarter to ensure EPS programme delivery. NWSSP are awaiting documentation from DHCW regarding this agreement. Discussions are ongoing regarding Business-as-usual costs when the programme team withdraws.

Smart Cards: PCS are continuing to support the current live First of Type (FOT) sites in Rhyl and Llanfairfechan as Plas Menai GP has was made live on the 05 March 2024. The Village Surgery and Well Pharmacy in Llanbradach is currently going through the

implementation of Smartcards as the Registration Authority (RA) Agents have had their Smartcards and applications to verify digital identities have been sent to the staff, awaiting completion. The FOT 4 sites, Sully Surgery and Sully Pharmacy, have also had RA Agents nominated and set up with a Smartcards which have been dispatched. Training has been booked with the RA Agents in both sites in order for them to be able to set up their staff. We have also received a nomination for an RA Agent in the FOT 5 GP Practice, The New Surgery in Pencoed.

The team has been working in partnership with DHCW to access a storage space on Mamhilad Park Estate to house EPS items: Smartcard readers, stickers, leaflets, and tokens. This space has been secured with C2 and DHCW will be billed by NWSSP. Discussions around the distribution of smartcard readers have commenced. NWSSP Health Courier Service (HCS) have confirmed that they do not have any capacity to support delivery and alternative options have been presented to DHCW for consideration.

All of the Smartcard printers have now been delivered, installed and tested to support the rollout of Smartcards.

Work is continuing to progress with DHCW Service Management and the Project Team to understand the types of ServicePoint calls that are submitted relating to Smartcards and to outline what the exact model should look like when receiving these calls. Workshops have been scheduled for the team to attend.

External NWSSP webpages have been created for Smartcard related information/queries and scoping has been undertaken to start the creation of internal webpages.

Main Issues, Risks & Blockers

The project risks and issues were last reviewed on 06 February 2024. The previously highlighted risk around resource remains:

- The introduction of ePrescribing could have an impact on the workforce due to the anticipated processing efficiencies. A draft implementation plan has been received from DHCW with proposed timescales. Ongoing, regular communication with DHCW is reducing this risk. In addition, the project team is linking in with the Business Change Team within DHCW as well as continually assessing the impact that EPS is having on current business practices.

New issues have been identified within the project. These are listed below with mitigating actions:

- Images being produced within data capture tables are not period specific or are created at the wrong time. Development work is being undertaken to ensure that the image creator only creates the images for a specific period that is selected.
- Test patients are coming through to the live environment within the same processing period as live claims are being paid. There is a potential that these test scripts could be processed and paid. There is a manual process in place to ensure that this does not occur.
- More visibility is needed when test claims are being sent by supplier via DHCW. This issue has been flagged to DHCW to ensure that information is sent through detailing what NWSSP should be able to see within test claim. In response, DHCW have drafted a process flow which will ensure clarity throughout the testing process.

Smartcards:

Uncertainty surrounding potential reporting functionality within the Care Identity System to allow PCS to view new/pending smartcard identity verification applications. Without this type of reporting, it would result in the team having to individually open each parented site's applications one by one, which would cause major delays and impact on the team's capacity due to the amount of applications that will be received during the national rollout.

Some issues with Smartcards permissions at Plas Menai GP on Go Live date, which were resolved. Discussions are ongoing regarding the Service Management model to mitigate these more efficiently.

Project Name	Project Manager	Project Exec/SRO		
Mobile Phones	Abi Shackson	Mark Roscrow		
Monthly Update (key/issues (blockages)/risks)				
<u>Status</u>	Green (Overall)	Green (Time)	Green (Cost)	Green (Quality)
<u>Recent Gateway Review?</u>	No			
<u>Objective</u>				
To review and update the NWSSP Mobile Phone Policy and to establish an agreed Mobile Phone policy which will provide a compliant route that addresses the wider service need (mindful of the All Wales nature of the organisation) and maximises the flexibility required and to deliver value for money.				
<u>Progress Update</u>				
Crown Commercial Services (CCS) Aggregation - All corporate contracts were migrated over to the new contract week commencing 19 February 2024. NWSSP have been provided with the new mobile manager log in and will receive a bill from 10 March 2024.				
Health Courier Services (HCS) - The project team has received a contract from Vodafone for the Loan worker contract for HCS, which is waiting to be signed. The contract for Voice and Data was received from Vodafone on 05 March 2024. The MDM contract has auto-renewed for 36 months.				

PMO Dashboard Report

Once contracts have been signed for HCS the project can close.

Main Issues, Risks & Blockers

No risks or issue to report.

Project Name	Project Manager	Project Exec/SRO
Expansion of Legal Services to Primary Care	Gill Bailey	Daniela Mahapatra

Monthly Update (key/issues (blockages)/risks)

Status **Green** (Overall) **Green** (Time) **Green** (Cost) **Green** (Quality)

Recent Gateway Review? No

Objective

Background:
In November 2019, the Solicitors Regulation Authority (SRA) introduced the Standards and Regulations (STARS) which has afforded Legal & Risk Services the opportunity to consider expanding the services they provide to primary care providers e.g. General Practices. This aligns to the Welsh Government Primary Care sustainability agenda by extending support to GPs for these services. This project will also complement the support already being provided by NWSSP for primary care.

Objective:
Design and implement a new legal service providing commercial, and employment law advice to GP Practices within NHS Wales.

Progress Update

Design of Service nearing completion with the following agreed:

- Service offering
- Data Protection Impact Assessment completed and submitted for approval
- Invoice process agreed
- Communication strategy devised
 - Discussions held with Communications Manager to develop web page along with generating marketing ideas

Main Issues, Risks & Blockers

Main risk identified:
Limited appetite from GP Practices to utilise new service could result in reputational damage to NWSSP and waste of investment in resource and time. Market research and stakeholder engagement will mitigate this risk.

Project Name	Project Manager	Project Exec/SRO
NWSSP Job Description Modernisation	Rachel Pember	James Green Abigail Sheppard

Monthly Update (key/issues (blockages)/risks)

Status **Green** (Overall) **Green** (Time) **Green** (Cost) **Green** (Quality)

Recent Gateway Review? No

Objective

To undertake a review of all NWSSP Job Descriptions that are over 3 years old in line with Welsh Government Pay Deal 23/24 to ensure that they accurately reflect the role and to transfer the information to new Job Description format.

Progress Update

- Project team established
- Project and Communication plans are in the process of being completed
- Job Descriptions have been streamlined into one database
- Review of process to be undertaken to help support Divisional role out.

UPDATE :-
Contacted by POD on 16/9/2023
Project paused.

Resources within POD not able to complete at this current time
POD will contact PMO if needed to reinstate project

Main Issues, Risks & Blockers

No risks or issues identified at this time.

Project Name	Project Manager	Project Exec/SRO
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Leaders of the Future for NWSSP rising Stars	Rachel Pember	Elena Morris
Monthly Update (key/issues (blockages)/risks)		
Status	Green (Overall)	None (Quality)
Recent Gateway Review?		
Objective		
The purpose of the project is to create and manage a Leadership development programme for Leaders of the Future For NWSSP' Rising Stars.		
Looking to develop & grow staff within NWSSP, giving them the opportunity to step outside their current roles and take on a new initiative to develop their leadership skills.		
Progress Update		
Following a review of project progress, the project team membership has been renewed and next steps are in place. A paper is to be presented to NWSSP People and Organisational Development Senior Leadership Team Mar-24/Apr-24 to agree the approach and to allow for the project to progress at pace.		
Main Issues, Risks & Blockers		
Issue identified -		
<ul style="list-style-type: none">How will cross divisional movement of staff work, does this need to remain within division for first phase of implementation, as no funding available.		

Project Name	Project Manager	Project Exec/SRO		
Implementation of AW Translation Memory Software	Rhiann Iles	Non Richards		
Monthly Update (key/issues (blockages)/risks)				
Status	Green (Overall)	Green (Time)	Green (Cost)	Green (Quality)
Recent Gateway Review?	No			
Objective				
The procurement and implementation of Welsh Translation memory software for all participating Health Boards.				
Background:				
NWSSP currently has a contract with Phrase Translation Memory software and supports the following organisations with translation services through a Service Level Agreement:				
<ul style="list-style-type: none">NWSSP and hosted programmesVNHSTPHWDHCW				
The project purpose is to address the inconsistent approach to the use of Welsh Translation memory software across NHS Wales in line with ‘More than just words’ (Welsh Government Strategy).				
Progress Update				
Further to the last report to SSPC in Jan-24, the Welsh Language Unit in NWSSP has procured a translation memory system, Phrase. This contract will remain in place until a (potential) multi NHS Wales organisation solution is fully implemented by Mar-26.				
The Phrase licence, purchased by NWSSP, is shared with NWSSP, Public Health Wales (PHW), Digital Health and Care Wales (DHCW), Velindre University NHS Trust and Welsh Ambulance Services Trust (WAST) as a pilot in anticipation of the above larger scale project spanning 2024 to 2026. These organisations are currently supported by NWSSP with translation services reinforced via Service Level Agreements (SLA) for 2024 to 2026. All organisations will be contributing a percentage share for anticipated use for 2024/25.				
To inform scoping of the multi organisation solution, a questionnaire to Welsh Services Managers within all NHS Wales Organisations will be undertaken week commencing 11 March 2024 to ascertain feasibility and current usage. The results from the questionnaire will be collected by 31 March 2024 with a report of the findings and forward plan collated and prepared for the NWSSP Senior Leadership Group in April 2024.				
The Welsh Language Translation Unit in Welsh Government have also indicated an interest in understanding what the project				

requirements will be and a very informal discussion with Welsh Government Translation Unit is scheduled in May-24, to see if there might be a possibility of joint working.

Main Issues, Risks & Blockers

No issues presented at this stage of the project.

Project Name	Project Manager	Project Exec/SRO
ESR Manager Self Service (MSS) Implementation	Rhiann Iles	Rebecca Jarvis

Monthly Update (key/issues (blockages)/risks)

Status	Green (Overall)	Green (Time)	Green (Cost)	Green (Quality)
Recent Gateway Review?	In Progress			

Objective

To optimise use of Self Service functionality with ESR across all NHS Wales organisations in preparation for the future workforce solution, identified through the ESR Transformation Programme.

Background:
The ESR Transformation Programme is led by the NHS Business Service Authority (NHSBSA). The programme is currently progressing through procurement processes before entering proof of concept. The goal of ‘enabling readiness’ for the future solution is to support organisations in reaching an optimal state of digitalisation through the utilisation of Manager Self Service (MSS). This will support a fast and safe adoption of the new solution to organisations for maximum benefit.

MSS is partially rolled out across organisations, but the replacement for ESR in 2026 will require 100% uptake of MSS.

Progress Update

The project is in the startup stage with Project Management Office (PMO) involved from 01 February 2024. An initial meeting of key stakeholders (NWSSP Payroll and NHSBSA) was held on 29 February 2024 where the following was drafted/agreed:

- Scoping Document
- Governance Structure and future project team meeting sequence

An initial draft of a project plan was also shared and will continue to be developed.

A process mapping exercise took place on 07 March 2024 and activities over the coming weeks will include the completion of all project management documentation to provide transparency and consistency.

Main Issues, Risks & Blockers

No significant issues, risks or blockers identified at this stage of the project.

Service Improvement Initiatives

Initiative Name	Service Improvement Lead	Service Improvement Sponsor
Accounts Payable Process	Tim Knight, Niall Quilton	Andrew Butler

Monthly Update (key/issues (blockages)/risks)

Status Green (Overall)

Objective

The key deliverable of this project will be to reduce the total number of unpaid invoices that are outstanding over 30 days whilst improving the overall process.

Some of the indirect benefits of this project will come from an improved reputation that encourages other businesses to compete for our business, increased staff availability/capacity, reduced cost to serve and improved supplier (process customer) and customer HB/Trust satisfaction.

In parallel, we will review the “No Purchase Order No Pay” invoices being reported, looking to reduce this figure also. It is hoped that these will reduce naturally as we look at the 30 day plus figure, though depending on where the data takes us, we might need to switch this to the primary focus.

Progress Update

This Initiative has moved into an Improvement stage, with a NWSSP steering group formed to provide a more collaborative overarching approach. This group has met twice and are asking the improvement team to look into the following:

No Purchase Order No Pay Policy and Impact on Invoices on Hold.
Receipting reminders and the potential for weekly automation.
ActionPoint and the handling of customer queries.

Additional points around Statement Reconciliation and Off Statement Invoices are to be explored also and are to feature on coming agendas.

The steering group meet fortnightly to review progress and provide further direction. Its members include service leads from Finance, Procurement, Accounts Payable and the Service Improvement team only, with the numbers deliberately kept small to allow the sessions to be progressive, setting actions to be completed between meetings and the findings /results fed back in.

There is a new focus on both collaboration and cocreation, with the intension of delivering improved progress when compared to recent months.

Main Issues, Risks & Blockers

We are looking to gain an understanding of the average handling times for the 10 key entry points to invoices on hold, allowing us to gain a better understanding of the query teams potential clearance and impact.

There is a risk that this will take longer than we expect or that the averages are not as accurate as we would like and is dependent on the quality of the information obtained/received.

To mitigate this, we will work closely with the query teams to understand as and when we expect to be taking longer than the predicted average and then to identify the reason why, adjust any forecasted clearance as necessary.

Initiative Name	Service Improvement Lead	Service Improvement Sponsor
Needle and syringe supply chain	Rebecca Bowen	Nicola Phillips

Monthly Update (key/issues (blockages)/risks)

Status Green (Overall)

Objective

To review the Needles and Syringes supply chain specifically relating to those items that are ordered through and delivered to Mamhilad Stores, before being transported to the relevant GP surgeries.

Currently there are two divisions being used to provide the same service, with items being transferred from IP5 to Mamhilad to be unloaded and then repacked before moving them on to the final destination.

Progress Update

Cardiff and Vale University Health Board (CVUHB) have started ordering their needles and syringes directly from IP5, removing 64 GP Practices from Mamhilad. This went live on the 29 January 2024, with no issues being raised from GP practices or National Distribution Centre and IP5 Newport.

The Service Improvement Team are now looking to spread this approach across all GP practices in M&W and SE Wales, exploring how we can allocate transport numbers to each, allowing practices to order needle & syringe direct from NDC, IP5 Newport through Oracle.

This would eliminate orders and queries going through PCS Mamhilad Stores, freeing staff members to deal with other aspects of their job role, though delivery would still need to be through PCS Mamhilad Stores as there are no delivery routes from NDC, IP5 Newport, to GP practices, with the exception of C&VUHB.

The Service Improvement Team are currently building relationships within the relevant Health Boards and procurement to validate this as a viable, long term improvement.

Main Issues, Risks & Blockers

Bridgend Stores not having available resources for Mid & West Stores to order directly with them.

GP Practices unable to order from National Distribution Centre, IP5, Newport through Oracle if they don't have access. Health Board approval is needed to enable GP Practices to have access to Oracle.

Project Name	Service Improvement Lead	Project Exec/SRO
Variable Pay Initiative	Tim Knight	Neil Frow, Alison Ramsey
Monthly Update (key/issues (blockages)/risks)		
Status Green (Overall)		
Recent Gateway Review?		
Objective		
<p>The NWSSP Service Improvement Team were asked to lead an initiative looking into variable pay spend across NWSSP and excluding laundry services. The primary goals of this initiative were to:</p> <ul style="list-style-type: none">Explore which variable pay options are the most cost effective.Identify the key root causes to variable pay.Identify improvements and countermeasures to established points of failure and root causes.		
Progress Update		
<p>The overall organisational position is improving year on year, with reductions to both hours and cost when comparing the last three months of the data set (Sept/Oct/Nov 2023) with the same three months of the previous year (Sept/Oct/Nov 2022).</p> <p>The findings have determined that 89% of variable pay is worked across bands 2, 3 and 4 and the use of bank staff offered the most cost effective solution to bridging gaps in resource, followed by overtime and then agency. The bank pay hourly rate is on average 7% less than Agency or Overtime.</p> <p>Following the principles of pareto analysis, the root causes were identified, taking the biggest contributors to the problem and working with these cost centres to obtain and stratify relevant data.</p> <p>Since the last update, a report has been written and submitted to the relevant service leads, which demonstrates any correlation of factors which contribute to variable pay. This report suggests improvements within the following areas:</p> <ul style="list-style-type: none">Data Management;People & Organisational Development;Within the specific services; andAt an Organisational level. <p>The next steps of this initiative are to be by the end of Apr-24, following a review of the findings and considering the improving situation.</p>		
Main Issues, Risks & Blockers		
<p>That the process owners and managers are not fully transparent (though there has been no sign of this happening)</p>		

Initiative Name	Service Improvement Lead	Service Improvement Sponsor
NWSSP Internet Homepage	Rebecca Bowen	Andrew Evans, PCS
Monthly Update (key/issues (blockages)/risks)		
Status Green (Overall)		
Objective		

It has been identified that staff/customers are Unable to locate information needed from the Internet site, which results in calls/emails going to relevant departments which impacts their own availability. The objective of this initiative is to review, update and refresh the existing NWSSP Internet homepage to reduce, where possible, the flow of traffic into these customer service centres.

The purpose is to update the internet front page with relevant department/service information using the new colour rebranding that has been agreed, to enable staff/customers to locate the information needed and available without having to contact the relevant department/service. Addressing these issues will make for a smoother customer experience whilst alleviating the calls that are being made to the departments/services that could be answered without talking to a call handler.

Progress Update

At the start of the Internet Homepage Review, a working group was established.

The working group created and reviewed an NWSSP Internet heat map to understand the customer journey and typical requirements. The new NWSSP colour branding, possible layout and combining of current tabs/links to minimise the content currently displayed, removing duplication where possible was also discussed.

After consultation a mock page was built and agreed by the group then shared with the Sponsor and relevant stakeholders to obtain approval.

DHCW have completed the IT updates to enable the mock homepage to show relevant images/pictures. This is waiting for final approval before updating the Internet and closing the initiative.

Main Issues, Risks & Blockers

None to report

Initiative Name	Service Improvement Lead	Service Improvement Sponsor
Networks Directory	Rebecca Bowen, Tim Knight	Julia Denyer, Ian Rose

Monthly Update (key/issues (blockages)/risks)

Status Green (Overall)

Objective

It is the objective of this initiative to create a Networks Directory (centralised frontend) for all of the networks that exist within NWSSP. Updating and linking all of the existing groups together through our intranet site and allowing staff to access information about relevant groups and communities as and when they need to, putting our people first and helping to create a healthier more engaged workforce.

Problem Statement – There is no central location for staff to access NWSSP network groups relating to staff employment through to well-being services. Selected staff network groups are advertised at different times throughout the year within People & OD monthly newsletters and/or on NWSSP intranet. Some network groups are advertised for staff to join when they are created, but less so as time goes by.

Collating all this information into a central directory on the intranet would give staff an easily accessible insight into the communities and networks that are available for them to join or attend, if they wish to do so.

Progress Update

To date, all staff networking and support groups have been collated and descriptors have been identified.

All groups, web page links, contacts and descriptors have been built into a mock up, which has been reviewed and feedback has been given and alterations made. A meeting will be scheduled to discuss the new directory with the project sponsor too seek approval before developing and publishing.

It has been identified and reported that the Intranet Homepage should be reviewed with potential updates needed and it has been agreed that the working group will tackle this also.

Both initiatives will run in parallel and with the aim of completion by May-24.

Main Issues, Risks & Blockers

Network groups not having Sharepoint/Teams channels and or intranet pages activated.

Website technology will have limitations.

Initiative Name	Service Improvement Lead	Service Improvement Sponsor
Primary Care Services - General Practice - Payments & Post Payment Verification	Kim Eley, Tim Knight, Rebecca Bowen,	
Monthly Update (key/issues (blockages)/risks)		
<p>Status Green (Overall)</p> <p>Objective</p> <p>To identify ways of streamlining or improving this process and sequentially reducing errors. This is with a particular focus on the identification of incorrectly completed General Practice claims.</p> <p>Progress Update</p> <p>Post Payment Verification is currently in the define phase.</p> <p>The process is currently being mapped out to understand the existing steps, measures and critical quality factors before building these into a suitable value stream map.</p> <p>This data will then be reviewed to identify any points of failure, from which we can develop countermeasures and potential improvements.</p> <p>Recommendations on the way forward will be delivered in Apr-24.</p> <p>The initiative is currently collaborative between Project Management Office and Service Improvement Team.</p> <p>Main Issues, Risks & Blockers</p> <p>Obtaining key documentation to progress the delivery to complete the define, measure and improve stage.</p>		

Initiative Name	Service Improvement Lead	Service Improvement Sponsor
L&R Matters Invoicing Process	Niall Quilton, Tim Knight	Stefan Dakovic (NWSSP Finance – Management Accountant) Sue Saunders (NWSSP Finance – Management Accountant)
Monthly Update (key/issues (blockages)/risks)		
<p>Status Green (Overall)</p> <p>Objective</p> <p>We aim to apply an RPA/M365 Power Apps solution to parts of the NWSSP Finance Legal & Risk Matters approval process to reduce resource time spent on obtaining, sorting and reporting data, and time spent emailing and chasing approvers.</p> <p>Automate parts of the process that will release resource for associated value added duties, improve consistency and timeliness of requesting and chasing approvals, and provide a Power BI reporting dashboard and output. Additional opportunities for continuous improvement will be identified and listed for review.</p> <p>Outcomes to be achieved:</p> <ul style="list-style-type: none">Timely automated processIncrease in matters approvedImproved chasing outcomes, including no matters for payment being written-offResource freed for query resolution and relevant value added tasksImprove escalation processBI reporting dashboard and output <p>What other indirect benefits may arise from this work?</p> <ul style="list-style-type: none">Continuous improvement opportunities identified within the wider process and in other work NWSSP Finance complete.Issues with stakeholders identified, monitored and reported using Business Intelligence, which will support problem resolution and escalation. <p>Progress Update</p> <p>Project charter signed-off on 06 February 2024 following agreed amendments on the documented process.</p> <p>Meeting with NWSSP RPA/M365 Power Apps Manager and NWSSP Finance Team on 12 February 2024 to conduct a detailed process walkthrough. This has allowed a review of each process step and to identify the appropriate RPA/M365 solution to apply, and where the manual exceptions will be in the process. NWSSP Finance have requested that the development commence after the year end work pressures, so will reconvene in Apr-24.</p>		

In the meantime the RPA/M365 framework documents will commence in preparation for reconvening, so that time is not lost from starting the development as soon as possible.

A meeting will be arranged with NWSSP L&R Business Support review to the dataset provided to NWSSP Finance, as information missing has been identified that would improve the automation process, plus there are identified opportunities for improvement that require an understanding of the L&R process.

Main Issues, Risks & Blockers

None to report at present

Initiative Name	Service Improvement Lead	Service Improvement Sponsor
Customer Service Excellence Year 2	Kim Eley	Neil Frow
Monthly Update (key/issues (blockages)/risks)		
Status Green (Overall)		
Objective Following the successful completion of the Year One Customer Service Excellence (CSE) assessment in 2023/2024, the objective of this initiative is to maintain these standards and report back any improvements to the accreditation body accordingly in order to maintain the accreditation.		
Progress Update Year Two Assessment Assessment Services have confirmed the Year Two assessment will take place on Wednesday 04 September 2024 to 06 September 2024. The assessment will comprise of 4 days on site/evidence collection activity plus 3 days have been allocated for the desktop review, planning and report writing.		
Evidence Gathering Divisions are required to develop and maintain action plans outlining how improvement will be made to areas highlighted in the CSE assessment as "Partial Compliance/Areas of Continuous Improvement". The action plans are required to be completed by the beginning of May-24. Division will then be expected to focus on areas identified in the recent report as "Compliance Plus/Areas of Strengths" to ensure scoring is maintained. Monthly 1-2-1 development sessions have been scheduled to support divisions with their action plans alongside monthly Community of Practice Group (COP) meetings.		
Documentary Evidence NWSSP will need to submit their self-assessment activity and supporting documentation via the Self-Assessment Online Tool and the evidence will need to be uploaded to the tool by no later than 23 August 2024.		
<u>Main Issues, Risks & Blockers</u> None to report		

NON PMO Managed Initiatives

Key Individual Project/Programme Updates				
Project Name		Project Manager		Project Exec/SRO
Radio Pharmacy		Peter Elliott		Neil Frow
Monthly Update (key/issues (blockages)/risks)				
<u>Status</u>	Amber (Overall)	Amber (Time)	Green (Cost)	Green (Quality)
<u>Recent Gateway Review?</u>	No			
<u>Objective</u>				
To provide a new Radiopharmacy facility serving the South East region of Wales				
<u>Progress Update</u>				

The project has been established within the TRAMS Programme, managed by the South East Wales Project Board. An initial Business Case was prepared that analysed the investment options, and recommended the IP5 Warehouse as the preferred site. This was submitted to Welsh Government in Nov-23, and fees have been awarded to develop the design. Outline design work for the South East Wales Hub will be carried out concurrently, to ensure fit, and that sufficient power and other utilities remain available.

A tender process has been carried out for the cleanroom contractor, the contract awarded, and the outline design phase has started.

A Project Surveyor and other key advisors and internal resources have also been appointed. User Requirements Documents have been prepared. Scoping for enabling works to be carried out by different contractors is underway with the support of the Surveyor and Principal Designer. These will include:

- Decant of stores and racking from the work area
- Rectification of the dividing wall for fire compartmentation
- Refurbishment of staff toilet and locker room facilities
- Connection of new drains for the production area
- Any short term repairs needed to the roof that have not already been instructed by the IP5 Programme
- Modification of the Fire and Security Alarms consequent on the changes to the building
- Final Electrical Connections
- Protection of Wireless and Data networks during the build.

Around £330k of Production Equipment has been purchased using year end capital and will be securely stored until needed. The Tender for the Isolators closed on 07 March 2024 and is being assessed. Welsh Government has agreed in principle that this order can be placed in advance of the main investment decision, because of the lead time for these items.

Operational Planning for the new service is underway with workshops held on process standardisation, documentation, and digital systems.

Planning for the staffing establishment is being considered on a phased basis:

1. The TUPE transfer of those staff whom Cardiff and Vale University Health Board identify as entitled, willing, and able to transfer. They will be transferred as soon as possible and put to work supporting the design, build, and commissioning of the facility.
2. The identification of an interim standalone structure for Radiopharmacy in NWSSP and recruitment to the vacancies.
3. The full TRAMs OCP2 structure integrating Radiopharmacy with other supporting capabilities

It is currently expected that design and costing work will have progressed to the point that supports an Investment Decision towards the end of Quarter 1 of 2024/5. Total Project Costs are currently estimated at £9.4m

Main building activity is expected to be during Quarters 2 and 3 of 2024/5.

Testing, validation, and regulatory approvals will follow in Quarter 4 of 2024/5.

The best case for the new unit to be opened is Quarter 1 2025/6.

Proceeding at this pace requires acceptance of certain risks, as set out in the following section. These are considered to be justified by urgent patient need, and will be carefully managed and reported on.

Project is rated Amber overall due to the time constraint, and the impact of this on risk management.

Main Issues, Risks & Blockers

The main risks and issues to the project are as follows:

- **Power supply** within IP5 is known to be a constraint. An assessment by NWSSP Specialist Estates has concluded that there is available margin of 1.0MVA (Mega Volt Amp) for work. Current estimates are that the Radiopharmacy requires 0.4 MVA. Design work to refine these figures further is ongoing.
- **Planning Permission** will need to be sought, both for the change of use of the floor footprint, and for changes to the elevations for air intakes and vents, and for one additional external door. A Planning Consultant has been appointed, and preparation is underway for a thorough pre-engagement with the planning authority. As soon as the drawings are available, and prior to the Investment Decision, the planning variation application will be submitted. This risk will be actively managed and reported on.
- **The IP5 Roof** remains a concern, with sporadic water leaks continuing to occur despite the recent remediation work. The project has made cost provision for further short term remediation works to the roof over the project area. The IP5 Programme is preparing a case for the comprehensive over cladding of the whole roof in the medium term.
- **Staffing** is probably the biggest risk to the project. The current staff at Cardiff & Vale University Health Board are in a precarious position with their unit closed. Once the capital investment decision is made it is proposed to carry out a TUPE transfer of these staff to NWSSP, accompanied by their budget allocation, and the non pay budget for the service. There remains a risk that before that can happen, the staff will seek alternative employments elsewhere, or be redeployed within the service to manage urgent pressures of one kind or another. When the new unit is ready to open, existing staff may not be available, and a recruitment and training process would then be needed.
- **The Revenue Budget** for the service is a financial risk. If the budget transferred from Cardiff & Vale University Health Board meets the cost of the new service all will be well. If it does not, then the issue will need to be remitted back to SSPC for consideration. The stand alone budget for Radiopharmacy within NWSSP may not be considered affordable, until it can be shared across the whole TRAMs OCP2 overhead.

- Streamlining of clinical demand** is needed to ensure service resilience over the next 15 months. To emphasise: this is not about limiting the number of patients scanned, but about clustering demand for similar scans on particular days of the week. The aim is to ensure three patients can be scanned from every one vial of radioactive product produced, which can be done on the same day in the same place, but not on separate days or in different places. This will also lay the foundations for a successful introduction of the new service for the South East when the new unit opens. An NWSSP Project to support this activity has started work, within the governance of the TRAMs Programme.

Project Name	Project Manager	Project Exec/SRO
Once for Wales Concerns Management System	Maria Stolzenberg , Judith Lewis	Jonathan Webb
Monthly Update (key/issues (blockages)/risks)		
Status	Green (Overall)	
Recent Gateway Review?	No	
Objective	Using a collaborative approach with all partners, implement, enhance and sustain an effective tool to support Health Bodies to comply with their duties in relation to concerns management and service user experience. To improve consistency and quality of concerns data throughout NHS Wales to facilitate service improvement.	
Progress Update	Phase 1 of the programme is fully rolled out across all Organisations. Two products, Datix Cymru and Civica Experience Wales have been procured and established. Over 30 workstreams involving collaboration between Health Bodies have been established, with some stood down when their tasks have been completed. A robust and effective governance structure, with a Chief Executive as SRO, has been put into place. A quarterly cycle for system update releases has been put into place. All Wales Information Governance solutions including a Data Privacy Impact Assessment for every functionality have been established. Compliance with the duty of candour has been built into the system workflows. Interim solutions following the discontinuation of the National Reporting and Learning System (NRLS) have been established. Phase 2 objectives set and delivered by 31 March 2023. Phase 3 objectives set and planned for delivery by 31 March 2024. Phase 4 objectives to be reviewed and ratified by Programme Board for delivery by 31 March 2025.	
Main Issues, Risks & Blockers	A risk and issues log is maintained by the Programme Board. Operational pressures across the NHS may impact the availability of key stakeholders. Demands on Organisations is reduced as far as possible. Some functionality may not be delivered on time by the supplier. Strategic reviews and alternative solutions are sought where possible. There is a need to migrate to Azure for user authentication, which is currently not possible. The supplier is designing a solution to migrate users and DHCW is addressing authentication errors, which occurred previously. Integration of Civica with local data systems is delayed in some Organisations. Standard functionality remains available.	

Project Name	Project Manager	Project Exec/SRO		
ESR Transformation Programme		Gareth Hardacre		
Monthly Update (key/issues (blockages)/risks)				
<u>Status</u>	Green (Overall)	Green (Time)	Green (Cost)	Green (Quality)
<u>Recent Gateway Review?</u>	No			
<u>Objective</u>	Lead on the development and implementation of the Electronic Staff Record (ESR) Transformation Programme for Wales			
<u>Progress Update</u>	The ESR Transformation Programme led by the NHS Business Service Authority [NHSBSA] continues through its procurement stage against the following timeline: <ul style="list-style-type: none">evaluation of bids took place between Dec-23 and Feb-24.			

- moderation sessions commenced 04 February 2024 and will run through to the middle of Mar-24.
- From Apr-24 the procurement stage moves into Proof of Concept and negotiation stage. These will be face to face sessions for those evaluators involved in the Service Concept evaluations and will be held in Fleetwood. Five representatives from Wales are involved.

In Feb-24, HMT approved the Outline Business Case addendum to secure an extension to the operation of the current service by the incumbent supplier and facilitate an appropriate transition window enabling the safe take-on of the existing ESR service by the supplier of the new agreement.

Trademark for the new solution has been approved and cutover and communication plans are being developed by the NHSBSA.

Enabling Readiness work continues by the NHSBSA on the enabling readiness toolkit.

Neil Frow to represent Chief Executive Officers on National CEO Advisory Board.

Within Wales work continues on the optimisation of ESR. Approval given at SSPC and by Directors of Workforce to fully adopt Manager Self-Service activities with a target of 80% implementation by Apr-25. A programme of work has commenced to take this work forward.

Main Issues, Risks & Blockers

Significant culture and process change
Consideration to existing processes including payroll to ensure no disruption to service
No dedicated resource to deliver the ESR Transformation programme within NWSSP or local organisations however this will be monitored via the risk register.

Project Name	Project Manager	Project Exec/SRO		
Scan 4 Safety	Andrew Smallwood	Andy Smallwood		
Monthly Update (key/issues (blockages)/risks)				
Status	Green (Overall)	Green (Time)	Green (Cost)	Green (Quality)
Recent Gateway Review?	No			
Objective				
The Scan for Safety Wales Programme seeks to embed traceability into the NHS in Wales in order to improve patient safety. The combination of an All Wales inventory management system, underpinned by GS1 standards adoption will allow the data linkage of products, patients, locations, procedures and clinicians. The Inventory Management System will provide instant stock visibility, strengthening supply resilience and allow for products to be withdrawn from use swiftly should a Safety Alert be received. The same data linkage will allow Health Organisations across Wales identify patients who may need recalling for review.				
Progress Update				
Initial Programme delays due to central server implementation and cyber resilience measures were all addressed and system is now live to some extent in all Health Boards.				
The team continue the roll-out of the Inventory Management System across NHS Wales with a key milestone achieved this quarter. All Health Boards are now extending the coverage of with scanning to some extent every month. Welsh Ambulance have most recently gone live at their Wrexham Make Ready Depot.				
The success with the patient link information feed from Welsh Patient Administration System (WPAS) being able to send information to Omnicell to allow products to be scanned to patients with Hywel Dda University Health Board (HDUHB) has allowed Digital Health and Care Wales (DHCW) to test its extended use to other health organisations. The test environment has proved successful with links ready for all remaining Health Boards.				
Cardiff and Vale University Health Board (C&VUHB) does not use WPAS and as such a separate feed has been developed with C&VUHB that is now live following the go live of Cardiac Catheter Labs.				
Aneurin Bevan servers were successfully migrated across to the Central infrastructure, removing the risks it was facing with the age of their local server and the end of Microsoft support. The migration also allowed ABUHB to begin further implementations and February saw the Cardiac Catheter Labs at the Grange Hospital go live successfully				
Main Issues, Risks & Blockers				
The creation of Global Location Numbers (GLNs) is not progressing as well as hoped. The use of GLNs introduces a common standard of location identification across NHS Wales that would be able to be used by all NHS Systems that require a location identified. The delays are driven by lack of prioritisation within Health Organisations. The reasons are competing workloads with Facilities Departments, lack of resources and in many cases, alternatives are available, although not available for global use and each unique to its use. Welsh Government have recognised this and have suggested further work with DHCW in respect of developing a Welsh Health Circular to be issued. Initial meetings have taken place and draft documents created, currently being reviewed.				
The Theatre environment in all health organisations remains highly pressured at present with staff sickness compounding pre-existing staff shortages. This is being worked around with each organisation based on local pressure, but impacting the speed of rollout.				

Whilst the WPAS patient feed introduced successfully for HDUHB allows patient id to be brought up on the SupplyX handset, the barcode printed on the wristband is the hospital number not the NHS Number as required by the Programme. However, the feed from WPAS does allow SupplyX to use the hospital number so scanning product and patient is now live. Whilst this is good from a local efficiency perspective WHC (2015) 049 states that the NHS number should be the primary identifier for patients.

NWSSP will continue to work with DHCW in order to push for improved patient identifier direction from Welsh Government and aim for a new Welsh Circular to be issued in 2024.

Project Name	Project Manager	Project Exec/SRO
Health Roster Implementation	Vicki Harris	Rebecca Jarvis

Monthly Update (key/issues (blockages)/risks)

Status	Green (Overall)	Green (Time)	Green (Cost)	Green (Quality)
Recent Gateway Review?	No			

Objective

To implement Health Roster across NWSSP, digitalising rostering and automating variable pay for employees aligned with all NHS Wales organisations. The system will provide quick and easy access for employees and resource efficiencies for the organisation. It provides data quality assurance and interfaces with the existing payroll system (Electronic Staff Record: ESR).

Progress Update

Health Roster

- 23 units/ services agreed for rollout during 2023-24.
 - 10 (43.5%) are live to payroll.
 - 1 (4.4%) withdrawn.
 - 4 (17.4%) on hold with engagement recommenced in Feb-24.
 - 8 (34.7%) outstanding. Rosters have been built for six with final data checks being completed before training commences. Two are in the data gathering stage.

NWSSP currently fund 1,100 licenses. As of the 30 November 2023, via Health roster and Bank we are utilising (480) licenses.

- Health Courier Services (HCS) Denbigh (*HCS North Manager, HCS Wrexham, HCS Victor Base, HCS Tywyn, and BCU Laundry Transport*) rosters have been built and training was conducted on site in North Wales 28 February 2024 and 29 February 2024.
- HCS Aneurin Bevan & ABU Laundry Transport have agreed training for the week commencing the 15 April 2024. Currently awaiting data gathering to build rosters in preparation for training.
- HCS Cwm Taf Morgannwg – introduction meeting held. Awaiting availability for training dates.

A draft implementation plan for 24-25 was presented to the Feb-24 Project Board for consideration. It was agreed to commence engagement with Accounts Payable, Expenses and Recruitment Services.

Employee Online support will be coming to an end in Dec-24. Access will be removed in Mar-25. An App, LOOP, will be replacing this and will need to be implemented to end users of Live areas. A further update will be available in Apr-24 as this will be an All Wales cohort.

Bank Staff

- Discussions have been held between the Roster Team, Bank Office Team, Payroll and Workforce.
- Proposal drafted to align Roster and Bank weekly pay runs as they currently cover different periods.

PHW

- Two early adopters are live to payroll with no pay issues.
- 3rd pilot will go live in Mar-24.
- Funding has been agreed to extend the current Service Level Agreement to 30 June 2025.
- A draft implementation plan was presented to the Project Board in Feb-24 for consideration.

Main Issues, Risks & Blockers

Medical Examiners are on hold indefinitely.

 GIG CYMRU NHS WALES	Partneriaeth Cydwasaethau Shared Services Partnership	AGENDA ITEM: 5.5 21 March 2024
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<i>The report is not Exempt</i>
Teitl yr Adroddiad/Title of Report
NWSSP Corporate Risk Update – March 2024

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
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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 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 Pylori/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.
Safonnau 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 March 2024

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	March 2024
Red Risk	3
Amber Risk	12
Yellow Risk	1
Green Risk	0
Total	16

2.1 Red-rated Risks

The following red risks remain on the Corporate Risk Register:

- The threat to patient services if the planned developments of the Radiopharmacy and TRAMs service are not able to progress due to funding or planning limitations;
- The impact on staff time and resources as a requirement of responding to the COVID 19 UK Public Inquiry; and
- The industrial action by Junior Doctors and Consultants and the resulting impact that this may have on the Single Lead Employer team and Payroll teams.

2.2 New/Deleted Risks

The following risks have been added to the Corporate Risk Register:

- The reputational and operational damage arising from a significant data breach, due either to inadequate controls or human error;
- The threat to continued delivery of a service(s) due to having insufficient business continuity measures in place to respond to a major incident; and
- Threat to services within IP5 following a fire incident resulting in the loss of the sprinkler pump system.

The following risks have been deleted from the Corporate Risk Register:

- Energy Prices – the actions taken by the Welsh Energy Group and the global reduction in energy prices have helped to mitigate this risk to an acceptable level;
- Staff Capacity – this risk has been on the register for some time and funding has largely been received for Covid-related posts; and
- Accommodation Strategy – this risk has largely been mitigated as there is now more clarity on accommodation requirements and plans.

The following risks have had their scores reduced:

- Risk A2 Employment Services – the score is reduced from 12 to 8 due to continued progress with the modernisation plan and a reduction in recruitment activity;
- Risk A4 BCUHB Adverse Publicity – the score is reduced from 12 to 8 as the threat of reputational damage from the financial issues noted at BCUHB seems to have receded and there is currently positive engagement with the senior management team at the Health Board;
- Risk A7 Decarbonisation – the score is reduced from 12 to 8 as the action plan is being submitted to SLG for approval;
- Risk A8 RAAC – the score is reduced from 10 to 8 as there are clear plans in place to vacate both Companies House and Brecon House; and
- Risk A12 Financial Climate – the score is reduced from 15 to 12. The risk has been rebadged to focus on specific financial years. Current performance in 2023/24 is a significant underspend. Scoring of risk will need to be re-evaluated alongside financial performance in the coming year.

3. RISKS FOR MONITORING

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

Current Risk Rating	March 2024
Red Risk	0
Amber Risk	0
Yellow Risk	5
Green Risk	3
Total	8

4. RECOMMENDATION

The Committee is asked to:

- **NOTE** the update to the Corporate Risk Register as at March 2024.

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 threat of a cyber attack due to weaknesses in, or failure to comply with, security measures leading to potential loss of systems and/or sensitive data.	5	5	25	Cyber Security Action Plan BCP Champions Meeting Information Governance training Mandatory cyber security e-learn Internal Audit review BCP Action Cards CAF completed and report received from CRU CAF remediation project established with support from PMO. 'Exercise in a box' launch event held with SLG (face to face) on 12 May. Phishing testing has been running since February 2022 alongside proactive communications on cyber awareness. Part of All-Wales Cyber Security Network Increased resource in Cyber Security Team.	2	5	10	Complete Impact Assessment of all major systems (Nick Lewis - 31/03/2024)	Heightened state of alert. Recent attack on Home Electronics System - although this is not hosted by NWSSP. Presentation to September SLG and October 2023 Audit Committee. Two additional staff at Band 6 recruited.		31-Mar-24
	Strategic Objective - Service Development									Risk Lead: Director of Planning, Performance & Informatics		
A2	The demand on services within Employment Services as a result of Health Boards taking on substantial numbers of staff to recover from the pandemic, is unsustainable, leading to sub-optimal levels of performance.	4	4	16	Established working practices governed by Service Level Agreements and measured by reporting of KPIs on monthly basis. Bi-monthly Recruitment Modernisation Project Boards 19 additional staff recruited within Employment Services (fixed term)	2	4	8	Continue to monitor impact through SLG (SLG 31 March 2024)	Good progress being made with the Recruitment Modernisation Programme. Update provided to Sept and Nov 23 SSPC. Recruitment levels fallen significantly but will be kept under review.		31-Mar-24
	Strategic Objective - Customers									Risk Lead: Director of People and OD		
A3	The industrial action by Junior Doctors and Consultants and the resulting impact that this may have on the Single Lead Employer team and Payroll teams	4	5	20	Industrial Action Planning Cell with WG & HBs	4	4	16	Currently in discussion with HBs around some key issues e.g. derogations etc and how we can help to manage these. (GH 31/03/24)	3-day walkout started on 15 January. NWSSP systems coped reasonably well.		31/03/2024
	Strategic Objective - Staff									Risk Lead: Director of People and OD		
A4	Adverse publicity arising from the regulatory report into financial matters at a Health Board have a reputational impact on NWSSP.	4	4	16	All requests for information are channelled through a formal Communications route, Additional Internal Audit work. Review of Comms Team structure, skills and resource.	2	4	8	Assess findings of Communications Review (AB 31/03.2024)	Positive engagement with Interim Senior Management Team at Health Board		31/03/2024
	Strategic Objective - Customers									Risk Lead: Director of People and OD		
A5	The planned development of the Clinical Pharmacy Service is adversely impacted due to financial and staffing challenges	4	4	16	CIVAS Board National QA Pharmacist	3	4	12	Undertatke Organisational Change Process 2 (Colin Powell - 31/03/24)	Update to July & September 2023 SSPC		31/03/2024
	Escalated Divisional Risk									Risk Lead: Service Director		
A6	The lack of capital for the laundry transformation programme has led to the development of a short to medium solution, this generates an inherent risk in the form of operating ageing equipment / infrastructure and plant for the foreseeable future resulting in increased breakdowns	4	4	16	Tried and tested Business continuity plan for supporting production downtime from local and national stock holdings as well as rerouting production to supporting plan Revamped Business Plan - scaled down. Additional capital received (Jan 24)	4	3	12	Further discussion with Welsh Government regarding the availability of the level of funding per year and the development of a plan to align with the phasing of funding (AH 31/03/24)	Rationalisation of the service through closing the Hywel Dda Laundry approved by September 23 SSPC. Cwm Taff staff to also TUPE over to NWSSP.		30/06/2024
	Strategic Objective - Service Development									Risk Lead: Director, Procurement Services		
A7	Financial restraints prevent recruiting sufficient staff to meet the expectations of Welsh Government and NHS Wales organisations in playing a leading role in deliver the Decarbonisation Action Plan. .	5	5	25	Decarbonisation Programme Board Project Execution Plan PMO Support	2	4	8		The financial postion across NHS Wales is leading to increasing demand from HBs/Trusts on the NWSSP team.		31/03/2024
	Strategic Objective - Service Development									Director, Specialist Estates Services		

A8	The presence of Reinforced Autoclaved Aerated Concrete in the Brecon House building in Mamhilad has contributed to the unsafe state of repair of the roof, and similarly in the Repository in Companies House.	5	5	25	Majority of staff working from home. Health & Safety Reviews Structural Engineers appointed Temporary safety measures in place e.g. netting SSPC approved revised Business Case	2	4	8	Plan to vacate Companies House by 31/03/2024 - RAAC in self-contained area. SSPC and Trust Board approval of revised business case and for signing of Du Pont lease (AE complete) Lease for Du Pont agreed - signed by Velindre and now only requires signature of landlord (AE 31/12/2023)	Ove Arup in place for monitoring RAAC condition Cook & Arkwright appointed to mobilise contractors to intervene directly if required Revised Business Case approved by SSPC and Trust Board Nov 23. Planned timescale for exit from Brecon House slipping due to lengthy contract negotiation.	↓	31/03/2024
	Escalated Divisional Risk								Director, Primary Care Services			
A9	The COVID Inquiry places extreme demands on staff groups, particularly Procurement, and impacts the delivery of business-as-usual services.	5	4	20	Appointment of Legal Counsel Support from Legal & Risk COVID Inquiry Planning Readiness Group Reflection Documents Central Store of relevant documents	5	3	15	Ongoing requirement to respond to requests from Inquiry.	Core Participancy confirmed. Evidence now being requested for Module 5 and possibly also for Module 3. A number of key staff are also leaving during March/April (AB, GD, AE, PS)	➡	31/03/2024
	Strategic Objective - Services								Director, Finance & Corporate Services			
A10	Leaks to the roof at IP5 threaten the operation of services and are extremely expensive to repair.	4	4	16	IP5 Steering Board Repairs to roof undertaken.	3	4	12	Roof Survey to be undertaken (GW - 31 March 2024)	Roof has been patched. The progress with the Radiopharmacy unit in IP5 may lead to this being addressed as part of that project.	➡	30/06/2024
	Strategic Objective - Services								Director, Specialist Estates Services			
A11	The threat to patient services if the planned developments of the Radiopharmacy and TRAMs service is not allowed to progress due to funding or planning limitations.	5	5	25	TRAMs Programme Board Formal project managed by PMO. Use of Outsourced Suppliers Task & Finish Group established. Update to July SSPC.	4	5	20	Explore options for accommodation in SE Wales (Colin Powell - 31/03/24)	Risk assessments completed with Chief Pharmacists. Update provided to September SSPC. Funding for Radio Pharmacy Unit at IP5 in SE Wales agreed in principle by WG and business case approved at November SSPC. Contract for design and build of Radiopharmacy Unit let.	➡	31/03/2024
	Strategic Objective - Services								Service Director TRAMs			
A12	The financial climate in NHS Wales poses significant threats to the delivery of existing services and the development of new services as et out in our 2024/25 IMTP	5	4	20	Monthly Finance Reports to SLG Finance Reports to SSPC and Audit Committee Value and Sustainability Group Vacancy Control Arrangements implemented	3	4	12	Directorates to develop savings programme by start of new financial year. Submit balanced IMTP to WG by 31 March.	Value and Sustainability Group established and Vacancy Control arrangements implemented and savings plans monitored	↓	31/03/2024
	Strategic Objective - Services								Director, Finance & Corporate Services			
A13	The transfer of the laundries to NWSSP expose a number of risks including concerns over	4	4	16	Internal Audit review Laundry Programme Board Regular updates to SLG on progress with Action Plan	2	3	6	Appoint additional H&S resource to address problems and maintain progress in Laundry sites - recruitment in progress.	Risk Assessments have been undertaken at the laundries and good progress has been made in	➡	31/03/2024
	Strategic Objective - Service Development								Risk Lead: Director of Procurement Services			
A14	The reputational damage arising from a significant data breach, due either to inadequate controls or human error	4	4	16	IG Manager Information Governance Steering Group On-line mandatory e-learn for all staff and two-yearly refresher training Data Privacy Impact Assessments	2	4	8	Continue to monitor e-learn training compliance and cause of any data breaches through IGSG.		✳	31/03/2024
	Strategic Objective: Services								Director, Finance & Corporate Services			
A15	The threat to continued delivery of a service(s) due to having insufficient business continuity measures in place to respond to a major incident.	5	5	25	Network of Business Continuity Champions BC Plan and Impact Assessment Directorate Action Cards Internal Audit Review BCP App	2	5	10	Continue to implement recommendations from Internal Audit Report (PS - 30 Jun 24)	Recent training with DHCW and training session undertaken at Informal SLG in March 2024	✳	30/06/2024
		Strategic Objective: Services								Director Planning, Performance & Informatics		
A16	Threat to services within IP5 following a fire incident resulting in the loss of the sprinkler pump system.	4	4	16	Fire Officer Review of current fire safety arrangements Review of Estates Compliance Standards Incident Control Group Update paper to SLG	3	4	12	Commission a review of Sprinkler requirements (SD 30 Apr 24)	No direct impact on NWSSP personnel or property as a result of the fire incident, but refurbishment works to the pump house will take a number of weeks, possibly several months.	✳	30/06/2024
		Strategic Objective: Services								Director, Specialist Estates Services		
Risks for Monitoring												
M1	Disruption to services and threats to staff due to unauthorised access to NWSSP sites.	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 underake annual reviews of high risk buildings e.g. IP5, Picketston	1	4	4	Review results from security checklists (PS - 31/07/22 - complete)	Security Review undertaken and reported to SMT in Dec 2018. No major findings and all agreed actions implemented or superceded. However SLG agreed (Nov 23) that level of stock and sensitivity of some items justifies this risk remaining on the Corporate Risk Register.	➡	
										Risk Lead; Director Specialist Estates Services/Director of Finance and Corporate Services		

M2	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	5	3	15	Documented process for bank mandate changes Role of Supplier Maintenance Team Authorisation by Senior Finance Staff Internal Audit Reviews	1	3	3	Spate of attacks (Apr 22) reinforces need to maintain current controls.	Further spate of attempted frauds in April/May 2022 (4) but all stopped by team. This has reinforced the need to maintain and possibly even strengthen existing controls. Risk Lead: Director of Finance & Corporate Services	➔	
M3	The Student Awards software is at end of life and needs replacement without which delays to student bursary payments could be significantly affected.	5	5	25	Formal project management in place	1	3	3	Phase 1 delivered by April 2023. (GH - 31 March 2023)	SAS contract support agreement with Kainos in place to end of March 2023. FBC approved by Welsh Govt 5/9/22 and funding agreed. Risk Lead: Director of People and OD	➔	
M4	The threat of industrial action (both within the NHS and across other sectors) is likely to lead to staff shortages in both NWSSP and across NHS Wales impacting delivery of services	4	4	16	Good working relationship with Trade Union colleagues - presence on and updates to SLG. Business Continuity Plans and Arrangements - action cards updated Training provided by Legal & Risk	1	3	3	Continue to monitor impact through SLG (SLG 31 July 2023)	Pay award accepted. Current risk score reduced. Risk Lead: Director of People and OD	➔	
M5	Suppliers, Staff or the general public committing fraud against NWSSP.	5	3	15	Dedicated NWSSP LCFS Counter Fraud Service Wales Internal Audit Audit Wales PPV National Fraud Initiative Counter Fraud Steering Group Policies & Procedures Fraud Awareness Training Fighting Fraud Strategy & Action Plan	2	3	6	Produce review of 1st year activity for NWSSP LCFS (PS/MW 30 June 2023) - COMPLETE	C&V UHB have withdrawn their 75 days p.a. support due to limited resource. Structure of NHS Wales Counter Fraud resource has been the subject of a recent independent review on behalf of DoFs (Nov 23) Risk Lead: Director of Finance & Corporate Services	➔	
M6	An issue with the supplier of the replacement Legal & Risk Case Management System threatens financial loss and the delivery of the service	4	4	16	Formal project managed through PMO	1	4	4	Project Team to review alternative options (MH 31 Oct 23) Continue negotiations with original supplier for refund of monies paid (MH 31 Oct 23)	The project team has commenced a review of alternative options for the software solution for 25/26 and beyond. The loss with the previous supplier has been provided for although efforts continue to reach a settlement. Risk Lead: Director, Legal & Risk Services	➔	
M7	Lack of storage space across NWSSP due to increased demands on space linked to COVID and specific requirements for IP5	4	4	16	IP5 Board Additional facilities secured at Picketston Regular review at SLG Formal project for Companies House relocation	2	4	8	Review options for relocation from Companies House (Complete) Paper to December SLG on accommodation options (Complete)	Lower volumes of PPE are now being held. Additional racking has been added in IP5 and will soon be installed in Denbigh Stores, increasing storage capacity. The move from Brecon House to Dupont will also increase storage space. Risk Lead: Programme Director	⬇	
M8	The level of stock that we are being asked to hold is likely to mean that some items go out-of-date before being issued for use and need to be written off causing a loss to public funds and possible reputational damage to NWSSP.	5	5	25	Internal Audit Review of Stores Stock Rotation - based on FIFO Donations to India and Namibia	2	3	6	Confirm WG required stock holding for PPE - currently 16 weeks (AB 31 Jan 2024) -	SMTL working with DHSC to investigate whether expiry dates can be extended on some PPE equipment We are still awaiting the formal Ministerial advice on required stock levels but interim figures have been shared. Workshop to be hosted by WG before the end of January. Stock levels and shelf life continue to be actively monitored. Risk Lead: Director of Finance & Corporate Services	⬇	

NHS WALES SHARED SERVICES PARTNERSHIP MONITORING RETURN COMMENTARY FOR PERIOD 10 – JANUARY 2024

This summary report provides a review of NHS Wales Shared Services Partnership's (NWSSP) performance for January 2024 and should be read in conjunction with the Monitoring Return tables submitted for Month 10.

Thank you for your email of 31st January 2024 responding to the Month 9 monitoring return. The action points raised are addressed within this return and additional information provided where requested.

Overview of Performance and Financial Position

1. Actual Year to Date and Forecast Under/Overspend 2023/24 (Tables A, B, B2 & B3)

NWSSP's financial position for Month 10 is reported at break-even. This assumes the recurrent impact of both the 1.5% consolidated 2022/23 pay award and 5% 2023/24 pay award will be fully funded by Welsh Government in line with our anticipated income. Whilst we have invoiced for a large proportion of the pay award funding to support cash requirements, there is still £0.558m income anticipated to be confirmed.

Table A has been populated with the recurring and non-recurring pressures, identified savings, net income generation and Welsh Government funding as detailed in our IMTP submission. The figures have been populated using the profile from our Plan and continue to show a break-even in year and recurrent plan.

Following the transfer to the provision of energy under the CCS framework from 1st October 2023, we have been working with NHS Wales Organisations to validate forecast information against the actual charges being invoiced. An updated forecast was shared with NHS Wales colleagues on 5th February totalling £95.628m, which identified a further reduction of £2.317m in the 2023/24 forecast from the January update. This realised the additional opportunity we had highlighted based on our previous analysis and we have now been able to confirm this following receipt of detailed power forecasts from EDF. The impact of the forecast changes across NHS Wales are detailed in the table below. It should be

noted that no reduction was noted for Swansea Bay due to the inclusion of the Baglan hospital meters in the updated February forecast (**Action Point 8.2**).

Health Board/Trust	January Forecast £m	February Forecast £m	Movement £m
Aneurin Bevan UHB	17.177	16.893	-0.284
Betsi Cadwaladr UHB	21.233	20.531	-0.702
Cardiff and Vale UHB	17.064	16.486	-0.578
Cwm Taf Morgannwg UHB	12.364	12.007	-0.357
Digital Health and Care Wales	0.169	0.161	-0.008
Health Education and Improvement Wales	0.135	0.130	-0.005
Hywel Dda UHB	10.301	9.757	-0.544
NWSSP Velindre University NHS Trust	0.373	0.383	0.010
Powys Teaching HB	2.115	2.033	-0.082
Public Health Wales	0.274	0.259	-0.015
Swansea Bay UHB	13.738	14.096	0.358
Velindre University NHS Trust	1.931	1.854	-0.077
Welsh Ambulance Service Trust	1.071	1.038	-0.033
TOTAL	97.945	95.628	-2.317

The energy budgets for the laundries, agreed as part of the transfer arrangements, were based on historic values. In order to fully reflect the cost of the laundry, we will need to action an adjustment for UHBs to recharge us the full cost of the energy for 2023/24 which will be offset by an increased laundry SLA charge back to UHBs. Where UHBs have provided us with actual data, we have progressed the invoicing recharge arrangements.

We received updated actual and forecast energy costs for laundries from UHBs in January which has increased the overall forecast so the value of the anticipated funding shortfall is now £1.020m (£0.990m Month 9). This value is obviously dependent upon the accuracy of the forecast and the actual costs that will be recharged. Some UHBs are more up to date with providing actual cost data and revised forecasts than others, however we have received no indication as yet that UHBs are challenging any of the excess energy invoices raised. Welsh Government have confirmed that funding for the laundry energy pressure is included in the 2023/24 energy allocations provided to UHBs (**Action Point 9.1**).

Table A has also been populated with the full year updated forecast of Covid expenditure and funding anticipated. There has been no significant movement to the forecast this month.

Additional in year savings and income generation of £2.044m are included to Month 10. The full year forecast has increased to £2.100m in 2023/24 which is an increase from the £1.600m reported in previous months. This will be distributed to support the All Wales financial position and we continue to review whether we will

be able to increase this distribution further, although we require confirmation of funding to be received for the pay award in 2023/24 before we can do this.

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

- The full year income forecast for 2023/24 has reduced from £678.545m as forecast in Month 9 to £676.011m in Month 10. This is primarily due to a reduction in the Vertex rebate settlement compared to last financial year and the Month 10 SLE costs being less than forecast.
- The pay expenditure profile increased in June due to the payment of the Covid recovery payment and also in July due to the payment of the 2023/24 5% pay award uplift plus arrears backdated to 1st April 2023. Pay costs further increased in August due to the junior doctor intake and rotation within SLE which is evidenced within the Medical & Dental pay category and further increased in October with the payment of backdated Medical & Dental pay arrears to 1st April 2023.
- The SLE pay and non pay forecast has been updated with the Month 10 actuals and now totals £257.748m (£258.538m Month 9) as detailed below:

	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	TOTAL
PAY	18.472	17.452	18.268	18.145	19.935	20.120	26.518	20.783	20.319	20.355	20.942	20.942	242.252
NON PAY	1.080	1.179	1.072	1.045	1.362	1.306	1.270	1.827	1.465	1.066	1.269	1.556	15.496
TOTAL	19.552	18.631	19.341	19.190	21.297	21.426	27.788	22.610	21.784	21.421	22.211	22.498	257.748

This forecast will continue to fluctuate with the February intake, as trainees complete their training and also with the variable locum shifts paid to SLE trainees that we now process centrally for the majority of UHBs.

- The profile of other income and non pay spikes in Month 6, 9 and 12 due to the quarterly pharmacy rebates that are issued a quarter in arrears.
- Forecast non-cash charges of £5.923m have been included which is an amendment from previous months due to Velindre completing the rework of indexation issues in their fixed asset register which has impacted the depreciation forecast. We will review this in more detail during February to confirm our final depreciation funding requirement.
- £78.442m income and expenditure is included to Month 10 in relation to the WRP DEL budget. This expenditure is reported separately on line 9 – Losses, Special Payments & Irrecoverable Debts. The full year WRP forecast balances to the £135.929m as included in our IMTP and is phased on a straight-line basis over remaining months. This continues to assume that the risk share agreement will be invoked for £26.494m.

Following a detailed review of our forecast at the beginning of February, there still remains a number of relatively high value cases that are due for

settlement in Quarter 4 2023/24 and Quarter 1 2024/25. Due to the uncertainty in timings inherent in the claims process, these have the potential to either settle in 2023/24 or fall into next financial year. For example we are defending one case with a value of £1.800m which is due to go to court in February/March. The forecast assumes this case will be successfully defended with no claim payment, however if our defence is not successful there will be a further £1.800m to account for this financial year. Due to this ongoing uncertainty we are continuing to forecast that the WRP will have an outturn of between £132.000m and £135.929m. We will continue to keep Matthew Denham-Jones updated on any further movements (**Action Point 8.1**).

- The energy cost forecast has been reviewed in January and updated based on actual costs to date and the rates invoiced by the new energy suppliers against estimated volumes. This has identified an increase in the forecast from £3.610m to £3.664m due to increases in actual and forecast energy costs for the laundries as advised by UHBs in January.
- Explanations for the highlighted variances in Table B1 are:
 - WG Income – the in month reduction is due to the phasing of the income for the WRP to match the DEL expenditure incurred which was less than forecast in month with no impact on the full year forecast.
 - WG Income – the reduction in the full year forecast is primarily due to the return of funding to Welsh Government for prior year pay award accruals which were funded in excess of the actual costs incurred.
 - Other income – both the in month and full year reductions are due to the Vertex rebate settlement being less than last financial year which the forecast was based upon.
 - Pay – the in year and full year forecast primarily reduced due to a reduction in the Month 10 SLE pay costs
 - Non pay – the full year forecast reduced due to the reduction in the forecast due to the Vertex rebate settlement adjustment
 - Losses, Special Payments & Irrecoverable debts – in month profile change due to WRP straightline profile forecast being updated to reflect actual expenditure, no impact on full year forecast.
- Table B3 details the in month and forecast Covid19 additional expenditure.

The testing, mass vaccination and other covid expenditure sections have been populated based on our current service provision. Other covid expenditure relates to the NWSSP operational support costs (PPE management, storage and distribution) and PPE issues to Primary & Social Care. The forecasts have been refreshed in Month 10 with only minor

amendments. A summary of the year to date and forecast expenditure is detailed below.

Covid Costs	YTD M10	2023/24
	£m	£m
PPE Operational Costs	1.933	2.348
Social Care/Primary Care PPE	3.300	3.960
Mass Vacc - Pay & Non Pay (non PPE)	0.645	0.800
Lateral Flow Testing	0.112	0.135
Medicines Stockpile SLA	0.246	0.294
TOTAL	6.235	7.537

The Primary & Social Care PPE issues have been forecast based on a year to date expenditure average, which after seeing a spike in expenditure in Months 6 and 7 has now returned to lower levels in Months 8, 9 & 10. Our forecast will require further refinement if PPE requests increase again prior to the cessation of this service on 31st March 2024.

We met with Welsh Government colleagues in January 2024 and we now have updated PPE stock holding requirements. A further meeting is to be arranged and we are working through the impact this will have on any stock provisions and write offs in this financial year.

At the end of 2022/23 we accrued a credit note to Welsh Government totalling £17.537m to provide NWSSP with the continued cash coverage for the increased stock balance we hold. We will continue to review this monthly to identify if any further cash can be returned to Welsh Government, although this is dependent upon overall stock balances reducing.

2. Underlying Position (Table A1)

Table A1 has been completed to detail the £1.246m brought forward underlying deficit due to the additional costs we are incurring to support the increased transactional activity as a result of Covid recovery. We have mitigated this pressure in 2023/24 through non-recurrent internal savings within NWSSP. An ongoing assessment of these costs will be undertaken throughout 2023/24 to ascertain if the increased activity is likely to be recurrent or if a reduction can be evidenced and these costs reduced and/or avoided in the longer term.

3. Risk Management (Table A2)

This table has been reviewed and updated to ensure a balanced assessment of risks and opportunities is presented. The following amendments have been made in Month 10:

- The risk that our energy forecast is more than currently forecast has been reduced to £0.100m following a review of the actual energy costs being invoiced from the new suppliers.
- The risk that income targets cannot be achieved or that inflation is more than budgeted have both been reduced as we approach the end of the financial year given current financial performance to date.
- The opportunity that turnover/vacancy factors are higher than budgeted has been reduced in month due to the corresponding increase in our savings forecast included in Month 10.
- The opportunities that both energy costs and inflationary pressures are both less than budgeted have been reduced in month as we approach the end of the financial year.

4. Ring Fenced Allocations (Tables B, N, O & P)

NWSSP does not have any ring fenced allocations to include.

5. Agency/Locum (Premium) Expenditure (Table B2 – Sections B & C)

£0.100m of agency expenditure was reported in Month 10 which is an increase on the previous month. Agency staff were primarily utilised to cover Estates & Ancillary staff vacancies to maintain service provision.

6. Savings (including Accountancy Gains and Income Generation) (Tables C, C1, C2, C3 & C4)

The tracker has been updated to reflect the most recent savings and income generation achievements. This identifies a year to date overachievement of savings and income generation of £2.044m to the end of January 2024. The forecast full year overachievement has increased to £2.100m and we continue to review whether we can increase our £1.600m distribution to NHS Wales and

Welsh Government further, and await final confirmation of pay award funding in 2023/24 before we can do this.

7. Income Assumptions 2023/24 (Tables D, E & E1)

Table D has been left blank as requested.

Line 1 of Table E1 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 agreed SLA values. As these costs are recharged based on actual expenditure incurred, these may be subject to change in future months.

Lines 2-27 have been populated with anticipated income streams for which we have yet to receive formal funding confirmation and these have been updated in month where we have updated forecast assessments. As noted in Month 9 we have removed funding anticipated in 2023/24 for IP5 loss of income due to our forecast to cover this from non-recurrent savings this financial year. The recurrent requirement for this funding remains and has been flagged as part of our IMTP planning process.

We have also removed the transitional TRAMS management structure income anticipated as we are able to cover this pressure from savings in 2023/24 due to the delay in appointing to these posts. The requirement for funding for these posts throughout the transitional phase remains a pressure that we have noted within our IMTP.

£0.103m income continues to be anticipated for additional records storage costs we are incurring as a result of us no longer being able to cull medical records as a result of the Infected Blood Inquiry.

8. Health Care Agreements and Major Contracts

Not applicable for NWSSP.

9. Statement of Financial Position and Aged Welsh NHS Debtors (Tables F & M)

Table F is not completed by NWSSP.

At 31st January 2024 there were three NHS invoices outstanding over 17 weeks, which were all paid in early February (**Action Point 9.2**).

10. Cash Flow Forecast (Table G)

Not required for completion by NWSSP.

11. Public Sector Payment Compliance (Table H)

This table is not required for NWSSP.

12. Capital Schemes and Other Developments (Tables I, J & K)

These tables have been populated to reconcile back to our Capital Expenditure Limit of £4.687m that was issued on 31st January 2024.

To Month 10 we have incurred £1.469m capital expenditure and we have plans to ensure all funding is spent in full during the financial year. We met with Ian Gunney on 31st January and flagged a number of potential underspends against capital schemes that we would utilise in 2023/24 and reprovide from our discretionary allocation in 2024/25. The indicative values of these have been included in tables I & J this month and we will request formal approval to amend the use of the funds from Ian Gunney once we can confirm the final values.

Due to an amendment to the Charnwood Court lease, to include an earlier break clause, we are flagging that if this is exercised before the end of the financial year we will need to amend the value of the IFRS16 funding required this financial year.

The risk for the radiopharmacy scheme has been reduced to 'low' in month following the reduction of the 2023/24 funding to £0.100m, with the £0.400m balance to be funded in 2024/25 as agreed.

We have received confirmation of year end capital funding for additional schemes in recent weeks. The majority of these aren't yet included in our CEL, however we have commenced procurements to ensure the funds can be fully utilised within the financial year.

The IFRS16 template has been completed as a supplementary return as requested **(Action Point 9.3)**

We can also confirm that we are not impacted by indexation linked payments for on balance sheet PPP arrangements **(Action Point 9.4)**

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 Group reports.

The Shared Services Partnership Committee, will receive the Month 10 and 11 Financial Monitoring Returns at the March meeting.

14. Authorisation of Return



.....
NEIL FROW
MANAGING DIRECTOR
NWSSP

9th February 2024



.....
ANDY BUTLER
DIRECTOR OF FINANCE &
CORPORATE SERVICES

NHS WALES SHARED SERVICES PARTNERSHIP MONITORING RETURN COMMENTARY FOR PERIOD 11 – FEBRUARY 2024

This summary report provides a review of NHS Wales Shared Services Partnership's (NWSSP) performance for February 2024 and should be read in conjunction with the Monitoring Return tables submitted for Month 11.

Thank you for your email of 29th February 2024 responding to the Month 10 monitoring return. The action points raised are addressed within this return and additional information provided where requested.

Overview of Performance and Financial Position

1. Actual Year to Date and Forecast Under/Overspend 2023/24 (Tables A, B, B2 & B3)

NWSSP's financial position for Month 11 is reported at break-even. This assumes the 1.5% consolidated 2022/23 pay award, and the 5% A4C, Medical & Dental and VSM 2023/24 pay awards will be fully funded by Welsh Government in line with our anticipated income. We have invoiced for £5.500m of the pay award funding to support cash requirements, there is still £0.415m income anticipated awaiting funding to be confirmed.

Table A has been populated with the recurring and non-recurring pressures, identified savings, net income generation and Welsh Government funding as detailed in our IMTP submission. The figures have been populated using the profile from our Plan and continue to show a break-even in year and recurrent plan.

The energy budgets for the laundries, agreed as part of the transfer arrangements, were based on historic values. In order to fully reflect the cost of the laundry, we will need to action an adjustment for UHBs to recharge us the full cost of the energy for 2023/24 which will be offset by an increased laundry SLA charge back to UHBs. Where UHBs have provided us with actual data, we have progressed the invoicing recharge arrangements.

We received updated actual and forecast energy costs for laundries from UHBs in February which has increased the overall forecast so the value of the anticipated NWSSP funding shortfall for 2023/24 is now £1.134m (£1.020m Month 10). This

value is obviously dependent upon the accuracy of the forecast provided from UHB colleagues. Some UHBs are more up to date with providing actual cost data and revised forecasts than others, however we have received no indication as yet that UHBs are challenging any of the excess energy invoices raised. Welsh Government have confirmed that funding for the laundry energy pressure is included in the 2023/24 energy allocations provided to UHBs and where UHBs have provided us with actual data, invoices for the funding shortfall have been raised. Due to the delay in receiving actual invoices we will need to agree final accrual values with UHBs as part of the agreement of balances exercise in Month 12 (**Action Point 9.1**).

Table A has also been populated with the full year updated forecast of Covid expenditure and funding anticipated. There has been no significant movement to the forecast this month.

Additional in year savings and income generation of £2.277m are included to Month 11. The full year forecast has increased to £3.000m in 2023/24 which is an increase from the £2.100m reported in Month 10. This will be distributed to support the All Wales financial position, although we require confirmation of funding to be received for the pay award in 2023/24 before we can finalise this.

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

- The full year income forecast for 2023/24 has increased from £676.011m as forecast in Month 10 to £678.392m in Month 11. This is primarily due to the inclusion of income for the £2.5m energy forward purchase which will be received in March.
- The pay expenditure profile increased in June due to the payment of the Covid recovery payment and also in July due to the payment of the 2023/24 5% pay award uplift plus arrears backdated to 1st April 2023. Pay costs further increased in August due to the junior doctor intake and rotation within SLE which is evidenced within the Medical & Dental pay category and further increased in October with the payment of backdated Medical & Dental pay arrears to 1st April 2023. Pay expenditure has dropped in February due to the impact of the SLE rotation with a £1m reduction in Medical & Dental pay costs in month.
- The SLE pay and non pay forecast has been updated with the Month 11 actuals and now totals £255.436m (£257.748m Month 10) due to the forecast ongoing reduced pay costs in March in line with February. The updated forecast is detailed below:

	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	TOTAL
PAY	18.472	17.452	18.268	18.145	19.935	20.120	26.518	20.783	20.319	20.355	19.355	19.942	239.664
NON PAY	1.080	1.179	1.072	1.045	1.362	1.306	1.270	1.827	1.465	1.066	1.544	1.556	15.771
TOTAL	19.552	18.631	19.341	19.190	21.297	21.426	27.788	22.610	21.784	21.421	20.899	21.498	255.436

- The profile of other income and non pay spikes in Month 6, 9 and 12 due to the quarterly pharmacy rebates that are issued a quarter in arrears. The Non pay profile also spikes in Month 12 for payment of our distribution and the repatriation of the energy sell back to NHS Wales (**Action Point 10.1**)
- Forecast non-cash charges of £5.882m have been included which is our final forecast position and aligns with the non-cash submission made on 11th March 2024.
- £87.255m income and expenditure is included to Month 11 in relation to the WRP DEL budget. This expenditure is reported separately on line 9 – Losses, Special Payments & Irrecoverable Debts. The full year WRP forecast balances to the £135.929m as included in our IMTP which required £26.494m to be funded under the Risk Sharing Agreement.

Following a detailed review of our forecast at the beginning of March we remain confident that the 2023/24 WRP DEL outturn will be in the £132m - £135.929m range as previously anticipated. There continue to be a number of claims which may settle in 2023/24 or fall into next financial year which we are closely monitoring. We will continue to keep Matthew Denham-Jones updated on any further movements as we continue to review the forecast during March.

- The energy cost forecast has been reviewed in February and updated based on actual costs to date. The overall forecast has increased from £3.664m to £3.776m which is entirely due to UHB colleagues revising their energy forecast for the Laundries during February.
- Explanations for the highlighted variances in Table B1 are:
 - Welsh NHS income – the full year forecast has primarily reduced due to the reduction in the SLE forecast costs.
 - WG Income – the in month reduction is due to the phasing of the income for the WRP to match the DEL expenditure incurred which was less than forecast in month with no impact on the full year forecast.
 - WG Income – £1m increase in full year forecast primarily due to the recognition in month of income for the Health Pathways annual charges.
 - Other income – both the in month and full year increases are due to the inclusion of income for the sale of the £2.5m forward energy purchase
 - Pay – the in year and full year forecast primarily reduced due to a reduction in the Month 11 SLE pay costs
 - Non pay – both the in month and full year forecast increase primarily relates to the £2.5m energy sell back to be repatriated to NHS Wales

Organisations and the Health Pathways costs to offset the additional income.

- Losses, Special Payments & Irrecoverable debts – in month profile change due to WRP straightline profile forecast being updated to reflect actual expenditure, no impact on full year forecast.

- Table B3 details the in month and forecast Covid19 additional expenditure.

The testing, mass vaccination and other covid expenditure sections have been populated based on our current service provision. Other covid expenditure relates to the NWSSP operational support costs (PPE management, storage and distribution) and PPE issues to Primary & Social Care. The forecasts have been refreshed in Month 11 with a small increase identified due to an increase in PPE issues to Primary & Social care in February which we believe is due to the notification that the free provision of these items will cease on 31st March 2024. A summary of the year to date and forecast expenditure is detailed below.

Covid Costs	YTD M11	2023/24
	£m	£m
PPE Operational Costs	2.117	2.324
Social Care/Primary Care PPE	3.676	4.051
Mass Vacc - Pay & Non Pay (non PPE)	0.710	0.772
Lateral Flow Testing	0.124	0.136
Medicines Stockpile SLA	0.270	0.294
TOTAL	6.897	7.577

The Primary & Social Care PPE issues for March have been forecast at the increased volumes we issued in February as we are seeing increased requests for these PPE items before the service ends.

We met with Welsh Government colleagues in January and February 2024 and we await updated PPE stock holding requirements. We continue to work through the PPE stock provisions and the review of any write offs that may be required in this financial year. We will keep Matthew Denham-Jones apprised of the financial impact once this exercise is nearing completion **(Action Point 10.2)**

At the end of 2022/23 we accrued a credit note to Welsh Government totalling £17.537m to provide NWSSP with the continued cash coverage for the increased stock balance we hold. We will continue to review this monthly to identify if any further cash can be returned to Welsh Government, although this is dependent upon overall stock balances reducing.

2. Underlying Position (Table A1)

Table A1 has been completed to detail the £1.246m brought forward underlying deficit due to the additional costs we are incurring to support increased transactional activity above pre-covid levels. We have mitigated £0.641m of this pressure through recurrent internal savings within NWSSP. There remains £0.605m cost pressure that we continue to assume we will recharge to NHS Wales Organisations which has been included as part of our IMTP planning assumptions.

3. Risk Management (Table A2)

This table has been reviewed and all risks and opportunities have reduced to zero in month as we approach the end of the financial year and we have confidence in achieving our break-even forecast outturn position.

4. Ring Fenced Allocations (Tables B, N, O & P)

NWSSP does not have any ring fenced allocations to include.

5. Agency/Locum (Premium) Expenditure (Table B2 – Sections B & C)

£0.104m of agency expenditure was reported in Month 11 which is a marginal increase on the £0.100m expenditure reported in January. Agency staff were primarily utilised to cover Estates & Ancillary staff vacancies to maintain service provision.

6. Savings (including Accountancy Gains and Income Generation) (Tables C, C1, C2, C3 & C4)

The tracker has been updated to reflect the most recent savings and income generation achievements. This identifies a year to date overachievement of savings and income generation of £2.277m to the end of February 2024. The forecast full year overachievement has increased to £3.000m on the basis that we receive our anticipated pay award funding in 2023/24.

7. Income Assumptions 2023/24 (Tables D, E & E1)

Table D has been left blank as requested.

Line 1 of Table E1 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 agreed SLA values. As these costs are recharged based on actual expenditure incurred, these may be subject to change in future months.

Lines 2-28 have been populated with anticipated income streams for which we have yet to receive formal funding confirmation and these have been updated in month where we have updated forecast assessments.

We have included a new item of anticipated income in February for the VSM Pay Award which will be paid in March with an estimated cost of £0.043m.

£0.103m income continues to be anticipated for additional records storage costs we are incurring as a result of us no longer being able to cull medical records as a result of the Infected Blood Inquiry.

The removal of IFRS 16 Leases (Revenue) value has been updated to £1.207m which reconciles to the submission on 11th March 2024 (**Action Point 10.3**)

8. Health Care Agreements and Major Contracts

Not applicable for NWSSP.

9. Statement of Financial Position and Aged Welsh NHS Debtors (Tables F & M)

Table F is not completed by NWSSP.

At 29th February 2024 there were five NHS invoices outstanding over 17 weeks. Four of these have now been paid or credited with the one outstanding invoice which was agreed as part of the Month 9 Agreement of Balances exercise being urgently chased for payment.

10. Cash Flow Forecast (Table G)

Not required for completion by NWSSP.

11. Public Sector Payment Compliance (Table H)

This table is not required for NWSSP.

12. Capital Schemes and Other Developments (Tables I, J & K)

These tables have been populated to reconcile back to our Capital Expenditure Limit of £7.983m that was issued on 29th February 2024.

To Month 11 we have incurred £4.090m capital expenditure and we have plans to ensure all funding is spent in full during the financial year.

We met with Ian Gunney on 11th March and flagged a number of potential underspends against capital schemes that we would utilise on alternative schemes in 2023/24 and reprovide from our discretionary allocation in 2024/25. The indicative values of these have been included in tables I & J this month and we will request formal approval to amend the use of the funds from Ian Gunney once we can confirm the final values.

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 Group reports.

The Shared Services Partnership Committee, will receive the Month 10 and 11 Financial Monitoring Returns at the March meeting.

14. Authorisation of Return



.....
NEIL FROW
MANAGING DIRECTOR
NWSSP

12th March 2024




.....
LINSAY PAYNE
DEPUTY DIRECTOR OF FINANCE &
CORPORATE SERVICES

NWSSP SUPPLY CHAIN - PPE REPORT - AS AT 21/01/2024 (Updated 22/01/2024)

Product Type	Units Issued since 09/03/2020 (Inc Social Care)	Units Issued in last 7 days (Inc Social Care)	Units in Stock	Orders Placed (Units)
Aprons	250,949,975	380,800	28,582,475	120,800
Body Bags	15,841	9	10,563	200
Eye Protector	1,646,012	0	596,595	0
Type I & Type II Masks	2,325,800	1,050	137,700	0
Type IIR Masks	279,071,587	168,475	8,854,075	13,300
FFP2 Masks	127,144	0	2,400	0
FFP3 Masks (3M)	4,875,478	6,080	2,561,654	0
FFP3 Masks (Other)	191,100	0	0	0
Face Visors	7,541,188	511	287,635	0
Fit Test Kits & Spares	6,671	0	256	0
Gloves	1,252,039,480	3,897,300	140,528,950	104,224,900
Gloves Cuff	1,905,250	1,000	492,500	24,000
Gowns (Fluid-Resistant)	4,922,722	3,080	820,759	15,200
Gowns (Other)	1,176,553	3,056	93,389	22
Hand Sanitizer	1,050,871	2,857	198,794	3,300
Wipes (Universal)	146,994,800	1,346,200	10,495,000	2,587,200
Wipes (Other)	125,111,107	234,475	1,268,000	436,600
Respirator Hoods	154	0	445	0
Respirator Filters	35,273	0	42,600	0
Total	2,079,987,006	6,044,893	194,973,790	107,425,522

Key Notes & Assumptions
a) The reported stock holding does not include stock physically held within the receiving organisations.
b) The issues of PPE stock only includes stock issued from shared services. It does not include stock procured directly by NHS or Local Authorities
c) There is no guarantee that the items on order will be delivered - NWSSP is taking every action to ensure delivery
d) The reporting of stock is based on individual units, except for:
- Gloves where a unit is reported based on the unit size of a pack (single or pair)
- Hand sanitiser where a unit is a bottle regardless of the size
e) The dashboard output is a snapshot at a point in time of a dynamic position

 GIG Cymru NHS Wales		Partneriaeth Cydwasaethau Shared Services Partnership		AGENDA ITEM: 6.4 SSPC 21 March 2024	
The report is not Exempt					
Teitl yr Adroddiad/Title of Report					
NWSSP Audit Committee Assurance Report – January 2024					
ARWEINYDD: LEAD:		Peter Stephenson Head of Finance & Business Development, NWSSP			
AWDUR: AUTHOR:		Carly Wilce Interim Corporate Services Manager, NWSSP			
SWYDDOG ADRODD: REPORTING OFFICER:		Andy Butler Director of Finance & Corporate Services, NWSSP			
MANYLION CYSWLLT: CONTACT DETAILS:		Andy Butler Director of Finance & Corporate Services, NWSSP 01443 848552 / Andy.Butler@wales.nhs.uk			
Pwrpas yr Adroddiad: Purpose of the Report:					
The purpose of this paper is to provide the SSPC with assurance and details of the key issues considered by the NWSSP Audit Committee, at its meeting on 23 January 2024.					
Llywodraethu/Governance					
Amcanion: Objectives:		Each of the five key Corporate Objectives			
Tystiolaeth: Supporting evidence:		Individual reports submitted to Audit Committee			
Ymgynghoriad/Consultation:					
Who has been consulted on the details of the report? <ul style="list-style-type: none"> NWSSP Audit Committee 					
Adduned y Pwyllgor/Committee Resolution (insert ✓):					
DERBYN/ APPROVE		ARNODI/ ENDORSE		TRAFOD/ DISCUSS	NODI/ NOTE ✓
Argymhelliad/ Recommendation		Outline the recommendation of the report <ul style="list-style-type: none"> 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:		No direct impact			
Iechyd Poblogaeth: Population Health:		No direct impact			
Answadd, Diogelwch a Profiad y Clef:		No direct impact			

Quality, Safety & Patient Experience:	
Ariannol: Financial:	No direct impact
Risg a Aswariant: Risk and Assurance:	This report provides assurance to the Committee that NWSSP has robust risk management processes in place.
Dyletswydd Ansawdd/ Duty of Quality:	No direct impact
Gweithlu: Workforce:	No direct impact
Deddf Rhyddid Gwybodaeth/ Freedom of Information	Open

VELINDRE UNIVERSITY NHS TRUST AUDIT COMMITTEE FOR NWSSP ASSURANCE REPORT

1. CEFNDIR/BACKGROUND

The Velindre University NHS Trust Audit Committee for NHS Wales Shared Services Partnership (Audit Committee) provides assurance to the Shared Services Partnership Committee (SSPC) on the issues delegated to them through the Trust and NWSSP Standing Orders. A summary of the business matters discussed at the meeting held on 23 January 2024, is outlined below:

ALERT	No matters to alert/escalate.
ADVISE	No matters to advise.
ASSURE	<p>Managing Directors Update</p> <p>The Managing Director presented the committee with an update as to key developments within NWSSP since the last meeting. Main highlights discussed were as follows:</p> <ul style="list-style-type: none"> NWSSP is on track to meet the main financial KPIs and is reporting a break-even outturn position for 2023/24. The additional savings submission to Welsh Government in August identified a £1.6m distribution this financial year. This will be allocated to NHS Wales organisations and Welsh Government based on the original contribution shares into NWSSP in line with previous financial year distributions. Senior Management are currently reviewing our 2023/24 forecast and are likely to be able to increase the £1.6m distribution further; The draft 2024-27 Integrated Medium-Term Plan (IMTP) was approved at the SSPC in November 2023. Existing timescales remained in place, subject to receipt of the allocation letter. The Joint Executive Team (JET) had been updated at the recent meeting and there was significant acknowledgment of the role the NWSSP plays in supporting Welsh Government and NHS Wales; Industrial action had begun in Wales and there is a possibility of more strikes in the future; as a result, there was a large amount of extra work particularly for Payroll staff in adjusting the pay of those staff who have been involved in the strikes; An incident was noted immediately prior to Christmas that led to a number of staff, primarily employed in BCUHB, not receiving their pay as expected. Although NWSSP received the calls relating to this issue, the delay was caused by the Health Board's flexible pay arrangements provider. This incident has led to an acknowledgement of the need to revisit the respective responsibilities for this arrangement and Workforce Directors are meeting to discuss this; The TUPE process for the Cwm Taf laundry staff is underway and we are also supporting Hywel Dda UHB in the meetings with the staff affected by the planned closure of their laundry and the associated creation of a laundry hub; Advanced negotiations with the landlord are on-going for the fit-out of the building on the Nantgarw estate that will be used to house staff moving from both Companies House and our current HQ in Nantgarw. The expected date to move into this accommodation will be in the latter part of 2024; and Following a robust recruitment exercise to recruit to the post of Director of Finance and Corporate Services, it has recently been confirmed that the successful candidate is NWSSP's current Director of Planning, Informatics and Informatics, Ms Alison Ramsey. The Deputy Director of Primary Care Services, Nicola Phillips was successful in attaining the Director of Primary Care Services position and will commence the post in April 2024.

ASSURE	<p>Audit Wales Update</p> <p>Audit Wales provided an update as to current and planned audit work. It was confirmed that the new ISA315 Audit Standard would require a more robust series of questions around risk assessments, with a more detailed look at IT controls on key financial systems. Audit Wales have already engaged with Velindre UNHST, NWSSP and DHCW on IT controls and system changes and a programme of work on those key financial systems would be conducted in due course.</p>
ASSURE	<p>Nationally Hosted NHS IT Systems</p> <p>Audit Wales presented the updated report which had already been presented to the Audit Committee in October 2023, but had been brought back for approval due to a change of a management response relating to the family practitioner payments system. Management had originally not accepted the recommendation in full, as some of the actions were outside the control of NWSSP to complete. However, the recommendation and management response had now been updated and both Audit Wales and NWSSP were comfortable with it.</p>
ASSURE	<p>Internal Audit Progress Report</p> <p>The Head of Internal Audit presented the Position Statement together with an overview of other activity undertaken since the previous meeting. Delivery of the audit plan had accelerated following resolution of resourcing issues highlighted at the last meeting and four audit reports had been finalised since the last meeting, all of which achieved reasonable or substantial assurance. Work had also commenced on the 2024-25 Internal Audit Work Plan and the draft plan would be presented to the Audit Committee in April 2024 for its consideration.</p>
ASSURE	<p>Internal Audit Reports</p> <p>The following reports were presented to the Committee for consideration:</p> <ul style="list-style-type: none"> <p>NHS Building for Wales 2 Framework Establishment</p> <p>The purpose of the audit was to evaluate the processes and procedures put in place by NWSSP Specialist Estate Services for the next generation of the NHS Wales Building for Wales Framework arrangements. The audit achieved reasonable assurance with three matters arising.</p> <p>Business Continuity</p> <p>The audit reviewed arrangements in place for business continuity at a Corporate and Directorate level. PCS, Employment Services, and Supply Chain Logistics and Transport were the specific directorates reviewed. There was reasonable assurance overall with five medium priority matters arising.</p> <p>Performance Management</p> <p>The audit focused on the processes in place for ensuring the completeness and accuracy of performance data reporting against defined measures. The audit achieved reasonable assurance and three recommendations for action were raised.</p> <p>Energy Cost Management</p> <p>The audit focused on the revised governance arrangements to support NHS Wales to agree national energy purchasing decisions in light of increasing prices and volatile markets. The Wales Energy Group (WEG) was established last year with delegated authority to agree national purchasing decisions and it reports to the Partnership Committee. In 2023, energy supply was transferred to Crown Commercial Services from British Gas, withdrew its servicers from the commercial market. The audit achieved Substantial assurance with no matters raised.</p>

ASSURE	<p>Quality Assurance & Improvement Programme Report</p> <p>The Director of Audit and Assurance introduced the report which reviewed the quality of internal audit work completed in 2022/23. This adds to the five-year external quality assessment that was reported to the April 2023 Committee, and the assessment of internal audit activity by Audit Wales. The scope of the internal review checks whether correct processes were being followed when undertaking audits. The outcome of the review was very positive with very few issues noted.</p> <p>In April 2024 new audit software will be introduced, and a new set of internal audit standards will be in place by April 2025 which will have implications for the Audit Committee, an update would be brought back to a future meeting to advise members of any changes.</p>
ASSURE	<p>Counter Fraud Progress Update</p> <p>The Counter Fraud Specialist provided an update on current and planned work, noting the following:</p> <ul style="list-style-type: none"> • Fraud induction sessions for new starters had been introduced and since March 2023, 84 NWSSP staff had been briefed on counter fraud matters; • Three newsletters had been issued since the last Committee meeting, one of which coincided with National Fraud Awareness week; • E-learning training statistics remain disappointing and compare poorly with those organisations that have made the Counter Fraud e-learning mandatory. This is being pursued within NWSSP but there is a concern that there are too many mandatory e-learns already required of staff, and that the whole package of statutory and mandatory training needs to be reviewed; • A fraud prevention notice was issued in the last quarter relating to international recruitment and the need to provide an international language testing system certificate. Concerns from the Counter Fraud Authority suggested that some of the certificates were fraudulent. No anomalies had been identified to date in NWSSP, but a new checking system to detect fraudulent certificates has been introduced.
ASSURE	<p>Governance Matters</p> <p>The Governance Matters paper detailed the contracting activity for the last quarter. 16 contracts had been let for NWSSP and 35 further contracts for NHS Wales. There have been 4 declarations made as to gifts, hospitality or sponsorship since the last meeting and no internal audits reports have received limited or no assurance.</p>
ASSURE	<p>Audit Recommendations</p> <p>Of 234 audit recommendations, 224 have been implemented, 7 are not yet due, 2 are not in the gift of NWSSP and 1 was overdue.</p> <p>The Corporate Risk Register contains 4 red risks, 8 amber, 1 yellow and no green risks.</p>
ASSURE	<p>2024-25 Forward Plan</p> <p>The draft Audit Committee forward plan of business for the forthcoming financial year was presented to the committee for consideration and approval.</p>
INFORM	<p>Items for Information</p> <p>There were no items presented to the committee for information.</p>

2. ARGYMHELLIAD/RECOMMENDATION

The Committee is asked to:

- **NOTE** the Assurance Report