

# Shared Services Partnership Committee - Part A

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

Teams Meeting

## Agenda

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10:00 - 10:10  
10 min

### 1. Agenda

*Tracy Myhill, NWSSP Chair*

#### 1.1. Welcome & Apologies

*Tracy Myhill, NWSSP Chair*

#### 1.2. Declaration of Interests

*Tracy Myhill, NWSSP Chair*


#### 1.3. Minutes of the Meeting held on 19th September 2024

*Tracy Myhill, NWSSP Chair*

 1.3 Partnership Committee Minutes September 2024.pdf (10 pages)

#### 1.4. Action Log

*James Quance, Assistant Director of Corporate Services*

 1.4 SSPC Action Log November 2024.pdf (2 pages)

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10:10 - 10:25  
15 min

### 2. Chair/Managing Director's Report

#### 2.1. Chair's Report

*Verbal Tracy Myhill, Chair*

#### 2.2. Managing Director's Report

*Neil Frow, Managing Director*

 2.2 SSPC Managing Director Update November 24\_.pdf (8 pages)

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10:25 - 10:55  
30 min

### 3. Deep Dive, Single Lead Employer

#### 3.1. Single Lead Employer

*Presentation and Q&As Sarah Evans, Deputy Director of People & Organisational Development*

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10:55 - 11:10  
15 min

### 4. Items for Approval/Endorsement

#### 4.1. Price Increase - Alder House Lease

*Alison Ramsey, Director of Finance & Corporate Services*

- 📄 4.1 Price Increase - Alder House Lease .pdf (3 pages)
- 📄 4.1 RPI Linked RR Memo Alder House - St Asaph Nov 23.pdf (1 pages)

## 4.2. Charnwood Court Lease Extension

*Alison Ramsey, Director of Finance & Corporate Services*

- 📄 4.2 Extension - Charnwood Court Lease.pdf (3 pages)
- 📄 4.2 Extension - Counterpart Engrossment Lease.pdf (56 pages)

## 4.3. Purchase to Pay Governance Update

*Linsay Payne, Deputy Director of Finance & Corporate Services*

- 📄 4.3 P2P Governance Update - November 2024.pdf (9 pages)

## 4.4. Risk Appetite Statement

*James Quance, Assistant Director of Corporate Services*

- 📄 4.4 Risk Appetite CP Nov 24 .pdf (3 pages)
- 📄 4.4 NWSSP Risk Appetite Statement November 24.pdf (4 pages)

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## 11:10 - 11:30 5. Items for Noting

20 min

### 5.1. NWSSP Decarbonisation Update

*Stuart Douglas, Director of Specialist Estates Services*

- 📄 5.1 NWSSP Decarbonisation Update October 2024.pdf (10 pages)

### 5.2. Duty of Quality Update

*Ruth Alcolado, Medical Director*

- 📄 5.2 Duty of Quality Update November 2024.pdf (5 pages)

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## 11:30 - 11:50 6. Governance, Performance and Assurance

20 min

### 6.1. Finance Report

*Alison Ramsey, Director of Finance & Corporate Services*

- 📄 6.1 Finance Report November 2024.pdf (7 pages)

### 6.2. Audit Wales Management Letter

*Alison Ramsey, Director of Finance & Corporate Services*

- 📄 6.2 NWSSP Audit Wales Management Letter 2023-24.pdf (6 pages)

### 6.3. People & Organisational Development Report

*Gareth Hardacre, Director of People & Organisational Development and Employment Services.*

- 📄 6.3 NWSSP People & Organisational Report S - Copy.pdf (13 pages)

### 6.4. Performance Report

*Rebecca Nelson, Director of Planning, Performance and Informatics*

- 📄 6.4 NWSSP Performance Information Report November 2024 C.pdf (2 pages)

 6.4 NWSSP Performance Information Report November 2024.pdf (15 pages)

## 6.5. Outcome Measure Performance Report

*Rebecca Nelson, Director of Planning, Performance and Informatics*

 6.5 NWSSP Outcome Measures Performance Report C.pdf (2 pages)

 6.5 NWSSP Outcome Measure Performance Repo - Copy.pdf (10 pages)

## 6.6. IMTP Update Report Q2

*Rebecca Nelson, Director of Planning, Performance and Informatics*

 6.6 NWSSP IMTP Report 2024-2025 Q2.pdf (18 pages)

## 6.7. Project Management Office and Service Improvement Update Report

*Rebecca Nelson, Director of Planning, Performance and Informatics*

 6.7 NWSSP PMO Bi Monthly Update Report November 2024.pdf (28 pages)

## 6.8. Corporate Risk Register

*James Quance, Assistant Director of Corporate Services*

 6.8 Corporate Risk Register Nov 2024 CP.pdf (4 pages)

 6.8 Corporate Risk Register Nov 24.pdf (4 pages)

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## 11:50 - 11:50 7. Items for Information

0 min

### 7.1. Finance Monitoring Returns (Month 6 and 7 2024-2025)

*Alison Ramsey, Director of Finance and Corporate Services*

 7.1 NWSSP Monitoring Return Commentary Month 6 2024-25.pdf (10 pages)

 7.1 NWSSP Monitoring Return Commentary Month 7 2024-25.pdf (10 pages)


### 7.2. PPE Report

*Alison Ramsey, Director of Finance and Corporate Services*

 7.2 NWSSP\_PPE\_Dashboard\_Report 28-10-24 Summary.pdf (1 pages)


### 7.3. Shared Services Partnership Committee Forward Plan 2024-2025

*James Quance, Assistant Director of Corporate Services*

 7.3 SSPC Forward Plan of Business 2024-2025.pdf (5 pages)

### 7.4. Audit Committee Assurance Report October 2024

*James Quance, Assistant Director of Corporate Services*

 7.4 Audit Committee Assurance Report 25102024.pdf (7 pages)

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## 11:50 - 11:50 8. Any Other Business

0 min

*Tracy Myhill, NWSSP Chair*

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## 11:50 - 11:50 9. Next Meeting on Thursday 30th January 2024

0 min



NHS WALES SHARED SERVICES PARTNERSHIP COMMITTEE (SSPC)

MINUTES OF MEETING HELD ON THURSDAY 19 SEPTEMBER 2024

10:00AM – 11.30AM

Meeting held on Microsoft Teams

Part A - Public

ATTENDANCE	DESIGNATION	ORGANISATION
<b>MEMBERS:</b>		
Tracy Myhill (TM)	Chair	NWSSP
Neil Frow (NF)	Managing Director	NWSSP
Claire Osmundsen-Little (COL)	Director of Finance	DHCW
Hywel Daniel (HD)	Executive Director for People	CTMUHB
Glyn Jones (GJ)	Director of Finance, Planning & Performance	HEIW
Pete Hoggood (PH)	Director of Finance	PTHB
Sarah Simmonds (SS)	Director of Workforce & Organisational Development	ABUHB
Carl James (CJ)	Interim Chief Executive	Velindre
Sarah Jenkins (SJ)	Interim Director of Workforce & Organisational Development	SBUHB
Chris Turley (CT)	Director of Finance	WAST
<b>OTHER ATTENDEES:</b>		
Joanna Garrigan (JG)	Finance Director – Commissioning & Strategy	BCUHB
Rob Mahoney (RM)	Deputy Director of Finance	C&VUHB
Matt Denham-Jones (MDJ)	Deputy Director of Finance	Welsh Government
Alison Ramsey (AR)	Director of Finance & Corporate Services	NWSSP
Rebecca Nelson (RN)	Director of Planning, Performance & Informatics	NWSSP
Sarah Evans (SE)	Deputy Director of People and Organisational Development	NWSSP
Linsay Payne (LP)	Deputy Director of Finance & Corporate Services	NWSSP
Martin Edwards (ME)	Deputy Medical Director	NWSSP
James Quance (JQ)	Assistant Director of Corporate Services	NWSSP
Anamaria Carvajal-Illanes (ACI)	Corporate Support Officer - Minutes	NWSSP
<b>PRESENTERS</b>		
Simon Cookson (SC)	Director of Audit & Assurance Services	NWSSP

Item		Action
1.	Standard Business	
1.1	Welcome and Opening Remarks  The Chair welcomed members to the September 2024 meeting of the Shared Services Partnership Committee (SSPC).	

1.2	<p>Apologies Received From:</p> <ul style="list-style-type: none"> <li>- Huw Thomas – Director of Finance (Vice Chair) – HDUHB</li> <li>- Catherine Phillips – Director of Finance – C&amp;VUHB</li> <li>- Russell Caldicott – Interim Director of Finance – BCUHB</li> <li>- Gareth Hardacre – Director of People, Organisational Development &amp; Employment Services – NWSSP</li> <li>- Dr Ruth Alcolado - Medical Director - NWSSP</li> </ul>	
1.3	<p>Declarations of Interest</p> <p>There were no Declarations of Interest received.</p>	
1.4	<p>Minutes of Previous Meeting</p> <p>The Minutes of the meeting held on 18 July 2024 were APPROVED.</p>	
1.5	<p>Action Log</p> <p>JQ presented an update on the Action Log:</p> <ol style="list-style-type: none"> <li>1. Llais Service Level Agreement – A final discussion is scheduled for 20 September 2024 and the final version will be brought to the Committee in November 2024.</li> <li>2. Recruitment Modernisation Plan - Complete.</li> <li>3. People &amp; Organisational Development Report – Complete.</li> <li>4. Autumn Development Day - Complete.</li> <li>5. Chair’s Report – Deep Dive Requests – Complete.</li> <li>6. Annual Governance Statement 2023/24 - In progress. Further discussion will be taken during the October Development Session.</li> </ol> <p>The Committee NOTED the update of the Action Log.</p>	
2.	Chair/Managing Directors Update	
2.1	<p>Chair’s Report</p> <p>TM provided a verbal update regarding:</p> <ul style="list-style-type: none"> <li>• Chair’s appraisal - The SSPC Chair’s appraisal is guided by the partners of the Committee and Gareth Hardacre, Director of People, Organisational Development &amp; Employment Services, who will be in contact with the members to discuss the Chair’s appraisal for this year and the Chair encouraged all to participate and provide feedback.</li> <li>• TM has participated in the Chair’s Peers Group in August and September 2024 meetings.</li> <li>• TM was part of NF’s appraisals meeting with Judith Paget, Director General of Health and Social Services and the NHS Wales Chief Executive. The review was a very positive one, emphasising the progress and improvement in NWSSP during this year and its significant contribution to the NHS in Wales.</li> <li>• TM attended a meeting with the new Cabinet Secretary for Health &amp; Social Care, Jeremy Miles. The key messages were to ensure collective efforts to</li> </ul>	

	<p>deliver the Ministerial priorities, to explore in depth how the NHS can be more resilient and sustainable, to invite organisations to collaborate to deliver the Ministerial priorities and to be open to learning about what is going well and to identify obstacles found in the system. The Cabinet Secretary's invitation was to champion the good work undertaken to date and challenge organisations to go further. He stressed the importance of Once for Wales approaches as being fundamental and not contentious.</p> <p>The Committee NOTED the Verbal Update.</p>	
2.2	<p>Managing Director Update</p> <p>NF presented an update report, highlighting the following:</p> <ul style="list-style-type: none"> <li>• A brief report from the Welsh Risk Pool (WRP) was provided in the report and would be a standing feature going forward. An update was provided by Jonathan Webb, Head of Safety and Learning, NWSSP Legal and Risk Services, to the Chief Executives meeting, which was timely in terms of the Annual Reviews, which would be sent out individually to NHS Wales organisations. Discussions included the financial position and the need continue to learn lessons within and across NHS organisations. An invitation was kindly extended to all individual committees within NHS Wales organisations to further explore and understand WRP matters, should they wish to;</li> <li>• The solar farm in IP5, Newport, has received planning permission from Newport City Council. The next stage is to start installing the solar panels to contribute to the Radio Pharmacy project as well as to support the Decarbonisation Plan;</li> <li>• Work is still continuing on the larger South East Wales Hub element of the TrAMs programme;</li> <li>• Sessions have been running in partnership with colleagues from Aneurin Bevan UHB around employee investigations where members of staff from different organisations are attending to start the journey to deal with investigations the best possible way, to try to reduce any avoidable employee harm in the process;</li> <li>• We have signed up to Armed Forces Covenant and look forward to working with them on areas such as recruitment;</li> <li>• There was a further meeting recently with Welsh Government regarding PPE stock holding with an aim to reach resolution on the stock that NWSSP would be instructed to hold but further discussions would be required; and</li> <li>• From 9 September 2024, the Medical Examiner Service became statutory and it has already caused an approximate 20% increase in work carried out during the first week. There were no significant issues in terms of records and the workload is well managed. A letter was sent on 22 August 2024 to Health Board and Trust Chief Executive Officers regarding the signing of Death Certificates by F1s (Junior Doctors), which legally they are not allowed to do as they are provisionally registered only.</li> </ul> <p>TM added that Jonathan Webb's presentation to the Chief Executives on the Welsh Risk Pool was very well received. A similar one will take place at a future Chairs' Meetings and TM asked all SSPC members to inform their organisation's Chairs to encourage them to attend.</p>	

	The Committee NOTED the Report.	
3.	Deep Dive	
3.1	<p>Developments in Audit &amp; Assurance Services</p> <p>SC shared a presentation on Audit &amp; Assurance Services and Internal Audit. He informed that Audit &amp; Assurance comprises 55 team members, including geographical and specialist teams, who cover all NHS Wales organisations and provide a service to Llais. The aim is to provide independent, objective assurance and consulting activity designed to add value and improve organisations' operations. From 9 January 2025, there will be a new set of Global Internal Audit Standards introduced, which focusses on insight and foresight, working with the Directors of Corporate Governance to take this forward.</p> <p>Over the last couple of years, the Service has invested in business analysis and data analysis capability to help drive Internal Audit forward in terms of value adding. Fee-earning work such as consultation responses have recently been provided to Welsh Government around Duty of Quality and Candour, and for the revisions to Putting Things Right.</p> <p>The annual planning cycle ensures audit plans are either taken annually or on a six-monthly basis, for approval by each organisation's Audit Committee on behalf of Boards. Progress is reported regularly to Audit Committees and there is regular liaison with Welsh Government and other interested parties such as Audit Wales, Counter Fraud and other regulators.</p> <p>There is a Quality Assurance process in place in terms of a five-yearly external quality review, which was last undertaken by the Chartered Institute of Public Finance and Accountancy (CIPFA) in 2023, for which no findings were identified.</p> <p>There is an electronic audit database to record all audit findings and recommendations. The Service covers the full range of activities at each organisation, which is divided into eight domains:</p> <ul style="list-style-type: none"> <li>• Corporate governance, risk and regulatory compliance;</li> <li>• Strategic planning, performance management and reporting;</li> <li>• Financial governance and management;</li> <li>• Clinical governance quality and safety;</li> <li>• Information governance and security;</li> <li>• Operational service and functional management;</li> <li>• Workforce management; and</li> <li>• Capital and estates management.</li> </ul> <p>SC demonstrated the audit report database which provided insight into the findings of internal audit. It was summarised that for 2023/2024, there were 297 reports on the system in total, with 19.9% provided with limited assurance that identified significant findings, noting this was the highest percentage over the last six years. Overall, 65.28% of reviews undertaken were operationally focussed, where systems, processes or expectations have been established but were not being complied with and the remainder were design focussed. 22.55% of recommendations made were high priority, meaning management should</p>	

	<p>look to address these swiftly. Thematic review highlighted governance and risk management, reporting, compliance, policies and procedures and finance and resourcing to be the key reasons for the significant findings. An increasing number of limited assurances were found in relation to workforce management, clinical governance (quality and safety) and capital estates management, particularly in terms of resourcing.</p> <p>Integrated Medium Term Plan objectives for the current year include audit methodology review and preparedness for the new Standards, introduction of an electronic working paper system and embedding the training and development strategy/developing a resource pipeline. During 2025/2026, the Service will focus on benchmarking with other NHS Internal Audit functions, supporting integrated assurance and enhancing the audit database, expanding on digital capabilities. SC will continue to work closely with Directors of Corporate Governance and Audit Committee Chairs to be clear on what they want from Internal Audit.</p> <p>TM thanked SC for the informative deep dive and praised the impressive functionality of the system. COL stated that it was an innovative presentation that showed the impact, trends and analysis, providing foresight about how to use data to help organisations to grow. Further, that Audit Committees can feel informed about where they sit in relation to others on an All-Wales perspective. GJ praised the ability to draw on common themes for best practice, learning and sharing and questioned whether it is being used in organisations to its full potential. SC confirmed that the team would be happy to support training on how to use the data rich system to further interrogate and understand.</p> <p>CJ reflected on a culture of improvement in terms of timeliness of management responses and the balance of ensuring these are adequately addressing the cause of findings. MDJ added that the system could be an invaluable tool in terms of Welsh Government understanding the context of the wider landscape for limited assurance reports and SC confirmed that access to the database would be facilitated as Directors of Corporate Governance were in agreement that the data could be shared. Going forward, SC would also be attending Judith Paget’s Management Team meetings to provide updates on a six-monthly basis.</p> <p>The Committee NOTED the Deep Dive.</p>	
4.	Items for Approval/Endorsement	
4.1	<p>Audit Committee Terms of Reference</p> <p>AR presented the Audit Committee Terms of Reference which were endorsed by the Audit Committee on 25 July 2024 and presented to the SSPC for approval, which is an annual requirement set out in the Standing Orders. The main aspect of the update of the Terms of Reference was to reflect the change of role from the Head of Finance and Business Development to Assistant Director of Corporate Services.</p> <p>The Committee APPROVED the Terms of Reference.</p>	

4.2	<p>Armed Forces Covenant</p> <p>SE advised that NWSSP has already been awarded the Armed Forces Bronze Medal and requested the Committee's endorsement to support NWSSP efforts towards achieving the Silver Medal. The award demonstrates support to the defence and armed forces community and organisations pledge to align their values with the Armed Forces Covenant.</p> <p>The Committee ENDORSED the Covenant.</p>	
5.	<p>Items for Noting</p>	
5.1	<p>Customer Service Excellence Organisational Action Plans (Verbal)</p> <p>RN updated the Committee on the outcome of the year two assessment of the Customer Service Excellence accreditation. The accreditation is granted by the Cabinet Office and provides assurance around excellence in the customer services delivered by NWSSP. Divisions are required to show evidence to support their continued attainment of areas of strength and the improvements taken place during the year. Feedback from the assessor was very positive, informing that there has been exceptional performance this year, with 12 compliances pluses and 35 compliances overall and no partial compliances. Areas of strength included organisational leadership and staff empowerment. Areas to improve upon included customer service training and the customer charter which will be covered in the forthcoming SSPC Development Day.</p> <p>HD congratulated NWSSP for the accreditation and expressed the importance of considering the customer experience on the services provided on behalf of the HBs and offered to support NWSSP to explore areas such as the internal customer journey, lessons learned and ensuring a good experience for customers.</p> <p>TM thanked the comments and summarised that this accreditation is a voluntary decision to improve upon excellence in the customer journey.</p> <p>The Committee NOTED the Report.</p>	
5.2	<p>2023/24 Wales Infected Blood Support Scheme (WIBSS) Annual Report</p> <p>RN informed that the purpose of the WIBSS Annual Report is to provide an update on the finance and support provided during the financial year of 2023/24. The Annual Report details the proactive work carried out by WIBSS during the period and looks ahead to priorities relating to 2024/25.</p> <p>MD thanked NWSSP for the support for this important area on behalf of Welsh Government and NHS Wales organisations and emphasised the preparedness required in order to work together with the Infected Blood Compensation Authority (IBCA), which has been recently set up. RN informed that the Unit would be in place by 1 April 2025 and the NWSSP team is working closely with the Cabinet Office in relation to the transitional arrangements.</p>	

	<p>NF requested that the Committee note that Rebecca Nelson, Director of Planning, Performance and Informatics, has declared a potential conflict of interest, whereby her husband holds the UK Government position of the Paymaster General and Minister for the Cabinet Office which includes Infected Blood Compensation Authority. Confirmation has been sought and obtained that he will take no direct involvement in decisions relating to WIBSS at a UK level. Welsh Government have also confirmed that they do not consider there to be conflict of interest. This will be monitored along with all declarations of interest by the Corporate Services Team.</p> <p>The Committee NOTED the Report.</p>	
5.3	<p>2023/24 Audit Committee Annual Report</p> <p>AR presented the Audit Committee Annual Report for 2023/2024 that had been discussed and approved by the Audit Committee in July 2024. It was brought to the SSPC for noting, as detailed in the Standing Orders. The Annual Report highlights the activities and the performance of the Audit Committee during the period. There was one limited internal audit review during the course of the year that related to Decarbonisation. Welsh Government is aware of the risks relating to limitations on capital funding around the affordability and deliverability of the Decarbonisation Action Plan, which was the root cause of the limited assurance rating in common with other NHS Wales organisations.</p> <p>The Committee NOTED the Report.</p>	
6.	Governance, Performance & Assurance	
6.1	<p>Finance Report</p> <p>AR reported the financial position to the end of August 2024 with a year-to-date surplus of £1.831m. This was reported as a surplus of £1.414m within our core operational budgets and £0.417m against the recurrent covid allocation.</p> <p>NWSSP has incurred £0.300m capital expenditure to date against its current £6.611m Capital Expenditure Limit (CEL). NWSSP is continuing to work on a capital prioritisation exercise to inform the allocation of the remaining £0.218m of discretionary capital funding and reviewing the prioritisation in readiness for any opportunities to bid for year-end capital slippage funding. Some of the capital challenges faced this year had been the medical records storage unit in Mamhilad and the Laundry Service. Capital schemes are being reviewed and there had been meetings in terms of revenue position with all divisions in NWSSP. The main areas to be discussed were the control processes around the vacancy positions and the variable pay.</p> <p>The Welsh Risk Pool has no overall change to the forecast for the current year, but there will be some changes to the distribution of the risk which will be informed by Linsay Payne, Deputy Director of Finance to the NHS Wales Deputy Directors of Finance. There was good progress on the 'no PO, no Pay' position.</p> <p>The Committee NOTED the Report.</p>	

<p>6.2</p>	<p>People &amp; Organisational Development Report</p> <p>SE presented the report, informing it was very positive in terms of performance against targets. There had been an increase in sickness absence to 3.18% from 2.89%, compared to the same period last year, but remains under the NHS target of 3.3%. In e-learning, overall compliance remains very high, with two areas below the target being Laundry Services and Welsh Employers Unit. Agency spend has been positively reduced in accordance with Welsh Government's target reduction of 15% until January 2025, seeing NWSSP reduce its overall spend year to date by 87% (£32,622). PADR compliance was above target this month at 85.28%. One of the main achievements has been a questionnaire targeted specifically to Single Lead Employer (SLE) regarding the implementation of the Speaking Up Safely approach.</p> <p>SS requested further information and clarity around the reasons regarding the turnover which is 21.92% with SLE and 10.57% without.</p> <p>TM noted that there is a lot of focus on workplace race equality at the moment and enquired on the position for NWSSP and asked if GH could take a look and report back to the Committee at the appropriate time.</p> <p>SE agreed and confirmed she had met with the lead Welsh Government representative and would arrange with GH to bring the Committee a further update, once data was available. It was agreed that in order to ensure this was meaningful, a breakdown of the SLE model and NWSSP staff, would be undertaken because there is a large piece of work needing to be undertaken regarding trainees.</p> <p>NF suggested a deep dive session be held at a future Committee meeting, specifically around the SLE model and that this review involve People and Organisational Development and the Medical Director.</p> <p>TM agreed that there will be a deep dive into SLE at the next meeting and an update on race equality perhaps next early to mid-next year when more information will be available.</p> <p>The Committee NOTED the Report.</p>	<p>GH</p> <p>JQ/GH</p>
<p>6.3</p>	<p>Performance Report</p> <p>RN presented the Performance Report to provide the Committee with an update on Key Performance Indicators (KPIs) for April to July 2024. To date, there are no significant areas of concern to be brought to the Committee's attention. Most divisions have met their Customer Service targets and monitored engagement via the website. The website is undergoing a major review by the Communications team, and we are in the process of recruiting for a Head of Communications. Professional influence benefits amount to £111m as at the end of July, and there was a significant reduction in the Time to Hire metrics, which are showing a reduction to 59 days, where the target is 71 days and discussions are ongoing regarding the continued appropriateness of the target. In accordance with the IMTP cycle, there will be a review of all targets including Time to Hire.</p> <p>The Committee NOTED the Report.</p>	

6.4	<p>Outcome Measures Performance Report</p> <p>RN presented the Outcome Measures Performance Report which had been shared with the Senior Leadership Group for scrutiny, prior to being presented to the Committee. The report has a focus on outcomes from the IMTP 2024-2027, in terms of impact and importance of what we do which the measures aim to demonstrate. Key messages included the demonstration of strong performance across divisions, especially customer satisfaction and employee well-being. However, there is room for improvement in employee turnover. There are additional measures in development that will be reported, in addition to trend information as we progress through the year.</p> <p>The Committee NOTED the Report.</p>	
6.5	<p>Project Management Office &amp; Service Improvement Update Report</p> <p>RN presented the Update Report which reflects the status of current projects and the controls in place to ensure effective monitoring. The majority of the indicators are green, but the red and amber are consistent with the previous report. The Headquarters relocation project has suffered some delays which are being worked through and SSPC will continue to be informed of developments. Updates regarding higher risk projects would continue to be reported, as a matter of course, to the Committee.</p> <p>CJ reflected on the need to check the impact that the projects may have when they remain in red for a period of time, (i.e. when risks develop into issues and challenges). RN agreed to consider how best to integrate the impacts of progress on projects into future reports.</p> <p>The Committee NOTED the Report.</p>	RN
6.6	<p>Corporate Risk Update</p> <p>JQ informed there are six red risks in the Corporate Risk Register. The Primary Care Workforce Intelligence System risk was escalated by the SLG at its last meeting. As it has been detailed and discussed by the SLG, the assurance has been given on the actions to take forward to mitigate the risk and to bring to the Committee any further assurance required. The remainder of the Corporate Risk Register position remains stable.</p> <p>The Committee NOTED the Report.</p>	
7.	Items for Information	
7.1	<p>Personal Protective Equipment (PPE) Report</p> <p>AR informed that discussions continue to take place with Welsh Government in terms of stock holding.</p> <p>The Committee NOTED the PPE Report.</p>	

7.2	Finance Monitoring Returns (Month 4 2024/25 and Month 5 2024/25)  The Committee NOTED the Finance Monitoring Returns.	
7.3	NWSSP Audit Committee Assurance Report - July 2024  The Committee NOTED the Assurance Report.	
7.4	Draft Agenda October Development Session  TM informed about the joint agenda for the Committee Development Session which will take place in Public Health Wales' offices in Cardiff on 11 October 2024. Committee members were content with the proposed agenda.  The Committee NOTED the Draft Agenda.	
7.5	Forward Plan  The Committee NOTED the Forward Plan.	
8.	Any Other Business (AOB)	
8.1	AR informed that at the July 2024 meeting the Welsh Energy Group (WEG), the Terms of Reference were presented but it had not been communicated that Linsay Payne had been nominated to be the Vice Chair of the WEG. This appointment requires the approval by the Committee.  The Committee APPROVED Linsay Payne as the WEG Vice Chair.	
	Part B Section <i>Motion to exclude the public from the meeting in accordance with the provisions of section 1 (2) and (3) of the Public Bodies (Admissions to Meetings) Act 1960</i>	
	The Minutes from July 2024 meeting were approved.	
	Date of Next Meeting  Thursday 21 November 2024 from 10.00AM – 12.00PM, held via Microsoft Teams.	

Item 1.5

**ACTION LOG**

**SHARED SERVICES PARTNERSHIP COMMITTEE**

**UPDATE FOR 21 NOVEMBER 2024 MEETING**

List No	Minute Ref	Date	AGREED ACTION	LEAD	TIMESCALE	STATUS NOVEMBER 2024
1.	2023/05/02	May 2023	<p><b>Llais Service Level Agreement</b></p> <p>The final version of the Service Level Agreement (SLA) to be brought back to the Committee for final approval.</p>	JQ	September 2024	<p><b>Complete</b></p> <p>The final SLA has been agreed and signed by both parties on the basis that whilst it contains additional schedules of services agreed since it was originally brought to SSPC there are no significant changes to the SLA previously brought to SSPC and in particular the liability and indemnity section, which was the primary cause of delay, remains unchanged as a standard NHS SLA clause.</p>
2.	2024/07/02	July 2024	<p><b>2023/24 Annual Governance Statement</b></p> <p>Review and facilitate the necessary conversations to improve attendance from voting members at the Committee as well as any other areas for improvement identified for the operation of the Committee.</p>	JQ	October 2024	<p><b>Complete</b></p> <p>The action is marked as complete as conversations have been held and further explored in the SSPC Development Day in October 2024. Members of the Committee are largely</p>

List No	Minute Ref	Date	AGREED ACTION	LEAD	TIMESCALE	STATUS NOVEMBER 2024
						content with current arrangements but there is work to be taken forward on induction for members and to ensure that there are no clashed where possible with other key meetings.
3.	2024/09/01	September 2024	<b>People &amp; Organisational Development Report</b> An update to the Committee will be provided regarding workforce race equality, covering both core NWSSP and Single Lead Employer.	GH	January 2025	<b>Not Yet Due</b>
4.	2024/09/02	September 2024	<b>People &amp; Organisational Development Report</b> Deep dive session be held at a future Committee meeting, specifically around the SLE model.	GH/JQ	November 2024	<b>Complete</b> Included on November meeting agenda
5.	2024/09/03	September 2024	<b>Project Management Office &amp; Service Improvement Update Report</b> RN agreed to consider how best to integrate the impacts of continued delayed progress on projects that may result in risks developing into issues and challenges in future reports.	RN	January 2025	<b>Not Yet Due</b>



**GIG**  
CYMRU  
**NHS**  
WALES

Partneriaeth  
Cydwasaethau  
Shared Services  
Partnership

21 November 2024

*The report is not Exempt*

Teitl yr Adroddiad/Title of Report

Managing Director's Report

ARWEINYDD: LEAD:	Neil Frow – Managing Director
AWDUR: AUTHOR:	James Quance, Assistant Director of Corporate Services
SWYDDOG ADRODD: REPORTING OFFICER:	Neil Frow – Managing Director
MANYLION CYSWLLT: CONTACT DETAILS:	<a href="mailto:Neil.frow@wales.nhs.uk">Neil.frow@wales.nhs.uk</a>

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

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 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: <a href="http://www.wales.nhs.uk/sitesplus/documents/1064/24729_Health%20Standards%20Framework_2015_E1.pdf">http://www.wales.nhs.uk/sitesplus/documents/1064/24729_Health%20Standards%20Framework_2015_E1.pdf</a> .
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 September.

## Autumn SSPC Development Day

It was great to see so many colleagues at the Autumn SSPC Development Day in October. We covered a mix of topics, from risk and the operation of the Committee, deep dives into TrAMS and Welsh Risk Pool and some time together looking at our Customer Service Charter and IMTP. The discussion was open and engaging and provides us with invaluable input as we look to the future.

## Welsh Risk Pool Committee

The Welsh Risk Pool Committee last met on 24 September 2024. There were 23 attendees, 209 cases ratified and the value of reimbursement was £14.8m. Two penalties were authorised. The main areas of business were:

### *Financial Report Update*

SS shared the Finance Report with committee members, highlighting key points, to provide an update on year to date expenditure and to highlight any significant risks to the outturn forecast. The Committee noted the DEL forecast update for 2024/25, the updated forecast DEL charges for future years, the updated forecast AME charges for 2024/25 and future years, and the updated forecast Risk Share charges and apportionments for 2024/25 and future years.

In addition, a second paper was presented on the Risk Sharing Agreement, providing an update on the 2024/25 risk sharing apportionments, underlying the cost drivers and significant changes compared to the 2023/24 charges. The Committee approved the updated Risk Share charges to NHS Wales for 2024/25.

### *New Technical Note: Indemnity for GP Trainees in Independent Hospices*

A new Technical Note, which has been developed to cover Indemnity for GP Trainees in Independent Hospices following a number of indemnity queries, was approved by the Committee. This outlines the requirement for separate indemnity to be held.

### *Update on WRP Assessments*

An update was provided on the cycle of the WRP Assessments throughout NHS Wales Health Bodies and the current position, with a slightly revised timetable, which was noted by the committee.

### *Learning Programme for End of Life Decision Making*

The Decision Making & Consent Team have developed a short, focussed and accessible video package on End of Life Decision Making, which covers the key aspects of policy and practice in this area, which was shared with committee members for noting. This will now be approved by the Legal & Risk team and the All-Wales Group on Decision Making & Consent and embedded within ESR and Learn@Wales.

### *WRP Reimbursement Procedures – Information Resource*

An information resource on the Welsh Risk Pool Reimbursement Procedures has been developed, which was shared with committee members for noting. This will be placed onto the WRP website and shared with Networks.

### *Radiotherapy patient safety data for the UK*

The Committee received a presentation on 'Radiotherapy patient safety data for the UK', providing a deep dive into the reporting routes, the data collected, the dissemination of learning, and publications. The UKHSA praised the work of the Once for Wales team for providing timely and accurate information. The committee noted that this will expand to include diagnostic radiology during 2025.

### *Organisational learning and case management performance update*

An update on each health body's organisational learning & case management performance was provided to Committee members, in particular the deferred cases, and the submissions exceeding the deadline. Concerns were raised regarding the number of deferred cases and Committee members discussed ways of triangulating and sharing this data further to drive improvement.

### Finance

We reported a year-to-date surplus of £2.422m at Month 8. This was reported as a surplus of £1.899m within our core operational budgets and £0.523m against our recurrent covid allocation. The £1.899m surplus against core operational budgets is primarily due to ongoing turnover and delays with recruitment to vacancies.

We are utilising these savings to confirm an interim £2m 2024/25 distribution to NHS Wales and Welsh Government.

We have incurred £3.439m capital expenditure to date against our current £6.611m Capital Expenditure Limit (CEL). We submitted a schedule to Welsh Government at the end of September with 22 potential schemes totalling £7.620m that we could look to progress in 2024/25 if year-end capital slippage funding becomes available. To date we have been awarded £0.523m funding.

## IMTP Planning

I am grateful for SSPC and SLG members' contributions to the development of the IMTP at the Autumn SSPC Development Day and welcome the support and challenge received as we take time to reflect on our medium term priorities and receive divisional plans for scrutiny in readiness to bring the draft 2025-2028 IMTP to the Committee in the new year.

## South East Radiopharmacy

Following SSPC approval, we submitted the Radiopharmacy Business Justification Case (BJC) to Welsh Government in August and have received additional queries which we have responded to. On 8th November we submitted a response to Andrew Evans, Chief Pharmacist, with an updated estimate of the Radiopharmacy BJC costs and a cash flow forecast of funding required in 2024/25 and 2025/26.

Detailed design of the unit is complete and has been discussed with the Medicines and Healthcare products Regulatory Agency (MHRA). There are some minor changes needed mainly around air pressure differentials that can be fine turned during the build \ validation phase.

We still await planning permission, with two unresolved issues namely the value of the Section 106 contribution and the stack diffusion assessment. Our contractor Air Pollution Services will be contacting the case officer from the Environment Agency so that this can be progressed.

Considering a time allowance for investment approval, the earliest date for building works to begin is now January 2025. We are aiming for service Go Live in November 2025.

## South East Hub

Our submission to WG included an update on estimated timelines regarding progress on the South East TRAMS hub OBC. We await an outcome of our planning permission application and the approval of any funding.

Work is focussed around agreeing the revenue baseline, preferred option operating costs and benefits, and overall revenue funding profile and

organisational shares. Once this is agreed, and Outline Business Case will be presented to SSPC review and approval in January 2024.

### South West Hub

We are actively looking for a suitable site within the 2 preferred localities (previously agreed by stakeholders from HD and SBU) of Swansea North and Cross Hands.

### Laundry Service

It was reported in my September update that the laundry production unit in North Wales achieved accreditation to the Decontamination Standard BS14065, as we continue to implement the requirements of the standard the laundry production unit in Swansea has now also achieved accreditation to BS14065 with the remaining two units to follow.

Work continues in partnership with HDUHB colleagues to agree the design brief for the conversion of the old laundry site into a distribution unit; all of the laundry equipment has now been removed with some units being repurposed in the remaining four sites.

Levels of equipment failures have reduced from those experienced in recent months and the service is recovering by rebuilding its stock contingencies.

### Medical Examiners Service

Following legislation coming into force on Monday 9 September 2024, independent scrutiny by a Medical Examiner is now a statutory requirement prior to the registration of all non-coronial deaths.

A project closure report for the establishment of the Medical Examiner Service will be reported to the SSPC in January together with details of the pay award and establishment for medical examiners.

### Accommodation Update

I previously reported that proposed move to the New HQ & Regional Hub, 'NG2' will not be going ahead and alternative options were being explored. In addition to the lease being extended at Companies House, the current lease at Charnwood Court will be extended also to 1 January 2026. The most recent discussions with Companies House now suggest we could enter into a further 3 year lease with a 12 month rolling agreement.

### Personal Protective Equipment (PPE)

The latest PPE stock position is included in the meeting papers for information. We continue to work closely with Welsh Government colleagues

to ensure that NWSSP holds the level of stock requested by Welsh Government.

Extensive requests from Module 5 of the Covid-19 Public Inquiry have been responded to by the Director of Procurement and Health Courier Services and feedback is awaited.

### Llais Service Level Agreement

The Service Level Agreement was signed by the Chief Executive of Llais on 14 November and myself on 15 November and we are making arrangements for review of the extended process to reach agreement with Llais.

### Armed Forces Employer Conference

I was pleased to attend the Armed Forces Employer Conference where we were awarded Bronze under the Defence Employer Recognition Scheme.

### Staff Awards

Nominations have been received for this year's awards which are a great opportunity to shine a spotlight on those who go above and beyond and show our appreciation for the exceptional efforts that make our workplace thrive.

### NHS Wales Staff Survey

As a Senior Leadership Group and through regular communications with staff we are promoting the completion of the 2024 NHS Wales Staff Survey throughout the organisation and are monitoring completion rates.

### Shared Services Forum UK Annual Conference 2024

I attended the Annual Conference of the Shared Services Forum UK with colleagues in early November. The Conference is a great opportunity to network with other public and private sector shared service providers and to see the latest developments in the sector.

It was especially pleasing to see a number of our services nominated for awards at the Conference, with our Resource Bank Team shortlisted for the Community Award, the All-Wales International Recruitment Programme shortlisted for the Customer Collaboration Award, NWSSP as a whole for the Wellbeing Award and Millie Tottle from our People & OD Team shortlisted for the Rising Star Award.

### 2024/25 Pay Award

Arrangements are in place within Employment Services to process the recent pay awards across NHS Wales together with any relevant back pay in the November pay run.

Neil Frow OBE  
Managing Director, NWSSP  
November 2024



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Shared Services  
Partnership

21<sup>st</sup> November 2024

*The report is not Exempt*

**Teitl yr Adroddiad/Title of Report**

Increase in annual rent for lease contract at Alder House, St Asaph.

<b>ARWEINYDD: LEAD:</b>	Stuart Douglas, Director of Specialist Estates Services
<b>AWDUR: AUTHOR:</b>	Andrew Nash, Property Surveyor, Specialist Estates Services
<b>SWYDDOG ADRODD: REPORTING OFFICER:</b>	Alison Ramsey, Director of Finance & Corporate Services
<b>MANYLION CYSWLLT: CONTACT DETAILS:</b>	Alison Ramsey, Director of Finance & Corporate Services <a href="mailto:Alison.Ramsey@wales.nhs.uk">Alison.Ramsey@wales.nhs.uk</a>

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

The purpose of the report is to seek ENDORSEMENT of the Shared Services Partnership Committee, for the annual increase of rent at Alder House, prior to obtaining approval of Velindre University NHS Trust Board.

**Llywodraethu/Governance**

<b>Amcanion: Objectives:</b>	Excellence – to develop an organisation that delivers a process excellence through a focus on continuous service improvement
<b>Tystiolaeth: Supporting evidence:</b>	Rent Review Memorandum

**Ymgynghoriad/Consultation :**

Senior Leadership Group 27 September 2024

**Adduned y Pwyllgor/Committee Resolution (insert ✓):**

<b>DERBYN/ APPROVE</b>		<b>ARNODI / ENDORSE</b>	✓	<b>TRAFOD/ DISCUSS</b>		<b>NODI / NOTE</b>	
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Argymhelliad/ Recommendation	In order for the Trust to sign the Rent Review Memorandum, the Shared Services Partnership is required to ENDORSE the increase in annual rent (from 10 December 2023) from £195,000 per annum to £220,052.22 per annum, (a total increase of £125,261.10 over the 5-year period).
---------------------------------	---

Crynodeb Dadansoddiad Effaith: Summary Impact Analysis:	
Cydraddoldeb ac amrywiaeth: Equality and diversity:	No direct impact.
Cyfreithiol: Legal:	As per the terms of the lease, the contract was subject to an upwards only rent review on 10 December 2023. The annual rent is to increase in line with RPI increases compounded annually of the first 5 years of the term. The annual RPI increases were subject to a cap of 3%.
Iechyd Poblogaeth: Population Health:	No direct impact.
Ansawdd, Diogelwch a Profiad y Claf: Quality, Safety & Patient Experience:	No direct impact.
Ariannol: Financial:	Increased costs have been calculated in accordance with the terms of the lease and agreed by NWSSP Finance Services.
Risg a Aswiriant: Risk and Assurance:	No risks identified.
Dyletswydd Ansawdd / Duty of Quality:	Please see measures detailed above.
Gweithlu: Workforce:	No impact to staff.
Deddf Rhyddid Gwybodaeth/ Freedom of Information	Closed.

## 1. BACKGROUND

The lease contract for Alder House, St Asaph was entered into on 10 December 2018 for a term of 10 years, subject to an upwards only rent review on 10 December 2023. The Rent at review increases by RPI increases over the previous 5 years (compounded), however each annual RPI increase is collared and capped at 1% and 3% per annum respectively.

Based on the above, the revised annual rent from 10<sup>th</sup> December 2023 for the remainder of the lease term will increase from £195,000 per annum to £220,052.22 per annum. This is an annual increase of £25,052.22 per annum for each of the remaining 5 years of the lease term, which expires on 09/12/2028.

The increased figure has been agreed with NWSSP finance and the landlord's finance representatives. The Landlord requires a Rent Review Memorandum to be signed by the Trust confirming the new rent.

## 2. RECOMMENDATION

In order for the Trust to sign the Rent Review Memorandum, the Trust requires the Shared Services Partnership to ENDORSE the increase in annual rent (from 10 December 2023) from £195,000 per annum to £220,052.22 per annum, (a total increase of £125,261.10 over the 5-year period), in accordance with the Standing Orders for operation of the Shared Services Partnership Committee.

- All figures above subject to VAT

**RENT REVIEW MEMORANDUM**  
**Lease in respect of Alder House, Alder Court, St Asaph Business Park,**  
**St Asaph, Denbighshire, LL 17 OJL**

**Date of Lease:** 10<sup>th</sup> December 2018

**The Original Parties:** (1) T J Anwyl, L F Wasdell M J Anwyl And Aj Bell Trustees Limited  
(2) Velindre NHS Trust

**The Current Parties and Parties to this Memorandum:** (1) WGIF (JERSEY) TRUSTEE I LIMITED & WGIF (JERSEY) TRUSTEE II LIMITED in their capacity as Trustees of the Waypoint Government Income Fund  
(2) Velindre NHS Trust

**Lease Demise:** means the property land and buildings at Alder House, Alder Court, St Asaph Business Park, St Asaph, Denbighshire, LL 17 OJL

**Review Date:** 10<sup>th</sup> December 2023


In the matter of a lease dated 10<sup>th</sup> December 2018 made between the above named Original Parties now vested in the Current Parties and Parties to this Memorandum the said Premises were demised for a term from and including 10<sup>th</sup> December 2018 and ending on 9<sup>th</sup> December 2028.

We the said Waypoint Government Income Fund and Velindre NHS Trust now desire to record the fact that the rent payable under the said lease being reviewed under the provisions of Section 2 of the lease is **£220,052.22 pa** (Two Hundred and Twenty Thousand Fifty Two pounds and Twenty Two pence) per annum exclusive with effect from the Review Date namely 10<sup>th</sup> December 2023 and being thereafter subject to further review as therein provided in the lease.

This memorandum is supplemental to the said lease and all other terms and conditions of the lease remain unaltered.

**Dated 22<sup>nd</sup> May 2024**

Signed by WENDY WALKER.....(name) )  
for and on behalf of **WGIF (JERSEY)** )  
**TRUSTEE I LIMITED & WGIF (JERSEY)** )  
**TRUSTEE II LIMITED in their capacity as** )  
**Trustees of the Waypoint Government** )  
**Income Fund:**

Signature   
**Director**  
**Authorised signatory**

Signed by .....(name) )  
for and on behalf of Velindre NHS Trust: )  
)

Signature \_\_\_\_\_  
**Director**  
**Authorised signatory**



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Shared Services  
Partnership

21<sup>st</sup> November 2024

*The report is not Exempt*

Teitl yr Adroddiad/Title of Report

Extension (by way of lease renewal) of the 4/5 Charnwood Court lease in Nantgarw.

ARWEINYDD: LEAD:	Stuart Douglas, Director of Specialist Estates Services
AWDUR: AUTHOR:	Andrew Nash, Property Surveyor, Specialist Estates Services
SWYDDOG ADRODD: REPORTING OFFICER:	Alison Ramsey, Director of Finance & Corporate Services
MANYLION CYSWLLT: CONTACT DETAILS:	Alison Ramsey, Director of Finance & Corporate Services <a href="mailto:Alison.Ramsey@wales.nhs.uk">Alison.Ramsey@wales.nhs.uk</a>

Pwrpas yr Adroddiad:  
Purpose of the Report:

The purpose of the report is to seek the ENDORSEMENT of the Shared Services Partnership Committee, to extend the 4/5 Charnwood Court lease in Nantgarw.

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 27 October 2024.

Adduned y Pwyllgor/Committee Resolution (insert ✓):

DERBYN/ APPROVE		ARNODI / ENDORSE	✓	TRAFOD/ DISCUSS		NODI / NOTE	
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Argymhelliad/ Recommendation	In order for the Trust to formally sign and seal the lease, the Shared Services Partnership Committee is required to ENDORSE the extension of the 4/5 Charnwood Court lease in Nantgarw, prior to Velindre University NHS Trust. In accordance with the Standing Orders for the operation of the Shared Services Partnership Committee, approval of the Committee and Velindre University NHS Trust Board will be required for the Trust to formally sign and seal the lease.
---------------------------------	---

Crynodeb Dadansoddiad Effaith: Summary Impact Analysis:	
Cydraddoldeb ac amrywiaeth: Equality and diversity:	No direct impact.
Cyfreithiol: Legal:	To ensure an extension is considered and approved, to avoid any legal issues and to secure a new lease.
Iechyd Poblogaeth: Population Health:	No direct impact.
Ansawdd, Diogelwch a Profiad y Claf: Quality, Safety & Patient Experience:	To ensure accommodation is secured for staff working on behalf of Health Boards.
Ariannol: Financial:	No increase to the rent per annum and therefore the existing lease costs will remain the same as prior years.
Risg a Aswiriant: Risk and Assurance:	To provide assurance to staff based at the site that accommodation will not be affected until a suitable site has been located. There are no risks to extending the lease.
Dyletswydd Ansawdd / Duty of Quality:	Please see measures detailed above.
Gweithlu: Workforce:	As above, will ensure staff are not impacted by the ongoing delays and issues with the proposed move. Staff have a safe working environment until a new location is found.
Deddf Rhyddid Gwybodaeth/ Freedom of Information	Closed

## 1. BACKGROUND

Following a number of delays and issues encountered with the proposed relocation to 3-5 Cefn Coed in Nantgarw, there is a requirement for NWSSP to extend the existing lease of 4/5 Charnwood Court in Nantgarw to ensure continuity. The existing lease expires on 31 October 2024, so approval is sought to enter into a new lease from 1 November 2024, to expire on 1 January 2026.

The rent under the new lease (extension) will remain at £100,820 plus VAT per annum.

There will be a tenant only option to break the lease on 28 February 2025 subject to the tenant giving one month's written notice.

All other terms will be as per the existing lease.

## 2. RECOMMENDATION

In order for the Trust to formally sign and seal the lease, the Shared Services Partnership Committee is required to ENDORSE the extension of the 4/5 Charnwood Court lease in Nantgarw, prior to Velindre University NHS Trust. In accordance with the Standing Orders for the operation of the Shared Services Partnership Committee, approval of the Committee and Velindre NHS University Trust Board will be required for the Trust to formally sign and seal the lease.

**DATE:** 2024

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**COUNTERPART LEASE RELATING TO  
UNITS 4/5 CHARNWOOD COURT, HEOL BILLINGSLEY, PARC NANTGARW, CARDIFF  
CF15 7QZ**

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Between

**TREFOREST TRUSTEE (JERSEY) LIMITED AND TREFOREST NOMINEE (JERSEY)  
LIMITED AS TRUSTEES OF THE TREFOREST UNIT TRUST**  
(as Landlord)

and

**VELINDRE UNIVERSITY NATIONAL HEALTH SERVICE TRUST**  
(as Tenant)

---

CMS Cameron McKenna Nabarro Olswang LLP  
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## LAND REGISTRY PRESCRIBED CLAUSES

### **LR1. Date of lease**

### **LR2. Title number(s)**

#### **LR2.1 Landlord's title number(s)**

WA628616.

#### **LR2.2 Other title numbers**

None.

### **LR3. Parties to this lease**

#### **Landlord**

Treforest Trustee (Jersey) Limited (incorporated and registered in Jersey under company registration number 90728) (and registered in the Register of Overseas Entities held at Companies House in England and Wales with ID OE019558) and Treforest Nominee (Jersey) Limited (incorporated and registered in Jersey under company registration number 91527) (and registered in the Register of Overseas Entities held at Companies House in England and Wales with ID OE017351) the registered office of both of which is 44 Esplanade, St Helier, Jersey JE4 9WG c/o Mileway, 3rd Floor, 3 Cophall Avenue, London EC2R 7BH both as trustees of the Treforest Unit Trust.

#### **Tenant**

Velindre University National Health Service Trust of Unit 2 Charnwood Court, Heol Billingsley, Parc Nantgarw, Cardiff CF15 7QZ.

#### **Other parties**

None.

### **LR4. Property**

See the definition of "Premises" in clause 1.1 and Schedule 1 of this lease.

**In the case of a conflict between this clause and the remainder of this lease then, for the purposes of registration, this clause shall prevail.**

### **LR5. Prescribed statements etc.**

**LR5.1 Statements prescribed under rules 179 (dispositions in favour of a charity), 180 (dispositions by a charity) or 196 (leases under the Leasehold Reform, Housing and Urban Development Act 1993) of the Land Registration Rules 2003.**

None.

#### **LR5.2 This lease is made under, or by reference to, provisions of:**

None.

### **LR6. Term for which the Property is leased**

The term as specified in this lease as the "Contractual Term" in the Lease Particulars.

### **LR7. Premium**

None.

**LR8. Prohibitions or restrictions on disposing of this lease**

This lease contains a provision that prohibits or restricts dispositions.

**LR9. Rights of acquisition etc.**

**LR9.1 Tenants contractual rights to renew this lease, to acquire the reversion or another lease of the Property, or to acquire an interest in other land**

None.

**LR9.2 Tenant's covenant to (or offer to) surrender this lease**

None.

**LR9.3 Landlord's contractual rights to acquire this lease**

None.

**LR10. Restrictive covenants given in this lease by the Landlord in respect of land other than the Property**

None.

**LR11. Easements**

**LR11.1 Easements granted by this lease for the benefit of the Property**

The easements as specified in Schedule 2 of this lease. Clause 5.5 of this lease contains a provision that the Premises is let without the benefit of any existing easements or other rights which are appurtenant to the whole or any other part of the Estate.

**LR11.2 Easements granted or reserved by this lease over the Property for the benefit of other property**

The easements as specified in Schedule 3 of this lease.

**LR12. Estate rentcharge burdening the Property**

None.

**LR13. Application for standard form of restriction**

None.

## LEASE PARTICULARS

<b>Date</b>	2024
<b>Landlord</b>	TREFOREST TRUSTEE (JERSEY) LIMITED (incorporated and registered in Jersey under company registration number 90728) and TREFOREST NOMINEE (JERSEY) LIMITED (incorporated and registered in Jersey under company registration number 91527), the registered office of both of which is 44 Esplanade, St Helier, Jersey JE4 9WG c/o Mileway, 3rd Floor, 3 Cophall Avenue, London EC2R 7BH, as trustees of the Treforest Unit Trust
<b>Tenant</b>	VELINDRE UNIVERSITY NATIONAL HEALTH SERVICE TRUST of Unit 2 Charnwood Court, Heol Billingsley, Parc Nantgarw, Cardiff CF15 7QZ
<b>Contractual Term</b>	A term commencing on and including the Term Commencement Date ending on and including 1 January 2026
<b>Principal Rent</b>	From and including the Rent Commencement Date the sum of £100,820 (one hundred thousand eight hundred and twenty pounds) per annum exclusive of VAT
<b>Break Date</b>	28 February 2025
<b>Term Commencement Date</b>	1 November 2024
<b>Rent Commencement Date</b>	1 November 2024

## LEASE

DATE

2024

### PARTIES

- (1) the Landlord as stated in LR3 of the Land Registry Prescribed Clauses; and
- (2) the Tenant as stated in LR3 of the Land Registry Prescribed Clauses.

### IT IS AGREED AS FOLLOWS:

#### 1. DEFINITIONS

- 1.1 In this Lease and the Schedules hereto unless there is something in the subject or context inconsistent therewith:
  - 1.1.1 Any reference to a statute (whether general or specific) shall include any future legislation of a similar nature and any modification extension or re-enactment thereof for the time being in force and all instruments orders plans regulations permissions and directions for the time being made issued or given thereunder or deriving validity therefrom.
  - 1.1.2 Words importing one gender shall be construed as importing any other gender.
  - 1.1.3 Words importing the singular shall be construed as importing the plural and vice versa.
  - 1.1.4 If the Tenant shall at any time be more than one person any reference to the Tenant shall be deemed to refer to each such person and any obligation on the part of the Tenant shall take effect as a joint and several obligation.
  - 1.1.5 Any obligation on the part of the Tenant whether positive or negative shall be deemed to extend to an obligation to ensure that third parties comply therewith.
  - 1.1.6 In the following cases any reference to the Landlord shall be deemed to include a reference to any superior landlord and to any mortgagee of any interest of the Landlord or of any superior landlord:
    - (a) where there are rights easements exceptions or reservations exercisable by the Landlord or by the Tenant in common with the Landlord;
    - (b) where there is an obligation to obtain consent or approval from or give notice or supply information to the Landlord;
    - (c) where there is provision for repayment to the Landlord of any expenses incurred; and
    - (d) where there are indemnities in favour of the Landlord;
  - 1.1.7 All rights of entry exercisable by the Landlord any superior landlord or any other person shall be deemed to include all persons authorised by the Landlord any superior landlord or such other person including professional advisers, environmental consultants, contractors, workmen and others with or without equipment, machinery or other items.
  - 1.1.8 References to “the end of the Term” and “the last year of the Term” include respectively the end of the Term and the last year of the Term if the same shall determine otherwise than by effluxion of time and to “the expiration of the Term” include such sooner determination of the Term.

- 1.1.9 References to “consent of the Landlord” or words to similar effect mean a consent in writing signed by or on behalf of the Landlord and to “approved” and “authorised” or words to similar effect mean (as the case may be) approved or authorised in writing by or on behalf of the Landlord.
- 1.1.10 References to any clause sub-clause paragraph or Schedule without further designation shall be construed as a reference to the clause sub-clause paragraph of or Schedule to this Lease as so numbered.
- 1.1.11 All references Rent or other sums payable by the Tenant under this Lease are exclusive of VAT.
- 1.1.12 The lease particulars and the details and expressions therein appearing shall be included in and form part of this Lease.
- 1.1.13 The Schedules form part of this Lease in all respects and shall have effect as if set out herein in full.
- 1.1.14 The clause sub-clause paragraph and Schedule headings do not form part of this Lease and shall not affect the construction meaning or effect of anything herein contained.
- 1.2 The following words and expressions shall have the meanings hereinafter assigned to them:
- “**1954 Act**” means the Landlord and Tenant Act 1954;
- “**Accountant**” means any person or firm appointed by or acting for the Landlord (including any employee of the Landlord or a Group Company) to perform any of the functions of the Accountant for any purpose of this Lease;
- “**Accounting Period**” means the period commencing the 1 January of every year and ending on the 31 December of the following year or such other annual period as the Landlord may from time to time determine as being that in which the accounts of the Landlord either generally or relating to the Estate shall be made up;
- “**Break Notice**” means written notice to terminate this Lease specifying the Break Date and served in accordance with clause 5.18;
- “**Car Parking Spaces**” means the car parking spaces shown edged green on Plan 1;
- “**CDM Regulations**” means the Construction (Design and Management) Regulations 2015;
- “**Common Parts**” means the pedestrian ways forecourts landscaped areas and any other areas on the Estate or adjoining or near to the Estate and which serve the same which are from time to time during the Term provided by the Landlord or any superior landlord for common use and enjoyment by the tenants and the occupiers of the Estate whether or not in common with others and all person expressly or by implication authorised by them;
- “**Energy Assessor**” means an individual who is a member of an accreditation scheme approved by the Secretary of State in accordance with the Energy Performance of Buildings (England and Wales) Regulations 2012;
- “**Energy Performance Certificate**” means an energy performance certificate and recommendation report as defined in the Energy Performance of Buildings (England and Wales) Regulations 2012;

**“Environmental Performance”** means all or any of the following arising from the operation or use of the Premises and/or the Estate:

- (a) energy consumption;
- (b) water consumption and discharge;
- (c) waste generation and management;
- (d) generation and/or emission of greenhouse gases; and
- (e) other adverse environmental impacts;

**“Environmental Performance Data”** means data in respect of energy consumption, water use and discharge, waste production and recycling relating to the Premises and/or the Estate;

**“Estate”** means all that piece or parcel of land now known as Charnwood Court, Heol Billingsley, Parc Nantgarw, Cardiff which is shown edged blue on Plan 1 with all buildings and other erections from time to time erected thereon and of which the Premises form part together with (at the Landlord’s discretion) any additional or adjoining land and buildings in which the Landlord or a Group Company shall at any time have a freehold or leasehold interest;

**“Estate Roads”** means the roads pavements and pedestrian ways on and serving the Estate;

**“Existing Service Charge Cap”** means the relevant Service Charge Cap existing at the date of the Service Charge Cap Review Date;

**“External Parts”** means those parts of the Premises which from time to time do not consist of a building or other erection thereon including car parking forecourts landscaped areas pedestrian ways and other similar areas;

**“Forfeiting Event”** means any of the following:

- (a) any rents are outstanding for 21 days after becoming due whether formally demanded or not;
- (b) a material breach by the Tenant of any of the provisions of this Lease;
- (c) in respect of a company Tenant being a company (or if more than one any of them):
  - (i) it is wound up (whether voluntarily or by the Court) but not a voluntary winding up for the amalgamation or reconstruction of a solvent company;
  - (ii) a petition is presented for it to be wound up by the Court;
  - (iii) a resolution is passed for it to be wound up;
  - (iv) a petition is presented for an administration order or such order is made;
  - (v) is dissolved or struck off the Register of Companies or otherwise ceases to exist;
  - (vi) a receiver manager administrative receiver or provisional liquidator is appointed; or
  - (vii) a proposal is made for a voluntary arrangement or such arrangement is approved;
- (d) if the Tenant is a partnership, it is subject to an event similar to any listed in sub-clause (c) above with appropriate modifications so as to relate to a partnership; or

- (e) in respect of a company Tenant being a company incorporated outside the United Kingdom (or if more than one any of them) any event or proceeding analogous to those referred to in sub-clause (c) above;

“**GDPR**” means the General Data Protection Regulation (EU) 2016/679 and any amendments thereto;

“**Group Company**” means a company which is a member of the same group as the Landlord within the meaning of section 42 of the 1954 Act;

“**Insurance Rent**” means a sum or sums equal to:

- (a) the proportion attributable to the Premises of the gross sums which the Landlord shall from time to time pay by way of premium (such proportion to be conclusively determined from time to time by the Surveyor acting as an expert and not as an arbitrator) for:
- (i) effecting and maintaining any policy or policies of insurance in respect of the Premises under the covenant on the part of the Landlord hereinafter contained or in respect of the Estate;
  - (ii) effecting and maintaining any policy or policies of insurance in such amounts and on such terms as the Landlord considers appropriate against all liability of the Landlord to third parties arising out of or in connection with any matter involving or relating to the Premises or the Estate including public property owners’ and employers’ liability and landlord’s risks arising under the Defective Premises Act 1972;
  - (iii) the costs incurred by the Landlord in the valuation of the Premises or the Estate for insurance purposes at any time or times as the Landlord considers appropriate;
- (b) the whole of the gross sums which the Landlord shall from time to time pay by way of premium for insuring against the loss of Rent and Service Charge payable under this Lease from time to time for a period of three years;
- (c) the whole of any increased or additional premium payable by the Landlord for the Premises or the Estate or any part thereof and all expenses incurred by the Landlord in or in connection with the renewal of any policy or policies by reason of any act or omission on the part of the Tenant or persons on the Premises or the Estate with the express or implied authority of the Tenant;

“**Insured Risks**” means fire, lightning, earthquake, explosion, aircraft and other aerial devices or articles dropped therefrom, riot and civil commotion, malicious damage, terrorism, labour disturbances, storm or tempest, bursting or overflowing of water tanks, apparatus or pipes, flood, impact by road vehicles together with such other risks as the Landlord shall from time to time reasonably require;

“**Landlord**” includes the person for the time being entitled to the reversion immediately expectant on the determination of the Term;

“**Lease**” means this lease and any document which is supplemental to it or which is entered into pursuant to or in accordance with its terms;

“**LPA**” means the Law of Property Act 1925;

“**Neighbouring Property**” means any land or buildings (whether now or hereafter to be erected thereon) which is capable of enjoying the benefit of any or all of the Tenant’s covenants in this Lease or any of the easements rights privileges or other benefits over or in respect of the Premises which are in this Lease conferred thereon or reserved in respect thereof whether the same is contiguous adjoining adjacent opposite or near to the Premises;

“**NHS Body**” means another NHS body or public body constituted to deliver healthcare services within or in connection with the National Health Service;

“**Permitted Use**” means a use falling within Class B1 of the Schedule to the Town and Country Planning (Use Classes) Order 1987 as at the date of this Lease;

“**Plan 1**” means the plan annexed to this deed and marked “Plan 1”;

“**Plan 2**” means the plan annexed to this deed and marked “Plan 2”;

“**Plan 3**” means the plan annexed to this deed and marked “Plan 3”;

“**Planning Acts**” means the Town and Country Planning Act 1990, the Local Government Planning and Land Act 1990, the Planning (Listed Buildings and Conservation Areas) Act 1990, the Planning (Consequential Provisions) Act 1990, the Planning (Hazardous Substances) Act 1990, the Planning and Compensation Act 1991 and the Planning Act 2008 and all statutes instruments orders plans regulations permissions and directions included by virtue of clause 1.1.1;

“**Premises**” means the premises more particularly described in Schedule 1 and each and every part thereof;

“**Premises Acts**” means the Public Health Acts 1875 – 1969, the Occupiers Liability Acts 1957 and 1984, the Offices Shops and Railway Premises Act 1963, the Fire Precautions Act 1971, the Defective Premises Act 1972, the Health and Safety at Work (etc.) Act 1974, the Environmental Protection Act 1990, the Environment Act 1995, the Equality Act 2010 and any other statute regulating the safety of premises or those occupying or visiting the same and all statutes instruments orders plans regulations permissions and directions included by virtue of clause 1.1.1;

“**Prescribed Rate**” means a rate of interest being 4% per annum over the base rate from time to time of HSBC Bank PLC or over the base rate of such other bank as the Landlord may nominate from time to time or in the event of any such base rate ceasing to exist such other rate of interest as shall be in the reasonable opinion of the Landlord most closely comparable to the same;

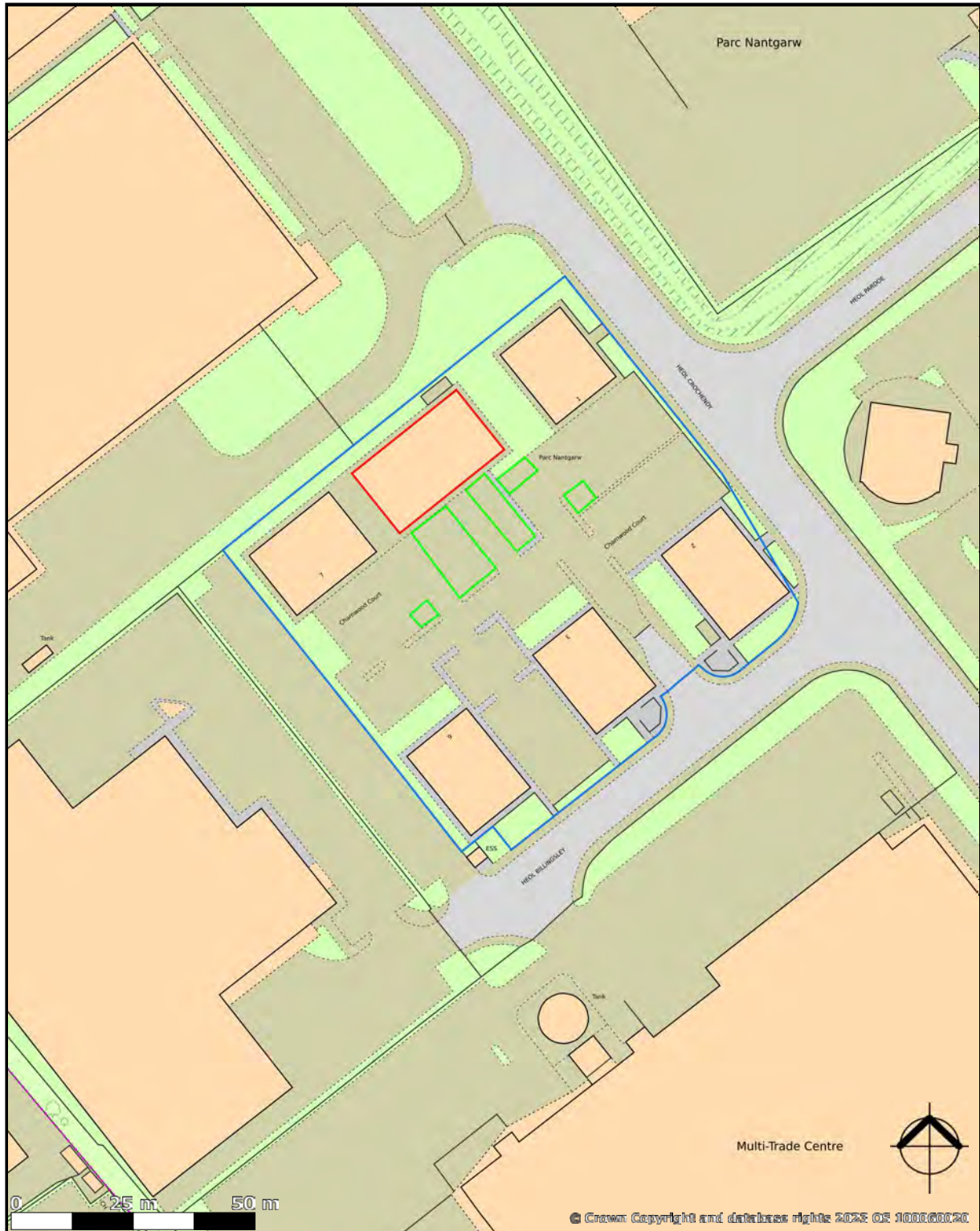
“**Prior Lease**” means together:

- (a) a lease of the Premises dated 15 March 2013 made between (1) Charnwood Holdings Limited and (2) Velindre NHS Trust; and
- (b) a lease of the Premises dated 12 December 2023 made between (1) Treforest Trustee (Jersey) Limited and Treforest Nominee (Jersey) Limited as trustees of the Treforest Unit Trust and (2) Velindre University National Health Service Trust,

and any documents supplemental or collateral to those leases;

“**Prior Lease Alterations**” means all works carried out to or for the benefit of the Premises during the term of the Prior Lease or under any agreement for the grant of the Prior Lease;

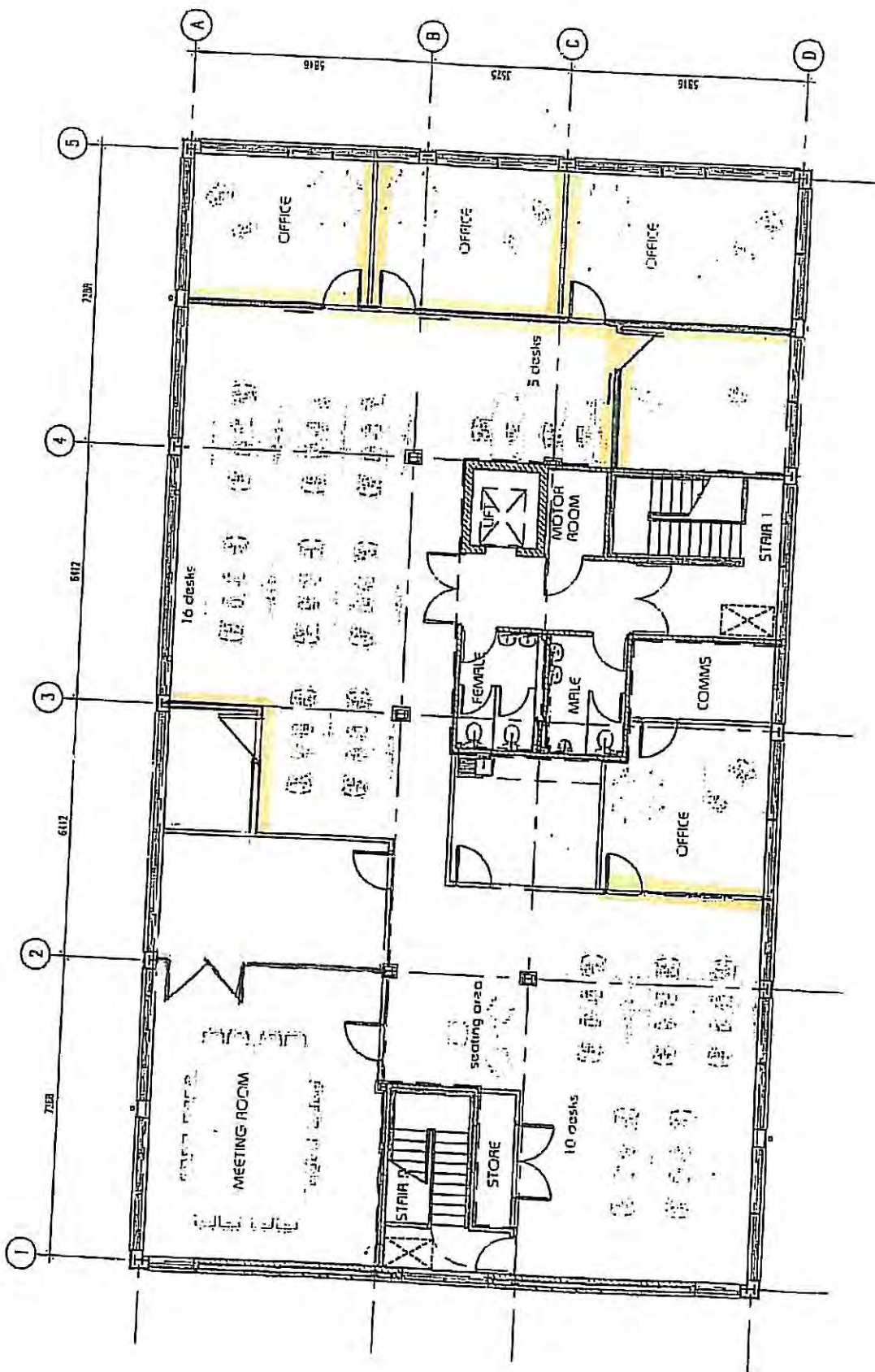
“**Rent**” means the Principal Rent only but the expression “rents” includes Rent, Insurance Rent, Service Charge and any other sum reserved as rent by this Lease;



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Plotted Scale - 1:1,250

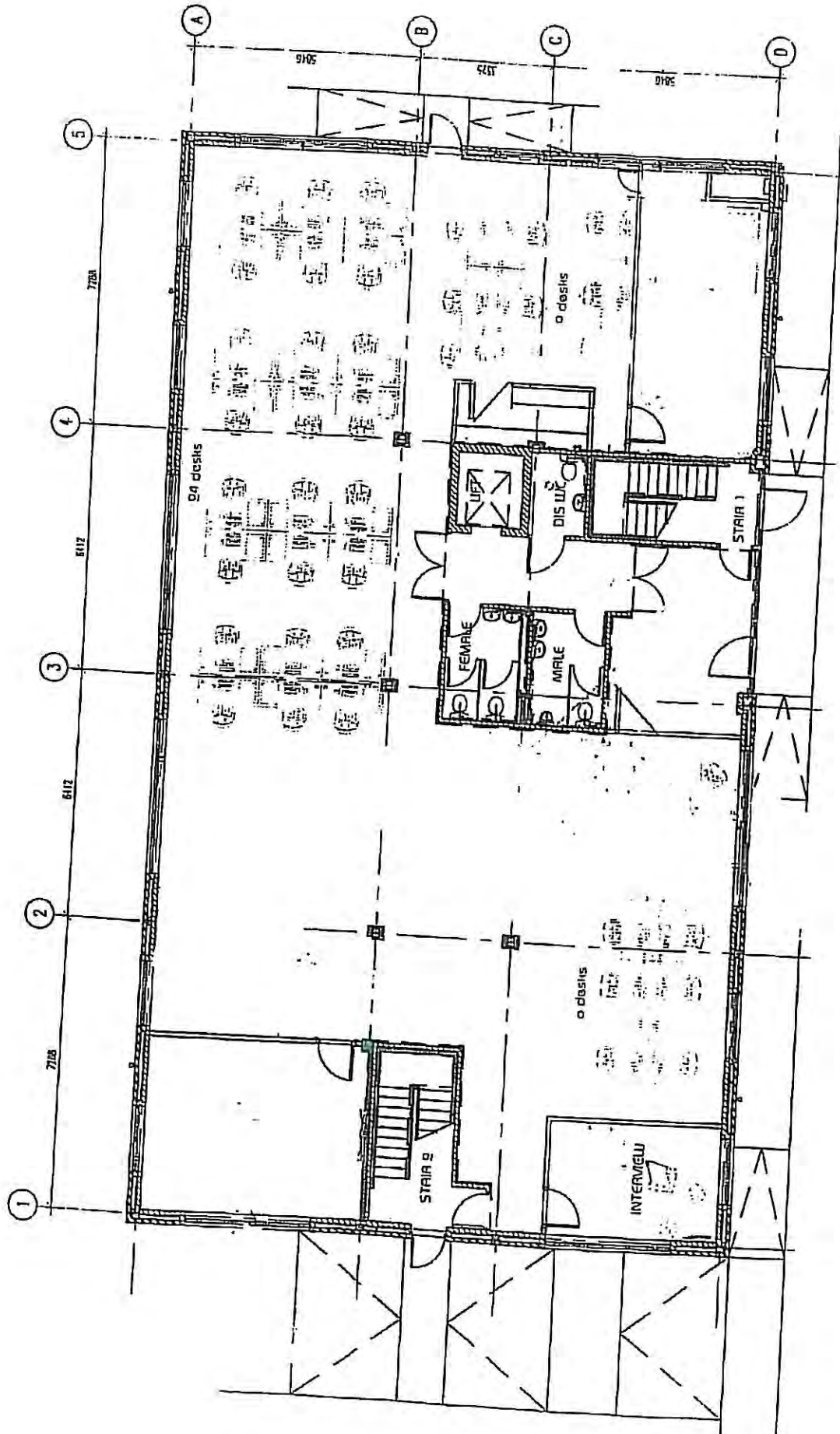
This map is published for convenience of identification only and although believed to be correct, is not guaranteed and it does not form any part of any contract



2551-SK-01 Rev A

**PROPOSED FIRST FLOOR PLAN**

1:100 @ A3



**morgan hayman**  
 Chartered Architects, Surveyors, Urban Designers  
 16 Columbus Walk, Atlantic Wharf, Cardiff, CF10 1RU  
 Tel: (084) 8944 7580 Fax: (084) 8944 1413

8551-SK-00  
**PROPOSED GROUND FLOOR PLAN**  
 1:100 @ A3

**“Retained Parts”** means the Estate other than the Premises including (but without prejudice to the generality of the foregoing):

- (a) the Common Parts;
- (b) the Estate Roads until such time (if at all) as they shall become maintainable at the public expense;
- (c) all Service Media on or serving the Estate;
- (d) all signs covering the Estate;
- (e) all boundary walls and fences of the Estate;
- (f) those parts of the other units on the Estate which from time to time do not consist of a building or other erection thereon including car parking, forecourts, landscaped areas, pedestrian ways and other similar areas,

but (other than in relation to paragraph (f) of the defined term “Retained Parts” in this definition) excluding all parts of the Estate which from time to time are either occupied by a tenant or are so constructed or adapted as to be capable of being so occupied and all Service Media which would be included in the premises demised by the lease of other units on the Estate if let upon the same terms as this Lease;

**“RICS”** means the Royal Institution of Chartered Surveyors or any equivalent organisation or body;

**“Schedule of Condition”** the schedule of condition annexed hereto as Annexure 1;

**“Services”** means the service and amenities specified in Part 1 of Schedule 5;

**“Service Charge”** means a sum equal to the Tenant’s Proportion of the Total Expenditure;

**“Service Charge Additional Items”** means the matters specified in Part 2 of Schedule 5;

**“Service Charge Cap”** means eleven thousand and seventy-three pounds and seventy-seven pence (£11,073.77) per annum (exclusive of VAT) subject to review in accordance with the provisions of Schedule 6;

**“Service Charge Increase”** means such sum as is achieved by adding 3% of the Existing Service Charge Cap to the Existing Service Charge Cap;

**“Service Charge Cap Review Date”** means 1 January 2025;

**“Service Media”** means gutters, gullies, pipes, sewers, drains, watercourses, channels, conduits, ducts, flues, shafts, wires, cables, mains, aerials and other conducting media and includes any fixings, louvres, cowls and any other ancillary apparatus;

**“Surveyor”** means any person or firm appointed by the Landlord to perform any of the functions of the surveyor under this Lease including an employee of the Landlord or a Group Company;

**“Tenant”** includes the Tenant and all persons claiming through or under the Tenant and in the case of an individual includes his personal representatives;

**“Tenant’s Proportion”** means the proportion which the Unit Area of the Premises bears to the Total Unit Area;

**“Term”** means the Contractual Term;

**“Total Expenditure”** means:

- (a) the total costs expenses and outgoings properly incurred by the Landlord in any Accounting Period in or incidentally to providing the Services and making such provision (if any) for anticipated expenditure in respect of the future provision of the Services as the Landlord shall in its reasonable discretion consider appropriate; and
- (b) all sums properly incurred by the Landlord in any Accounting Period in relation to the matters specified as Service Charge Additional Items together with any VAT payable on such sums and including (when any expenditure is to be incurred in relation to the Estate and other premises) the proportion of such expenditure which is reasonably attributable to the Estate to be determined from time to time by the Surveyor (acting as an expert and not as an arbitrator);

**“Total Unit Area”** means the aggregate of the Unit Areas of all the units on the Estate which are either let or if unlet are or were constructed or adapted for separate letting from time to time;

**“Unit Area”** means the gross area of a unit on the Estate constructed or adapted for separate letting from time to time measured in accordance with the Code of Measuring Practice issued by the RICS and the Incorporated Society of Valuers and Auctioneers as amended from time to time or in the event of such code ceasing to exist such reasonable equivalent thereof as may be determined by the Landlord; and

**“VAT”** means value added tax under the law for the time being in force or to any other tax of a similar nature which may be substituted for it or levied in addition to it.

## **2. DEMISE AND RENT**

The Landlord demises unto the Tenant all those Premises to hold the same unto the Tenant for the Contractual Term together with the rights granted by Schedule 2 except and reserving unto the Landlord the rights specified in Schedule 3 and subject to all rights easements privileges restrictions covenants and stipulations of whatever nature affecting the Premises yielding and paying therefore unto the Landlord:

- 2.1 the Rent without any deduction by equal quarterly payments in advance on the usual quarter days in every year and so in proportion for any period less than a year the first such payment being a proportionate sum in respect of the period from and including the Rent Commencement Date to the quarter day next following the date of this deed to be paid on the date hereof;
- 2.2 the Insurance Rent by way of further rent on demand (and if so demanded in advance of the appropriate policy renewal date);
- 2.3 by way of further rent the Service Charge in accordance with clause 3.2 and ascertained by applying the provisions of Schedule 4 and Schedule 5 to the same; and
- 2.4 all other sums (including VAT) due under this Lease from the Tenant to the Landlord.

## **3. TENANT’S COVENANTS**

The Tenant hereby covenants with the Landlord as follows:

- 3.1 **Rent**
  - 3.1.1 To pay the Rent together with the sums by way of further rent reserved and together with any interim rent or rents at any time agreed or ordered plus VAT thereon (if applicable) at the times and in the manner aforesaid without any counterclaim, set-off,

deduction or abatement whatsoever such payment to be made (if the Landlord shall so require in its absolute discretion) by bankers order or by direct debit mandate to the Tenant's account to such account at such bank in the United Kingdom as the Landlord shall from time to time nominate.

- 3.1.2 Not to exercise or seek to exercise any right or claim to withhold the Rent or any other sums due under this Lease or any right or claim to legal or equitable set-off.

### 3.2 **Service Charge**

To pay the Service Charge to the Landlord quarterly in advance on the usual quarter days in every year as aforesaid and proportionately for any fraction of a year without any deduction, counterclaim or set-off by way of further and additional rent in accordance with the terms and conditions contained in Schedule 4 and Schedule 5 provided that the Service Charge in an Accounting Period shall not exceed the Service Charge Cap.

### 3.3 **Outgoings**

- 3.3.1 To pay and indemnify the Landlord against all rates, taxes, duties, charges, assessments, impositions and outgoings whatsoever whether parliamentary parochial local or of any other description which are now or may at any time hereafter be taxed assessed charged or imposed upon or payable in respect of the Premises or upon the owner landlord tenant or occupier in respect thereof provided always that if any of the above is taxed assessed charged or imposed upon the Estate or any Neighbouring Property or any part thereof (being a part including the Premises) without apportionment then the Tenant shall pay to the Landlord on demand by way of additional rent a fair proportion thereof to be conclusively determined by the Surveyor acting reasonably.
- 3.3.2 If the Landlord shall suffer any loss of rating relief which may be applicable to empty premises after the end of the Term by reason of such relief being allowed to the Tenant in respect of any period before the end of the Term to make good such loss to the Landlord.

### 3.4 **Insurance**

- 3.4.1 Not to do or omit to be done anything which may render any increased or additional premium payable for the insurance of the Premises or the Estate or of any Neighbouring Property or which may increase the premium beyond the ordinary rate or which may make void or voidable any policy or policies of such insurance and to reimburse to the Landlord on demand any increased or additional premium which may be payable by reason of any such thing and all expenses incurred by the Landlord in or in connection with the renewal of any policy or policies of insurance and to inform the Landlord forthwith of any reason why the Landlord's insurable interest in the Premises or the Estate or any Neighbouring Property may be prejudiced or affected.
- 3.4.2 To give notice to the Landlord immediately upon the happening of any event which might affect any insurance policy on or relating to the Premises or upon the happening of any event against which the Landlord may have insured under this Lease.
- 3.4.3 To inform the Landlord immediately in writing of any conviction, judgement or finding of any court or tribunal relating to the Tenant (or any director other officer or major shareholder of the Tenant) of such a nature as to be likely to affect the decision of any insurer or underwriter to grant or continue any such insurance.

- 3.4.4 In the event of the Premises the Estate or any part thereof or any Neighbouring Property or any part thereof being destroyed or damaged by any of the Insured Risks and the insurance money under any policy of insurance against the same effected thereon by the Landlord being wholly or partly irrecoverable by reason solely or in part of any act or default of the Tenant or anyone at the Premises or the Estate or such Neighbouring Property expressly or by implication with the Tenant's authority then and in every such case forthwith to pay to the Landlord the irrecoverable amount with interest calculated with quarterly rests at the Prescribed Rate on all payments made by the Landlord in or in connection with such rebuilding or reinstatement from the time of the expenditure until repayment by the Tenant (as well after as before judgment).
- 3.4.5 In the event of the Premises being destroyed or damaged by any of the Insured Risks and any insurance policy or policies maintained by the Landlord under this Lease providing for an excess to be borne by the insured (even though the policy or policies have not been invalidated) to pay to the Landlord the amount of such excess on demand.
- 3.4.6 Otherwise than as contemplated by the terms of this Lease not without the prior consent of the Landlord to effect any insurance in respect of or relating to the Premises or the Estate.
- 3.4.7 If at any time the Tenant shall be entitled to the benefit of any insurance on the Premises which is not effected or maintained in pursuance of any obligation herein contained then to apply all money received by virtue of such insurance in making good the loss or damage in respect of which the same shall have been received.

**3.5 Electricity, gas and other services**

To pay to the suppliers and to indemnify the Landlord against all charges for electricity, gas, water, telephone and any other services used in or about the Premises and also sums in respect of the installation hire and maintenance of any of such services (including standing charges and meter rents) and the replacement of Service Media serving the same.

**3.6 Repair and cleaning**

- 3.6.1 From time to time and at all times during the Term well and substantially to repair renew (where necessary for the purpose of repair) maintain and keep the Premises in a state of good and substantial repair and condition (damage by those of the Insured Risks from time to time insured against alone excepted unless such insurance shall be vitiated or payment of the policy monies refused in whole or in part in consequence of any act neglect default or omission of the Tenant or anyone at the Premises expressly or by implication with the Tenant's authority) provided that the Tenant shall not be required to keep or yield up the Premises in any better state of repair or condition than as evidenced by the Schedule of Condition.
- 3.6.2 To keep the Landlord's fixtures, fittings, equipment, plant and machinery (if any) and other appurtenances other than the comfort cooling system now or at any time during the Term in or upon any part of the Premises in good working order repair and condition and for that purpose to employ reputable contractors to be approved by the Landlord (such approval not to be unreasonably withheld) and from time to time to replace such fixtures fittings equipment plant machinery and other appurtenances other than the comfort cooling system or any of them by suitable articles or equipment of similar and modern kind to the satisfaction of the Landlord.

- 3.6.3 To clean the Premises and keep them in a clean neat and tidy condition and to keep all windows clean (without prejudice to the generality of the above).
- 3.6.4 The Tenant's obligations in this clause 3.6 shall be interpreted with reference to the date of the commencement of the term of the Prior Lease.

### 3.7 **Decorate**

- 3.7.1 To paint all the outside parts of the Premises usually painted or otherwise treat them in the same manner in which they were previously treated in the last year of the Term.
- 3.7.2 To paint decorate and treat all the inside parts of the Premises usually painted decorated and treated as often as reasonably necessary and in the last year of the Term.
- 3.7.3 Every painting will be effected with at least two coats of good quality paint and all parts of the Premises which are not usually painted will be properly cleaned treated and renewed as necessary including internal papering and all such works will be carried out in a thorough and workmanlike manner with materials of good quality.
- 3.7.4 Such painting and decoration will be in such colours as the Landlord approves or specifies in writing in its absolute discretion on each occasion in relation to the outside of the Premises and in the last year of the Term in relation to the inside of the Premises.

### 3.8 **Alterations**

- 3.8.1 Not to make any alteration or addition whatsoever in or to the Premises or the Landlord's fixtures, fittings, equipment, plant machinery (if any) or other appurtenances now or at any time in or upon any part thereof or the Service Media serving the same nor to erect construct or install any new buildings erections structures fixtures fittings equipment plant machinery or other appurtenances nor to install or erect any exterior lighting shade or awning or place or install any structure or other thing in front of or elsewhere outside the Premises nor to do or suffer in or upon the Premises any damage or any wilful or voluntary waste or spoil nor to make any excavation upon the Premises or interfere with or cause access to any Service Media which now are under in or through the Premises the Estate or any Neighbouring Property to become more difficult than the same now is provided that the Tenant shall be entitled to make internal non-structural alterations and additions with the prior consent of the Landlord (such consent not to be unreasonably withheld).
- 3.8.2 Not without the prior consent of the Landlord to change the design or appearance or the decorative scheme of the exterior of the Premises.
- 3.8.3 If the Landlord shall permit any alterations or additions or permit the erection construction or installation of any new buildings, erections, structures, fixtures, fittings, equipment, plant, machinery, appurtenances or Service Media:
- (a) the Tenant shall not make any alterations or additions or erect construct or install any buildings erections structures fixtures fittings equipment plant machinery appurtenances or Service Media which will cause damage to the Estate or any Neighbouring Property; and
  - (b) such alterations additions erections construction or installation shall be in accordance with drawings and specifications previously submitted to and approved by the Surveyor for the time being and the Landlord may as a condition of giving any such consent require the Tenant to enter into such

covenants with the Landlord as the Landlord may reasonably require in regard to the execution repair maintenance and removal of such works or otherwise; and

- (c) the Tenant shall if the Landlord so requires reinstate the Premises at the end of the Term removing and reinstating all alterations and additions made to the Premises during the Term and any previous occupation including without limitation during the term of the Prior Lease and including but limited to any Prior Lease Alterations and to make good any damage caused by their removal prior to the expiration of the Term but the Tenant will not be required to reinstate the comfort cooling system; and
- (d) the Tenant shall give notice in writing to the Landlord when the same are sufficiently advanced to be put on risk for insurance purposes where applicable.

3.8.4 Not to carry out any alteration or addition to the Premises which would, or may reasonably be expected to, have an adverse effect on the asset rating in any Energy Performance Certificate commissioned in respect of the Premises.

3.8.5 Not to connect any apparatus to the Service Media serving the Premises or the Estate which might endanger or overload the Service Media.

3.8.6 In carrying out any alterations or additions to the Premises or other works therein to comply with the CDM Regulations to be the only client (as therein defined) to fulfil in relation to all or any works all the obligations of the client as set out in or reasonably to be inferred from the CDM Regulations to make a declaration to that effect to the Health and Safety Executive in accordance with the approved code of practice published from time to time by the Health and Safety Executive in relation to the CDM Regulations and at the end of the Term to deliver to the Landlord a copy of any and all health and safety files relating to the Premises in accordance with the CDM Regulations.

3.8.7 When the Tenant carries out alterations to the Premises or the plant, equipment or services within and serving the Premises in accordance with the provisions of this Lease, to consider how such alterations affect the Environmental Performance of the Premises and/or the Estate and shall provide promptly such information about the alterations as the Landlord shall reasonably require.

### 3.9 **Signs and aerals**

Not without the prior consent of the Landlord to affix or display to or upon the outside of the Premises or in or upon the windows thereof any aerial or sign (which expression includes any signboard advertisement hoarding fascia poster placard bill notice or other notification whatsoever) (except such notification as shall be required by law) and to obtain any necessary consent or permission under the Planning Acts for any such aerial or sign and on the expiration of the Term to remove or replace any such aerial or sign and to make good any damage caused thereby to the satisfaction of the Landlord.

### 3.10 **Access for Landlord**

3.10.1 Upon receiving at least 48 hours' notice from the Landlord (except in emergency where no notice is required) to permit the Landlord at all reasonable times (and at any time in case of emergency) to enter upon the Premises for any lawful purpose in connection

with this Lease and in particular to examine the state of repair and condition of the same and to take inventories.

- 3.10.2 Within two calendar months or sooner if requisite after notice in writing to the Tenant of any defects or other remediable breach of covenant shall have been given to repair and remedy the same according to such notice and the covenants in that behalf herein contained to the absolute satisfaction of the Landlord and if the Tenant shall fail to do so in whole or in part then without prejudice to the Landlord's rights and remedies hereunder it shall be lawful for the Landlord to enter upon the Premises and to repair and to remedy the same and all expenses incurred thereby together with interest thereon at the Prescribed Rate from the date of actual payment shall forthwith on demand be paid by the Tenant to the Landlord and if not so paid shall be recoverable as rent in arrear.
- 3.10.3 Upon not less than 48 hours' notice (except in cases of emergency) to permit the Landlord and (as appropriate) the tenants and occupiers of other parts of the Estate or any Neighbouring Property from time to time of the Landlord or any Group Company at any time during the Term to enter upon the Premises:
- (a) for the purpose of inspecting repairing renewing connecting to cleaning altering or constructing Service Media in over upon or under the Premises the Estate or any Neighbouring Property;
  - (b) for the purpose of exercising any of the rights excepted and reserved to the Landlord by virtue of the provisions of this Lease;
  - (c) for the purpose of taking schedules or inventories of fixtures and other items to be yielded up on the expiry of the Term;
  - (d) for the purpose of or in connection with the sale of the Landlord's reversion or that of any superior landlord; and
  - (e) for any other reasonable purpose the Landlord or the person or persons exercising such right making good in a reasonable manner all damage thereby occasioned to the Premises but without making compensation for any temporary damage annoyance inconvenience noise or vibration.

### 3.11 Party Structures

To contribute and pay a fair proportion of the costs and expenses (to be determined by the Surveyor in his discretion) of repairing maintaining rebuilding constructing and cleansing all passageways party walls party structures Service Media or other conveniences which may belong to or be used for the Premises in common with any other part of the Estate or any Neighbouring Property (in so far as such expense does not fall within the Service Charge) and to keep the Landlord indemnified against such proportion of costs and expenses as aforesaid.

### 3.12 User

- 3.12.1 Not without the prior consent of the Landlord (such consent not to be unreasonably withheld or delayed) to use the Premises or any part thereof otherwise than for the Permitted Use and without prejudice to the generality of the foregoing not to use the Premises for any purpose which might hinder the Landlord in its obligations hereunder nor for residential purposes nor for any person to sleep therein.

- 3.12.2 Not to cease carrying on business in the Premises or leave the premises unoccupied for more than one month without:
- (a) notifying the Landlord; and
  - (b) providing such caretaking or security arrangements as the Landlord and the Landlord's insurers shall reasonably require in order to protect the Premises from vandalism theft damage or unlawful occupation.
- 3.12.3 Not to carry on upon the Premises or any part thereof any offensive, noisy or hazardous trade, business, manufacture or occupation nor to use or permit the Premises to be used for any illegal or immoral purposes or for any purpose liable to cause nuisance damage annoyance or inconvenience to the Landlord or the owner or occupier of any other part of the Estate or any Neighbouring Property nor to do on the Premises or the Estate any act or thing which shall or may become such a nuisance damage annoyance or inconvenience as aforesaid nor to do or permit or suffer to remain upon the Premises anything which might adversely affect the value of the Landlord's or any superior landlord's reversionary interest in the Premises and (without prejudice to the generality of the foregoing) not to place or store or exhibit any goods or things for sale or otherwise outside the Premises or which may cause any obstruction to the Estate Roads or the Common Parts or which may cause the same to become untidy or in a dirty condition and to pay to the Landlord on demand all proper costs charges and expenses which may be incurred by the Landlord in abating any nuisance private or public on or arising from the Premises including any statutory nuisance abated by the Landlord in compliance with a notice served by a local or public authority.
- 3.12.4 Not to deposit on the Premises any controlled waste as defined in the Environmental Protection Act 1990 or special waste as defined in the Control of Pollution (Special Waste) Regulations 1980 or radioactive waste as defined in the Radioactive Substances Act 1993 or any other substance that may produce concentrations or accumulations of noxious liquids or that may cause contamination or pollution of the environment or harm to human health.
- 3.12.5 Not to bring into the Premises or the Estate or any Neighbouring Property or to place or store in or about the Premises or the Estate or any Neighbouring Property any article or thing which is or may become dangerous offensive combustible inflammable or explosive nor to allow any water or other damaging substance to escape or percolate from the Premises to any Neighbouring Property or to do anything which causes the water of any stream or river to be polluted or the composition of them to be so changed as to render the Landlord or the superior landlord liable to any action or proceedings by any person and to comply at the Tenant's own cost with all requirements and recommendations of the Landlord's insurers and the fire authority as to fire precautions relating to the Premises.
- 3.12.6 Not to place or keep in the Premises any heavy articles in such position or in such quantity or weight or otherwise in such manner howsoever as to overload or cause damage to or to be in the opinion of the Landlord likely to overload or cause damage to the Premises and in particular but without prejudice to the generality of the foregoing not to do or bring anything in or upon the Premises which may put on the Premises any weight or impose strain in excess of that which such premises are designed to bear with due margin for safety and not to suspend any weights from the portal frames stanchions or roof purlins or use the same for the storage of goods or place any weight on them.

- 3.12.7 Not to discharge into any of the Service Media serving the Premises the Estate or any Neighbouring Property any oil or grease or any noxious corrosive or deleterious effluent or other substance which may be a source of pollution or cause an obstruction to or deposit in or injure the Service Media and to indemnify the Landlord in respect of any such pollution or any such obstruction deposit or injury as aforesaid and to cease any such discharge immediately upon demand and as the Landlord shall require either forthwith to remove such obstruction or deposit in accordance with the requirements of the Landlord and to its absolute satisfaction and to make good any such injury or to indemnify the Landlord in respect of all costs to the Landlord of such injury or to indemnify the Landlord in respect of all costs to the Landlord of such injury removal and making good.
- 3.12.8 To indemnify the Landlord and keep the Landlord indemnified against all actions, proceedings, costs, claims, demands and liabilities in respect of damage to or contamination or pollution of the environment or damage to human health or property.
- 3.12.9 Not to place or keep in the Premises any heavy articles in such position or in such quantity or weight or otherwise in such manner howsoever as to overload or cause damage to or to be in the opinion of the Landlord likely to overload to cause damage to the Premises and in particular but without prejudice to the generality of the foregoing not to do or bring anything in or upon the Premises which may put on the Premises any weight or impose strain in excess of that which such premises are designed to bear with due margin for safety and not to suspend any weights from the portal frames stanchions or roof purlins or use the same for the storage of goods or place any weight on them.

3.13 **Alienation**

Not to assign, transfer, underlet, mortgage, charge, part with or share the possession or occupation of any part or parts of the Premises for the whole or any part of the Term nor to hold the whole or any part or part of the Premises on trust for another nor except in accordance with the following provisions permit or suffer any other person company or firm to occupy or share the occupation of the Premises or any part or parts thereof whether as a licensee or otherwise.

3.14 **Smoke abatement**

- 3.14.1 Not to cause or permit any grit or noxious or offensive effluvia to be emitted from any engine, furnace, chimney or other apparatus on the Premises without using the best possible means for preventing or countering such emission.
- 3.14.2 To comply with the provisions of the Clean Air Acts 1956 and 1968 and the Control of Pollution Act 1974 and with the requirements of any notice of the local authority served under them.

3.15 **Estate Roads**

- 3.15.1 Not to permit any vehicles belonging to the Tenant or any persons calling on the Premises expressly or by implication with the authority of the Tenant to stand on the Estate Roads and to use its reasonable endeavours to ensure that such persons shall not permit any vehicle to stand on the Estate Roads.
- 3.15.2 Not to cause any of the Estate Roads to be untidy or in a dirty condition and in particular (but without prejudice to the generality of the foregoing) not to deposit on them refuse or other materials.

### 3.16 **Rules and Regulations**

At all times during the Term to comply with any rules and regulations for the Estate which may from time to time be prescribed by the Landlord or its agent by notice in writing to the Tenant or by notice affixed to a conspicuous part of the Estate.

### 3.17 **Easements**

3.17.1 Not to stop up, darken or obstruct any windows, lights or ventilators belonging to the Premises the Estate or any Neighbouring Property nor to permit any new window, light opening, doorway, path, passage, drain or other encroachment or easement to be made into against or upon the Premises and in case any such window, light opening, doorway, path, passage, drain or other encroachment or easement shall be made or attempted to be made the Tenant will give immediate notice thereof to the Landlord and will at the request of the Landlord but at the Tenant's own cost adopt such means as the Landlord shall in its absolute discretion require or deem proper for preventing any such encroachment or the acquisition of any such easement.

3.17.2 Not to give any acknowledgement to any third party that the Tenant enjoys the access of light or air to any part of the Premises or any other encroachment or easement by the consent of such third party nor to pay any sum or give any consideration for the grant of any such encroachment or easement or for a third party to refrain from obstructing any such right of light or air or other encroachment or easement.

### 3.18 **Statutes**

3.18.1 At the Tenant's cost to comply in all respects with and to do anything required under all statutes (including (but without prejudice to the generality of the foregoing) the Planning Acts and the Premises Acts) so far as they may in any respect affect the Premises or any part thereof or the user thereof for any purpose or the employment or residence therein of any person or the use of any plant, apparatus, machinery, fixtures or fittings therein or any operations works acts or things already or hereafter to be carried out executed done or omitted thereon and to execute any works and do any thing required to be executed or done thereunder by any competent person or body and to indemnify the Landlord against all liability and expense whatsoever arising out of or in connection with such statute or of or incidental to the execution of such work or thing.

3.18.2 Not to do in or near the Premises any act or thing by reason of which the Landlord or any superior landlord may under any statute incur have imposed on it or become liable to pay any penalty damages compensation costs charges or expenses.

3.18.3 So often as occasion shall require at the expense in all respects of the Tenant to obtain all such consents and permissions as may be required for the carrying out of any operations on the Premises or the institution or continuance thereon of any use which may constitute development within the meaning of the Planning Acts but so that no application for planning permission shall be made without the prior written consent of the Landlord.

3.18.4 To pay and satisfy any charge that may hereinafter be imposed under the Planning Acts in respect of the carrying out or maintenance of any such operations or the institution or continuance of any such use as aforesaid.

3.18.5 Notwithstanding any consent which may be granted by the Landlord in accordance with clause 3.8 not to carry out or make any alterations or additions to the Premises or any

change of use thereof before all necessary notices have been served and planning permissions therefor have been produced to the Landlord and acknowledged by it in writing as satisfactory provided that the Landlord may refuse to accept a planning permission as satisfactory on the ground that the period thereof or any condition contained therein or anything omitted therefrom in the opinion of the Landlord's surveyor for the time being would be or be likely to be prejudicial to the Landlord's interest in the Premises the Estate or in any Neighbouring Property whether during the Term or following the end of the Term.

3.18.6 Unless the Landlord shall otherwise direct to carry out and complete before the expiration of the Term any works stipulated to be carried out to the Premises by a date subsequent to such expiration as a condition of any planning permissions granted for any development begun on the Premises before such expiration.

3.18.7 If and when called upon to do so to produce to the Landlord or the Surveyor for the time being all such plans documents and other evidence as the Landlord may reasonably require in order to be satisfied that the provisions of this clause or any parts thereof have been complied with in all respects.

### 3.19 **Fire fighting equipment**

At the Tenant's own expense to provide and maintain on the Premises throughout the Term adequate fire fighting equipment in accordance with all relevant laws to the satisfaction of the Landlord's insurers and the Landlord and to maintain a clear access to such equipment at all times and to cause any such equipment to be inspected by a competent person in compliance with all relevant laws.

### 3.20 **Notices**

Within seven days of the receipt of the same to give full particulars to the Landlord of any permission, notice, order, recommendation or proposal for a notice order or recommendation made given or issued to the Tenant, its underlessees or to the owner or occupier of the Premises by any government department or local or public authority under or by virtue of any statutory power whether the same shall be advertised or served directly on the Tenant or received from any other person and if so required by the Landlord to produce such permission notice order recommendation or proposal for a notice order or recommendation to the Landlord and also without delay to take all necessary steps to comply therewith and also upon the written request of the Landlord but at the cost of the Tenant to make or join with the Landlord in making such objections to or representations against or in respect of any such notice order recommendation or proposal as aforesaid as the Landlord shall deem expedient and to make or join with the Landlord in any appeal against any such notice order recommendation or proposal as the Landlord shall deem expedient.

### 3.21 **Indemnity**

To indemnify and keep indemnified the Landlord in respect of all actions proceedings costs claims and demands which might be issued or made by any tenant occupier adjoining owner or any other person whatsoever or any competent authority which may be incurred directly or indirectly by reason of:

3.21.1 any use of the Premises (or any act default or omission thereon or in respect thereof) or the repair state of repair or condition of or any defect in the Premises in so far as the

Tenant is liable therefor under the covenants herein contained or in the execution of any alterations or additions to the Premises;

- 3.21.2 any interference or alleged interference or obstruction of any right or alleged right of light air drainage or other right or alleged right now existing for the benefit of any Neighbouring Property;
- 3.21.3 any breach by the Tenant or any underlessee of any covenant on the part of the Tenant or any condition herein contained; and
- 3.21.4 any act omission or default of the Tenant its underlessees or their respective agents servants or licensees.

### 3.22 **Inform Landlord of defects**

Forthwith upon becoming aware of the same to give notice in writing to the Landlord of any defect in the state of the Premises which would or might give rise to an obligation on the Landlord to do or refrain from doing any act or thing in order to comply with the duty of care imposed on the Landlord by common law or by statute or pursuant to the Defective Premises Act 1972 and indemnify and keep indemnified the Landlord from or against any loss claim actions costs or demands arising from a failure to give such notice and at all times to display and maintain all notices (including the wording thereof) which the Landlord may from time to time display or reasonably require to be displayed at the Premises.

### 3.23 **Information**

- 3.23.1 Upon making any application for any consent or approval which is required under this Lease to disclose to the Landlord such information as the Landlord may reasonably require.
- 3.23.2 To produce to the Landlord on demand all such plans documents or other evidence as the Landlord may reasonably require in order to satisfy itself that the provisions of this Lease have been complied with in all respects.

### 3.24 **Keyholders**

To ensure that at all times the Landlord and the local police force have written notice of the name home address and home telephone number of at least two keyholders of the Premises.

### 3.25 **VAT**

- 3.25.1 Where under the terms of this Lease the Tenant is obliged to pay contribute defray or otherwise account for any sum (whether of a specified amount or otherwise) and such sum is wholly or partly attributable to the supply of such goods or services as are within the charge to VAT notwithstanding anything contained in this Lease to bear and pay the cost of such VAT as is chargeable in respect of such goods or services as aforesaid so that the aforementioned sum shall be deemed for all purposes to be increased by the amount of such VAT.
- 3.25.2 Where the said sum is under the terms of this Lease reserved as a rent payable by the Tenant such amount of VAT as may be payable in respect thereof shall be deemed to constitute an additional rent and shall be recoverable as rent in arrear.

### 3.26 **Cost of notices and applications**

To pay to the Landlord on demand all fees costs charges and expenses (including legal costs and surveyors' fees and other professional fees and including enforcement officers' fees) which may be incurred by the Landlord:

- 3.26.1 in or in contemplation of any proceedings under the Leasehold Property (Repairs) Act 1938 and/or under Sections 146 and 147 of the Law of Property Act 1925 (as amended) notwithstanding that forfeiture is avoided otherwise than by relief granted by the Court;
- 3.26.2 in connection with the preparation and service of any notice served under or pursuant to this Lease relating to the repair or condition of the Premises whether during or after the end of the Term;
- 3.26.3 in or in connection with any application by the Tenant or the Tenant's underlessee for any licence or consent required under the terms of this Lease whether or not the same shall be granted or the application withdrawn;
- 3.26.4 in or in contemplation of claiming or recovering any arrears of rents or other sums payable hereunder or in connection with any breach by the Tenant or its underlessees of any of the Tenant's obligations hereunder whether or not the Landlord shall prove such matters by proceedings in the Court.

### 3.27 **Sale and re-letting notices**

To permit the Landlord or its agent at any time within six calendar months before the expiration or sooner determination of the Contractual Term in the case of re-letting or at any time during the Term in the case of sale to enter upon the Premises and to fix and retain in a conspicuous position without interference upon any suitable part or parts thereof a notice board for re-letting or selling the same.

### 3.28 **Landlord's rights**

To permit the Landlord at all times during the Term to exercise without interruption or interference any of the rights excepted and reserved by or by virtue of the provisions of this Lease.

### 3.29 **To yield up**

At the expiration of the Term quietly to yield up unto the Landlord the Premises in accordance with the terms of this Lease together with all additions and improvements made therein in the meantime and all fixtures (other than trade or tenant's fixtures affixed by the Tenant or any underlessee) in or upon the Premises or which during the Term or during the term of the Prior Lease may have been affixed or fastened to or upon the same and in such state and condition as shall in all respects be consistent with the full and due performance by the Tenant of the covenants herein contained and to remove the Tenant's fixtures fittings equipment plant and other appurtenances now or at any time within the Premises (whether installed, erected or placed either during the Term or during any prior period of occupation by the Tenant (or its predecessors in title) including but not limited to during the term of the Prior Lease) and make good or re-instate the Premises to the condition in which the same were in at the date of the Prior Lease and to remove every moulding sign writing or painting of the name or business of the Tenant, its underlessees or other occupiers from the Premises and to make good any damage caused or deficiencies exposed by such removal or by the removal of the Tenant's fixtures fittings furniture and effects provided that at the end of the Term the Tenant shall:

- 3.29.1 not be required to remove or replace the comfort cooling system at the Premises;

- 3.29.2 be required to remove the partitions shown highlighted yellow on Plan 2;
- 3.29.3 not be required to remove the other partitions which are not highlighted yellow on Plan 2 and Plan 3.

3.30 **Reversionary title**

To comply with and to perform and observe all covenants agreements stipulations and conditions affecting the title to the Landlord's reversionary interest so far as the same are still subsisting and capable of taking effect and affect the Premises and to indemnify and keep indemnified the Landlord against all and any breaches of the same so far as aforesaid howsoever caused.

3.31 **Consent to the Landlord's release**

Not unreasonably to withhold or delay its consent to a request made by the Landlord for a release under section 8 of the Landlord and Tenant (Covenants) Act 1995 from all or any of the landlord covenants of this Lease.

3.32 **Energy Performance Certificate**

3.32.1 To:

- (a) cooperate with the Landlord so far as is reasonably necessary to allow the Landlord to obtain an Energy Performance Certificate for the Premises including providing the Landlord with copies of any plans or other information held by the Tenant that would assist in obtaining an Energy Performance Certificate; and
- (b) allow such access to any Energy Assessor appointed by the Landlord as is reasonably necessary to inspect the Premises for the purposes of preparing an Energy Performance Certificate for the Premises.

3.32.2 Not to commission an Energy Performance Certificate for the Premises without the Landlord's consent (such consent not to be unreasonably withheld).

3.32.3 To provide to the Landlord a copy of any Energy Performance Certificate for the Premises commissioned by the Tenant and all supporting information, data, plans and specifications.

3.32.4 At the written request of the Tenant, the Landlord shall provide the Tenant with a copy of any Energy Performance Certificate held by the Landlord, provided that the Tenant shall pay to the Landlord the reasonable cost of providing the copy.

**4. LANDLORD'S COVENANTS**

The Landlord hereby covenants with the Tenant subject to payment by the Tenant of the rents and provided that the Tenant has complied with all the covenants and conditions on the part of the Tenant to be performed and observed as follows:

4.1 **Quiet enjoyment**

That the Tenant shall and may quietly enjoy the Premises during the Term without any interruption by the Landlord.

4.2 **Insure**

To keep the Premises insured or cause the same to be kept insured to the extent that such insurance may ordinarily be arranged for properties such as the Premises and subject to such excesses

exclusions or limitations as the insurer may require at all times throughout the Term (unless such insurance shall be vitiated in whole or in part by any act neglect default or omission of the Tenant or of anyone at the Premises expressly or by implication with the Tenant's authority) in such sum as the Landlord shall from time to time be advised represents the full cost of rebuilding and reinstatement (being the full cost including the cost of shoring up demolition and site clearance architect's surveyor's and other professional fees and the fees and charges of any government department or local or public authority and VAT where applicable) which would be likely to be incurred in fully reinstating the Premises or any part or parts thereof in accordance with the requirements of this Lease at the time when such reinstatement is likely to take place having regard to all relevant factors including any increases in building costs expected or anticipated to take place at any time up to the date on which the Premises shall be fully reinstated against loss or damage by fire and such other of the Insured Risks as the Landlord shall from time to time determine with underwriters or an insurance company of repute and through such agency as the Landlord shall from time to time determine and to produce to the Tenant on demand a copy of the policy and the last premium renewal receipt or reasonable evidence of the terms of the policy and the fact that the last premium has been paid.

#### 4.3 **Destruction or damage**

That in case the Premises or any part thereof shall be destroyed or damaged by any of the Insured Risks from time to time insured against so as to be unfit for occupation or use in accordance with the terms and provisions of this Lease then and as often as the same shall happen (unless the Landlord's insurance shall be vitiated as aforesaid or payment of the policy monies refused in whole or part due to an act or default of the Tenant):

##### 4.3.1 Reinstatement

To with all reasonable speed take such steps as may be requisite and proper, obtain any necessary planning permissions and other permits and consents under any statutes for the time being in force to enable the Landlord to rebuild and reinstate the Premises and as soon as such permissions permits and consents have been obtained use the insurance monies (except such as relate to architects, surveyors and other fees and loss of Rent) to rebuild reinstate replace and make good the same provided that the Landlord shall be entitled to rebuild reinstate replace and make good the Premises either in the form in which they were immediately before the destruction or damage or in that form with such modifications as may be required by any competent authority as a condition of the grant of any such permissions permits or consents and/or as the Landlord may reasonably make to reflect then current good building practice and/or as the Landlord may otherwise reasonably require but so that the Landlord shall in any event provide in the Premises as rebuilt reinstated replaced and made good accommodation for the Tenant no less convenient and commodious and ancillary facilities no less convenient than those which existed immediately before the occurrence of the destruction or damage and provided further that if the rebuilding reinstatement or replacement of the Premises or any part thereof has not been substantially completed three years after the date of the damage or destruction either party shall be entitled by notice in writing to the other at any time thereafter (but before such rebuilding reinstatement or replacement shall have been substantially completed) to terminate this Lease and upon the expiry of such a notice this Lease shall determine but without prejudice to any rights or remedies which may then have accrued to the Landlord against the Tenant in respect of any breach of any of the covenants and conditions contained in this Lease and provided further that if

this Lease shall be so determined or if the rebuilding reinstatement or replacement of the Premises or any part thereof shall otherwise be frustrated all such insurance monies relating to the Premises or the part in respect of which such frustration occurs shall be the absolute property of the Landlord.

#### 4.3.2 Suspension of Rent

The Rent or a fair proportion thereof according to the nature and extent of the damage sustained shall be suspended until the Premises shall again be rendered fit for occupation and use or until the insurance against loss of Rent effected by the Landlord in respect of the Premises shall be exhausted (whichever shall be the earlier) and any dispute with reference to this proviso shall be referred to arbitration in accordance with the Arbitration Act 1996.

#### 4.4 **Services**

To use reasonable endeavours to perform the Services in accordance with the principles of good estate management during the Term provided that the Landlord shall not be liable to the Tenant or any other person in respect of:

4.4.1 any temporary interruption in any of the obligations on the part of the Landlord herein contained by reason of necessary repair or maintenance of any installations or apparatus or damage thereto or destruction thereof by an Insured Risk Act of God or other cause beyond the Landlord's control or by reason of mechanical or other defect or breakdown or frost or other inclement conditions or shortage of fuel materials water or labour;

4.4.2 any act or omission or negligence of any servant or agent of the Landlord in or about the purported performance of any duty relating to the compliance by the Landlord of the obligations on the part of the Landlord herein contained or any of them.

### 5. **PROVISOS**

#### 5.1 **Proviso for re-entry**

Whenever a Forfeiting Event has occurred the Landlord may re-enter the Premises (or any part of them) at any time even if a previous right of re-entry has been waived and then the Term will end but any rights which have accrued to the Landlord for breach of any provision of this Lease will remain including the breach under which the re-entry is made.

#### 5.2 **Receipt not to operate as waiver**

That no acceptance of or demand or receipt for rent by the Landlord after knowledge (express or implied) by the Landlord or its agent of any breach of any of the covenants agreements and obligations on the part of the Tenant herein contained or implied shall operate as a waiver in whole or in part of any such breach or of the Landlord's right of forfeiture or re-entry in respect thereof but any such breach shall for all purposes of this Lease be a continuing breach for so long as such breach shall be subsisting and no person taking any estate or interest under the Tenant shall be entitled to set up any such acceptance of or demand or receipt for rent as a defence in any action or proceeding by the Landlord.

#### 5.3 **Exclusion of Landlord's liability**

That save in so far as it may be impossible for the Landlord to contract out of such liability by law and notwithstanding any agreement to the contrary the Landlord shall not be responsible or liable in any way whatsoever to the Tenant or anyone at the Premises expressly or by implication

with the Tenant's authority by reason of any act neglect default or omission on the part of the tenants or owners or occupiers of any Neighbouring Property of the Landlord or any Group Company or of any representative or employee of the Landlord or any Group Company (unless acting within the scope of the express authority of the Landlord or such Group Company) or by reason of the defective working stoppage or breakage of any Service Media or any appliances apparatus plant machinery or equipment of any kind whatsoever.

**5.4 Planning**

The Landlord gives no warranty that the Premises or any part thereof are authorised to be used for the Permitted Use whether under the Planning Acts or under any other statute.

**5.5 No implied easements**

Nothing in this Lease shall confer upon the Tenant any easement right or privilege whatsoever over or against any property adjoining or neighbouring the Premises which now or hereafter shall belong to the Landlord or impose any restriction on the use of any property not comprised in this Lease save as expressly hereby granted or imposed.

**5.6 Representations**

The Tenant acknowledges that this Lease has not been entered into in reliance wholly or partly on any statement or representation made by or on behalf of the Landlord save in so far as any such statement or representation is expressly set out in this Lease.

**5.7 Warranty re convictions**

The Tenant warrants that prior to the execution of this Lease the Tenant has disclosed to the Landlord in writing any conviction judgement or finding of any Court or tribunal relating to the Tenant (or if the Tenant is a company any director or other officer or major shareholder thereof) of such a nature as to affect the decision of any insurer or underwriter to grant or to continue insurance of any of the Insured Risks.

**5.8 Exclusion of mutual enforceability of covenants**

Notwithstanding that the Landlord may from time to time grant other leases in the same form as or in similar form to this Lease the covenants therein contained shall not be enforceable by the Tenant nor shall the covenants contained in this Lease be enforceable by other tenants of the Landlord nor shall the Premises be or be deemed to be the subject of a building scheme and the Landlord shall be free to grant other leases in such form and for such purposes as the Landlord shall desire.

**5.9 Tenant's property**

If after the Tenant has vacated the Premises on the expiration of the Term any property of the Tenant shall remain in or on the Premises and the Tenant shall fail to remove the same within seven days after being requested in writing by the Landlord so to do the Landlord may as the agent of the Tenant sell such property and hold the proceeds of sale after deducting the costs and expenses of removal storage and sale reasonably and properly incurred by the Landlord to the order of the Tenant provided that the Tenant will indemnify the Landlord against any liability incurred by it to any third party whose property shall have been sold by the Landlord in the bona fide mistaken belief (which shall be presumed unless the contrary be proved) that such property belonged to the Tenant.

**5.10 Interest**

That any part of the rents or any other sums of any kind whatsoever which shall or may from time to time become payable to the Landlord under this Lease and which shall remain unpaid for seven days after the same shall become due (whether or not formally demanded in respect of the Rent or after the same shall have been demanded in any other case) or if acceptance of the rents or any other sum shall be refused by the Landlord in order not to waive any right of forfeiture or otherwise under this Lease arising by virtue of the breach of any of the Tenant's covenants or conditions herein contained such sum shall carry interest thereon at the Prescribed Rate for the period from the due date for payment or from the date of demand as the case may be until the date of actual payment (as well after as before any judgment) and such interest shall be paid by the Tenant (as the Tenant hereby covenants to do) on demand.

**5.11 Landlord's remedies**

Without prejudice to any other remedy of the Landlord with regard thereto all rents and other sums which shall or may become due from the Tenant under the terms of this Lease shall in default of payment be recoverable either as rent in arrear or by action as the Landlord may determine.

**5.12 Disputes**

5.12.1 That any dispute arising as between the Tenant and the tenants or occupiers of any other part of the Estate or any Neighbouring Property of the Landlord or any Group Company as to any easement right or privilege in connection with the use of the Premises or any other part of the Estate or any such Neighbouring Property or as to the party or other walls separating the Premises from any such other Neighbouring Property or as to the amount of any contribution towards the expenses of works or services used in common with any other such property shall be decided by the Surveyor.

5.12.2 That any decision of the Surveyor on any matter on which he is required or entitled to decide under the provisions of this Lease shall be final and binding on the parties hereto and shall not be subject to challenge in any manner whatsoever in so far as the same is a decision on or is founded on matters or issues of fact but nothing herein contained shall purport to prevent any such decision being challenged on any point or issue of law.

**5.13 Disputes**

All disputes arising between the parties touching this Lease or the construction hereof or anything pertaining hereto or to the Premises shall be determined by a single arbitrator to be agreed between the parties or in default of agreement to be appointed by the President (or failing him the person delegated to act in his place) for the time being of the RICS at the request of either party and the arbitration shall be conducted in all respects in accordance with the Arbitration Act 1996 provided always that this clause 5.13 shall not apply where this Lease otherwise provides for the determination of such dispute or disputes.

**5.14 Severability**

If any provision of this Lease shall be prohibited or unlawful or unenforceable under any applicable law it shall to the extent required by such law (but no further) be ineffective without invalidating the remaining provisions of this Lease provided that if such provision may be waived it is hereby waived by the parties to this Lease to the full extent permitted by such law to the intent that the remainder of this Lease shall be valid binding and enforceable so far as is possible in accordance with its terms.

## 5.15 Notices

5.15.1 Except where this Lease specifically states that a notice need not be in writing, any notice given under or in connection with this Lease shall be:

- (a) in writing and for the purposes of this clause 5.15 fax or an email is not in writing; and
- (b) given by hand or by pre-paid first-class post or other next working day delivery service at the party's registered office address (if the party is a company) or (in any other case) at the party's principal place of business in the United Kingdom.

5.15.2 If a notice complies with the criteria in clause 5.15.1 whether or not this Lease requires that notice to be in writing, it shall be deemed to have been received:

- (a) if delivered by hand, at the time the notice is left at the proper address; and
- (b) if sent by pre-paid first-class post or other next working day delivery service, on the second working day after posting

PROVIDED THAT whilst the Tenant is Velindre University National Health Service Trust or another NHS Body, to be valid service, copies of all notices served on the Tenant shall also be served on NHS Wales Shared Services Partnership (Specialist Estates Services), 3<sup>rd</sup> Floor, Companies House, Crown Way, Cardiff CF14 3UB or such other address as the Tenant notifies to the Landlord in writing from time to time.

5.15.3 This clause 5.15 does not apply to the service of any proceedings or other documents in any legal action or, where applicable, any arbitration or other method of dispute resolution.

5.15.4 Section 196 of the Law of Property Act 1925 shall otherwise apply to notices given under this Lease.

5.15.5 The Tenant must give the Landlord verbal notice of any matter affecting the Premises where emergency action is needed as well as written notice.

## 5.16 Party walls

If applicable such of the internal division walls as divide the Premises from other premises of the Landlord shall be deemed to be party walls within the meaning of section 38 of the Law of Property Act 1925 and shall be maintained accordingly.

## 5.17 Governing law and jurisdiction

5.17.1 This Lease and any dispute or claim arising out of or in connection with it or its subject matter or formation (including non-contractual disputes or claims) shall be governed by and construed in accordance with the laws of England and Wales.

5.17.2 The parties hereby submit to the exclusive jurisdiction of the High Court of England and Wales in relation to any dispute or claim arising out of or in connection with this Lease or in relation to its existence or validity (including non-contractual disputes or claims).

## 5.18 Tenant's option to determine

5.18.1 The Tenant may terminate this Lease by serving a Break Notice on the Landlord at least one month before the Break Date.

- 5.18.2 A Break Notice served by the Tenant shall be of no effect if at the Break Date, the Tenant has not paid any part of the Rent plus any VAT payable on that amount (if any)
- 5.18.3 Subject to the Break Notice being served in accordance with clause 5.18.1 and compliance with clause 5.18.2 this Lease will terminate on the Break Date.
- 5.18.4 Termination of this Lease on the Break Date shall not affect any other right or remedy that either party may have in relation to any earlier breach of this Lease.
- 5.18.5 Notwithstanding clause 5.18.2 the Landlord shall be entitled in its absolute discretion to waive compliance with the condition referred to in clause 5.18.2 or to allow the Tenant to comply with it after the Break Date.
- 5.18.6 If this Lease terminates in accordance with clause 5.18.3 then, within 28 days of the Break Date, the Landlord must refund to the Tenant the proportion (calculated on a daily basis) of any Rent and Insurance Rent (together with any VAT paid in respect of them) paid in advance by the Tenant to the Landlord in cleared funds and which relate to the period from but excluding the Break Date and the Landlord shall refund any such sums paid by the Tenant which are not cleared funds at the Break Date but which become cleared funds after the Break Date within 28 days of the date they become cleared funds.

## **6. CONTRACTING-OUT TENANT**

- 6.1 The Landlord and the Tenant have agreed to exclude the provisions of sections 24 to 28 of the Landlord and Tenant Act 1954 in relation to the tenancy to be created by this Lease. The Tenant confirms that before the date of this Lease:
- 6.2 the Landlord served on the Tenant a notice (the "**Notice**") in relation to the tenancy to be created by this Lease in a form complying with the requirements of Schedule 1 to The Regulatory Reform (Business Tenancies) (England and Wales) Order 2003;
- 6.3 the Tenant, or a person duly authorised by the Tenant, in relation to the Notice made a statutory declaration or signed a simple declaration (the "**Declaration**") dated  
2024 in a form complying with the requirements of Schedule 2 to the Regulatory Reform (Business Tenancies) (England and Wales) Order 2003; and
- 6.4 where the Declaration was made by a person other than the Tenant, the declarant was duly authorised by the Tenant to make the Declaration on the Tenant's behalf.

## **7. THIRD PARTY RIGHTS**

None of the provisions of this Lease are intended to or will operate to confer any benefit pursuant to the Contracts (Rights of Third Parties) Act 1999 on a person who is not named as a party hereto.

## **8. LANDLORD AND TENANT (COVENANTS) ACT 1995**

This Lease creates a new tenancy for the purposes of the Landlord and Tenant (Covenants) Act 1995.

## **9. DATA PRIVACY (GDPR)**

The Landlord processes personal data (in the meaning of the GDPR) of the Tenant, such as their names and (professional) contact details. Details of how the Landlord (whilst the Landlord is Treforest Trustee (Jersey) Limited and Treforest Nominee (Jersey) Limited both as Trustees of the Treforest Unit Trust), as a data controller, will process the Tenant's personal data in

accordance with the GDPR can be found in the privacy notice that is located at [www.mileway.com/tppn](http://www.mileway.com/tppn).

## **10. SUSTAINABILITY**

- 10.1 The Tenant acknowledges that it is of great importance to the Landlord that its Premises and Estate are environmentally efficient and sustainable with a strong Environmental Performance.
- 10.2 The Landlord and the Tenant:
- 10.2.1 confirm that they wish to promote and improve the Environmental Performance of the Premises and the Estate; and
  - 10.2.2 agree to cooperate with each other to identify appropriate strategies for the improvement of the Environmental Performance of the Premises and the Estate.
- 10.3 Notwithstanding any other provisions of this Lease (save and to the extent that the Tenant is in breach of its obligation in clause 3.8.4), the Tenant shall have no responsibility or liability whatsoever under this Lease for any costs, expenses, rates, taxes, penalties, fees (including legal and other professional fees), losses and/or other liability (direct or indirect howsoever incurred) which arise as a result of or in connection with The Energy Efficiency (Private Rented Property) (England and Wales) Regulations 2015 or any other regulations or legislation in relation to the minimum energy efficiency ratings regarding the Premises. This includes (a) the Tenant having no responsibility during the Term or at reinstatement to better the energy rating of the Premises current at the date of this deed and (b) that all costs which the Landlord incurs in complying with any obligation to improve the energy rating of the Premises shall not be rechargeable from the Tenant via the Service Charge or otherwise save where the Landlord proposes to undertake works and the Tenant (acting in its absolute discretion) agrees in advance of any commencement of those works (i) to contribute to those works and (ii) the level of such contribution.

## **11. DATA SHARING**

The Landlord and the Tenant will share the Environmental Performance Data they hold relating to the Premises and/or the Estate. This Environmental Performance Data will be shared on a regular basis with each other and with any third party who the Landlord and the Tenant agree needs to receive such data. Save where they are under a statutory obligation of disclosure, the Landlord and the Tenant will keep confidential the Environmental Performance Data shared under this clause 11, and will only use such data for the purposes of (a) monitoring and improving the Environmental Performance of the Premises and/or the Estate and/or (b) measuring the Environmental Performance of the Premises and/or the Estate against any agreed targets. Where the Landlord or Tenant discloses any shared data to a third party, they will procure that that third party is placed under a similar obligation to that as set out in this clause 11 to keep any shared data confidential and to use it only for the purposes listed in this clause 11.

## **12. METERING**

The Landlord may at its own cost and in its absolute discretion, whether or not required by law, install equipment (whether fiscal meters, sub-meters or check meters or other equipment) to measure the supply of gas, electricity or other energy or utility supplied to the Premises and the Landlord and/or its agents shall have the right on reasonable written notice (except in an emergency when notice is required) to enter and remain at the Premises (with workmen, contractors and necessary equipment) at reasonable times in order to carry out such works provided that anyone exercising this right shall at all times comply with the reasonable

requirements of the Tenant notified to the Landlord in advance, cause as little inconvenience or disturbance to the Tenant or as little physical damage to the Premises as reasonably practicable, shall carry out the works as expeditiously as reasonably practicable and shall make good any physical damage caused to the Premises as soon as reasonably practicable to the Tenant's reasonable satisfaction.

**13. TRUSTEE LIMITED RECOURSE**

- 13.1 Treforest Trustee (Jersey) Limited and Treforest Nominee (Jersey) Limited) (the "**Trustees**") are entering into this Lease solely in their capacity as trustees of the Treforest Unit Trust (the "**Trust**") and as such, any liability on the part of the trustees under or pursuant to this Lease, or any part of it, or otherwise relating to it or its subject matter, whether in contract, in negligence or other tort, under statute or otherwise, is limited to the assets held on trust for the time being of the Trust which are in their possession or under their control in their capacity as trustees of the Trust.
- 13.2 Notwithstanding any other provision of this Lease, the Trustees have no obligation to meet any claim or liability under or pursuant to this Lease or any part of it, or otherwise relating to it or its subject matter, whether in contract, in negligence or other tort, under statute or otherwise, save to the extent that such claim or liability can properly be met by the Trustees out of assets held by the Trustees on behalf of the Trust.
- 13.3 The Tenant acknowledges that the effect of clauses 13.1 and 13.2 is that it shall have no recourse to any assets of the Trustees other than to those assets which are in their possession or under their control in their capacity as Trustees of the Trust.
- 13.4 The parties acknowledge that references in this Lease to the Trustees are references to the Trustees in their capacity as Trustees of the Trust and references in whatever terms to their actions and obligations and liabilities are references to their actions and obligations and liabilities in such capacity only and not to any other capacity.

**14. LEGAL EFFECT**

This deed takes effect and binds the parties from and including the date at clause LR1.

Executed as a deed by the parties on the date which first appears in this deed.

**SCHEDULE 1**  
**PREMISES**

All those premises known as Unit 4/5 Charnwood Court, Heol Billingsley, Parc Nantgarw, Cardiff which are shown edged red on Plan 1 together with all additions alterations and improvements thereto which may be carried out during the Term and all the Landlord's fixtures and fittings and fixtures of every kind which shall from time to time be in or upon the same (whether originally affixed or fastened to or upon the Premises or otherwise) except any such fixtures installed by the Tenant which can be removed from the Premises without defacing the same and all Service Media that are in or on or that exclusively serve the Premises.

**SCHEDULE 2**  
**RIGHTS AND EASEMENTS**

**1. ACCESS**

The right for the Tenant and all persons expressly or by implication authorised by the Tenant in common with the Landlord and all other persons having a like right to pass and repass over and along the Estate Roads for the purpose of obtaining access to and egress from the Premises and/or the Car Parking Spaces but not for any other purpose whatsoever.

**2. COMMON PARTS**

The right for the Tenant and all persons expressly or by implication authorised by the Tenant to use the Common Parts for all proper purposes in connection with the use and enjoyment of the Premises.

**3. SERVICE MEDIA**

The right for the Tenant to pass electricity gas telephone water drainage and other services to and from the Premises through the Service Media now or at any time during the Term laid in under or upon the other parts of the Estate in common with the Landlord and all others from time to time having a like right provided that the Landlord shall have the right at any time or times during the Term to divert or vary the positions of any such Service Media upon giving reasonable prior notice to the Tenant (except in the case of emergency) without liability to the Tenant for any minor damage or temporary inconvenience suffered by the Tenant or the Tenant's business as a result of any interruption of supply caused thereby (which interruption the Landlord shall however seek to minimise so far as is reasonably practicable).

**4. ESTATE SIGNAGE**

A right for the Tenant to have its name displayed on any Estate signage provided by the Landlord.

**5. CAR PARKING**

The exclusive right for the Tenant and all persons expressly or by implication authorised by the Tenant to park motor vehicles in a roadworthy condition in the Car Parking Spaces.

**SCHEDULE 3**  
**EXCEPTIONS AND RESERVATIONS**

**1. SERVICE MEDIA**

The right for the Landlord and all persons expressly or by implication authorised by the Landlord to lay and connect into and the free and uninterrupted passage and running of electricity gas telephone drainage and any other services or supplies to and from the remainder of the Estate and any Neighbouring Property of the Landlord or any Group Company in and through the Service Media now or at any time during the Term laid in over upon or under the Premises including the right to construct and to maintain in under or over the Premises at any time during the Term any easements or services for the benefit of any Neighbouring Property of the Landlord or any superior landlord.

**2. ACCESS**

The right upon giving reasonable prior notice to the Tenant (except in case of emergency) for the Landlord and the tenants and occupiers for the time being the remainder of the Estate and of any Neighbouring Property of the Landlord or any Group Company to enter upon the Premises for the purposes of:

- 2.1 laying connecting to inspecting maintaining repairing renewing cleaning altering or constructing Service Media in over upon or under the Premises, the Estate or any such Neighbouring Property; and
- 2.2 inspecting, maintaining, repairing, renewing, cleaning, altering, decorating and carrying out other works to or on the Estate or any Neighbouring Property of the Landlord or any Group Company, the Landlord or others causing as little damage disturbance or inconvenience as possible to the Tenant and making good in a reasonable manner all damage thereby occasioned to the Premises but without making compensation for any temporary damage annoyance inconvenience noise or vibration.

**3. SERVICES**

The right for the Landlord to enter upon such parts of the Premises and the External Parts at any reasonable time in so far as necessary or reasonably desirable for the proper performance of the Services.

**4. RIGHTS FOR BENEFIT OF PREMISES**

All rights of light and air, support and protection enjoyed by the Premises and all other easements quasi-easements rights and benefits now enjoyed or intended to be enjoyed by the Premises which would restrict or interfere with the free user of any Neighbouring Property of the Landlord or any Group Company for building or any other purpose by the Landlord or any other person authorised by the Landlord or otherwise entitled.

**5. RIGHTS FOR BENEFIT OF OTHER PROPERTY**

All rights of light and air support and protection and all other easements quasi-easements rights and benefits now enjoyed or intended to be enjoyed by the Estate or any other Neighbouring Property of the Landlord or any Group Company over the Premises.

**6. RIGHT TO DEAL WITH OTHER PROPERTY**

The right for the Landlord and all others expressly or by implication authorised by the Landlord or otherwise entitled to build or rebuild or alter or demolish any Neighbouring Property (whether or not forming part of the Estate) or any building or erection thereon in any manner whatsoever and to sell or let the same for any purpose or otherwise deal therewith notwithstanding that the light or air to the Premises is in any such case thereby diminished or any other liberty easement right or advantage enjoyed by the Premises is thereby diminished or prejudicially affected.

**7. SCAFFOLDING**

The right to erect scaffolding for the purpose of inspecting, maintaining, repairing, renewing, cleaning, altering, decorating or carrying out other works to the exterior of any other part of the Estate or Neighbouring Property of the Landlord or any Group Company or of the Premises pursuant to the Landlord's rights herein contained notwithstanding that such scaffolding may temporarily interfere with the access to or enjoyment and use of the Premises.

**SCHEDULE 4**  
**SERVICE CHARGE**

1. The Landlord shall as soon as convenient after the end of each Accounting Period prepare an account showing the Total Expenditure during the Accounting Period and containing a fair summary of the Total Expenditure and shall supply a copy of each such account to the Tenant together with a certificate from the Surveyor or the Accountant that such account is correct and upon such account being so certified the same shall be conclusive evidence of all matters of fact referred to in the said account save in the event of manifest error.
2. The Tenant shall pay to the Landlord by equal quarterly payments on the usual quarter days during the Term such a sum (the “**Provisional Sum**”) in advance and on account of the Service Charge as the Landlord or the Surveyor shall from time to time specify at their discretion to be fair and reasonable provided that the Tenant shall not be obliged to pay more than the Service Charge Cap for the relevant Accounting Period and provided always that the first payment hereunder shall be made on the date hereof and shall be an apportioned amount in respect of the period from and including the Term Commencement Date to the quarter day next following the Term Commencement Date.
3. If the Service Charge for any Accounting Period shall:
  - 3.1 exceed the Provisional Sum for that Accounting Period the excess shall be due to the Landlord on demand but the Tenant shall not be obliged to pay more than the Service Charge Cap;
  - 3.2 be less than the Provisional Sum the overpayment shall be credited to the Tenant against the next quarterly payment of the Service Charge,  
provided always that the provisions of this paragraph 3 shall continue to apply notwithstanding the expiration or sooner determination of the Term but only in respect of the period down to such expiration or sooner determination as aforesaid.
4. If at any time during the Term there is a change in the Total Unit Area (whether because the Estate as herein defined or the total property enjoying or capable of enjoying the benefit of the Services is increased or decreased or the benefit of any of the Services is extended on a like basis to any Neighbouring Property or the Unit Area of any unit on the Estate shall be increased or decreased or for any other reason) the Surveyor shall give notice in writing of such change to the Tenant and the resulting variation of the Tenant’s Proportion shall be agreed between the parties or (in default of agreement within two months of the service of the Surveyor’s notice) determined by an independent surveyor (acting as an expert and not as an arbitrator) appointed at the request of either the Landlord or the Tenant by the President (or failing him the person appointed to act in his place) for the time being of the RICS considered by the appointor in his reasonable discretion to be suitably qualified and experienced to act as an expert to determine the variation of the Tenant’s Proportion and if the Surveyor’s notice is served:
  - 4.1 during the first half of an Accounting Period the variation of the Tenant’s Proportion agreed or determined as aforesaid shall take effect from the first day of such Accounting Period;
  - 4.2 during the second half of an Accounting Period the variation of the Tenant’s Proportion agreed or determined as aforesaid shall take effect from the first day of the Accounting Period next following the service of the notice.

## **SCHEDULE 5**

### **Part 1**

#### **The Services**

1. Providing and maintaining (at the Landlord's absolute discretion) any plants shrubs trees or garden areas and ornamental features in the Retained Parts and the External Parts and keeping the same planted free from weeds and the grass cut.
2. Cleaning and treating the Retained Parts and the External Parts to such standard as the Landlord may from time to time consider adequate.
3. Maintaining, repairing, amending, altering, rebuilding, renewing and reinstating and where appropriate treating, washing down, painting and decorating the Retained Parts to such standard as the Landlord may from time to time reasonably consider adequate.
4. Inspecting, servicing, maintaining, repairing, amending, overhauling, replacing and insuring all equipment, plant, apparatus, machinery and structural or ornamental features in or forming part of the Retained Parts.
5. Maintaining, repairing, cleansing, emptying, draining, amending and renewing all Service Media within the Retained Parts (including the provision of a petrol interceptor and alarm serving it) and all other Service Media on adjoining or Neighbouring Property which serve the Estate.
6. Supplying, providing, purchasing, hiring, maintaining, renewing, replacing, repairing, servicing, overhauling and keeping in good and serviceable order and condition all fixtures and fittings receptacles tools appliances materials equipment and other things which the Landlord may reasonably deem desirable or necessary for the maintenance appearance upkeep or cleanliness of the Estate or any part thereof.
7. Controlling traffic on the Estate Roads.
8. Providing (at the Landlord's absolute discretion acting reasonably) security and lighting on the Estate and providing maintaining repairing and renewing all equipment and apparatus relating to such security and/or lighting.
9. Removing waste from the bin store on the Estate.
10. Providing signage at the entrance to the Estate and otherwise as shall be reasonably required by the Landlord.
11. Any other services relating to the Estate or any part thereof provided by the Landlord acting reasonably from time to time during the Term and not expressly mentioned herein.

### **Part 2**

#### **Additional items**

1. The fees and disbursements (and any VAT payable thereon) of:
  - 1.1 the Surveyor the Accountant and any other individual firm or company employed or retained by the Landlord for (or in connection with) such surveying or accounting functions or the management of the Estate as is reasonable;
  - 1.2 the managing agents whether or not the Surveyor for (or in connection with):
    - 1.2.1 the management of the Estate;

- 1.2.2 the collection of rent and all other sums due to the Landlord from the tenants of the Estate;
- 1.2.3 the performance of the Services and any other duties in and about the Estate or any part of them relating to (without prejudice to the generality of the foregoing) the general management administration security maintenance protection and cleanliness of the Estate.
- 1.3 Any other individual firm or company employed or retained by the Landlord to perform (or in connection with) any of the Services or any of the functions or duties referred to in this paragraph.
- 2. The fees of the Landlord or a Group Company for any of the Services or other functions and duties referred to in paragraph 1 above which shall be undertaken by the Landlord or a Group Company and not by a third party.
- 3. The cost of employing (whether by the Landlord the managing agents or any other individual firm or company) such staff as the Landlord may in its absolute discretion reasonably deem necessary for the performance of the Services and the other functions and duties referred to in paragraph 1 of this Part 2 above and all other incidental expenditure in relation to such employment including but without prejudice to the generality of the foregoing:
  - 3.1 insurance pension and welfare contributions;
  - 3.2 transport facilities and benefits in kind;
  - 3.3 the provision of uniforms and working clothing;
  - 3.4 the provision of vehicles tools appliances cleaning and other materials fixtures fittings and other equipment for the proper performance of their duties and a store for housing the same; and
  - 3.5 a notional rent (not exceeding current market rent such rent to be determined by the Surveyor acting as an expert and not as an arbitrator) for any premises in the Estate provided rent-free for any such person's occupancy or residence.
- 4. The cost of entering into any contracts for the carrying out of all or any of the Services and the other functions and duties which the Landlord may at its absolute discretion deem reasonably desirable or necessary.
- 5. All existing and future rates water rates charges duties assessments impositions and other outgoings which are now or during the Term shall be charged assessed or imposed on:
  - 5.1 the whole of the Estate where there is no separate charge assessment or imposition on or in respect of an individual unit;
  - 5.2 the whole of the Retained Parts or any part of them.
- 6. The cost of the supply of electricity gas oil and other fuel for the provision of the Services and for all purposes in connection with the Retained Parts.
- 7. The amount which the Landlord shall pay as a contribution towards the expense of making, repairing, maintaining, rebuilding and cleansing any ways, roads, pavements, car parks or structures, pipes, party fences, walls, anything which may belong to or be used for the Estate or any part of it exclusively or in common with any other adjoining or neighbouring premises.
- 8. The costs charges and expenses of preparing and supplying to the tenants copies of any regulations relating to the Estate or the use of it.

9. The cost of taking all steps deemed desirable or expedient by the Landlord for complying with making representations against or otherwise contesting the incidence of the provisions of any regulation, bye-law, notice, legislation, order or statutory requirements concerning town planning, public health, highways, streets, drainage or other matters relating or alleged to relate to the Estate or any part of it for which any tenant is not directly liable.
10. The cost to the Landlord for insuring in such amounts and on such terms as the Landlord shall reasonably consider appropriate against all liability of the Landlord to third parties arising out of or in connection with any matter involving or relating to the Estate.
11. The cost to the Landlord of abating a nuisance in respect of the Estate or any part of it in so far as the same is not the liability of any individual tenant.
12. Such provision (if any) for anticipated expenditure in respect of any of the Services or the above-mentioned matters as the Landlord shall in its absolute discretion acting reasonably consider appropriate.
13. Any interest and proper fees in respect of money borrowed to finance the provisions of the Services or the Service Charge Additional Items.

**SCHEDULE 6**  
**SERVICE CHARGE CAP REVIEW**

1. The Landlord may in its absolute discretion elect for a Service Charge Increase on the Service Charge Cap Review Date.
2. Once the Landlord has elected to increase the Service Charge Cap in accordance with paragraph 1 of this Schedule 6 then the Service Charge Cap shall from the Service Charge Cap Review Date be a sum equal to the relevant Service Charge Increase.

Executed as a deed by affixing the common seal of )  
**VELINDRE UNIVERSITY NATIONAL HEALTH** )  
**SERVICE TRUST** in the presence of two authorised )  
signatories:

.....  
Authorised signatory

.....  
Authorised signatory

**ANNEXURE 1**  
**SCHEDULE OF CONDITION**

4/5 CHARNWOOD COURT, TREFORREST INDUSTRIAL ESTATE  
SCHEDULE OF CONDITION MARCH 2013



Ground Floor Offices

**Photograph 1**



Ground Floor Offices

**Photograph 2**



Ground Floor Offices

**Photograph 3**



Ground Floor Offices

**Photograph 4**



Ground Floor Offices

**Photograph 5**



Ground Floor Kitchen

**Photograph 6**

4/5 CHARNWOOD COURT, TREFORREST INDUSTRIAL ESTATE  
SCHEDULE OF CONDITION MARCH 2013



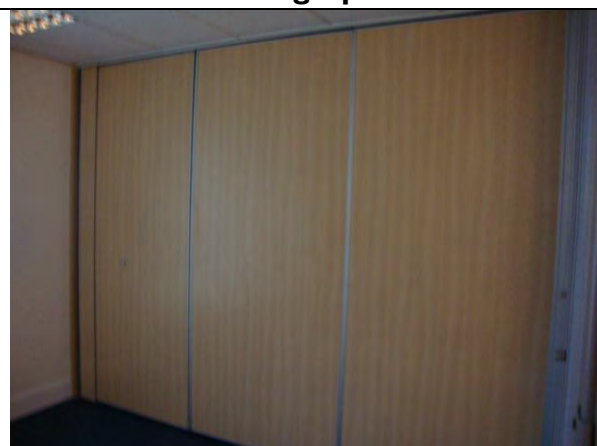
Ground Floor Kitchen

**Photograph 7**



Ground Floor Offices

**Photograph 8**



Concertina Door

**Photograph 9**



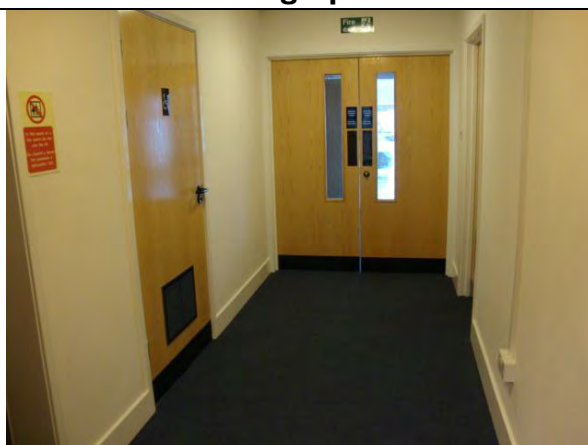
Electrical Cupboard

**Photograph 10**



Concertina door

**Photograph 11**



Ground Floor Lift Lobby

**Photograph 12**

4/5 CHARNWOOD COURT, TREFORREST INDUSTRIAL ESTATE  
SCHEDULE OF CONDITION MARCH 2013



Ground Floor Female W/C

**Photograph 13**



Ground Floor Male W/C

**Photograph 14**

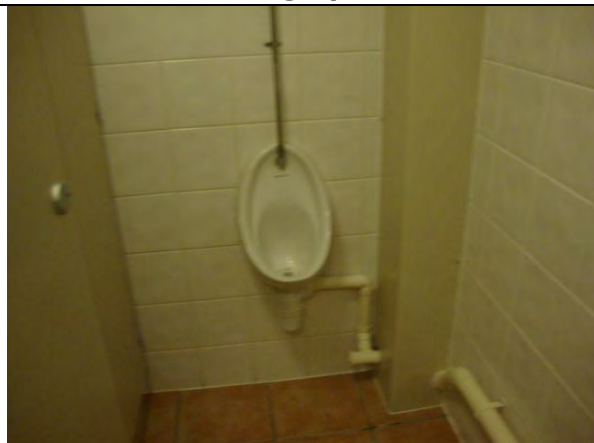


**Photograph 15**



Ground Floor Male W/C

**Photograph 16**



Ground Floor Male W/C

**Photograph 17**



Ground Floor Male W/C

**Photograph 18**

4/5 CHARNWOOD COURT, TREFORREST INDUSTRIAL ESTATE  
SCHEDULE OF CONDITION MARCH 2013



Disabled Access W/C

**Photograph 19**



Lift Car

**Photograph 20**



Lift Car

**Photograph 21**



Ground Floor Lobby

**Photograph 22**



Ground Floor Lobby

**Photograph 23**



Ground Floor Lobby

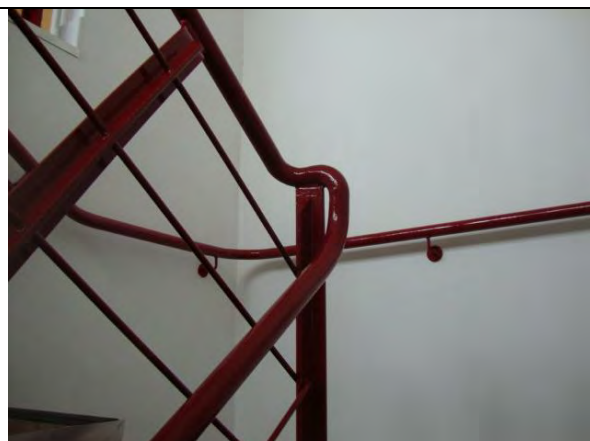
**Photograph 24**

4/5 CHARNWOOD COURT, TREFORREST INDUSTRIAL ESTATE  
SCHEDULE OF CONDITION MARCH 2013



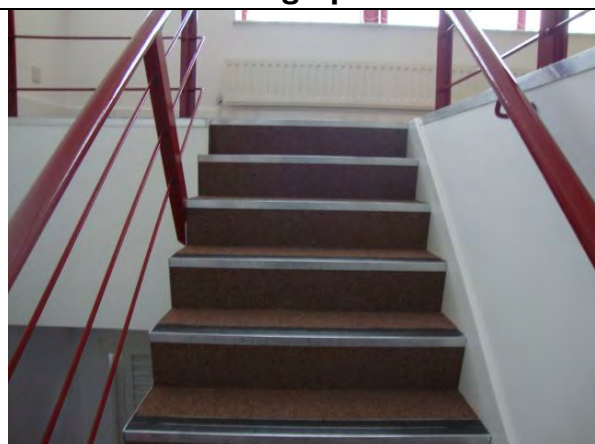
Ground Floor Shutter

**Photograph 25**



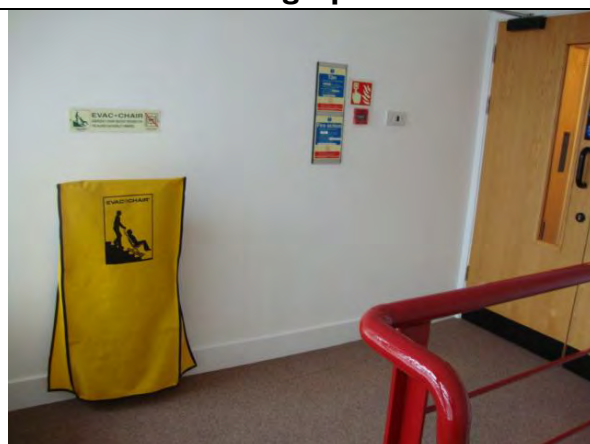
Main Stairwell

**Photograph 26**



Main Stairwell

**Photograph 27**



First Floor Landing

**Photograph 28**



First Floor Male W/C

**Photograph 29**



First Floor Male W/C

**Photograph 30**

4/5 CHARNWOOD COURT, TREFORREST INDUSTRIAL ESTATE  
SCHEDULE OF CONDITION MARCH 2013



First Floor Male W/C

**Photograph 31**



Lift Room

**Photograph 32**



First Floor Female W/C

**Photograph 33**



First Floor Female W/C

**Photograph 34**



First Floor Offices

**Photograph 35**



First Floor Offices

**Photograph 36**

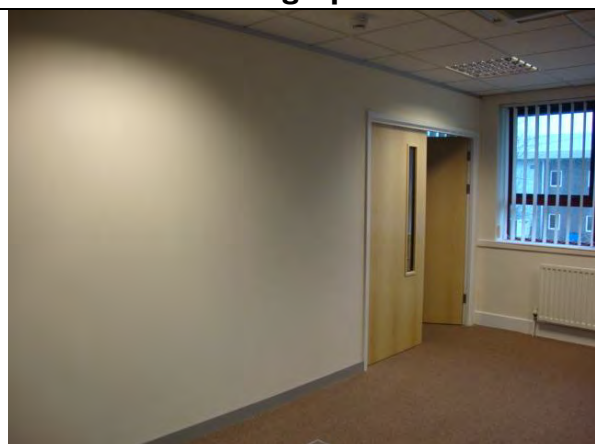
4/5 CHARNWOOD COURT, TREFORREST INDUSTRIAL ESTATE  
SCHEDULE OF CONDITION MARCH 2013



Conduit in Place  
**Photograph 37**



First Floor Offices  
**Photograph 38**



First Floor Offices  
**Photograph 39**



First Floor Offices  
**Photograph 40**



First Floor Offices  
**Photograph 41**



First Floor Kitchen  
**Photograph 42**

4/5 CHARNWOOD COURT, TREFORREST INDUSTRIAL ESTATE  
SCHEDULE OF CONDITION MARCH 2013



Water Cooler in Place

**Photograph 43**



Fire Blankets in Place

**Photograph 44**



IT Room – Door Entry Lock in Place

**Photograph 45**



Blinds

**Photograph 46**



Front Elevation

**Photograph 47**



Front Elevation

**Photograph 48**

4/5 CHARNWOOD COURT, TREFORREST INDUSTRIAL ESTATE  
SCHEDULE OF CONDITION MARCH 2013



Front Path

**Photograph 49**



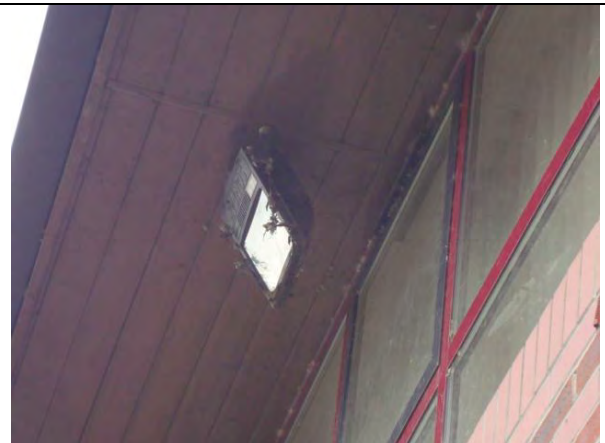
Concrete Fillet Loose

**Photograph 50**



Insulation Perished. Timber Fence Part  
Decayed

**Photograph 51**



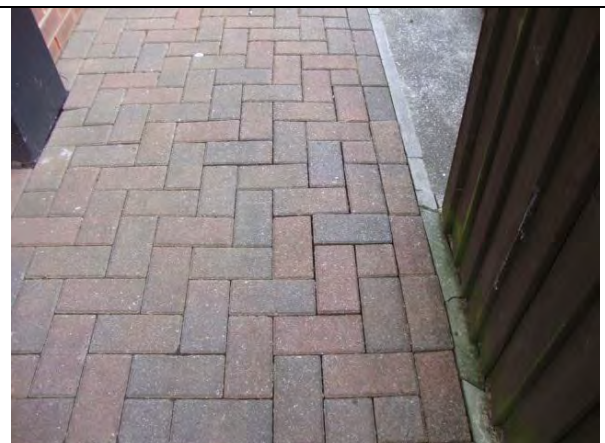
Windows, Soffits and Lights Not Cleaned

**Photograph 52**



Joints to Paving Open

**Photograph 53**



Joints to Paving Open

**Photograph 54**

4/5 CHARNWOOD COURT, TREFORREST INDUSTRIAL ESTATE  
SCHEDULE OF CONDITION MARCH 2013



Staining  
**Photograph 55**



Window Frames Not Cleaned. Surfaces Soiled  
**Photograph 56**



Corrosion to Door Head  
**Photograph 57**



Corrosion to Door Edge  
**Photograph 58**



Corrosion to Ashtray  
**Photograph 59**



Dish in Place  
**Photograph 60**



*The report is not Exempt*

Teitl yr Adroddiad/Title of Report

P2P Governance Update

ARWEI NYDD: LEAD:	Alison Ramsey, Director of Finance & Corporate Services
AWDUR: AUTHOR:	Linsay Payne, Deputy Director of Finance & Corporate Services
SWYDDOG ADRODD: REPORTING OFFICER:	Linsay Payne, Deputy Director of Finance & Corporate Services

Pwrpas yr Adroddiad:  
Purpose of the Report:

The purpose of this report is to provide the SSPC with an update on progress made by the All-Wales P2P Governance group and to seek APPROVAL to cease the auto release of invoices process from 1<sup>st</sup> January 2025.

Llywodraethu/Governance

Amcanion: Objectives:	Value for Money - To develop a highly efficient and effective shared service organisation which delivers real terms savings and service quality benefits to its customers. Excellence - To develop an organisation that delivers process excellence through a focus on continuous service improvement, automation and the use of technology. Staff - To have an appropriately skilled, productive, engaged and healthy workforce.
Tystiolaeth: Supporting evidence:	-

Ymgynghoriad/Consultation :

Deputy Directors of Finance

Adduned y Pwyllgor/Committee Resolution (insert ✓):							
DERBYN/ APPROVE	✓	ARNODI / ENDORSE		TRAFOD/ DISCUSS		NODI / NOTE	✓
Argymhelliad/ Recommendation		The Committee is asked to NOTE the All-Wales P2P Governance group update and APPROVE the recommendation to cease the auto release of invoices process from 1 <sup>st</sup> January 2025.					

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. No PO No Pay Policy in place.
Risg a Aswiriant: Risk and Assurance:	Improved governance regarding the P2P process and provides assurance 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/ FOIA	Open. The information is disclosable under the Freedom of Information Act 2000.

## 1.0 INTRODUCTION

At the November 2023 Partnership Committee meeting it was agreed that the Committee would provide the future governance forum for All Wales P2P initiatives. This was agreed following the closure of the Finance Academy All Wales P2P Forum in September 2023.

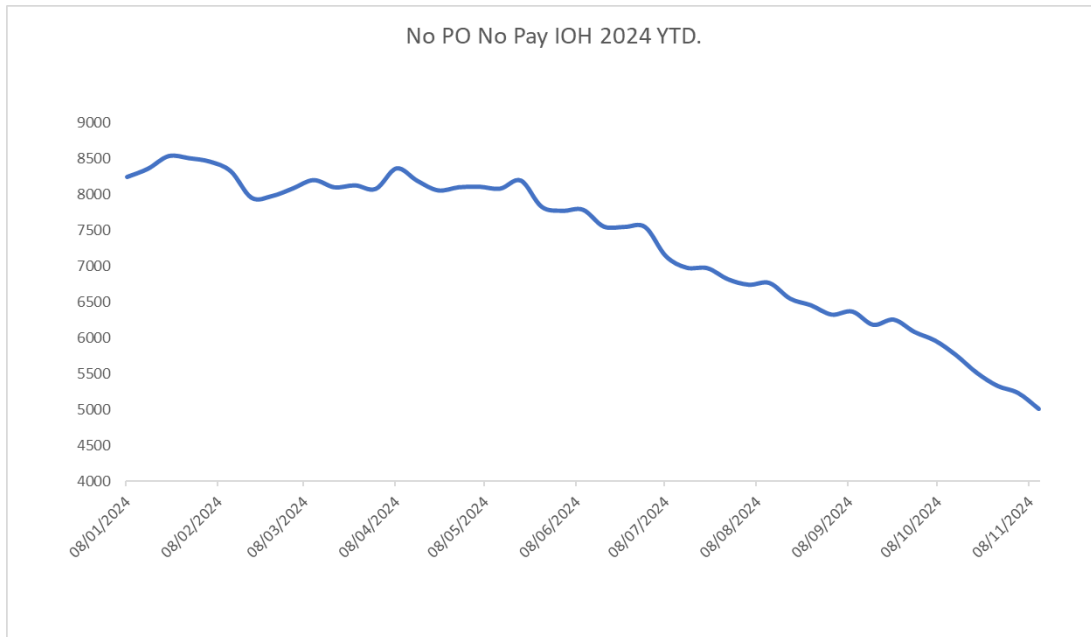
Following the establishment of the All-Wales P2P Governance group from May 2024 and the update provided to the July Committee meeting, this report provides an update on further progress and requests approval to cease the auto release of invoices process from 1<sup>st</sup> January 2025.

## 2.0 P2P GOVERNANCE GROUP PRIORITIES

The workplan of the governance group has been focussed around the 7 'super' priorities which were identified to achieve the maximum impact and target the greatest improvements across the P2P process.

Progress and key achievements against these 7 priorities is noted below:

1. Approval of the refreshed No PO No Pay Policy and a refreshed purchase order exemption list.
  - The refreshed policy and exemption list was approved at the July Committee meeting and was relaunched from 1<sup>st</sup> September 2024.
  - Letters were issued to over 3,500 suppliers reminding them of the requirement to submit invoices with Purchase Order numbers.
  - Organisations have issued internal governance letters to budget holders and Oracle users reminding them of their responsibilities under the policy.
  - NWSSP have invested in additional non-recurrent resource within procurement to support Organisations to enforce the requirements of the policy.
  - Organisation wide training sessions are being undertaken by the NWSSP e-enablement team to raise awareness of the policy and its requirements.
  - A lunch and learn session was provided to the Finance Academy members on 12<sup>th</sup> November detailing the role of finance in supporting the enforcement of the policy.
  - Invoices on a No PO No Pay hold have reduced from 8,496 in January 2024 to 5,010 on 11<sup>th</sup> November 2024, a reduction of 41%.



- The size of the reduction across Organisations is varied:

<b>NO PO NO PAY INVOICE HOLDS</b>	<b>JANUARY 2024</b>	<b>11TH NOVEMBER 2024</b>	<b>% change since Jan 24</b>
AB	1,700	971	-43%
BCU	2,082	837	-60%
C&V	752	219	-71%
CTM	1,095	1,110	1%
DHCW	17	12	-29%
HEIW	15	21	40%
HD	276	149	-46%
POWYS	219	128	-42%
PHW	190	164	-14%
SBU	1,743	1,074	-38%
VEL	345	227	-34%
WAST	62	98	58%
<b>TOTAL</b>	<b>8,496</b>	<b>5,010</b>	<b>-41%</b>

- The 5,010 invoices on a No PO No Pay hold total £9.4m at 11<sup>th</sup> November. 43% of these invoices are with 15 suppliers. Procurement colleagues are developing a targeted workplan to reduce the volume of invoices on hold further.

## 2. Explore options to improve receipting across NHS Wales.

- The NWSSP Service Improvement Team have supported work in this area and a number of initiatives have been identified and are in the process of being implemented which include:
    - Improvements in Oracle Receipting Notifications
    - Improved alignment to the All-Wales standard to enable receipting via email
    - Use of RPA to issue summary reports of invoices received that have not been receipted
    - Inclusion of the volume of invoices on hold in the new QlikSense budget holder dashboard
    - Review of Receipt & Distribution centre receipting processes
    - Improved invoice on hold reporting and monitoring
3. Ensure there are Local P2P group meetings with attendance from Accounts Payable, Procurement and Finance as a minimum quarterly with all organisations.
- These have been re-established for all Organisations with good attendance.
4. Ensure that the Once 4 Wales principles are applied.
- An All-Wales Oracle standards matrix (Appendix 1) has been developed to identify how Organisations align to the All-Wales common operating principles. This has been shared with Organisations to justify deviations and we have seen a number of changes in recent months to align with the All-Wales position. We continue to work with Organisation to further improve alignment across Wales.
5. Reconsider implementing Invoice Approval Workflow for non-PO invoices.
- NWSSP have funded a one-off fee to amend the Oracle hierarchy flow for the Invoice Approval Workflow so that any invoices requiring manual approval can be approved via the same hierarchy flow as a requisition.
  - Velindre have agreed to pilot the implementation of this process from 2025/26.

- The functionality to approve non-PO invoices through Oracle will be available for all Organisations to adopt. We will work with Organisations regarding their appetite and potential timelines to implement this.
6. Agree on what the KPIs should be and ensure improvement mechanisms are established.
    - A new QlikSense dashboard is being developed for all Organisations to have access to and will provide real time reporting of data.
  7. Explore options to improve PSPP performance for NHS invoicing.
    - The implementation of priority 5 across Wales will be key to improving this where NHS Wales organisations do not require a PO for intra-NHS invoicing.

### 3.0 AUTO RELEASE HOLD – PROPOSAL TO REMOVE

To follow up an audit recommendation, and also at the request of a number of NHS Wales Organisations, the Governance Group has also reviewed the auto-release of invoices process.

The auto-release process (previously Covid release hold) was implemented from April 2020 in response to a Cabinet Office Procurement Policy note to ensure the maintenance of cashflow to suppliers during the pandemic. This process was implemented for invoices quoting a purchase order number and with a value of less than £500. These invoices were released for payment even if the purchase order had not been receipted. The process was agreed on the basis that reports would be issued detailing the invoices released for payment under this process. This would enable retrospective checking to be undertaken to ensure that the goods/services had actually been received. A process flow diagram was shared that proposed Organisations would locally undertake the retrospective checks for these released invoices, however this was never formally agreed under the P2P governance arrangements at the time.

The issue of the responsibility for retrospective checks was identified as part of the Accounts Payable internal audit in March 2024. Upon further investigation into where these checks were being undertaken, it was confirmed that Accounts Payable were undertaking the checks for some Organisations and Procurement were also undertaking some checks but that for the majority of Organisations it

was understood that these were being undertaken locally within Organisations finance teams per the table below:

	RESPONSIBILITY FOR RETROSPECTIVE CHECKS		
	AP	Procurement	Organisation
AB			
BCU			
C&V			
CTM			
HD			
Powys			
PHW			
SBU			
VEL			
WAST			
NWSSP			
HEIW			
DHCW			

At the All-Wales P2P governance group meeting held on 16<sup>th</sup> October 2024, Organisational leads confirmed that they were not aware that these checks were being undertaken locally within their finance teams.

The Auto Release activity for the period 1st April 2024 to 30th September 2024 shows that NWSSP Accounts Payable have released 14,906 invoices which represents 1.4% of the total number of invoices processed, with a value of £984,928 which represents 0.02% of the total value of invoices processed. Where retrospective checks have been undertaken by Accounts Payable and Procurement, they have not identified any material issues where invoices have been released for payment and the goods/services have not been received.

Whilst the value and volume of these auto-released invoices is not significant in percentage terms, it is recognised that there is a control risk in the process if these retrospective checks are not being undertaken across all Organisations. It is also recognised that we have made considerable improvements to receipting options and functionality in recent months and that we need to ensure receipting processes are correctly followed.

The need for the auto-release hold has therefore been reviewed, with the conclusion that we cease the current process from 1<sup>st</sup> January 2025, which will remove the need for any retrospective checking to be undertaken. We will then focus efforts on improving receipting timeliness across Organisations so that only invoices which have been receipted will be paid.

This proposal was agreed by the All-Wales P2P Governance Group in the meeting on 14<sup>th</sup> November 2024 and will also be presented to Deputy Directors of Finance

meeting on 19<sup>th</sup> November 2024 for ratification of the decision prior to the Partnership Committee meeting on 21<sup>st</sup> November.

#### 4.0 SUMMARY

The Shared Services Partnership Committee is asked to:

1. NOTE the progress made by the All Wales P2P Governance Group.
2. APPROVE the recommendation to cease the auto release process from 1<sup>st</sup> January 2025.

# APPENDIX X 1

## ALL WALES ORACLE STANDARDS

Compliance Area	All Wales aim	AB	BCU	C&V	CTM	DHCW	HEW	HD	P	PHW	SBU	VEL	JCC	WAST
Freight Tolerances	TBC- review of freight holds and freight charges	£15	£20	£25	£25	£25	£40	£25	£20	£40	£25	£40		£20
Change Requests (iProc)	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	No
Copy to Cart (iProc)	Yes	Yes	Yes	No (catering only)	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes
eCatalogue Management	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Express Receive (iProc)	Yes	Yes	Yes	Yes	Yes	Yes	No	No	Yes	No	Yes	No	Yes	No
Generic Buyer	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Invoice Workflow Approval (IWA)	Yes	No	No - in pilot stage	No	No	Yes	No	No	No	No	No	No	No	No
iProcurement Training (Online)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
One-Time Address (iProc)	Yes	No	No	Yes	Yes	Yes	Yes	No	Yes	Yes	No	Yes	Yes	No
Purchasing Tolerances - Price	To be reviewed	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	1%	10%
Purchasing Tolerances - Max Ship	To be reviewed	£5	£5	£5	£5	£5	£5	£5	£5	£5	£5	£5	£0	£5
Purchasing Approval Workflow (hierarchy)	Hierarchical per COM	Hierarchical	Hierarchical	Hierarchical	Hierarchical	Hierarchical	Directional	Directional	Hierarchical	Directional	Directional	Hierarchical	Hierarchical	Hierarchical
Receipt orders via email	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	No	Yes	Yes	Yes	Yes	Yes



*The report is not Exempt*

Teitl yr Adroddiad/Title of Report

NWSSP Risk Appetite Statement

ARWEI NYDD: LEAD:	James Quance Assistant Director of Corporate Services
AWDUR: AUTHOR:	James Quance Assistant Director of Corporate Services
SWYDDOG ADRODD: REPORTING OFFICER:	Alison Ramsey Director of Finance & Corporate Services
MANYLION CYSWLLT: CONTACT DETAILS:	James Quance Assistant Director of Corporate Services <a href="mailto:james.quance@wales.nhs.uk">james.quance@wales.nhs.uk</a>

Pwrpas yr Adroddiad:  
Purpose of the Report:

The purpose of this report is to provide the Shared Services Partnership Committee (SSPC) with the revised Risk Appetite Statement for approval.

Llywodraethu/Governance

Amcanion: Objectives:	Excellence – to develop an organisation that delivers process excellence through a focus on continuous service improvement.
Tystiolaeth: Supporting evidence:	Attached Risk Appetite Statement

Ymgynghoriad/Consultation :

Discussed with members of SSPC and the NWSSP Senior Leadership Group (SLG) at the Autumn SSPC Development Day in October 2024.

Adduned y Pwyllgor/Committee Resolution (insert ✓):							
DERBYN/ APPROVE	✓	ARNODI / ENDORSE		TRAFOD/ DISCUSS		NODI / NOTE	
Argymhelliad/ Recommendation		The Shared Services Partnership Committee is requested to APPROVE the Risk Appetite Statement.					

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.
Dyletswydd Ansawdd/ Duty of Quality:	No direct impact
Gweithlu: Workforce:	No direct impact
Deddf Rhyddid Gwybodaeth/ FOIA	Open. The information is disclosable under the Freedom of Information Act 2000.

## 1. INTRODUCTION

The Risk Appetite Statement (the Statement) is presented at Appendix 1 for information. This requires annual review by the Committee and was last presented at the January 2023 meeting.

The Statement was informally reviewed at the Shared Services Partnership Committee (SSPC) Autumn Development Day on 11 October 2024 and is periodically also reviewed by the Senior Leadership Group (SLG), most recently at its informal meeting in May 2024.

At its previous review by the SSPC in November 2022, the Statement was significantly amended, both in terms of content and format. The format was updated to reflect the latest guidance from the Good Governance Institute and the content was updated to reflect a bolder approach to taking risk, which was encouraged by both members of the SLG and SSPC.

This approach continued at the recent SSPC Autumn Development Day when the application of the existing risk appetite level was discussed for each risk type (financial, regulatory, quality, reputational and people). This was a valuable discussion because it linked the experience of how the Statement is being applied in practice to the approach that SSPC would like to see applied going forward.

In particular, the balance and interaction between value for money and quality generated a lot of discussion and is something that will need to continue to be monitored closely, and for SSPC to challenge itself as part of decision making and considerations in future.

Overall, and in most areas, the risk appetite levels continued to be considered appropriate. However, SSPC members challenged NWSSP to be moving closer to the boundary of the next level. In general, this means moving towards a 'seek' from an 'open' stance, whilst keeping the Statement unchanged for financial, regulatory, quality and reputational risk.

However, in the area of workforce it was felt that NWSSP could be even more bold, noting much of the transformation work that has been undertaken and the leading role that NWSSP plays nationally in payroll, recruitment and Single Lead Employer where there is continuing opportunity for significant value to partners and to enable NWSSP to meet its objectives. The risk appetite level for workforce has therefore been amended to 'significant:' We seek to lead the way in terms of workforce innovation. We accept that innovation can be disruptive and are happy to use it as a catalyst to drive a positive change. This is reflected in the revised Statement in Appendix 1.

## 2. RECOMMENDATION

The Committee is asked to APPROVE the revised Risk Appetite Statement.



## NHS Wales Shared Service Partnership

### Risk Appetite Statement

#### Introduction

NWSSP is committed to achieving and maintaining the highest standards of managerial practices that maximise and progress service benefits. NWSSP recognises that effective risk management is a key component of corporate governance and is critical to achieving the strategic objectives of the organisation.

NWSSP's Risk Management Protocol seeks to ensure that there is an effective process in place to manage risk across the organisation. Risk management is part of management decision-making and is the responsibility of all staff. Risks are identified, assessed, and managed at a corporate level ('top-down') and operational level ('bottom-up'). Managers have a responsibility to evaluate their risk environment, to put in place appropriate controls and monitor the effectiveness of these controls.

An organisation's risk appetite is defined as the amount and type of risk that the organisation is willing to take in the pursuit of its strategic objectives. The risk appetite can help NWSSP by enabling the organisation to take decisions based on an understanding of the risks involved and communicating expectations for risk-taking to managers.

NWSSP uses the Risk Appetite Matrix used by many NHS organisations developed by the Good Governance Institute (Annex 1).

The risk appetite has been communicated to staff to embed it throughout the organisation and it is also a key reference document in discussions regarding the risks on the NWSSP risk register, ensuring these are in line with NWSSP's risk appetite.

The Risk Appetite Statement is presented to the SSPC for approval on an annual basis, or sooner if circumstances require. The Statement was informally reviewed at the SSPC Development Day on 11 October 2024 and is reviewed periodically by the Senior Leadership Group.



## General Statement of Appetite

NWSSP faces a broad range of risks reflecting its responsibilities. The risks arising from our responsibilities can be significant. These risks are managed through detailed processes that emphasise the importance of integrity, intelligent inquiry, maintaining high quality staff and public accountability.

NWSSP make resources available to control operational risks at acceptable levels and recognises that it is not possible or indeed necessarily desirable to eliminate some of the risks inherent in our activities. Acceptance of some risk is often necessary to foster innovation within the services for which we are responsible.

This Statement considers the most significant risks to which NWSSP is exposed and provides an outline of the approach to managing these risks. All strategic and business plans for operational areas must be consistent with this Statement. Given the range of our activities and responsibilities, it is not appropriate to make a single overarching statement of our attitude to risk. Instead, a range of risk appetite statements arising from the different areas of our work are set out below.

### 1. Financial – Risk Appetite Level: Open

We are prepared to accept some financial risk as long as appropriate controls are in place. We have a holistic understanding of VFM with price not the overriding factor.

### 2. Regulatory – Risk Appetite Level: Open

We are prepared to accept the possibility of some regulatory challenge as long as we can be reasonably confident that we would be able to challenge this successfully.

### 3. Quality – Risk Appetite Level: Seek

We will pursue innovation wherever appropriate. We are willing to take decisions on quality where there may be high inherent risks but the potential for significant longer-term gains.

### 4. Reputational – Risk Appetite Level: Open

We are prepared to accept the possibility of some reputational risk as long as there is the potential for improved outcomes for stakeholders.

### 5. People – Risk Appetite Level: Significant

We seek to lead the way in terms of workforce innovation. We accept that innovation can be disruptive and are happy to use it as a catalyst to drive a positive change.



## Conclusion

This Statement has acknowledged that NWSSP faces a broad range of risks reflecting its responsibilities and that some of these can be significant.

It has also asserted that risk management is part of management decision-making and is the responsibility of all staff. It has reaffirmed that Managers have a responsibility to evaluate their risk environment, to put in place appropriate controls and monitor the effectiveness of these controls.

NWSSP's risk appetite levels are communicated to staff through the practical adoption of these risk appetite levels in the way that the Directorate and Corporate Risk Registers function. Directorate Senior Management meetings and the NWSSP Senior Leadership Group are the conduit through which this process is led.

This Statement will be reviewed annually, unless circumstances dictate that an earlier review is necessary

# Applying risk appetite matrix

RISK APPETITE LEVEL ▶	<b>0 NONE</b> Avoidance of risk is a key organisational objective.	<b>1 MINIMAL</b> Preference for very safe delivery options that have a low degree of inherent risk and only a limited reward potential.	<b>2 CAUTIOUS</b> Preference for safe delivery options that have a low degree of residual risk and only a limited reward potential.	<b>3 OPEN</b> Willing to consider all potential delivery options and choose while also providing an acceptable level of reward.	<b>4 SEEK</b> Eager to be innovative and to choose options offering higher business rewards (despite greater inherent risk).	<b>5 SIGNIFICANT</b> Confident in setting high levels of risk appetite because controls, forward scanning and responsive systems are robust.
RISK TYPES ▼						
FINANCIAL How will we use our resources?	We have no appetite for decisions or actions that may result in financial loss.	We are only willing to accept the possibility of very limited financial risk.	We are prepared to accept the possibility of limited financial risk. However, VFM is our primary concern.	We are prepared to accept some financial risk as long as appropriate controls are in place. We have a holistic understanding of VFM with price not the overriding factor.	We will invest for the best possible return and accept the possibility of increased financial risk.	We will consistently invest for the best possible return for stakeholders, recognising that the potential for substantial gain outweighs inherent risks.
REGULATORY How will we be perceived by our regulator?	We have no appetite for decisions that may compromise compliance with statutory, regulatory or policy requirements.	We will avoid any decisions that may result in heightened regulatory challenge unless absolutely essential.	We are prepared to accept the possibility of limited regulatory challenge. We would seek to understand where similar actions had been successful elsewhere before taking any decision.	We are prepared to accept the possibility of some regulatory challenge as long as we can be reasonably confident we would be able to challenge this successfully.	We are willing to take decisions that will likely result in regulatory intervention if we can justify these and where the potential benefits outweigh the risks.	We are comfortable challenging regulatory practice. We have a significant appetite for challenging the status quo in order to improve outcomes for stakeholders.
QUALITY How will we deliver safe services?	We have no appetite for decisions that may have an uncertain impact on quality outcomes.	We will avoid anything that may impact on quality outcomes unless absolutely essential. We will avoid innovation unless established and proven to be effective in a variety of settings.	Our preference is for risk avoidance. However, if necessary we will take decisions on quality where there is a low degree of inherent risk and the possibility of improved outcomes, and appropriate controls are in place.	We are prepared to accept the possibility of a short-term impact on quality outcomes with potential for longer-term rewards. We support innovation.	We will pursue innovation wherever appropriate. We are willing to take decisions on quality where there may be higher inherent risks but the potential for significant longer-term gains.	We seek to lead the way and will prioritize new innovations, even in emerging fields. We consistently challenge current working practices in order to drive quality improvement.
REPUTATIONAL How will we be perceived by the public and our partners?	We have no appetite for decisions that could lead to additional scrutiny or attention on the organisation.	Our appetite for risk taking is limited to those events where there is no chance of significant repercussions.	We are prepared to accept the possibility of limited reputational risk if appropriate controls are in place to limit any fallout.	We are prepared to accept the possibility of some reputational risk as long as there is the potential for improved outcomes for our stakeholders.	We are willing to take decisions that are likely to bring scrutiny of the organisation. We outwardly promote new ideas and innovations where potential benefits outweigh the risks.	We are comfortable to take decisions that may expose the organisation to significant scrutiny or criticism as long as there is a commensurate opportunity for improved outcomes for our stakeholders.
PEOPLE How will we be perceived by the public and our partners?	We have no appetite for decisions that could have a negative impact on our workforce development, recruitment and retention. Sustainability is our primary interest.	We will avoid all risks relating to our workforce unless absolutely essential. Innovative approaches to workforce recruitment and retention are not a priority and will only be adopted if established and proven to be effective elsewhere.	We are prepared to take limited risks with regards to our workforce. Where attempting to innovate, we would seek to understand where similar actions had been successful elsewhere before taking any decision.	We are prepared to accept the possibility of some workforce risk, as a direct result from innovation as long as there is the potential for improved recruitment and retention, and developmental opportunities for staff.	We will pursue workforce innovation. We are willing to take risks which may have implications for our workforce but could improve the skills and capabilities of our staff. We recognize that innovation is likely to be disruptive in the short term but with the possibility of long term gains.	We seek to lead the way in terms of workforce innovation. We accept that innovation can be disruptive and are happy to use it as a catalyst to drive a positive change.

# NWSSP Decarbonisation Update

October 2024

*Delivering Value, Innovation and  
Excellence through Partnership*



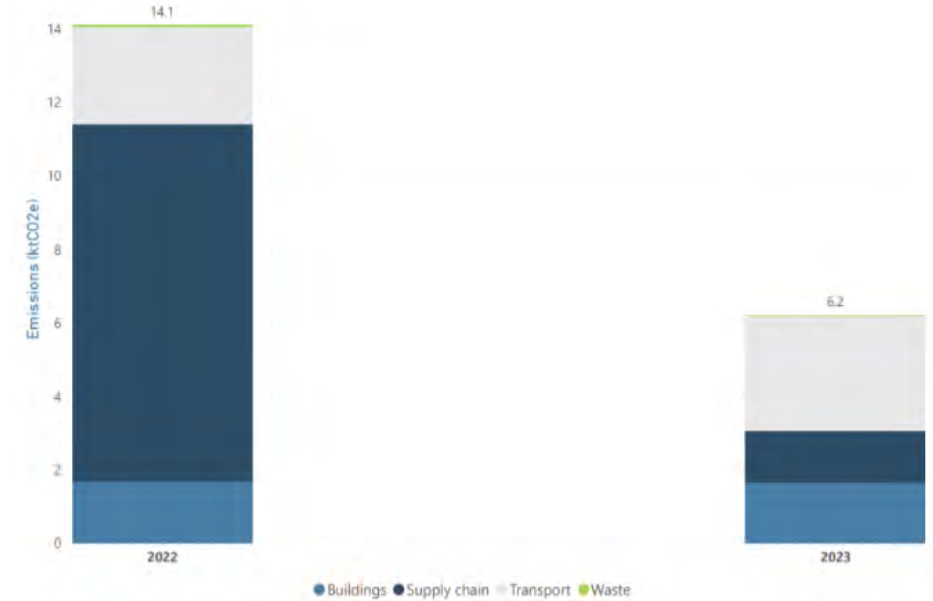
- A second iteration of NWSSP's Decarbonisation Action Plan (DAP) was produced for the period 2024-2026
- The Decarbonisation Delivery Group (DDG) has been established to co-ordinate delivery of decarbonisation activities for NWSSP and those which we facilitate across NHS Wales. This Group will sit under the NWSSP Decarbonisation Programme Board.
- Performance for 23/24 WG review- NWSSP reported previously the Decarbonisation Programme as an Amber status. The Programme is currently still Amber.
- A Decarbonisation Coordination Reporting (DCR) 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.



- Overall RAG Status of the NWSSP Decarbonisation Programme is Amber.
- Breakdown per workstream:
  - Carbon Management - Green
  - Buildings, Estates Land use and Planning (BELP) – Amber
  - Transport - Red
  - Procurement - Amber
  - Approach to Healthcare - Amber
- There is no change in RAG status for BELP and Procurement since the previous quarter
- Transport remains on Red since Q4 2023 due to funding.
- Carbon Management and Approach to Healthcare workstreams have seen an improving RAG during this period to Green / Amber respectively.
- NWSSP Year on Year carbon footprint performance as calculated in the Public Sector Net Zero Reporting (table right) shows a reduction of 7.9 Tonnes ktCO<sub>2</sub>e .  
*2022 = 14.1 ktCO<sub>2</sub>e*  
*2023 = 6.2 ktCO<sub>2</sub>e*
- Decarbonisation communication and engagement has been progressed as follows:
  - A dedicated Intranet page for Sustainability is in place.
  - Staff awareness E-mail was circulated upon DAP publication
  - A dedicated infographic was issued to staff
  - A bespoke NWSSP DAP informational video has been developed and is due to be published w/c 11<sup>th</sup> Nov 24
  - Individual presentations have been made to directorates including Legal and Risk, and PPI



## Year on year changes Public Sector Net Zero Reporting | Individual Report 2022/23



This chart (left) shows the change in total emissions from the first reporting year to present for NWSSP. The totals for each year are shown as a stacked bar. The values on the chart show the footprint for each year in ktCO<sub>2</sub>e of each year. Land emissions are excluded (presented in another section).

Since the previous reporting year, the total footprint (excl. land) has changed by **-55.7 %**. This represents an absolute emissions change of **-7.9 ktCO<sub>2</sub>e**.

## Case Study 1 – IP5 LED Lighting replacement

Within the NHS Wales Decarbonisation Strategic Delivery Plan (SDP), Initiative 5 states, all organisations are to;

***"Fully replace all existing lighting with LED lighting by 2025."***

NWSSP successfully carried out this initiative using an external contractor to install LED lighting in IP5 May 23. To further enhance the system, installation included motion sensors whereby lights would only activate if there was movement in the area.

As part of the Procurement for the replacement of LED lighting, a live reporting system was included enabling NWSSP to monitor the usage of electricity.

Between the period Jan 24 to Aug 24, the live reporting system recorded the following savings against what the original lights would have cost:

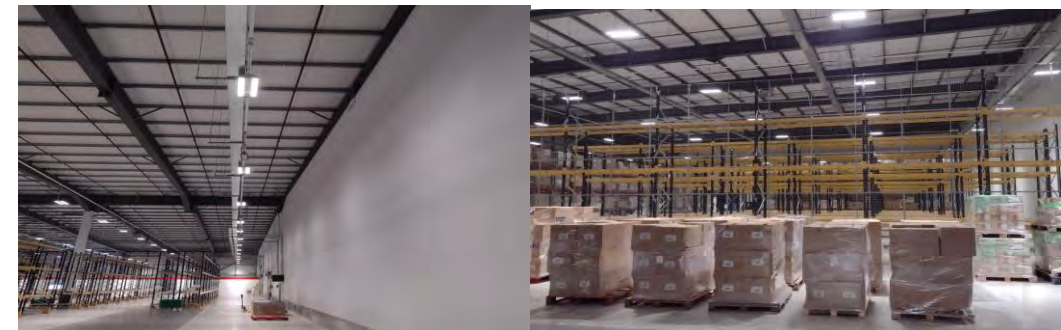
- Carbon savings of 120,937kgs
- Financial savings of £116,895\*

\* Based on the electricity rate set at time of installation

Before



After



## Case Study 2 - Holden Farm Dairy Visit

In June 2024, Love British Food hosted 23 people from across the NHS in Wales to visit Bwlchwernen Fawr farm in West Wales. The tour highlighted restorative farming practices and to understand the farmers vision for a sustainable food system in Wales.

There were productive discussions on opportunities and challenges for how NHS Wales and farmers and food producers can work together to achieve robust supply chains of nutritious food in harmony with the environment. Including;

- How buying food that is produced in harmony with the environment will help NHS Wales meet its sustainability and net zero goals.
- How food produced in this way is often more nutritious as a result and will contribute to patient well-being and recovery.
- How introducing flexible menus can accommodate seasonal produce.
- Ways to counteract the cost debate, whether it has to be more expensive. How to accommodate any increased unit cost through fortnightly menus. Advice for working with procurement teams to write tenders to attract SME producers.
- The work that Love British Food is doing in conjunction with NHS Wales to inspire Trusts across the UK to seek out quality British produce for their patient and staff menus: the knowledge sharing platforms, national programme of farm visits and support available.



Aled Guy, Head of Sustainability, Procurement, NHS Wales Shared Services Partnership highlighted the following:

1. ***Farm Insights: Everyone's engagement during the tour allowed us to explore sustainable and seasonal food practices firsthand. We appreciated everyone's curiosity and enthusiasm.***
2. ***Productive Discussions: The discussions we had around sustainable farming practices were invaluable. The insights of all who attended will undoubtedly inform our future initiatives.***
3. ***Networking: Connecting with each other was a pleasure. I firmly believe that fostering these relationships will lead to meaningful future collaborations.***

## Case Study 3 – Supply Chain Tote Boxes

NWSSP Supply chain provide an end-to-end service for Community Wound dressings to 4 NHS Organisations. This includes picking and packing, delivery to site, unpacking, returning and recycling boxes. On average, NWSSP deliver 1,260 pallets for Community wound dressings per annum, so it was an ideal pilot service.

NWSSP Supply chain used non-recurring funding to invest in 400 Tote Boxes to address waste and associated carbon emissions in this area.

The purchased boxes are made of plastic and therefore can be sterilised and reused.

Prior to the trial, NHS Supply chain was ordering 1050 cardboard boxes per week totalling 54,600 per annum!

Following the trial, the number of boxes ordered per week has reduced to 350 cardboard boxes per week totalling 18,200 per annum.

- A reduction in 36,400 boxes ordered per annum.
- Cost savings – over £21,000 per annum
- Carbon saving 553kg CO<sub>2</sub>e.



# Detailed Performance Summary Q1/Q2 24/25

Carbon Management		
1	2	3

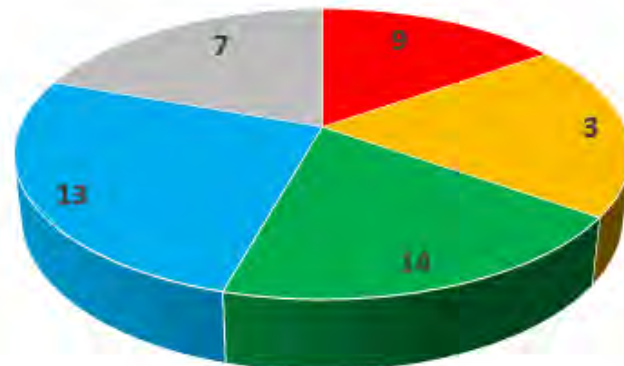
BELP			
4	5	6	7
8	9	10	11
12	13	14	15
16			
33	34	35	

Transport				
17	18	19	20	21
22	23	24		

Procurement			
25	26	27	28
29	30	31	32

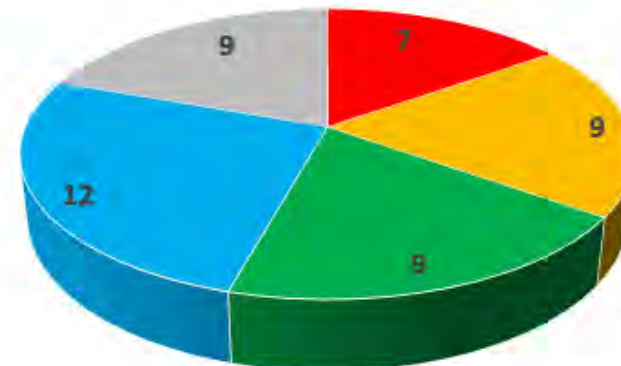
Approach to Healthcare			
36	37	38	39
40	41	42	43
44	45	46	

Q1 & 2 24/25 NWSSP Progress RAG Status



Red Amber Green Complete Exempt

Q4 NWSSP Progress RAG Status



Red Amber Green Complete Exempt



## Risks and Issues

Risks (15+)		
Area	Residual Risks 15+	Response Action
Procurement	Risk to achieving action if NHS Wales continue to commit to purchasing 100% Gas Offset by 2030 we will fail to meet the target by 2030	Escalate risk to TaP Review at TaP/ WEOG
	Impact upon delivery If global supply chain issues and increasing costs of goods and services continues.	Collate Tier 2 return data / work on potential 4 Nations approach/ Establish a Sustainability Procurement Working Group / Continue building national stock range
BELP	If there is a lack of capital funding to support to deliver larger scale programme initiatives.	<ol style="list-style-type: none"> <li>1. Prioritise areas for any capital underspend.</li> <li>2. Finance officials are working with organisations .</li> <li>3. Working with NHS Capital, Estates and Facilities team to have prioritised investments ready to go as and when funding is available.</li> <li>4. £6m for decarbonisation of the NHS estate has been committed over two years (2023-24 / 2024- 25).</li> <li>5. HSC Programme Board reviewed and agreed capital risk, action and mitigations January 2023.</li> </ol>

Issues (Red)		
Area	Issue	Response Action
Transport	32 NWSSP Vehicles require replacement in 23/24 due to Capital Funding available, only 9 vehicles replaced. The remaining 23 have been C/F to 24/25	Headline Business Case (linked to IMTP and capital Prioritised Bid) with costs has been developed and shared with WG.
	Funding required for Charging infrastructure	Funding required / Capital Prioritisation Bids have been submitted to WG.
Transport / BELP	If the Distribution Network Operator (DNO) does not provide the infrastructure into and across Wales at the appropriate pace for capacity on sites where necessary to support an increase in EV Charging infrastructure, heat pumps & electricity will not support the service across Wales whilst large scale renewal energy projects are in development.	Moved from Risk to Issue register, DNO meeting has been paused due to issues with grid capacity.

## Planned Activity for next 6 months

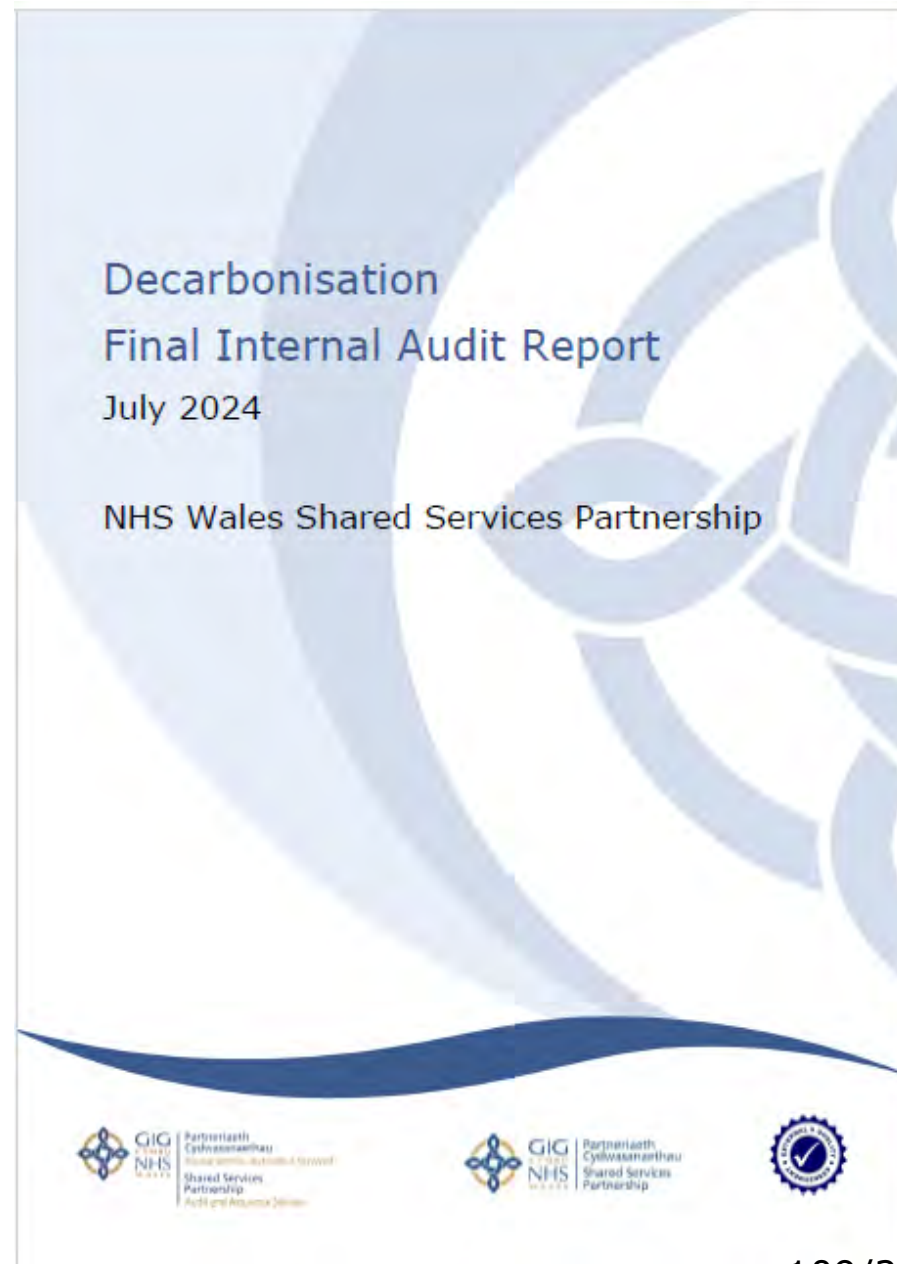
- Solar Technology - increased use of Trailar Vehicle Solar system to reduce tCO2e by approximately 6% of the vehicles emissions when fitted.
- Review and re-alignment of Internal Supply Chain distribution to closer Operating Bases / Distribution centres to reduce carbon output.
- Complete Feasibility studies for the upgrade of energy and heat provision in buildings owned and controlled by NWSSP.
- Undertake an outreach programme to engage with suppliers to create case studies of decarbonisation improvements to champion the message.
- Undertake an activity to determine air / shipping / land transport miles (Carbon Footprint) for services / products.
- Develop guidance and use trained facilitators to deliver bespoke training sessions, outlining best practice assessments of sustainability credentials specific to their procurement categories for procurement staff.

# Audit and Assurance

<b>Matter Arising 1</b>
Staff Training Modules (Operation)
<b>Recommendation</b>
A review on the roll out of the training modules should be undertaken as soon as possible.
<b>Target Date</b>
30th September 2024
<b>Outcome</b>
<b>CLOSED:</b> Roll out plan for training was agreed at SLG on 25 July 2024

<b>Matter Arising 2</b>
Fully Costed Implementation Plan (Operation)
<b>Recommendation</b>
A fully costed financial implementation plan should: <ul style="list-style-type: none"><li>• be developed to meet the 2030 target and re-evaluated to update the baseline projections, whilst non-quantifiable elements should be clearly identified (e.g. where feasibility studies are required); and</li><li>• clearly identify the potential funding strategies.</li></ul>
<b>Target Date</b>
30th September 2024
<b>Outcome</b>
<b>CLOSED:</b> Costed Plan issued to NF (SRO) on 11 Sept 2024. Comments addressed in version 8 issued to Decarbonisation Programme Board 9 Oct 2024

<b>Matter Arising 3</b>
Corporate Risk Register (Operation) Impact
<b>Recommendation</b>
The consequence of the organisation not achieving national emissions targets should be recorded in the corporate risk register.
<b>Target Date</b>
31st July 2024
<b>Outcome</b>
<b>CLOSED:</b> Risk log amendment confirmed with Asst. Director of Corporate Services on 10 July 2024. Status is under periodic review as NWSSP Risk management policy,.





GIG  
CYMRU  
NHS  
WALES

Partneriaeth  
Cydwasaethau  
Shared Services  
Partnership

21 November 2024

*The report is not Exempt*

Teitl yr Adroddiad/Title of Report

Duty of Quality Update Report November 2024

ARWEINYDD:  
LEAD:

Dr Ruth Alcolado, Medical Director

AWDUR:  
AUTHOR:

Dr Ruth Alcolado, Medical Director

SWYDDOG ADRODD:  
REPORTING  
OFFICER:

Dr Ruth Alcolado, Medical Director

MANYLI ON  
CYSWLLT:  
CONTACT DETAILS:

[Ruth.Alcolado3@wales.nhs.uk](mailto:Ruth.Alcolado3@wales.nhs.uk)

Pwrpas yr Adroddiad:  
Purpose of the Report:

The Duty of Quality which applies to both clinical and non-clinical services came into force in April 2023. This paper outlines the steps made in NWSSP in ensuring improving quality is at the heart of the wide variety of services provided by NWSSP on behalf of NHS Wales.

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 :

Approved by NWSSP Managing Director and the update will be taken to the Velindre University NHS Trust, Quality and Safety Committee for NOTING on 14/11/2024.

Adduned y Pwyllgor/Committee Resolution (insert ✓):							
DERBYN/ APPROVE		ARNODI / ENDORSE		TRAFOD/ DISCUSS		NODI / NOTE	✓
Argymhelliad/ Recommendation		To NOTE the progress made in implementation of the Duty of Quality.					

Crynodeb Dadansoddiad Effaith: Summary Impact Analysis:	
Cydraddoldeb ac amrywiaeth: Equality and diversity:	Not directly applicable
Cyfreithiol: Legal:	Not directly applicable.
Iechyd Poblogaeth: Population Health:	The quality of services provided by NWSSP and reflected in the 2025 annual report directly and indirectly affects population health – this is a progress report against the Duty.
Ansawdd, Diogelwch a Profiad y Claf: Quality, Safety & Patient Experience:	This update and report affects quality, safety and user experience
Ariannol: Financial:	Not directly applicable
Risg a Aswiriant: Risk and Assurance:	This update and report are designed to provide assurance to the Committee of the progress made in developing the first Duty of Quality Report.
Dyletswydd Ansawdd / Duty of Quality:	This report directly relates to the Duty of Quality.
Gweithlu: Workforce:	The Duty of Quality is applicable to all staff within NWSSP
Deddf Rhyddid Gwybodaeth/ Freedom of Information	Open

## 1. Situation

The Duty of Quality came into force in April 2023. The Duty is measured against 12 Health and Care standards which should be taken into account when making decisions regarding delivery of clinical and non-clinical services.

The traditional 6 domains of clinical quality were supplemented with 6 enablers to produce the 12 Health and Care standards.



## 2. Background

Quality as outlined in the Duty, comprises 12 domains, these domains should be reflected in 4 processes that make up a quality management system, namely quality planning, quality control, quality improvement and quality assurance.

Reporting was mandated in the form of a public facing annual report and 'always-on' reporting, again aimed primarily at the public in Wales. The mechanism for reporting for NWSSP has been agreed at Partnership committee, and previously presented at this meeting. There are 3 strands to Duty of Quality reporting in NWSSP:

- 1) Annual report to be provided as agreed as a separate annex to the VUNHST Annual Duty of quality report. This was delivered in May 2024 for the period April 2023-March 2024. The next report will be delivered in May 2025.
- 2) Always on reporting on NWSSP quality, a monthly update will be provided on the NWSSP intranet site.
- 3) Information will be provided to NHS bodies in Wales in support of their duty of quality where NWSSP provides services for and to them on behalf of NHS Wales.

## 3. Assessment

### 3.1 Update on progress

3.1.1 A duty of quality site has been introduced to the NWSSP SharePoint site.

Videos continue to be produced by each division in turn and are uploaded to the intranet. The service submissions can be found at [https://nhs.wales365.sharepoint.com/sites/SSP\\_Intranet/SitePages/Dui.aspx](https://nhs.wales365.sharepoint.com/sites/SSP_Intranet/SitePages/Dui.aspx)

These videos will provide details of the current quality management systems in place in various divisions. The videos give examples of quality improvement work as well as outlining the quality planning, quality control and quality assurance mechanisms in place, and align to the Duty of Quality enablers and domains.

3.1.2 Details of external and internal awards are shared within each division, on SharePoint and in the annual report.

3.1.3 The NWSSP implementation group continues to meet and share best practice.

3.1.4 The 2024/27 IMTP underwent an impact assessment to ensure that our plans outlined in the document took account of, and would have a positive impact on, the 12 health and care quality standards. This was done for the first time and was well received. The 2025/28 IMTP including the Quality Impact Assessment is in development, in line with WG planning timelines.

3.1.5 NWSSP has undergone Customer Service Excellence (CSE) Assessment for the second time as a whole organisation, following on from last year's successful submissions. NWSSP is the first organisation within NHS Wales to retain this prestigious accreditation. The CSE accreditation team assesses the organisation and measures customer focused areas that research has identified as a priority to customers with a particular focus on Customer Insight, Culture of the Organisation, Information and Access, Delivery and Timeliness and Quality of Service. The assessment process took 5 days and used remote assessments, documentary self-assessment and corporate management team and assessor meetings.

As part of the assessment NWSSP maintained 12 Compliance Pluses - which means that the organisation exceeded the required standards. This was particularly noted, as organisations usually receive between 2-3 Compliance Pluses when assessed. Shared Services also achieved 45 Compliances where in each instance the standard required is met, with no Partial Compliances / areas of Improvement which is a fantastic achievement. Aspirationally there is room to increase the number of Compliance Pluses.

The certification is valid for three years.

### 3.2 Annual Report

The annual Duty of Quality report is in preparation detailing the progress made against the duties placed upon us to demonstrate the continuous improvement of the quality of services we provide to our partners, customers and the people of Wales. Welsh translation is ongoing and will enable us to make the report public facing.

The NWSSP report will again form a separate annex or chapter, within the VUNHST report and the reporting structure remains unchanged from last year.

## 4. RECOMMENDATION

The Committee is asked to NOTE the update.

# NWSSP Finance Report November 2024

Reporting on the period to 31<sup>st</sup> October 2024

*Delivering Value, Innovation and  
Excellence through Partnership*








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The purpose of this report is to update the Shared Services Partnership Committee on NWSSP financial issues to 31<sup>st</sup> October 2024.



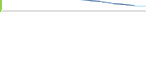

Any detailed queries please contact:

[linsay.payne@wales.nhs.uk](mailto:linsay.payne@wales.nhs.uk)

# Financial Position and Key Targets

KPI	Target	2023/24					2024/25					Trend			
		October	November	December	January	February	March	April	May	June	July		August	September	October
Financial Position – Forecast Outturn	Break even Monthly	Breakeven	Breakeven	Breakeven	Breakeven	Breakeven	-£12k	-£524k	-£524k	-£524k	-£524k	-£524k	-£524k	-£524k	
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	
Distribution	0 Annually	£1.6m	£1.6m	£1.6m	£2.1m	£3m	£3m	On Target	On Target	On Target	On Target	On Target	On Target	On Target	
% of Non NHS Invoices paid within 30 days (In Month)	95% Monthly	96.72%	98.10%	97.87%	97.47%	97.11%	98.10%	97.43%	97.58%	97.28%	98.26%	97.66%	99.03%	98.35%	
% of Non NHS Invoices paid within 30 days (Cumulative)	95% Monthly	97.61%	97.68%	97.70%	97.59%	97.54%	97.60%	97.43%	97.51%	97.43%	97.64%	97.64%	97.86%	97.94%	
% of NHS Invoices paid within 30 days (In Month)	95% Monthly	71.72%	87.78%	97.06%	94.33%	94.44%	96.75%	97.27%	91.03%	94.35%	93.81%	97.25%	93.27%	96.96%	
% of NHS Invoices paid within 30 days (Cumulative)	95% Monthly	92.23%	91.81%	92.47%	92.69%	94.56%	94.74%	97.27%	95.40%	95.06%	94.78%	95.22%	94.94%	95.43%	
Retrospective Purchase Orders	0 Monthly	74	76	49	79	85	72	77	81	52	65	62	47	58	

## Corporate

KPI	Target	2023/24					2024/25					Trend			
		October	November	December	January	February	March	April	May	June	July		August	September	October
NHS Debts in excess of 17 weeks - number of invoices	0 Monthly	0	3	4	4	5	1	4	5	2	6	9	2	7	
Variable Pay – Overtime	<£100k Monthly	£102k	120k	£73k	£90k	£90k	£137k	£112k	£87k	£108k	£117k	£107k	£133k	£88k	
Agency % to date	<0.8% Cumulative	0.30%	0.31%	0.31%	0.31%	0.32%	0.31%	0.19%	0.19%	0.17%	0.16%	0.13%	0.11%	0.09%	
Agency % Adjusted to exclude SLE	<1% Cumulative	1.04%	1.06%	1.07%	1.10%	1.11%	1.06%	0.69%	0.65%	0.60%	0.55%	0.47%	0.43%	0.38%	

## Revenue

	Annual Budget £000	YTD Budget £000	YTD Expend £000	YTD Variance £000
Income	-790,046	-428,759	-427,835	923
Pay	413,274	230,566	226,966	-3,600
Non-Pay	236,858	149,341	153,916	4,575
WRP – DEL	139,913	48,852	48,852	0
Year to date underspend	0	0	-1,899	-1,899
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

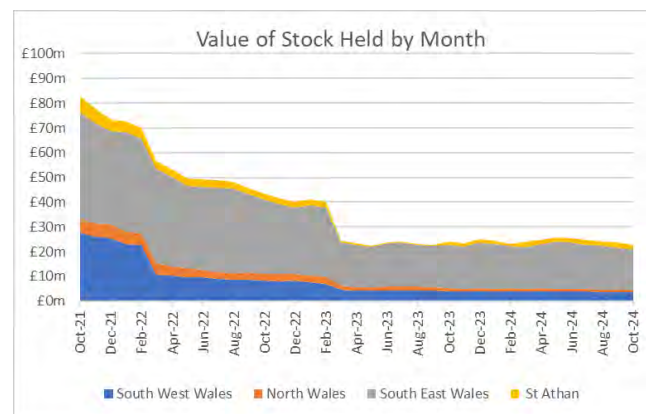
NWSSP reported a year-to-date surplus of **£2.422m** at Month 7. This was reported as a surplus of **£1.899m** within our core operational budgets and **£0.523m** against our recurrent covid allocation.

The £1.899m surplus against core operational budgets is primarily due to ongoing turnover and delays with recruitment to vacancies. We are utilising these savings to confirm an interim **£2.000m** 2024/25 distribution to NHS Wales and Welsh Government. The apportionment of this is detailed in the table below.

The current £0.523m underspend against the covid allocation is due to the seasonal variations in workload with vacancies that have not yet been appointed to. At Month 7 we are forecasting a full year underspend against the covid funding allocation of **£0.524m**. This is prior to consideration of any consequences from revised PPE stock holding volumes that we await confirmation of and any movements on provisions for expiry of PPE. We are meeting with WG on 29<sup>th</sup> November to progress discussions on PPE stocks and our covid forecast. The stock balance at 31<sup>st</sup> October is **£22.8m**.

We are continuing to support increased activity levels above pre-covid volumes that continue to be a cost pressure within our Accounts Payable and Recruitment teams. Due to savings made across our services during 2024/25 **we will not need to recharge the £0.605m additional transaction costs** to NHS Wales Organisations that we included within our IMTP Planning Assumptions.

We will provide a further update to the January Committee when we have an update on pay award funding allocations and the treatment of our forecast underspend against the covid allocation.



Health Board /Trust	%	2024/25 INTERIM DISTRIBUTION
Aneurin Bevan	9.85	197,000
Swansea Bay	8.80	176,000
Betsi Cadwaladr	11.98	239,600
Cardiff and Vale	10.49	209,800
Cwm Taf Morgannwg	10.60	212,000
Hywel Dda	7.77	155,400
Powys	1.95	39,000
Velindre	1.17	23,300
Welsh Ambulance	1.28	25,600
Public Health Wales	0.87	17,400
Welsh Government	35.25	704,900
<b>Total</b>	<b>100.00</b>	<b>2,000,000</b>

# Capital

Scheme	Allocation	YTD Spend	Balance
	£000	£000	Outstanding £000
Corporate	107	65	-42
Primary Care Services	323	182	-141
Procurement	12	4	-8
SMTL	0	0	0
Unallocated	158	-6	-164
<b>Discretionary Capital Total</b>	<b>600</b>	<b>245</b>	<b>-355</b>
IP5 discretionary	250	1	-249
Laundry Discretionary	200	0	-200
All-Wales Laundry Programme	713	115	-598
Radiopharmacy Facility at Imperial Park 5	400	364	-36
Radiopharmacy Isolators in 2024-25 - IP5	1,500	57	-1,443
Backlog Maintenance 24-25	340	142	-198
TRAMS	0	-91	-91
<b>Additional Capital Total</b>	<b>3,403</b>	<b>588</b>	<b>-2,815</b>
IFRS16 – Du Pont Records Storage	2,580	2,578	-2
IFRS16 Tranche 1 - Unit E1 Westpoint Industrial Estate	22	22	0
IFRS16 Tranche 1 - Toyota Forklift	6	6	0
<b>IFRS16 Capital</b>	<b>2,608</b>	<b>2,606</b>	<b>-2</b>
<b>TOTAL CAPITAL ALLOCATION</b>	<b>6,611</b>	<b>3,439</b>	<b>-3,172</b>

We submitted a schedule to Welsh Government at the end of September with 22 potential schemes totalling £7.620m that we could look to progress in 2024/25 if year-end capital slippage funding becomes available. To date we have been awarded **£0.523m** additional funding.

Our solar farm at IP5 was completed and energised during October.

We have incurred **£3.439m** capital expenditure to date against our current **£6.611m** Capital Expenditure Limit (CEL).

We submitted the Radiopharmacy BJC to Welsh Government in August and have received additional queries which we have responded to. On 8<sup>th</sup> November we submitted a response to Andrew Evans, Chief Pharmacist, with an updated estimate of the Radiopharmacy BJC costs and a cash flow forecast of funding required in 2024/25 and 2025/26. We also included an update on estimated timelines regarding progress on the South East TRAMS hub OBC. We await an outcome of our planning permission application and the approval of any funding from Welsh Government.

We submitted a schedule to Welsh Government at the end of September with 22 potential schemes totalling £7.620m that we could look to progress in 2024/25 if year-end capital slippage funding becomes available. To date we have been awarded £0.523m funding.



# Welsh Risk Pool

Expenditure type	Position as at M7 2023/24	Position as at M7 2024/25
	£m	£m
Claims reimbursed & WRP Managed Expenditure	41.982	40.646
Periodical Payments made to date	1.119	1.201
Redress Reimbursements	0.706	0.656
EIDO – Patient consent	0.086	0.000
Clinical Negligence Salary Subsidy	0.321	0.308
WRP Transfers, Consent, Prompt, CTG	0.150	0.262
Movement on Claims Creditor	-17.359	5.779
<b>Year to date expenditure</b>	<b>27.005</b>	<b>48.852</b>

DEL expenditure to Month 7 is **£48.852m** compared to £27.005m at this point last year.

Our IMTP indicated a 2024/25 DEL forecast of **£139.913m** which we remain on track to achieve. This requires **£30.478m** to be funded under the Risk Sharing agreement. We will confirm a forecast update to Welsh Government in early December to allow Risk Share allocation adjustments to be made.

We provided indicative risk share apportionment costs to Organisations as part of the IMTP planning process. We have completed the 2024/25 Risk share apportionment update based on final 2023/24 outturn data, which amends the apportionment of costs by Organisations. The revised risk share charges were approved by the Welsh Risk Pool Committee on 24<sup>th</sup> September and have been shared with Directors and Deputy Directors of Finance following the meeting. The movement from the planning assumptions is summarised in the table below.

	TOTAL RSA 2023/24 %	2023/24 Risk Share	2024/25 Planning Assumptions (based on 23/24 RSA %)	TOTAL RSA 2024/25 %	2024/25 Revised (based on 24/25 RSA %)	Movement from planning assumptions
Aneurin Bevan Health Board	18.08%	4,790,198	5,510,518	16.78%	5,114,830	-395,688
Swansea Bay University Health Board	13.45%	3,562,369	4,098,055	15.25%	4,649,065	551,009
Betsi Cadwaladr Health Board	18.56%	4,916,201	5,655,469	19.22%	5,856,512	201,044
Cardiff & Vale University Health Board	16.03%	4,246,969	4,885,601	15.86%	4,835,173	-50,428
Cwm Taf Health Board	15.12%	4,005,958	4,608,349	14.76%	4,498,628	-109,720
Hywel Dda Health Board	10.45%	2,769,214	3,185,631	9.70%	2,955,186	-230,445
Powys NHS Trust	4.13%	1,095,377	1,260,092	4.13%	1,257,292	-2,800
Public Health Wales NHS Trust	1.16%	308,635	355,046	1.14%	347,539	-7,507
Velindre NHS Trust	1.09%	287,799	331,076	1.15%	351,538	20,462
Welsh Ambulance Service NHS Trust	1.93%	511,280	588,164	2.01%	612,237	24,073
<b>TOTAL</b>	<b>100%</b>	<b>26,494,000</b>	<b>30,478,000</b>	<b>100%</b>	<b>30,478,000</b>	<b>-0</b>

We will provide indicative WRP Risk Share apportionments to inform the 2025-28 IMTP process during December 2024.

# Contact details

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

website: [nwssp.nhs.wales](http://nwssp.nhs.wales)

## Management Letter - NHS Wales Shared Services Partnership

Audit year: 2023-24

Date issued: September 2024

This document has been prepared as part of work performed in accordance with statutory functions.

In the event of receiving a request for information to which this document may be relevant, attention is drawn to the Code of Practice issued under section 45 of the Freedom of Information Act 2000.

The section 45 code sets out the practice in the handling of requests that is expected of public authorities, including consultation with relevant third parties. In relation to this document, the Auditor General for Wales and the Wales Audit Office are relevant third parties. Any enquiries regarding disclosure or re-use of this document should be sent to Audit Wales at [infoofficer@audit.wales](mailto:infoofficer@audit.wales).

We welcome correspondence and telephone calls in Welsh and English. Corresponding in Welsh will not lead to delay. Rydym yn croesawu gohebiaeth a galwadau ffôn yn Gymraeg a Saesneg. Ni fydd gohebu yn Gymraeg yn arwain at oedi.

# Contents

Our work did not identify any issues concerning the services provided by the NHS Wales Shared Services Partnership (NWSSP) and we were able to provide positive assurances to NHS external audit teams on the activities of NWSSP.

## **Summary report**

Introduction	4
Issues arising from the audit	4
Recommendations	6

# Summary report

## Introduction

- 1 The Auditor General is responsible for providing an opinion on whether each NHS body's financial statements represent a true and fair view of the state of its financial affairs as at 31 March 2024.
- 2 The audit teams of each individual health body are responsible for undertaking audit work to enable the Audit General to provide his opinion and in doing so they determine the audit and assurance work required on the services provided by the NHS Wales Shared Services Partnership (NWSSP). This audit assurance work is undertaken by the Velindre University NHS Trust audit team.
- 3 During April 2024 we presented a paper to the NWSSP Audit Committee – 2023-24 Audit Assurance Arrangements – setting out the external audit assurance work that would be undertaken on the various services provided by the NWSSP to the various NHS bodies across Wales.
- 4 The paper explained that the scope of our assurance work for 2023-24 had been revised compared to what had been completed in prior years. This was in response to changes in the level and scope of assurances required by NHS external auditors.
- 5 In this report we outline the findings identified from this work in respect of:
  - Primary Care Services (NWSSP – PCS);
  - Employment Services (NWSSP – ES);
  - Procurement Services (NWSSP – PS); and
  - Legal and Risk Services (NWSSP – LARS) which includes Welsh Risk Pool Services (WRPS).
- 6 We will issue a separate report detailing the findings from our review of the nationally hosted NHS IT Systems.

## Issues arising from the audit

- 7 Our work did not identify any issues that prevented auditors relying on services provided by NHS Wales Shared Services Partnership (NWSSP).
- 8 The scope of our work and our high-level findings in respect of each of the services subject to our review are outlined below for information.

### Primary Care Services (PCS)

- 9 Local Health Board audit teams planned to place reliance on specific key controls within the general medical services (GMS) and general pharmaceutical services (GPS) systems. We therefore documented and evaluated the controls in place for these systems and also completed testing upon the GMS controls.

- 10 The controls tested were found to be operating effectively overall and could therefore be relied upon by local NHS audit teams.

## **Employment Services**

- 11 Our assurance work focussed on the documentation and assessment of the:
- the key controls within the payroll system operated by NWSSP for the two teams located within Companies House; and
  - the arrangements in place concerning the Single Lead Employer payroll including how NWSSP recharges NHS bodies for these costs.
- 12 No issues were identified from this work.

## **Procurement and Accounts Payable Services**

- 13 Our assurance work focussed on the approval arrangements in respect of contracts exceeding £1 million, awarded by the Procurement Unit in NWSSP. We found no cases of contracts exceeding £1m being awarded without Welsh Government approval.
- 14 We also considered and documented the key controls within the accounts payable system operated within NWSSP. There are no issues to report to NWSSP concerning this work.

## **Legal and Risk Services (LARS)**

- 15 The local audit teams at each NHS body need to consider ISA 500 – Audit evidence – to assess the adequacy of NWSSP’s Legal and Risk Services as a management expert for the purposes of their audits. To support this, we considered the arrangements in place at NWSSP against the requirements of ISA 500. Based on the work undertaken, we did not identify any issues that would prevent auditors relying on NWSSP – LARS’s work as a management expert.

## **Recommendations**

- 16 There are no recommendations arising from our 2023-24 work.



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We welcome correspondence and telephone calls in Welsh and English.  
Rydym yn croesawu gohebiaeth a galwadau ffôn yn Gymraeg a Saesneg.

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

MEETING	Shared Services Partnership Committee (SSPC)
REPORT DATE	12 <sup>th</sup> November 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 30<sup>th</sup> September. 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 September 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

An increase in compliance for Welsh Language Awareness can be seen in September at **92.37%** an increase of **0.3%** when excluding Single Lead Employer Division.

Including Single Lead Employer Division compliance decreases to **51.08%**



Headcount

The September employee headcount (**6,163**) has increased from the August position (**6,157**)

September headcount is higher than for the same period last year (**5,824**). This increase is largely due to an increase in headcount of the Single Lead Employer trainees

Turnover

Including Single Lead Employer Division Turnover is at **22.11%** which has decreased by **-1.61%** when compared against the same period last year.

Excluding Single Lead Employer Division turnover is at **10.15%**

## SICKNESS ABSENCE



### Sickness Absence by Division

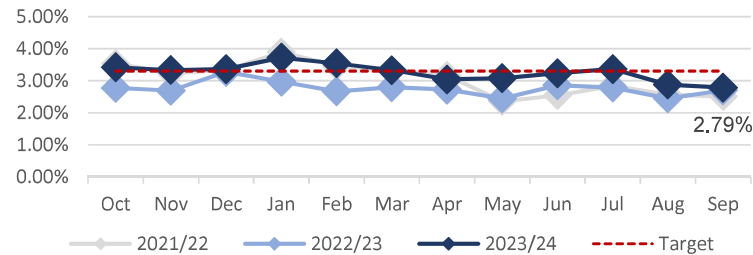
Division	Sickness %	Target
Laundry Division	8.38%	5.55%
Medical Examiner Division	5.95%	4.15%
Procurement Division	5.49%	4.03%
Primary Care Division	4.87%	4.15%
E-Business Central Team Division	4.76%	2.00%
Employment Division	4.42%	4.15%
Accounts Payable Division	4.20%	4.15%
Digital Workforce Division	4.01%	2.00%
People & OD Division	3.84%	2.00%
Legal & Risk Division	3.69%	2.00%
Audit & Assurance Division	3.28%	2.00%
Pharmacy Technical Services Division	3.02%	2.00%
Medical Workforce Division	2.71%	2.00%
Planning, Performance and Informatics Division	2.61%	2.00%
Single Lead Employer Division	2.27%	1.60%
Welsh Employers Unit Division	2.26%	2.00%
Surgical Materials Testing (SMTL) Division	1.57%	2.00%
Finance Division	1.42%	2.00%
Counter Fraud Division	1.33%	2.00%
Corporate Division	1.24%	2.00%
Specialist Estates Division	1.14%	2.00%
Hosted Services Division	0.58%	2.00%

- NWSSP's sickness absence for the period of **1 October 2023 – 30 September 2024** is **3.24%** which has increased from 2.90% when compared to the same period last year.
- NWSSP sickness absence remains below target of 3.30% and is below NHS Wales (6.2% July 24).
- Anxiety/stress/depression/other psychiatric illnesses** continues to be the top reason for absence within NWSSP.

**Recommendation:** to help reduce sickness absence linked to **anxiety/stress/depression/other psychiatric illnesses**:

- Promoting return to work discussions
- Sign post managers and employees to the Health and Wellbeing Support Centre available through the NWSSP intranet site.
- Offer of flexible working
- Continued promotion of future health and wellbeing workshops
- Sign post managers to available training to better support staff

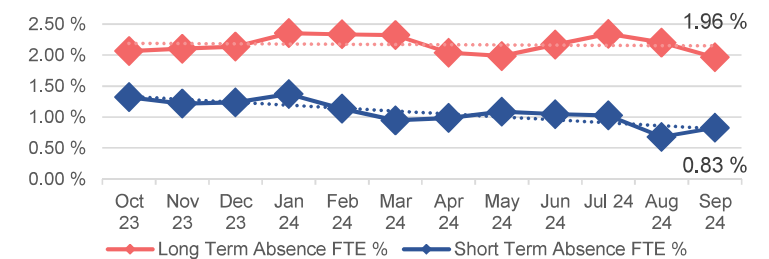
NWSSP Overall Sickness Absence % Monthly Comparison over 3 Years



Data Source: ESR

Sickness Absence was at its highest in January 24 (3.72%) and January 22. Sickness absence has continued to decrease from the July 24 position and is below target of 3.30%.

NWSSP Overall - Long Term / Short Term Sickness Absence FTE % Over Time



Data Source: ESR

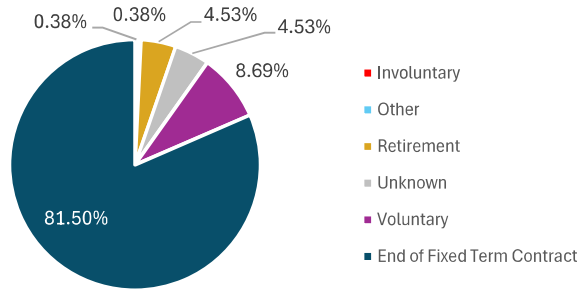
Long term absence has decreased since the July position and is at 1.96%. The top reason for long term absence being **Anxiety/stress/depression/other psychiatric illnesses**.

EMPLOYEE TURNOVER



Categories of Reasons for Leaving by Percentage

NWSSP Including Single Lead Employer Division

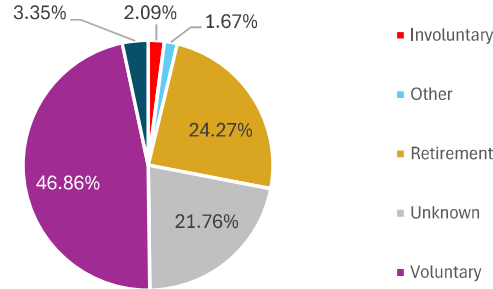


Source: ESR

1 October 23 - 30 September 24

Categories of Reasons for Leaving by Percentage

NWSSP Excluding Single Lead Employer Division

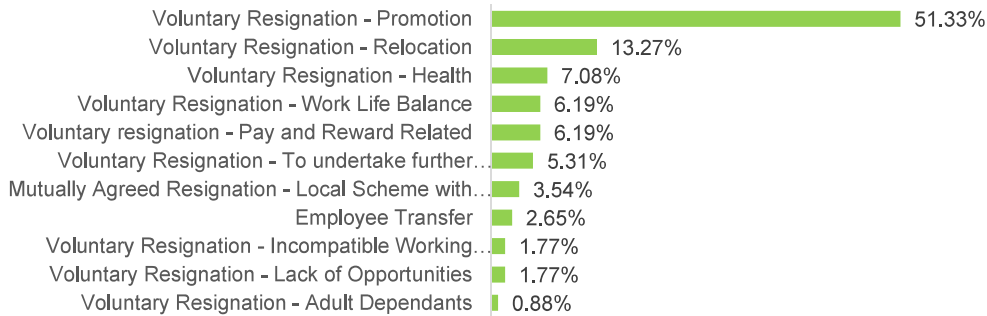


Source: ESR

1 October 23 - 30 September 24

- Including Single Lead Employer Division, the main reason for leaving is **end of fixed term contract** at **81.50%**.
- Excluding Single Lead Employer Division **voluntary resignation** accounts for **46.86%** of leavers

NWSSP Voluntary Resignations by Reason Excluding Single Lead Employer Division



Source: ESR

1 October 23 - 30 September 24

- NWSSP turnover (**22.11%** including SLE), (**10.15%** excluding SLE) remains high in comparison to the NHS Wales turnover of **6.7%**

- **51.33%** of staff leaving the organisation citing voluntary resignation – due to promotion opportunities of which **60.34%** leave to obtain a promotion from another NHS organisation .

Recommendation to improve this:-

- **Promotion of staff** benefits
- **Retention Program** – invest in employee development and further promotion of flexible working and work-life balance
- **Succession Planning** – prepare for transitions in employee lifecycles.

E-LEARNING 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	96.62%	91.89%	98.65%	95.95%	94.59%	96.62%	97.97%	97.30%	96.62%	100.00%
Audit & Assurance Division	98.15%	92.59%	98.15%	94.44%	88.89%	92.59%	96.30%	92.59%	92.59%	98.15%
Corporate Division	96.67%	93.33%	96.67%	93.33%	93.33%	96.67%	96.67%	93.33%	93.33%	100.00%
Counter Fraud Division	100.00%	83.33%	100.00%	100.00%	100.00%	83.33%	100.00%	100.00%	100.00%	100.00%
Digital Workforce Division	92.59%	96.30%	96.30%	96.30%	92.59%	88.89%	92.59%	96.30%	100.00%	100.00%
E-Business Central Team Division	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	94.44%	94.44%	100.00%
Employment Division	97.74%	96.33%	97.74%	95.76%	93.79%	95.20%	97.74%	97.74%	97.46%	99.15%
Finance Division	96.30%	85.19%	92.59%	85.19%	81.48%	92.59%	92.59%	92.59%	92.59%	96.30%
Hosted Services Division	100.00%	100.00%	88.89%	77.78%	100.00%	100.00%	100.00%	77.78%	77.78%	100.00%
Laundry Division	76.80%	81.77%	80.66%	73.48%	61.88%	75.14%	81.22%	68.51%	67.40%	74.03%
Legal & Risk Division	92.39%	93.48%	94.57%	93.48%	90.76%	92.39%	93.48%	91.30%	91.30%	95.11%
Medical Examiner Division	95.35%	91.86%	97.67%	91.86%	88.37%	91.86%	91.86%	89.53%	89.53%	95.35%
Medical Workforce Division	89.47%	78.95%	94.74%	84.21%	73.68%	78.95%	89.47%	78.95%	78.95%	94.74%
People & OD Division	97.83%	93.48%	97.83%	97.83%	89.13%	91.30%	97.83%	95.65%	95.65%	95.65%
Pharmacy Technical Services Division	85.71%	92.86%	96.43%	89.29%	89.29%	85.71%	92.86%	89.29%	89.29%	89.29%
Planning, Performance and Informatics Division	97.67%	97.67%	95.35%	88.37%	93.02%	97.67%	95.35%	93.02%	93.02%	93.02%
Primary Care Division	100.00%	99.01%	99.67%	99.34%	99.34%	99.34%	99.34%	99.34%	99.34%	98.68%
Procurement Division	94.98%	90.86%	95.37%	91.89%	89.32%	92.41%	95.24%	91.63%	91.63%	93.95%
Specialist Estates Division	96.23%	96.23%	96.23%	96.23%	94.34%	96.23%	96.23%	96.23%	94.34%	100.00%
Surgical Materials Testing (SMTL) Division	100.00%	100.00%	100.00%	100.00%	100.00%	95.83%	100.00%	100.00%	100.00%	100.00%
Welsh Employers Unit Division	62.50%	87.50%	75.00%	50.00%	62.50%	75.00%	75.00%	62.50%	62.50%	87.50%
NHS Wales Shared Services Partnership	94.64%	92.74%	95.51%	92.45%	89.77%	92.66%	95.01%	92.16%	92.00%	94.80%

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 & Widening Access Activity

#### Annual Leave – NWSSP Changes Ahead

- Going live as part of the 24/25 carry over process – In July 2024 Senior Leadership Group and Local Partnership Forum approved a permanent arrangement for staff to carryover, into the following year, up to one working week (maximum 37.5 hours pro-rata) or, in exceptional circumstances, up to two working weeks with Service Director sign-off. The proposal highlighted that a permanent agreement to the policy would improve opportunity for work-life balance and personal and service area planning.
- Going live from 1<sup>st</sup> April 2025 – The purchase of annual leave throughout the year was also approved. By enabling employees to purchase additional annual leave throughout the year, rather than at the beginning of the annual leave year (1<sup>st</sup> April), NWSSP will be providing further flexibility to staff and therefore provide additional benefits which can only improve NWSSP’s employee Value Proposition (EVP). However, the purchase of additional annual leave is dependent on the impact it will have on an employee’s salary and whether it will take them below the National Minimum Wage threshold. Applications will be reviewed by the payroll team and if unsuccessful, staff will be advised accordingly.

Both changes highlight the focus on a flexible annual leave policy as an excellent way of building mutual trust with our employees and creating a happier and more positive work environment. A formal communication will be going out at the end of October in line with the agreement.

#### NHS Wales General Graduate Management Programme

NWSSP’s new Graduate Management Trainee, Thomas Cotter, embarked on a 4-week organisational safari meeting with our Managing Director, Corporate Directors and Service Directors as well as spending time at various sites. Rebecca Nelson, our Director for PPI will be Thomas’ mentor throughout the programme. In October, Thomas begins his first placement with Planning, Performance and Informatics within the Planning team.

#### NWSSP’s Early Career Network

During a September network meeting, some colleagues shared that they no longer felt they were able to contribute to the network or attend careers events across Wales. Following this feedback, it was agreed that a membership renewal form would be circulated to group members, providing them with an opportunity to renew their membership for 2024/2025, or withdraw from the network. Members were asked to complete the form by the 18<sup>th</sup> of October. Following the close, applications will be opened to recruit new champions across the organisation.

#### Career Development Officer

People and OD are in the process of recruiting to the vacancy of a Career Development Officer who will support the widening access agenda and the delivery of some training. Interviews are being held in October.

## RESOURCE BANK AND AGENCY

### General Bank – Monthly Use

Total spend of £156,984, £153,265 excluding Collaborative Bank which compares to £174,360 in August (excluding Collaborative Bank).

We have 5 Bank Investigating Officers onboarded and available for Employee Relation Investigations.

13 EOIs received for Bank Workers, of which we successfully filled 11 placements.

Recruitment ongoing for the following Bank roles for NWSSP Drivers, Laundry & Clerical

The Employment Rights Bill is due to be unveiled on 10<sup>th</sup> October 2024 and will have an impact on Bank Procedures due to new legislation around zero hour contracts – a paper is being prepared for SLG.

### Agency Spend by Service

Division	P04-25		P05-25		P06-25	
	Cur Month Actual	WTE Actual	Cur Month Actual	WTE Actual	Cur Month Actual	WTE Actual
Audit & Assurance Services	14,827	2	13,692	2	15,824	2
Central Team eBusiness Services			-1,514	0	0	0
Health Courier Services	2,475	1	138	1	4,389	1
Laundry Services	15,320	0	-68	0	-2,069	0
Procurement services					44	0
<b>Grand Total</b>	<b>32,622</b>	<b>3</b>	<b>12,247</b>	<b>3</b>	<b>18,188</b>	<b>3</b>

### Agency Use

Agency spend for September increased to £18,188 (from £12,247 in August).

3x staff engaged via Agency in September.

We have had no new Agency requests and the Audit and Assurance assignment were due to end at the end of September.

Division	Period P04-25		P05-25		P06-25	
	Sum of Cur Month Actual	Sum of WTE Actual	Sum of Cur Month Actual	Sum of WTE Actual	Sum of Cur Month Actual	Sum of WTE Actual
Accounts Payable & E-Enablement	9,370	3.83	5,647	2.09	2,785	1.18
Audit & Assurance Services	8,515	1.59	5,324	1.1	3,658	0.81
Central Team eBusiness Services	0	0	0	0	0	0
Collaborative Bank Partnership	14,204	2.24	8,793	2.03	3,719	1.3
Digital Workforce Solutions	0	0	0	0	0	0
Employment Services	14,561	5.1	13,918	4.94	6,484	1.92
Finance and Corporate Services	48,271	6.25	5,685	1.13	21,018	3.02
Health Courier Services	26,279	10.02	35,247	13.84	33,442	12.8
Laundry Services	57,349	20.34	57,968	21.2	49,708	17.07
Legal & Risk Services	4,951	1.77	7,082	2.48	9,544	3.37
Medical Examiner Service	2,757	1.04	2,471	0.91	1,515	0.55
People & Organisational Development	7,868	2.55	11,131	3.94	3,513	2.05
Planning, Performance & Informatics	-118	-0.05	0	0	0	0
Primary Care Services	8,897	3.19	3,000	1.01	4,427	1.7
Procurement services	36,590	13.81	20,806	8.1	17,361	7.17
Surgical Materials Testing Laboratory	2,141	0.21	1,953	0.15	0	0
Welsh Employers Unit	0	0	1,660	0.15	1,271	0.09
Welsh Risk Pool	3,790	1.07	2,469	1.2	-1,461	0.1
<b>Grand Total</b>	<b>245,423</b>	<b>72.96</b>	<b>183,153</b>	<b>64.27</b>	<b>156,984</b>	<b>53.13</b>

**RESOURCE - VACANCY CONTROL & TIME TO HIRE**

**Time to Hire -**

Notice date to authorisation start date remains high – when someone resigns a review of skills should be done as soon as practicable to assess whether recruitment is needed.

Robust Workforce plans will support this review.

Recruiting Managers should diarise time to shortlist within 3 days of the advert closing – this supports the Time to Hire KPIs but also supports a positive candidate experience.

For September 2024 we are **8<sup>th</sup> in Wales** on the Time to Hire Compliance figures. Directors are asked to remind their management teams of the importance of planning out recruitment activity in line with our KPIs.

**Key Themes for Vacancy Control Process**

Welsh language standards need to be considered for all roles – not applicable is no longer an option.

All posts should be Welsh desirable or essential

Work will soon start on a resource to support Recruiting Managers decide on the Welsh Language needs

		Average Time in Working Days				
Trac Report Code	Trac Recruitment Health Check	Target	Sep-24	Aug-24	Jul-24	Responsibility
T0a	Notice Date to Authorisation Start Date	5	31.0	17.7	50.5	Manager
T1a	Time to Approve Vacancy Request	10	7.8	6.0	7.4	P&OD
T4	Time to Shortlist	3	5.1	5.0	14.2	Manager
T5b	Time to Update Interview Outcomes	3	2.5	3.0	5.2	Manager
T9b	Time to Approve References	2	2.2	2.7	2.8	Manager / Recruitment
T13	Vacancy Creation to Conditional Offer	44	32.8	38.3	42.0	All
T14	Vacancy Creation to Unconditional Offer	71	63.3	62.0	55.7	All
T23	Conditional Offer to Ready for Start date notification	27	24.3	19.9	18.8	All

2024	Approved	Declined	Total	Further Info
April	37	3	40	0
May	43	2	53	8
June	49	0	57	8
July	32	1	40	7
August	50	1	52	1
September	32	3	37	2
<b>Total</b>	<b>243</b>	<b>10</b>	<b>279</b>	<b>26</b>

## DIVISIONAL TIME TO HIRE

- We are developing Divisional Time to Hire Data as it is a key metric within NWSSP
- On the previous slide, we provide NWSSP organisation data, however we have started to develop divisional data to understand areas we need hiring managers to focus on.
- This month, we have included the elements that are within the responsibility of NWSSP Recruiting Manager highlighting the target timescales in days vs divisional performance (The table below only includes services with TRAC data for that Month so may vary month on month who is included)
- Guidance is available within [Recruiting Managers Guide](#) to support bringing the Time to Hire timescales down in line with KPI's
- For further support and guidance, please speak to your Business Partnering team directly

	Recruitment Stage	Target	Accounts Payable & E-Enablement	Audit and Assurance	Corporate & Finance	Employment Services	Legal and Risk	Laundry services	People and OD	Pharmacy	Planning Performance and Infomatics	Primary Care Services inc MES	Procurement Services inc SCLT	SMTL	Specialist Estate Services	Welsh Employers Unit
T0a	Notice Date to Authorisation Start Date	5	51	0	0	50.5	17	0	0	1	0	0	29	0	0	0
T1	Time to Approve Vacancy Request	10	0	12	2	19	10	17	2	0	0	8	7	0	7	0
T4	Time to Shortlist	3	4	0	0	4.5	2	2	0	1	7.5	4	6	0	0	0
T5b	Time to Update Interview Outcomes	3	6	0	0	7.5	1	3	0	2	0	0	1.5	0	0	0
T9b	Time to Approve References	2	0	0	0	1	1	3	1	1	0	0	3	0	0	0
T14	Time to Hire	71	0	0	0	59	35	0	0	68	0	58	66	51	0	0

*\*\*Some records may not have finished in the process, completed in previous month or not needed so may show a zero*

## EMPLOYEE EXPERIENCE

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: Below is a breakdown of People and OD training attendance for September 2024.**

Directorate	Leading For Excellence and Innovation Programme	People and OD Recruitment Training	Policies into Practice	Retirement Education in the Workplace	Managers Induction	Performance Appraisal Training	Welcome to NWSSP (Induction)	Total
Corporate and Finance	1	1		1				3
Audit & Assurance	3		2					5
Employment Services	4		3	1	1			9
Legal & Risk	3			2	1	1	3	10
Medical Examiner						1		1
People & OD							1	1
Pharmacy Technical Services	2							2
Planning, Performance and Informatics	1						2	3
Primary Care	4			5			4	13
Procurement, Supply Chain and Logistics	11	5	3	3	4	3	5	34
Specialist Estates	1			1				2
Welsh Employers Unit	1							1
Total								84

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**People Development**

**Training Needs Analysis (TNA)**

The 2024/5 cycle went live on the 9<sup>th</sup> of September to all divisions and will be open until the 9<sup>th</sup> of January 2025. The People and OD team will engage regularly with services during this time via email and scheduled virtual drop-in sessions.

**Leaders of the Future ... For NWSSP's Rising Stars**

Communications were circulated to all directors and IMTP leads requesting objectives for the programme. These objectives should provide staff with an opportunity to lead on a piece of work within the service, positively contributing to their completion of an ILM L5 Qualification. The deadline for directors and IMTP leads to submit objective proposals will be the 18<sup>th</sup> October. Following a review by the People and OD team, applications will open for staff to apply in November.

**Corporate Induction Compliance**

An exercise was undertaken to ensure a more robust process was implemented to monitor Corporate Induction compliance going forward. To be fully compliant, all new staff must:

- Attend the Corporate Welcome Session
- Complete and return the Welcome Toolkit to People and OD.

Whilst attendance at the Welcome session is high at 78.63% of new staff in 2024, Only 6.11% of staff recruited in 2024 have completed their Welcome Toolkit, Resulting in an overall compliance of 6.11%. Engagement with all staff who joined NWSSP in 2024, as well as their managers, is currently underway to ensure Compliance with our Corporate Induction.

Division	Number of New Starters Since 1 <sup>st</sup> January 2024	Attended Welcome Induction Workshop	Returned Completed Welcome Induction Toolkits
Corporate and Finance	7	6	0
Audit & Assurance	3	2	0
Digital Workforce	3	3	1
Employment Services	8	6	0
Laundry	1	0	0
Legal & Risk	16	15	3
Medical Examiner	4	4	0
People & OD	8	6	0
Pharmacy Technical Services	1	0	0
Planning, Performance and Informatics	3	3	0
Primary Care	20	14	1
Procurement, Supply Chain and Logistics	54	42	3
Welsh Employers Unit	2	2	0
Unknown Division	1	0	0
<b>Grand Total</b>	<b>131</b>	<b>103</b>	<b>8</b>
<b>Compliance %</b>	<b>78.63%</b>	<b>78.63%</b>	<b>6.11%</b>

## EMPLOYEE EXPERIENCE

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### Culture and Engagement

#### Staff Survey

The 2024 NHS Wales Staff Survey launches on the 16<sup>th</sup> of October and closes on the 29<sup>th</sup> of November. Paper copies of the survey will not be made available until Mid-October (date to be confirmed). Staff can complete the survey via the HEIW website, telephone, or paper. NWSSP Staff Survey Leads have developed a non-digital site visit plan throughout October and November.

A dashboard development group has been established by HEIW to understand what worked well and would could be improved for 2024. Representatives from local People and OD teams have been requested and are currently being agreed internally.

#### Staff Recognition Awards

Nominations closed on the 16<sup>th</sup> of September. The planning team quality-checked the nominations and have engaged with nominators where necessary for further information. Diary holds for the 2024 Staff Recognition Awards have been identified and circulated to key stakeholders. The virtual awards ceremony is scheduled to take place on the 13<sup>th</sup> February between 13:30 and 15:00. Nominations for each service will be sent to the director for endorsement, before being forwarded to the judging panel.

#### PADR Review

A design is currently being drafted in readiness to share with the Senior Leadership group. New intranet pages have also been drafted to support staff and managers throughout the PADR process. The associated training offering is currently being reviewed to align with the new process once approved.

#### Diversity, Well-being and Inclusion

- World Menopause Day is 18<sup>th</sup> August, and the team will be promoting Academi Wales events as well as NWSSP’s Menopause Café and the Menopause Buddies training.
- Well-being drop-in sessions are being run across South Wales Laundry throughout October for staff to meet People & OD’s well-being colleagues and find out about the support offered to staff
- Whilst Staff Award nominations have closed, it is noted that there has been a low number of nominations in the categories of Health and Well-being and Diversity and Inclusion. It is planned to review the reasons for this and learn more from colleagues about why this is.
- The review into safe well-being space continues. Progress has been presented to the Equality, Diversity and Inclusion Group and site leads can expect further engagement in the coming weeks. A report will be presented to SLG in the coming months to outline progress and recommendations.

## EMPLOYMENT LAW UPDATE

## The Employment Rights Bill 2024

The government's Plan to Make Work Pay sets out how it is aiming to grow the economy, raise living standards across the country and create opportunities for all. The plan will help more people to stay in work, improve job security and boost living standards. The plan will support employers and businesses across the country, creating a fair and level playing field and modernising the employment rights framework to suit the economy of today.

The Employment Rights Bill, which was introduced to Parliament on 10 October 2024, is the first phase of delivering the Plan to Make Work Pay, supporting employers, workers, and unions to get Britain moving forward and fulfilling a commitment to introduce legislation within 100 days. The Bill will update and modernise the legislative framework in relation to employment rights.

- **Potential affected Policies and Processes:**

- Bank
- Equality and Diversity
- Flexible Working
- Managing Attendance at Work
- Maternity, Paternity, Adoption and Paternal Leave
- Menopause
- Organisational Change
- Redundancy and Security of Employment
- Shared Parental Leave
- Special Leave
- Trade Union Framework

## If agreed, what does the Employment Rights Bill mean for us and our staff?

- It will give protection against unfair dismissal from the first day of employment.
- It will allow employers to operate probation periods (the Government is potentially looking into a statutory probation period of 9 months).
- It will provide Parental and Bereavement leave from the first day of employment.
- It will end exploitative zero-hour contracts (workers can stay on zero-hour contracts if they prefer to). The Bill will look at the right to a guaranteed hours contract if they work regular hours over a defined period likely to be 12 weeks. This will impact the way we operate our Bank Resource Team.
- It will end unscrupulous practices of fire and rehire and fire and replace. These will likely only be accepted in very limited circumstances such as 'there being a genuine need to avoid serious financial issues that may threaten the business'.
- It will make flexible working the norm where practical (making this the default position from day one, although it can still be refused but must be reasonable and set out in writing). This will mean that we are no longer ahead of other employers and we must continue to review and improve our Employee Value Proposition.
- It will expect large employers to create action plans addressing gender equality, including supporting employees through the menopause. While NWSSP already does a lot in this space, specific statutory duties may be placed on us.
- It will extend protections for pregnant women and new mothers. A first day of employment entitlement for maternity pay and proposed prohibition on dismissing new mothers for a period of 6 months following their return to work are being considered. This will impact the All Wales Policies and our internal procedures.
- It will establish a new Fair Work Agency with new powers to enforce holiday pay. This will bring together existing enforcement bodies to enforce rights and to support employers.
- It will strengthen statutory sick pay, which will be payable from day 1 and will remove the lower earnings limit. This will impact how we pay our casual bank staff.
- It will enhance Trade Union rights as employee's will be entitled to receive information on Trade Unions from their first day of employment and provide access to workspaces for Trade Union representatives. There will also be simplified requirements for strike ballots and picketing, which will impact any pay bargaining.
- It will provide protection against sexual harassment as any allegation will be a 'protected disclosure' for the purpose of whistleblowing legislation.



*The report is not Exempt*

Teitl yr Adroddiad/Title of Report

NWSSP Performance Information Report

ARWEI NYDD: LEAD:	Rebecca Nelson, Director of Planning, Performance, and Informatics
AWDUR: AUTHOR:	Richard Phillips, Head of Performance & Outcome Reporting
SWYDDOG ADRODD: REPORTING OFFICER:	Rebecca Nelson, 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 June – September 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 2024-27

Ymgynghoriad/Consultation :

Senior Leadership Group

Adduned y Pwyllgor/Committee Resolution (insert ✓):						
DERBYN/ APPROVE		ARNODI / ENDORSE		TRAFOD/ DISCUSS		NODI / NOTE
						✓
Argymhelliad/ Recommendation		<p>The Shared Services Partnership Committee is requested to NOTE:</p> <ol style="list-style-type: none"> <li>1. The significant level of professional influence benefits generated by NWSSP to 30th September 2024.</li> <li>2. The performance against the high-level key performance indicators to 30th September 2024.</li> <li>3. The continued achievement of the recruitment Time to Hire target in recent months.</li> </ol>				

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

November 2024

*Delivering Value, Innovation  
and Excellence through  
Partnership*



## Purpose

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

Health Organisations received their individual performance reports for Quarter two at the end of October 2024.

Organisational 1:1 performance meetings are being held currently to discuss performance.

## Key Messages

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The in-month September performance was generally good with 38 KPIs achieving the target against the total of 40 KPIs.

Time to Hire target within Recruitment has been achieved the last few months.

However, 2 KPI relating to Audit & Assurance and NHS Public Sector Payment Policy (PSPP) did not achieve the target and is considered Amber. For these indicators where the target was missed there is a brief explanation included.

Professional influence benefits amount to £198M at end of September. This is further broken down on Page 13 of this report.




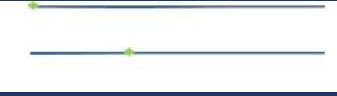


## Summary Position by exception – 2 KPIs off Target





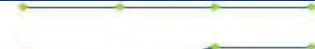















Of the 2 KPI that did not achieve the targets for September

- 1 is solely the responsibility of the health organisations.
- 1 is a combination of both External/Internal processes.









# Summary of KPIS

				24/25				
KFA	KPIs	Target		June	July	August	September	Trend
<b>Audit &amp; Assurance</b>								
<b>Our Services</b>	Audit opinions/annual reports on track	Y/N	Cumulative	Y	Y	Y	Y	
<b>Our Services</b>	Audits delivered for each Audit Committee in line with agreed plan	Y/N	Cumulative	Y	Y	Y	Y	
<b>Our Services</b>	Report turnaround fieldwork to draft reporting [10 days]	95%	Cumulative	100%	100%	100%	97%	
<b>Our Services</b>	Report turnaround management response to draft report [15 days]	75%	Cumulative	Not Applicable	67%	55%	70%	
<b>Our Services</b>	Report turnaround draft response to final reporting [10 days]	95%	Cumulative	Not Applicable	100%	100%	100%	
<b>Procurement Services</b>								
<b>Our Value</b>	Procurement savings *Current Year	£20m	Cumulative	£16,665,659	£18,923,948	£21,744,018	£23,549,101	
<b>Accounts Payable</b>								
<b>Our Value</b>	Savings and Successes		Monthly	£929,691	£1,148,280	£1,614,560	£570,420	
<b>Our Services</b>	All Wales PSPP – Non-NHS YTD	95%	Quarterly	96%	Reported Quarterly	Reported Quarterly	97%	
<b>Our Services</b>	All Wales PSPP –NHS YTD	95%	Quarterly	89.00%	Reported Quarterly	Reported Quarterly	89.20%	
<b>Our Services</b>	Accounts Payable % Calls Handled (South)	95%	Monthly	96.40%	96.70%	97.30%	97.80%	
<b>Employment Services</b>								
<b>Payroll</b>								
<b>Our Services</b>	Overall Payroll Accuracy	99.60%	Monthly	99.80%	99.71%	99.79%	99.74%	
<b>Our Services</b>	Payroll % Calls Handled	95%	Monthly	97.93%	98.91%	98.38%	98.83%	
<b>Recruitment</b>								
<b>All Wales</b>								
<b>Our Services</b>	All Wales - % of vacancy creation to unconditional offer within 71 days		Monthly	73.1%	69.6%	67.5%	67.9%	
<b>Our Services</b>	Average Days Vacancy creation to unconditional offer within 71 days	71	Monthly	57.70	59.20	63.50	62.50	
<b>Recruitment Responsibility</b>								
<b>Our Services</b>	Recruitment - % of Vacancies advertised within 2 working days of receipt	95%	Monthly	100%	99%	100%	100%	
<b>Our Services</b>	Recruitment - % of conditional offer letters sent within 4 working days	95%	Monthly	99.9%	99.9%	99.5%	97.7%	
<b>Our Services</b>	Recruitment % Calls Handled	95%	Monthly	98.3%	98.5%	98.9%	98.8%	

# Summary of KPIS

				24/25				
KFA	KPIs	Target		June	July	August	September	Trend
<b>Student Awards</b>								
<b>Our Services</b>	% of NHS Bursary Applications processed within 20 days	100.00%	Monthly	100%	100%	100%	100%	
<b>Our Services</b>	Student Awards % Calls Handled	95%	Monthly	96.39%	97.91%	98.70%	97.97%	
<b>Primary Care</b>								
<b>Our Services</b>	Primary care payments made in accordance with Statutory deadlines	100%	Monthly	100%	100%	100%	100%	
<b>Our Services</b>	Prescription - keying Accuracy rates (Payment Month)	99%	Monthly	99.70%	99.63%	99.72%	99.72%	
<b>Our Services</b>	Urgent medical record transfers actioned within 2 working days	100%	Monthly	100%	100%	100%	100%	
<b>Our Services</b>	Patient assignment actioned within 24 hours of receipt of request	100%	Monthly	100%	100%	100%	100%	
<b>Our Services</b>	Category A Cascade alerts to be issued within 4 hours of receipt	100%	Monthly	100%	100%	100%	100%	
<b>Legal &amp; Risk</b>								
<b>Our Value</b>	Savings and Successes	£65m annual target	Monthly	£9,423,831	£17,889,943	£58,145,774	£12,532,972	
<b>Our Services</b>	Timeliness of advice acknowledgement - within 24 hours	90%	Monthly	100%	100%	100%	98%	
<b>Our Services</b>	Timeliness of advice response – within 3 days or agreed timescale	90%	Monthly	100%	100%	100%	98%	
<b>Welsh Risk Pool</b>								
<b>Our Services</b>	Time from submission to consideration by the Learning Advisory Panel	95%	Monthly	100%	100%	100%	100%	
<b>Our Services</b>	Time from consideration by the Learning Advisory Panel to presentation to the Welsh Risk Pool Committee	100%	Monthly	100%	100%	100%	100%	
<b>Our Services</b>	Holding sufficient Learning Advisory Panel meetings	90%	Monthly	100%	100%	100%	100%	
<b>Specialist Estates Services</b>								
<b>Our Value</b>	Professional Influence	£16m annual	Monthly	£913,425	£6,706,116	£771,864	£626,745	
<b>Our Services</b>	Timeliness of Advice - Initial Business Case Scrutiny	95%	Monthly	100%	100%	100%	100%	
<b>Our Services</b>	Issues and Complaints	0	Monthly	0	0	0	0	
<b>CTES</b>								
<b>Our Services</b>	P1 incidents raised with the Central Team are responded to within 20 minutes	80%	Cumulative	100%	100%	100%	100%	
<b>Our Services</b>	BACS Service Point tickets received before 14.00 will be processed the same working day	92%	Monthly	99%	100%	100%	100%	

# Summary of KPIS

				24/25				
KFA	KPIs	Target		June	July	August	September	Trend
<b>Digital Workforce</b>								
<b>Our Services</b>	DWS % Calls Handled	85%	Monthly	94.35%	94.99%	97.84%	97.96%	
<b>Our Services</b>	Customer Satisfaction	90%	Monthly	94.90%	93.50%	96.60%	94.80%	
<b>SMTL</b>								
<b>Our Services</b>	% of Monitoring reports completed within 14 days from receipt into the laboratory	90%		100%	100%	100%	100%	
<b>Our Services</b>	% delivery of audited reports on time (Commercial)	87%	Monthly	100%	100%	90%	93%	
<b>Our Services</b>	% delivery of audited reports on time (NHS)	87%	Monthly	Not Applicable	Not Applicable	100%	Not Applicable	
<b>Our Services</b>	% delivery of Technical assurance evaluations on time	87%	Monthly	Not Applicable	100%	Not Applicable	100%	
<b>Pharmacy Services</b>								
<b>Our Services</b>	Complaints			0	0	0	0	
<b>Medical Examiners Service</b>								
<b>Our Services</b>	Deaths Scrutinised	60%	Monthly	100%	100%	100%	100%	
<b>Our Services</b>	Never Events	0	Monthly	0	0	0	0	
<b>All Wales Laundry</b>								
<b>Our Services</b>	Orders dispatched meeting customer standing orders	90%	Monthly	89%	102%	96%	91%	
<b>Our Services</b>	Number of pieces of returned linen by customer not meeting quality standards	<100 Items	Monthly	0%	0%	0%	0%	
<b>Our Services</b>	Microbiological contact failure points	90%	Monthly	97%	97%	97%	97%	

# Accounts Payable – All Wales NHS PSPP



Division	KPIs	Target	23/24 Performance	23/24					24/25					Trend	Lead KPI	
				October	November	December	January	February	March	April	May	June	July			August
Our Services																
Accounts Payable	All Wales PSPP – Non-NHS YTD	95%	Quarterly	Reported Quarterly	Reported Quarterly	96.44%	Reported Quarterly	Reported Quarterly	96.10%	Reported Quarterly	Reported Quarterly	96.30%	Reported Quarterly	Reported Quarterly	96.60%	K
Accounts Payable	All Wales PSPP –NHS YTD	95%	Quarterly	Reported Quarterly	Reported Quarterly	87.48%	Reported Quarterly	Reported Quarterly	87.40%	Reported Quarterly	Reported Quarterly	89.00%	Reported Quarterly	Reported Quarterly	89.20%	


## What is happening?

This KPI is reported directly from Welsh Government using the organisations Monthly Monitoring Returns (MMR), it is unlikely to achieve the target and is for information. The 17-week arbitration target appears to be the main driver to determine when some NHS invoices are paid rather than the 30-day target.

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

Accounts Payable continue to work with health organisations in providing regular information on both the NHS and non-NHS PSPP and invoices on hold that affect the PSPP performance.

# Audit & Assurance

Division	KPIs	Target	23/24 Performance	23/24												Trend	Lead KPI	
				October	November	December	January	February	March	April	May	June	July	August	September			
<b>Our Services</b>																		
Audit & Assurance	Audit opinions/annual reports on track	Y/N	Cumulative	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	→	K
Audit & Assurance	Audits delivered for each Audit Committee in line with agreed plan	Y/N	Cumulative	Y	N	N	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	→	K
Audit & Assurance	Report turnaround fieldwork to draft reporting [10 days]	95%	Cumulative	94%	88%	91%	89%	89%	88%	89%	89%	100%	100%	100%	97%	↓		
Audit & Assurance	Report turnaround management response to draft report [15 days]	80%	Cumulative	81%	68%	70%	71%	68%	71%	68%	68%	Not Applicable	67%	55%	70%	↑		

## What is happening?

Audits delivered for each Audit committee within agreed plan - Audits reports to agreed Audit Committee has been highlighted overall as “Yes” 5 of the 13 health organisations achieving the target (The 8 organisations missing the target are highlighted in the table). 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, in addition to delays in the receipt of information.

*Report turnaround management response to draft report (15 days)* - Management Response to draft reporting turnaround times was missed in September. The target for 15-day turnaround is 80%, 70% of reports were completed within that time frame. This KPI is dependent on customer engagement.

## 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 of reports and submission to committees.

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

# Areas of continued success

*Delivering Value, Innovation  
and Excellence through  
Partnership*



# Employment Services – Recruitment



Division	KPIs	Target	23/24 Performance	October	November	December	23/24 January	February	March	April	May	June	24/25 July	August	September	Trend	Lead KPI
Our Services																	
ES - Recruitment	All Wales - % of vacancy creation to unconditional offer within 71 days	TBC		55.8%	53.7%	58.8%	58.7%	63.9%	69.1%	71.1%	69.5%	73.1%	69.6%	67.5%	67.9%		
ES - Recruitment	Average Days Vacancy creation to unconditional offer within 71 days	71	73	79.6	77.3	71.3	71.2	65.7	61.5	59.4	61.0	57.7	59.2	63.5	62.5		K

## What is happening?

The average time to hire (TTH) across NHS Wales for September 2024 is 62.5 days and the target is 71 days. This is an improvement on the August position. During September activity volumes have decreased, posts advertised (1,862 to 1,665) and number of conditional offers sent decreased (1,959 to 1,842) compared to August. WTE advertised (2,444 to 1,994) has also decreased during September 2024.

The chart below highlights the Number of Conditional Offers sent over the last 12 months with a further breakdown of activity on Slide 11.

Division	Activity	October	November	December	January	February	March	April	May	June	July	August	September	Trend
ES - Recruitment	Number of Conditional Offers Sent	2,193	2,068	1,831	1,481	1,516	1,858	1,798	1,840	2,247	2,444	1,959	1,842	

## What we continue to do?

Although good progress has been made on the older records in the system, 7.3% of applicants across Wales have been outstanding completion of the mandatory employment checks for more than 91 days, despite targeted focus by the organisations and the NWSSP Recruitment team. These applicant journeys will continue to impact on the time to hire. To assist with this work organisations are asked to use the Managers Update Report shared with them monthly to identify and review these records.

This activity is being supported by a commitment from the NWSSP Partnership Committee through the second phase of Recruitment Modernisation, “Owning The Recruitment Journey”. The Recruitment team continue to work with managers in relation to their responsibilities as part of the recruitment journey, to reduce the time to hire and ensure their applicant is engaged in the process.

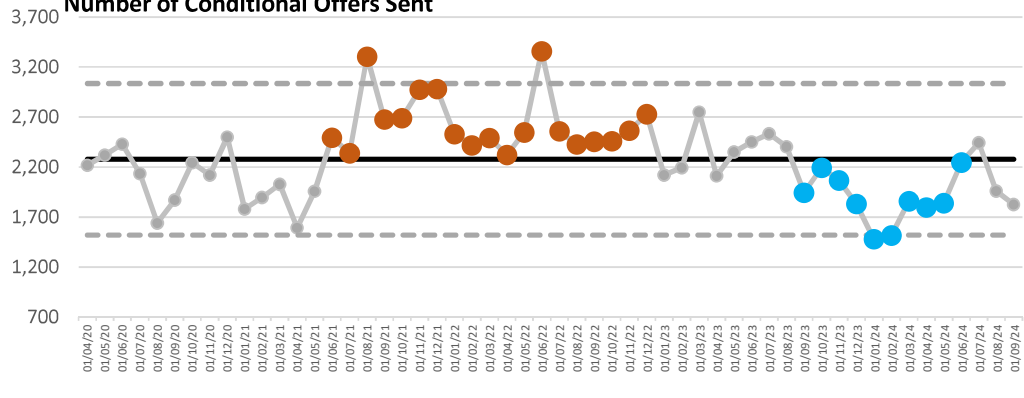
# Employment Services – Recruitment

## Recruitment

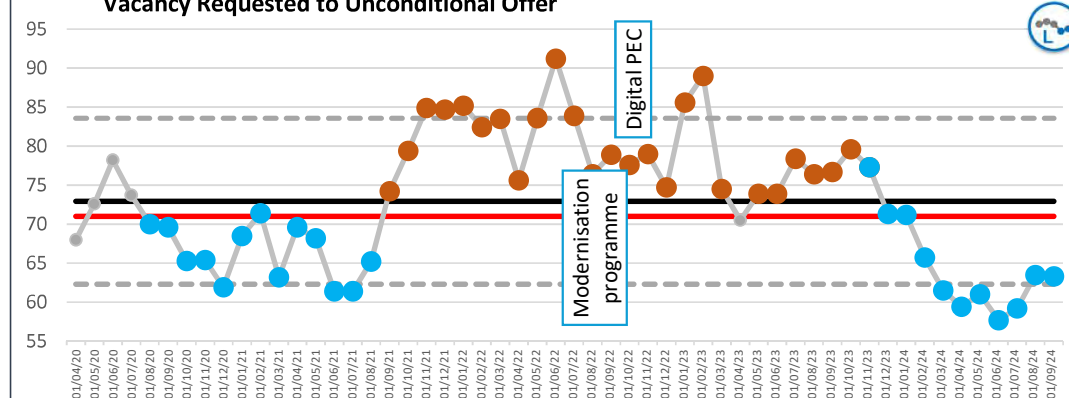
## Vacancy Creation to Unconditional Offer

Org	Target	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Trend
AB	71	103	102	99	90	80	71	70	68	69	72	67	69	↓
BCU	71	69	74	73	75	74	69	63	68	65	69	71	66	↑
CV	71	95	88	94	93	84	89	87	84	76	78	82	85	↓
CTM	71	106	94	82	82	76	66	67	64	66	70	74	71	↑
HD	71	65	58	51	58	51	51	51	49	50	51	52	55	↓
HEIW	71	89	101	57	73	71	47	55	51	52	50	51	55	↓
DHCW	71	64	60	63	68	52	58	48	57	37	45	34	43	↓
NWSSP	71	76	88	71	77	76	56	46	55	56	56	62	63	↓
PTHB	71	70	74	69	72	70	53	68	66	59	59	78	71	↑
PHW	71	58	57	58	57	60	58	55	54	47	48	54	55	↓
SBU	71	72	68	70	66	69	58	61	57	57	58	62	60	↑
VEL	71	73	66	68	61	53	61	49	49	56	56	65	58	↑
WAST	71	109	96	80	75	66	66	73	94	65	65	71	70	↑
All Wales	71	80	77	71	71	66	62	59	61	58	59	64	63	↑

Number of Conditional Offers Sent

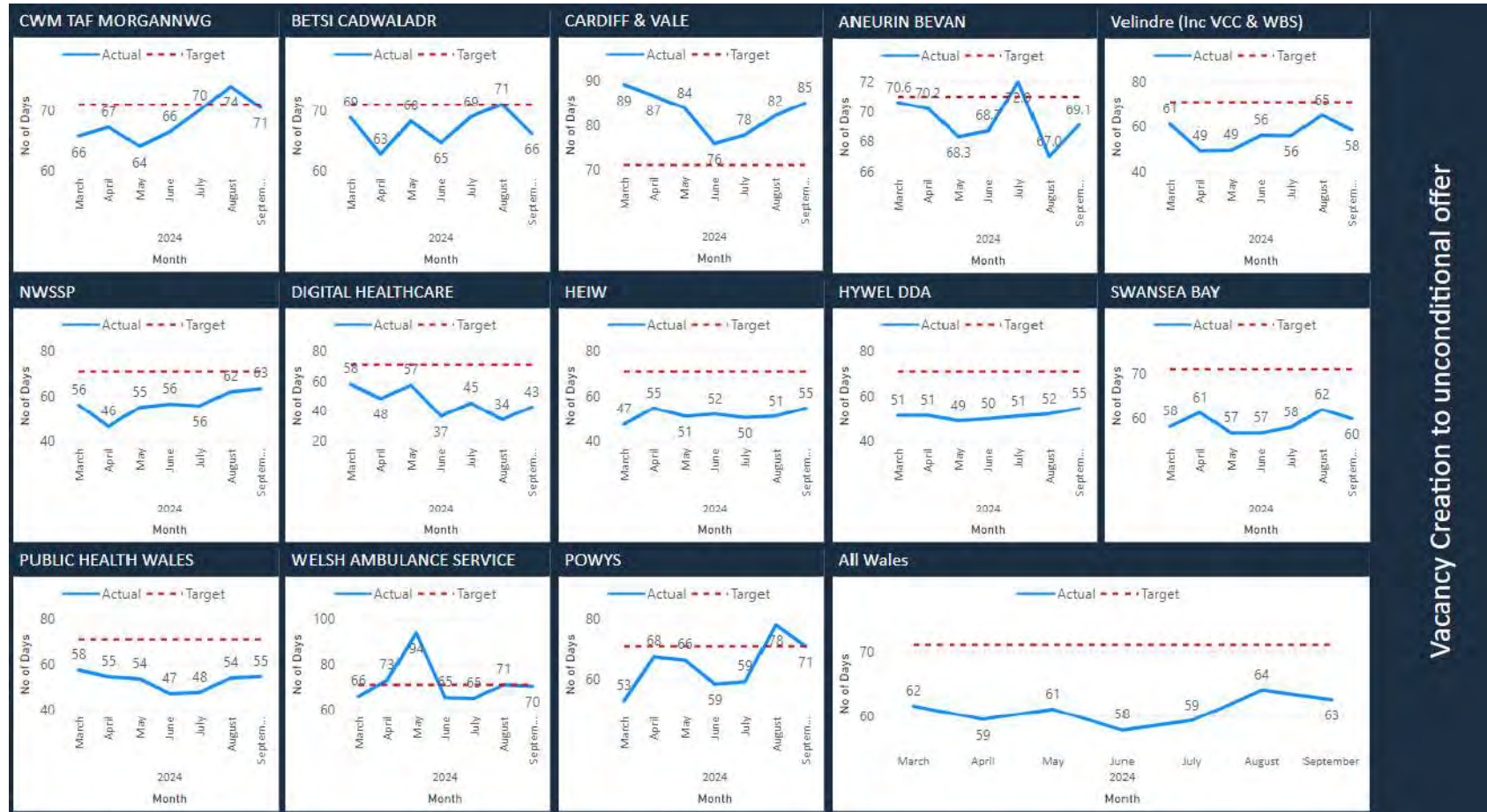


Vacancy Requested to Unconditional Offer



# Employment Services – Recruitment

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

- 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 (PSP) and the prevention of duplicate payments.

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

Service	YTD Benefit £m
Specialist Estates Services	10.8
Procurement Services	23.5
Procurement Services – Cost Avoidance	8.5
Legal & Risk Services	147.9
Accounts Payable	6.7
Oxygen Finance – PSP	0.2
Counter Fraud Services*	0.6
<b>Total</b>	<b>198</b>

\* Includes Quarter 1 & Quarter 2 Figures

## Recommendations

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

- The significant level of professional influence benefits generated by NWSSP to 30th September 2024.
- The performance against the high-level key performance indicators to 30th September 2024.
- The continued achievement of the recruitment Time to Hire target in recent months.





**GIG**  
CYMRU  
**NHS**  
WALES

Partneriaeth  
Cydwasaethau  
Shared Services  
Partnership

21st Nov 2024

*The report is not Exempt*

Teitl yr Adroddiad/Title of Report

NWSSP Outcome Measures Performance Report

ARWEI NYDD: LEAD:	Rebecca Nelson, Director of Planning, Performance, and Informatics
AWDUR: AUTHOR:	Richard Phillips, Head of Performance & Outcome Reporting
SWYDDOG ADRODD: REPORTING OFFICER:	Rebecca Nelson, 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 the agreed Outcome Measures for September 2024 or the most recent annual information.

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 2024-27

Ymgynghoriad/Consultation :

Senior Leadership Group

Adduned y Pwyllgor/Committee Resolution (insert ✓):						
DERBYN/ APPROVE		ARNODI / ENDORSE		TRAFOD/ DISCUSS		NODI / NOTE
						✓
Argymhelliad/ Recommendation		<p>The Shared Services Partnership Committee is requested to NOTE:</p> <ul style="list-style-type: none"> <li>• The Outcome measures in the report.</li> <li>• That Outcome Reporting is a work in progress which we are actively developing and refining our approach to provide more comprehensive information in the future.</li> <li>• Request for feedback and any suggestions on the format and content of the report to Richard.Phillips@wales.nhs.uk.</li> </ul>				

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 Outcome Measures Performance Report

November 2024

*Delivering Value, Innovation  
and Excellence through  
Partnership*



## Purpose of the Report

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The purpose of this report is to provide the Shared Services Partnership Committee (SSPC) with an update on the agreed Outcome Measures for September 2024 or the most recent annual information.

With a bigger focus on Outcomes in the IMTP 24-27 we need to highlight and report the impact and importance of what we do which the Outcome measures aim to demonstrate.

## Key Messages

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NWSSP demonstrates strong performance across key areas, especially customer satisfaction and employee well-being. However, there is room for improvement in demonstrating progress against our decarbonisation plan to Welsh Government.

There are additional measures in development that will be reported, in addition to trend information as we progress through the year.

# Our Services



## Customer Satisfaction

- Most divisions met or exceeded their customer satisfaction targets.
- Central Team was the only division to fall short of the target in their Annual Satisfaction survey (89% vs 90%).
  - Comments from respondents related to having too much communication in relation to systems and the possibility of improving documentation. Site visits have been undertaken where specific issues were discussed.

## Call Handling

- Call Handling achieved the target in September for all reported areas. A new system was implemented in 23/24 with one of the key benefits managing calls more effectively.

## Customer Service Excellence (CSE)

- In the second organisational wide CSE assessment the organisation demonstrated a strong commitment to customer service by achieving 12 Compliance Plus, 45 compliance met and 0 partial compliance.

## Website Hits & Robotic Processes

- Website Users slightly increased in September however, Page views decreased compared to August (12k and 42k). The top 3 page views were Student Awards, Bursaries and Vacancies.
- Website Bounce Rate (Land on a page and Leave) in September stayed the same at 31%, the industry standard is thought to be 44%.
- NWSSP currently has 37 processes undertaken by Robotic Process Automation (RPA) 35 undertaken by Blue Prism Software and 2 using Power Automate.
  - Employment Services have 14 Robotic processes with a further 9 in Accounts Payable as part of the Procurement to Pay (P2P) process.

## Our People

Working together to be the best that we can be



Our Services

Our People

Our Value

---

### Outcomes

We will create opportunities for our current and future staff to maximise their potential and nurture our talent pipeline.

We will increase the diversity of our workforce and advance the use of the Welsh Language in all that we do.

We will promote physical, social, mental, and financial wellbeing throughout the organisation to support our staff.

We will listen and learn from our staff to co-produce innovative solutions with our partners.

Annual Turnover (Excluding SLE)

# 11%

---

### Sickness

● Sum of Act... ● Sum of Tar...



3.2%  
3.0%  
Apr... Ma... Jun... Jul...

### NHS Wales Staff Survey

● NWSSP ● All Wales



100%  
50%  
0%

Engage... I am able... I am proud... I get... I have a... I have... In the last... In the last... In the last... My organisat... The organisat... There are... There are...

### Reasons For Leaving (Excluding SLE) (Top 3)

1. Voluntary Resignation - Promotion **52.2%**
2. Voluntary Resignation - Relocation **13.3%**
3. Voluntary Resignation - Work Life Balance **7.1%**

---

### Top 3 reasons for absence by FTE Days Lost

1. Anxiety/ stress/ depression/ other psychiatric illness
2. Cold, Cough, Flu - Influenza
3. Gastrointestinal problems

### Engagement Score - 2023

Sum of Actual



80% 79% 76% 76% 76% 75% 73% 73% 72% 72% 72% 71% 67%

DHCW HEIW NWSSP POW VEL PRAW C&V SBU AB BCU HDU CTM WAST

Division

### Response Rate

Sum of Actual



75% 61% 54% 34% 28% 23% 21% 20% 20% 19% 18% 18% 12%

HEIW DHCW PRAW VEL POW WAST C&V NWSSP BCU SBU AB CTM HDU

Division

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Total Registered Innovations through Hub

# 11

Registered Innovations through Hub

Division

- Primary ...
- Finance ...
- People ...
- Procure...



## Employee Satisfaction

- There seems to be a positive trend in employee sentiment within NWSSP compared to the All-Wales position.
  - NWSSP team performed well in engagement, ranking among the top 3 health organisations. However, their response rate was lower, ranking 8th out of 13 health organisations. This suggests that while employees at NWSSP are engaged, they may be less likely to participate in the survey.

## Sickness

- Staff sickness rate (2.8%) is lower than the target (3.3%) for September.
- The top reasons for absence is through anxiety, stress, depression, colds and Coughs or Gastrointestinal problems.

## Turnover and Reasons for Leaving

- Annual turnover for the rolling 12 months (10%) is higher than All Wales position (7%). Turnover does not include internal churn.
- Majority of voluntary resignations relate to employees seeking promotions (51%). This suggests that employees may feel there are limited promotional opportunities within the organisation. The data on relocation and health suggests that some employees may be leaving for personal reasons.

## Innovations

- NWSSP currently has 11 registered innovations through the Hub.
  - Primary Care Services have 7 registered innovations with a further 4 in other divisions.

# Our Value

**Our Value**  
Maximizing the benefit, efficiency, and social impact of what we do for our partners

**Outcomes**

We will make bold investment decisions that drive transformation and add value.

We will lead the way and command of others the changes required to address the climate change emergency and achieve decarbonisation targets.

We will utilise our resources efficiently and make a positive impact on a social and sustainable basis.

We will spearhead opportunities to grow investment in the foundational economy across Wales as an increasing proportion of our supply chain.

Our Services

Our People

**Our Value**

**Professional Influence Benefits**  
2024 YTD



Division	Value
Legal & Risk Ser...	£148M
Procurement Ser...	£24M
Specialist Estates	£8M
Procurement Ser...	£7M
Accounts Payable	£11M
Counter Fraud	£8M

**Procurement Savings - Full year**  
2024



£26M

Qualitative report detailing evidence of NHS Wales advancing its understanding and role within the Foundational Economy via the delivery of the Foundational Economy in Health and Social Service...

**Green**

**Procurement Savings - In Year**  
2024



£24M

**£ Spend in Wales**



£2.1bn £2.1bn

**% Spend in Wales**



44% 43%

Metric	Value
NHS Employee Electric Miles (% of Total Miles)	6%
NHS Employee Electric Miles	178K
Supply Chain Logistics - Electric Miles %	8%

Qualitative report detailing the progress of NHS Wales' contribution to decarbonisation as outlined in the organisation's plan

**Amber**

NWSSP properties converted to LED Lighting	90%
Electric Vehicle Chargers	37

**Travel & Subsistence (Excluding SLE)**  
(£'s)



**Supply Chain Logistics - Electric Miles Number**



Delivering Value, Innovation and Excellence through Partnership

7

7/10

166/256

## Professional Influence Benefits

- Data for financial year 24/25 shows significant benefits specifically from Legal & Risk Services (£148m) and Procurement Savings – in year (£24m) with a further £8m identified as cost avoidance.
- Data for April – September 24 shows significant benefits (£198m).

## Procurement Savings & Spend In Wales

- Procurement Savings is on track for 24/25 for both in year and full year at the end of September. Regular discussions are ongoing with Health Organisations to identify further savings.
- The percentage of spend in Wales slightly decreased from 44% to 43% in the financial year 23/24, this has been attributed to the reduction of NHS Budgets which have a disproportionate impact on spend with Welsh suppliers.

## Travel & Subsistence (T&S) Expenditure (Excluding SLE)

- During September £28k (Excluding SLE) of T&S was claimed which is an increase on the August position (£18k). In September NHS Wales employees claimed for 178k electric miles which is 6% of the total miles claimed.

## Supply Chain Logistics

- For September 8% (27k miles) of Supply Chain Logistics Transport (SCLT) was undertaken by electric vehicles.

## Qualitative Assurance (Policy)

- Self-Assessment for the annual Decarbonisation return was classed as amber at the end of March 24. The Programme Team in WG also assessed our submission and provided an amber rating with a feedback letter.
- Self-Assessment for the annual Foundational Economy assurance return was classed as Green at the end of September 23 and the next report will be for the reporting period October 23 – September 24 due to be submitted next month.

## Planned Improvements

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Planned improvements for future months (medium/longer term)

- Customer experience
- Benchmarking

## Recommendations

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

- The Outcome measures in the report.
- That Outcome Reporting is a work in progress which we are actively developing and refining our approach to provide more comprehensive information in the future.
- Request for feedback and any suggestions on the format and content of the report to [Richard.Phillips@wales.nhs.uk](mailto:Richard.Phillips@wales.nhs.uk).



*Delivering  
Value, Innovation and  
Excellence through  
Partnership*

# NWSSP | MTP 2024-27

## 2024-25 Quarter 2 Report

Helen Wilkinson

November 2024

*Delivering Value, Innovation  
and Excellence through  
Partnership*



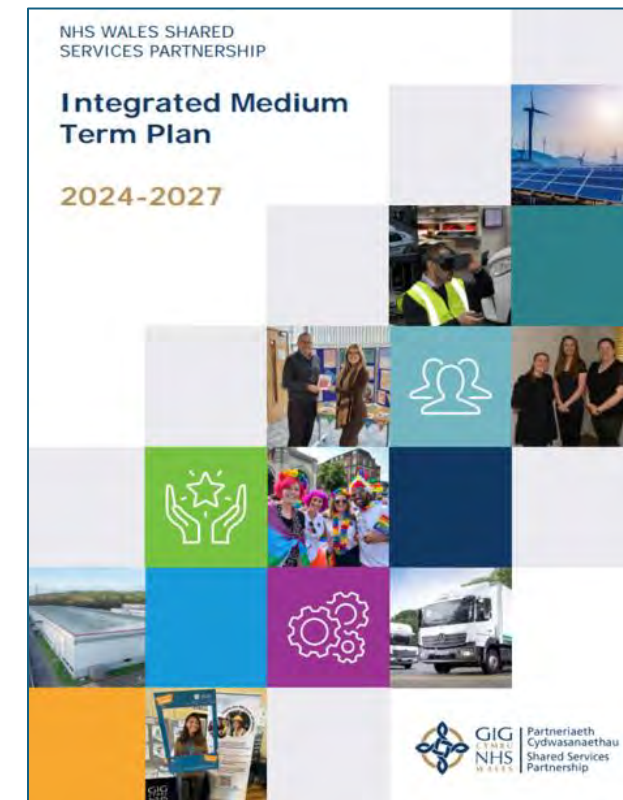
The purpose of this report is to provide the Partnership Committee with progress on a quarterly basis, that we are on track to deliver our IMTP objectives for 2024-25.

The report will cover:

- Quarterly overview for Quarter 2
- Divisional progress and areas of challenge
- Areas of focus
- What this means to our customers
- Recommendations

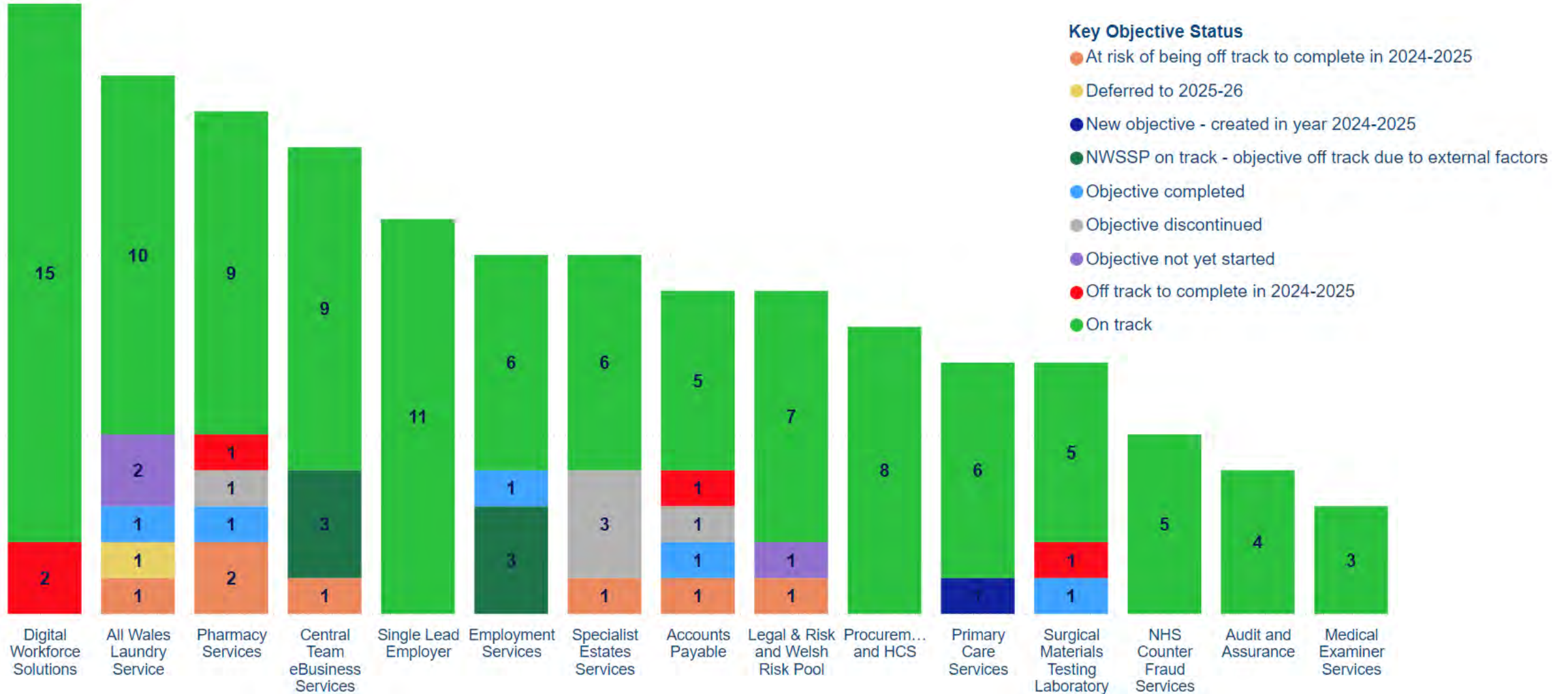
As highlighted in our IMTP our overarching principles for 2024-25 are:

- Doing the basics well
- Financial Sustainability
- Duty of Quality
- Staff Wellbeing

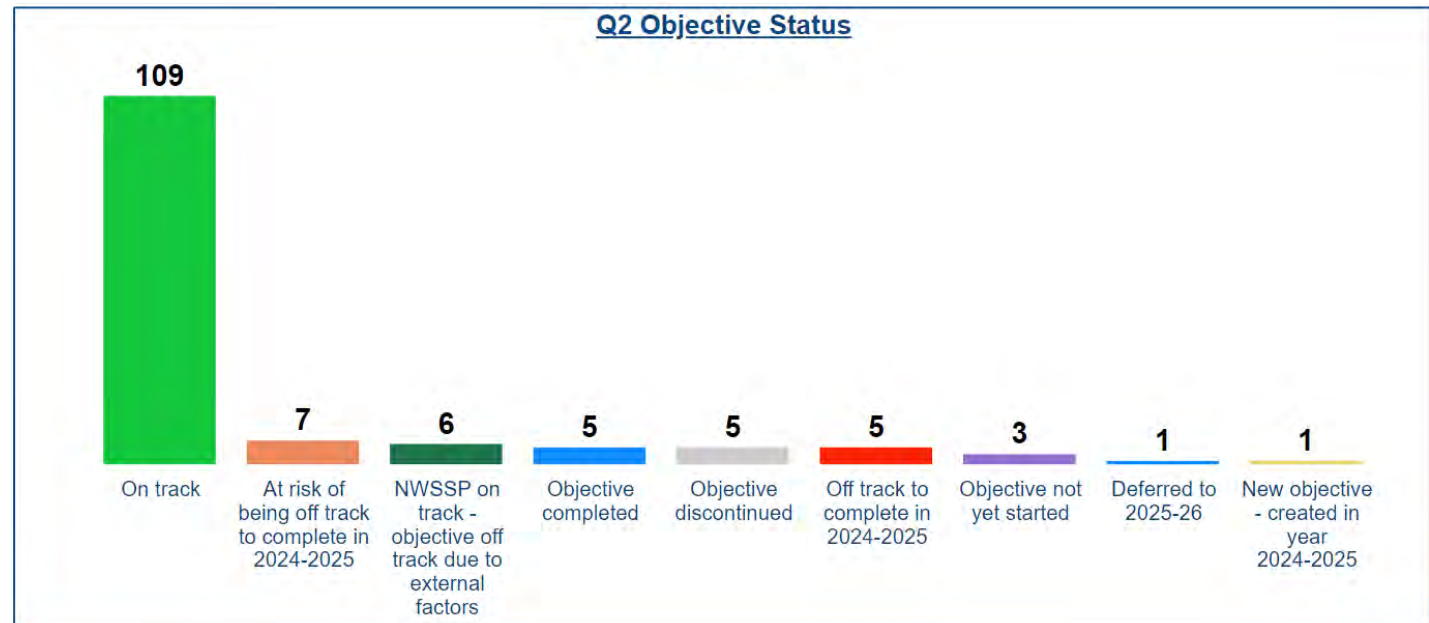
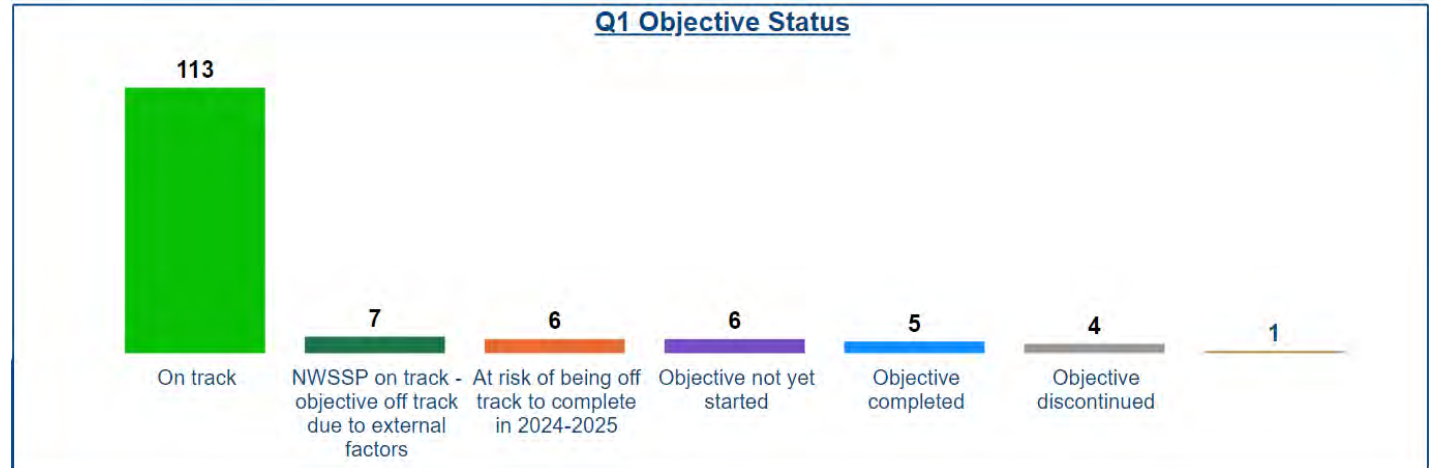


# Divisional Progress

- This bar chart illustrates the distribution of objective statuses across the divisions.



- The graphs illustrate the status of objectives for Quarter 1 and Quarter 2, highlighting progress across objectives throughout the year.
- In Quarter 2 we are reporting that 109 of our objectives are on track to be delivered in year in comparison to 113 in Quarter 1.
- Reporting on objectives remains on a self-assessment basis by the divisional heads of service, scrutinised through the Quarterly Review process.
- Quarter 2 reviews commenced on 14 October 2024.



## Divisional challenge areas

- 5 objectives are **off track to complete in 2024-25** at Quarter 2.

Division	Q1 Objective Status	Desired Objectives	Targeted Action for Q3
Pharmacy Services	On track	Development and pilot roll-out of electronic Pharmaceutical Quality System.	Presentation is ready schedule date to give presentation to chief pharmacists.
Surgical Materials Testing Laboratory	On track	Implement a new Laboratory Information Management System (LIMS) to modernise the system.	Review of templates following LIMS module update. Electronic Laboratory Notebook IQ and OQ sign off. Completion of worksheets covering 80% of laboratory testing output.
Digital Workforce Solutions	Objective not yet started	Manage and Extend Collaborative Bank Partnership (CBP).	Agreement to commence the engagement and Project set up for the proposal
Digital Workforce Solutions	NWSSP on track - objective off track due to external factors	Support the continued implementation and deployment of Establishment Control across NHS Wales organisations.	Discussions ongoing in terms of remit of the Strategic Outline Case to include options appraisal and indicative costings and approval of Target Operating Model.  Several organisations have commenced on the journey of implementing establishment reporting. Aim to establish some good practice.  Swansea Bay implementation on track to be completed Q2. Lessons Learnt document to be produced on finalisation.  DHCW (CoE) have indicated they are no longer able to support replacement of BCU's legacy EC platform within required timeframe due to capacity constraints posing a risk to business continuity.  Consideration of a workshop in Q3 to share good practice.
Accounts Payable	At risk of being off track to complete in 2024-2025	Increase the number of invoices processed via e-trading by 10%.	Escalate to WG progress with Basware and eTrading transactional options. Complete PO (order) testing with 2 suppliers pending OCI migration. Complete and go live with Brake Bros and Harlow Printing for invoicing.

## Divisional challenge areas

- 7 objectives are **at risk of being off track to complete in 2024-25.**

Division	Q1 Objective Status	Desired Objectives	Targeted Action for Q3
Pharmacy Services	On track	Build radiopharmacy unit within IP5 and add to existing medicines unit medicines licence.	Awaiting planning permission. Recruit to non reoccurring revenue posts Band 3/4 to train production operators ready for opening radiopharmacy. Development work using gassing devices when delivered (Phileus).
Legal & Risk and Welsh Risk Pool	On track	Continue the phased rollout of Datix Cymru modules and Civica Experience modules.	
Accounts Payable	On track	Implement a Portal in the Staff Benefits team for staff to utilise	Trial in one Organisation
Specialist Estates Services	On track	Review and update the national Fire Safety Audit System.	Review programme with DHCW to ensure that project can still be delivered in 24/25
Pharmacy Services	On track	Support Health Boards in the management of supply chain issues through quantifying volumes and complexity of medicines shortages.	Investigate the funding for the Band 6 data analyst post.
Central Team eBusiness Services	On track	Undertake Financial Management System (FMS) service tender preparation and agree on a managed service contract extension period.	Ensure all papers are sent out in readiness for December 2024 meeting.
All Wales Laundry Service	At risk of being off track to complete in 2024-2025	Removal of single use plastic from within the production process.	Further develop communication lines and training with ABUHB and look to find a supplier to install pre sort monorail in North Wales.

## Divisional challenge areas

- 1 objective has been **deferred to 2025-26**.

Division	Q1 Objective Status	Desired Objectives
All Wales Laundry Service	Objective not yet started	Look to further develop our engineering team by investigating part time engineering degrees alongside work.

- 1 new objective has been **created in year** during Quarter 2.

Division	Desired Objectives	Targeted Action for Q3
Primary Care Services	Offer paperlite/paperless solutions to support the long term ambition of the digitisation of paper medical records in Wales.	Complete implementation of quick wins identified and scope requirements for phase 2.

- 3 objectives have **not yet started** - these objectives will be reviewed as part of the Quarterly reviews for targeted action to bring online, or to defer to 2025-26.

Division	Desired Objectives
All Wales Laundry Service	Further develop our multi lingual training for all our production staff to ensure it can be made available in required languages.
All Wales Laundry Service	Roll out of laundry staff forums across all laundries. This will include all staff from production, maintenance and management and will allow staff the ability to feed back and provide suggestions on production management and maintenance management.
Legal & Risk and Welsh Risk Pool	Review and enhance our divisional staff wellbeing approach.

## Divisional challenge areas

- 5 objectives have been **discontinued**.
  - 4 objectives were carried over as discontinued from Quarter 1.
  - 1 additional objective has been discontinued and merged with objective reference PTS2304 due to duplication.

Division	Q1 Objective Status	Desired Objectives
Pharmacy Services	On track	Identify unlicensed medicines routinely used across Wales in secondary care and tender for contract.
Specialist Estates Services	Objective discontinued	Complete update of Fire Safety Improvement Programme: Deliver modules 2 and 3 of the on line Fire Safety reporting system.
Specialist Estates Services	Objective discontinued	Oversee delivery of Primary Care pipeline Post Project Evaluations (PPE).
Specialist Estates Services	Objective discontinued	Promote Welsh Government requirements incorporated within the Social Partnership and Public Procurement Bill through the NHS Buildings for Wales (BfW) frameworks.
Accounts Payable	Objective discontinued	Working with the newly established Planning & Performance Service Improvement Team to identify improvement opportunities in relation to the Purchase to Pay arrangements for <ul style="list-style-type: none"> <li>a) Reducing the number of invoices on Hold older than 30 days.</li> <li>b) Reducing the number of invoices on a No PO No Pay hold.</li> <li>c) Straight through processing improvement.</li> </ul>

- **Completed** objectives remain at 5, as per the Quarter 1 report.

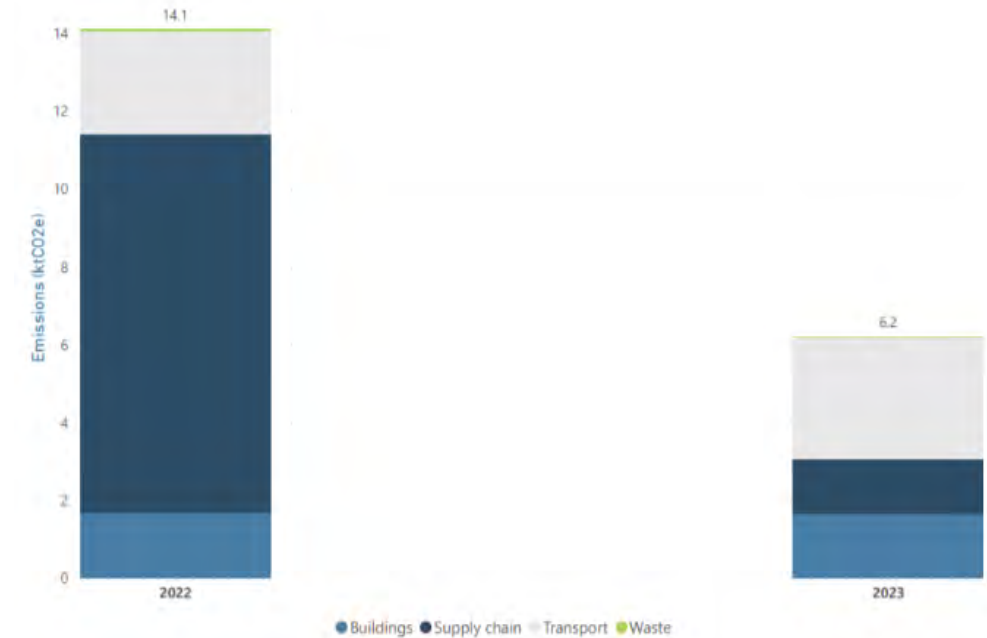
## Decarbonisation Performance summary Quarter 1 & Quarter 2

### Overall RAG Status overall of the NWSSP Decarbonisation Programme is Amber.

- Breakdown per workstream:
  - Carbon Management - Green
  - Buildings, Estates Land use and Planning (BELP) – Amber
  - Transport - Red
  - Procurement - Amber
  - Approach to Healthcare - Amber
- Transport remains on Red since Quarter 4 2023 due to funding.
- NWSSP Year on Year carbon footprint performance as calculated in the Public Sector Net Zero Reporting (table right) **shows a reduction of 7.9 Tonnes ktCO<sub>2</sub>e**.
  - 2022 = 14.1 ktCO<sub>2</sub>e
  - 2023 = 6.2 ktCO<sub>2</sub>e



### Year on year changes

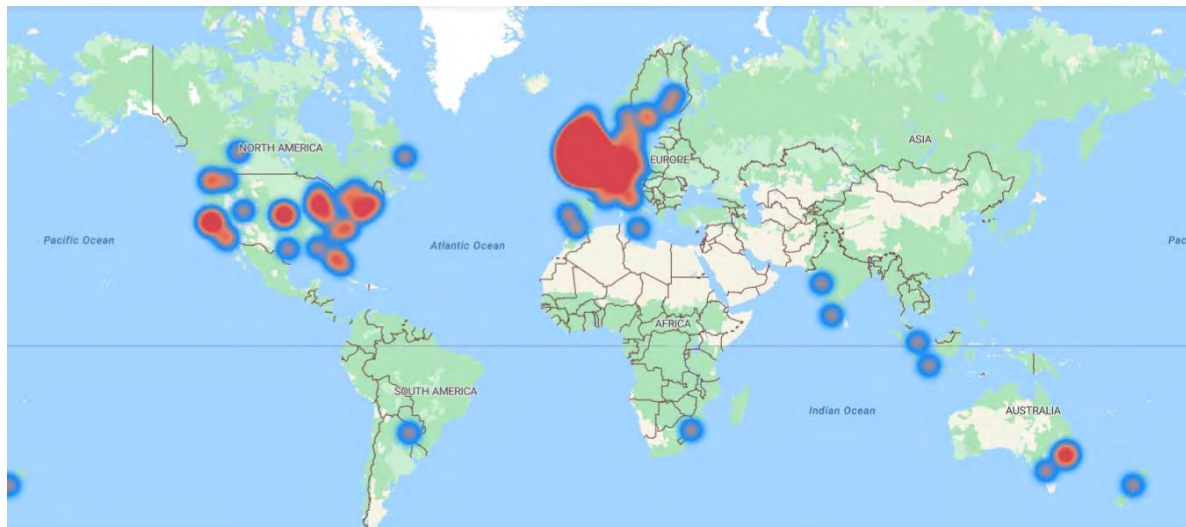


The chart above shows the change in total emissions from the first reporting year to present for NWSSP. Since the previous reporting year, the total footprint (excl. land) has changed by -55.7%. This represents an absolute emissions change of -7.8ktCO<sub>2</sub>e

## Foundational Economy

Throughout Quarter 1 of the 2024-25 financial year, our efforts have continued to focus on enhancing the quality and presentation of data related to our expenditure, with Welsh headquartered organisations as well as the carbon footprint of our supply chain spend.

The Sustainability Team in Procurement has started to map NHS Wales' spend as per the below infographic:



Quarter 1 saw further engagement with national procurement colleagues, on targeted contracts, with discussions on how the procurement strategy may be adapted to promote foundational economy or decarbonisation outcomes.

Quarter 1 saw significant direct engagement with potential, new and existing suppliers. NWSSP attended the Business Wales “Meet the Buyer Event” to provide local businesses with the opportunity to engage on upcoming processes and their requirements.

Early feedback from Welsh Government and subject matter experts has been extremely positive.

## Foundational Economy continued

Quarter 1 and 2 saw the development of greater divisional collaboration across NWSSP on wider foundational economy, decarbonisation and sustainability, in the lead up to the annual Public Sector Net Zero / Decarbonisation reporting.

We will continue to commit to the principles of the Foundational Economy and as such our agenda continues to focus on;

- Increasing spend within Wales.
- Shortening supply chains.
- Increasing supply chain resilience.
- Nurturing individuals from our communities to meet our future workforce needs

Spend in Wales	Quarter 1
Non-Welsh Spend	£695,758,872.48
Welsh Spend	£546,178,460.33
Total Spend	£1,241,937,332.81
% Spend with Welsh Suppliers	43.98%

*NB: Data excludes spend within NHS organisations, between NHS organisations, with Welsh Government and the Inland Revenue. Q1 Data will be available and shared during Q2 of the 2024-25 FY*

## **People and Organisational Development** – *To ensure that our people can be the best they can be*

### **Diversity, inclusion and foundational economy**

- Recruited 3 Network 75 students across the organisation for 2024-29 and 1 General Graduate Management Trainee for 2024-26.
- Engagement and NWSSP representation at careers fairs is ongoing and supported by our early Careers Network Ambassadors.
- We have 30 staff learning Welsh as of September 2024.
- We engaged with over 250 individuals at the National Eisteddfod to promote NWSSP.
- NWSSP formally signed the Armed Forces Covenant in July 2024, with confirmation received that we are now a fully fledged Armed Forces friendly employer in August. This was then confirmed and presented to both SLG and LPF in September 2024, with NWSSP receiving the Armed Forces Bronze Award under their Employer Recognition Scheme.

### **Staff survey**

- We are continuing to work with our services through our Business Partners supporting the development of local action plans.

### **Speaking up safely**

- Work has commenced on an inclusive culture plan to bring together actions from This is Our NWSSP, Speaking up Safely, the Staff Survey and other areas.
- Speaking up Safely questionnaire responses have been shared with the working group and a policy, processes and learning materials are now in draft.

### **Staff Wellbeing**

- 3 sessions of Dementia awareness have been run and a recorded session made available for staff.
- Menopause Buddies training was promoted to all staff and training will take place at the start of Quarter 3.
- 3 visits took place by different members of the P&OD team to support staff in North Wales.
- Internal training commenced for the mental health first aiders as part of the internal accredited centre with further cohorts planned.

### **International Recruitment** – *delivering an ethical, sustainable supply of healthcare professional into the NHS Wales Workforce*

- A further international recruitment event is scheduled for the beginning of November. The recruitment of candidates from the UAE will be piloted.
- 35 vacancies have been supplied between BCUHB, HDUHB, C&CUHB and Velindre.

### **Digital** – *Maximising the return on investment in digital systems and applications*

- 7 of our digital objectives as reported in Quarter 1 are on track to deliver.
- Delivering Phase 2 of the Digital Resourcing Plan has now been completed following a change to the M365 CoE model. Business partner role requirements have been identified as result of this and a review of RPA pipeline completed.

### **National Ophthalmic Contract for Wales** – *Enhanced eye care services available within Primary Care setting*

- The service management board is now fully operational.
- Moving into Quarter 3 we will be review achievements to date against the deliverables we agreed in Quarter 1 and review and refresh delivery timescales and objectives as appropriate.

### **Electronic prescribing services** – *supporting sustainable service delivery within community pharmacies*

- The systems has been reviewed and improvements identified which will require future system developments in Quarter 3.
- Moving into Quarter 3 we will be looking at system developments to improve automation.

# What this means to our customers

- This section focuses on what our completed objectives mean to our customers.
- In Quarter 2 we have not completed any further objectives, but this will change as we progress into Quarter 3 and Quarter 4.
- We have shared in the next slides a couple of decarbonisation case studies from Quarter 1 and Quarter 2 activity.
- Our work in Quarter 3 and Quarter 4 will continue to focus on our organisational strategic objectives to:
  - Maximise the benefit, efficiency and social impact of what do for our partners.
  - Working together to be the best that we can be.
  - Drive the pace of innovation and consistently provide high quality services.

**Year 1 Plan on a Page**  
*Aligned with our strategic objectives and outcomes*



**GIG  
CYMRU  
NHS  
WALES** Partneriaeth  
Cydwasaethau  
Shared Services  
Partnership

 Our People	 Our Services	 Our Value
<p><b>We will create opportunities for our current and future staff to maximise their potential and nurture our talent pipeline.</b></p> <p>Implement a Learning and Development Strategy to address the learning needs of staff across the organisation.</p> <p>Strengthen our Employee Value Proposition with branding, marketing, sourcing, and attraction to improve our recruitment and retention of staff.</p>	<p><b>We will enable our customer facing teams to close the majority of enquiries at first contact, by improving service speed, quality, and experience.</b></p> <p>Support the development of a robust and sustainable All-Wales Occupational Health Service across Wales.</p> <p>Scope out improvements to the Electronic Staff Record and Learning Support to align with other digital workforce systems.</p>	<p><b>We will make bold investment decisions that drive transformation and add value.</b></p> <p>Complete implementation project to move the Oracle Financial Management System to Oracle Cloud Infrastructure.</p> <p>Build a radiopharmacy unit within IP5 and add to existing medicines unit medicines licence.</p>
<p><b>We will increase the diversity of our workforce and advance the use of the Welsh Language in all that we do.</b></p> <p>Work with Welsh Government to extend the All-Wales International Recruitment Programme.</p> <p>Support clinical trainees to develop and advance their Welsh Language skills training and educational programmes.</p>	<p><b>We will drive innovation, setting the standard for good practice, and enhance our processes through automation.</b></p> <p>Lead the development and implementation of the People Portal Transformation Programme.</p> <p>Evaluate the Recruitment and Payroll Modernisation Programmes to identify streamlining opportunities and ways to reduce time to hire.</p>	<p><b>We will lead the way and command of others the changes required to address the climate change emergency and achieve decarbonisation targets.</b></p> <p>Delivery of Procurement contribution to the NHS Wales Decarbonisation Strategic Plan.</p> <p>Explore further wastewater heat recovery and steam recovery systems to increase efficiency across our Laundry Service.</p>
<p><b>We will promote physical, social, mental, and financial wellbeing throughout the organisation to support our staff.</b></p> <p>Implement an All-Wales staff benefits programme.</p> <p>Enable staff to Speak up Safely and have confidence that they will be treated with respect and empathy and concerns will be addressed.</p>	<p><b>We will cultivate partnerships with industry leaders and academic institutions and seek University status.</b></p> <p>Our Innovation Hub will start to build on emerging partnerships across NHS Wales.</p> <p>Continuing to commit to widening access by increasing our apprenticeships and exploring opportunities such as internships.</p>	<p><b>We will utilise our resources efficiently and make a positive impact on a social and sustainable basis.</b></p> <p>Introduction of Scan4Safety as part of the modernisation programme for Wales (5 year programme).</p> <p>Lead on the introduction of the National Ophthalmic contract for Wales.</p>
<p><b>We will listen and learn from our staff to co-produce innovative solutions with our partners.</b></p> <p>Embed a new approach to employee relations, where our people are at the centre of everything to minimize harm when dealing with investigations.</p> <p>Up skill staff to support new digital technologies and reinvigorate our Digital Champions network to maximise our investment in Microsoft 365.</p>	<p><b>We will be data driven, sharing intelligence with our partners to influence decision making across NHS Wales.</b></p> <p>Welsh Risk Pool to work with NHS organisations to embed a culture of improved learning from clinical events across primary and secondary care.</p> <p>Support Health Boards in the management of supply chain issues through quantifying volumes and complexity of medicines shortages.</p>	<p><b>We will spearhead opportunities to grow investment in the foundational economy across Wales as an increasing proportion of our supply chain.</b></p> <p>Delivery of agreed Foundational Economy workplan for NHS in respect of Procurement.</p> <p>Grow the Welsh Language skills of our substantive workforce ensuring we are representative of the communities in which we work.</p>

## Case Study 2 - Holden Farm Dairy Visit

In June 2024, Love British Food hosted 23 people from across the NHS in Wales to visit Bwlchwernen Fawr farm in West Wales. The tour highlighted **restorative farming practices and to understand the farmers vision for a sustainable food system in Wales.**

There were discussions around opportunities and challenges for how NHS Wales, farmers and food producers can work together to achieve robust supply chains of nutritious food in harmony with the environment. Including;

- How buying food that is produced in harmony with the environment will help NHS Wales meet its sustainability and net zero goals.
- How food produced in this way is often more nutritious as a result and will contribute to patient well-being and recovery.
- How introducing flexible menus can accommodate seasonal produce.
- Ways to counteract the cost debate, whether it must be more expensive. How to accommodate any increased unit cost through fortnightly menus. Advice for working with procurement teams to write tenders to attract SME producers.
- The work that Love British Food is doing in conjunction with NHS Wales to inspire Trusts across the UK to seek out quality British produce for their patient and staff menus: the knowledge sharing platforms, national programme of farm visits and support available.



Aled Guy, Head of Sustainability, Procurement, NHS Wales Shared Services Partnership highlighted the following:

1. **Farm Insights:** Everyone's engagement during the tour allowed us to explore sustainable and seasonal food practices firsthand. We appreciated everyone's curiosity and enthusiasm.
2. **Productive Discussions:** The discussions we had around sustainable farming practices were invaluable. The insights of all who attended will undoubtedly inform our future initiatives.
3. **Networking:** Connecting with each other was a pleasure. I firmly believe that fostering these relationships will lead to meaningful future collaborations.

## Case Study – Supply Chain Tote Boxes

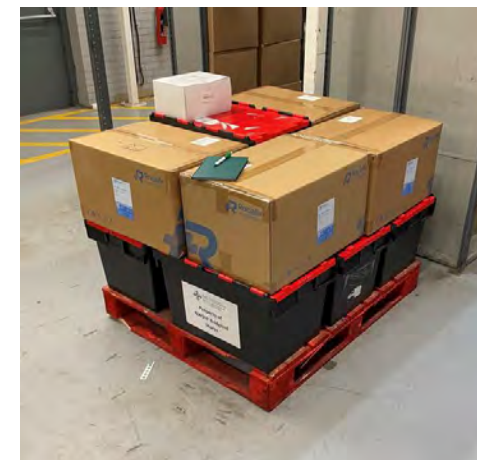
NWSSP Supply chain provide an end-to-end service for community wound dressings to 4 NHS Organisations. This includes picking and packing, delivery to site, unpacking, returning and recycling boxes. On average, NWSSP deliver 1,260 pallets for community wound dressings per annum, so it was an ideal pilot service.

NWSSP supply chain used non-recurring funding to invest in 400 Tote Boxes to address waste and associated carbon emissions in this area.

The purchased boxes are made of plastic and therefore can be sterilised and reused.

Prior to the trial, NHS Supply chain was ordering 1050 cardboard boxes per week totalling 54,600 per annum.

Following the trial, the number of boxes ordered per week has reduced to 350 cardboard boxes per week totalling 18,200 per annum.



- **A reduction in 36,400 boxes ordered per annum.**
- **Cost savings – over £21,000 per annum**
- **Carbon saving 553kg CO<sub>2</sub>e.**



- We have made solid progress again in Quarter 2 and will continue focusing on targeted actions as we move in to Quarter 3. Additional scrutiny will be applied to objectives identified as off track or at risk of becoming off track during the quarterly review process, which commenced on 14 October and concludes on 20 November 2024.
- We ask the Partnership Committee to note the contents of the report.
- The Partnership Committee are asked to feedback any comments regarding the Quarter 2 report before submission to Welsh Government.



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		<b>08/11/2024</b>
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**The report is not Exempt**

**Teitl yr Adroddiad/Title of Report**

**Project Management Office and Service Improvement Update Report**

<b>ARWEINYDD: LEAD:</b>	<b>Rebecca Nelson, Director of Planning, Performance &amp; Informatics</b>
<b>AWDUR: AUTHOR:</b>	Gill Bailey, Assistant Head of Project Management Office
<b>SWYDDOG ADRODD: REPORTING OFFICER:</b>	Ian Rose, Head of Project Management Office
<b>MANYLION CYSWLLT: CONTACT DETAILS:</b>	<a href="mailto:Gill.bailey@wales.nhs.uk">Gill.bailey@wales.nhs.uk</a> <a href="mailto:Ian.rose@wales.nhs.uk">Ian.rose@wales.nhs.uk</a>

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

To provide the Shared Services Partnership Committee with an update on progress with key projects and initiatives undertaken by NWSSP.

**Llywodraethu/Governance**

<b>Amcanion: Objectives:</b>	<p><b>Our value</b> - To develop a highly efficient and effective shared service organisation which delivers real terms savings and service quality benefits to its customers.</p> <p><b>Our services</b> - To develop an organisation that delivers process excellence through a focus on continuous service improvement, automation and the use of technology.</p> <p><b>Our people</b> - To have an appropriately skilled, productive, engaged and healthy workforce.</p>
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<b>Tystiolaeth: Supporting evidence:</b>	NWSSP IMTP 2024-27 approved in principle by SSPC in Jan-24.
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**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 and programmes undertaken by NWSSP.

<b>Crynodeb Dadansoddiad Effaith:</b>	
<b>Summary Impact Analysis:</b>	
<b>Cydraddoldeb ac amrywiaeth:</b> <b>Equality and diversity:</b>	No direct Impact
<b>Cyfreithiol:</b> <b>Legal:</b>	Compliance with procurement regulations where applicable
<b>Iechyd Poblogaeth:</b> <b>Population Health:</b>	No direct Impact
<b>Ansawdd, Diogelwch a Profiad y Claf:</b> <b>Quality, Safety &amp; Patient Experience:</b>	No direct Impact
<b>Ariannol:</b> <b>Financial:</b>	Compliance with financial instructions and processes where applicable
<b>Risg a Aswiriant:</b> <b>Risk and Assurance:</b>	Assessed, monitored and managed within each project
<b>Safonau Iechyd a Gofal:</b> <b>Dyletswydd Ansawdd / Duty of Quality:</b>	Duty of Quality assessed within each project
<b>Gweithlu:</b> <b>Workforce:</b>	Capacity constraints are highlighted against each project where applicable
<b>Deddf Rhyddid Gwybodaeth/</b> <b>Freedom of Information</b>	Open



**GIG Cymru Partneriaeth  
Cydwasaethau  
NHS Wales Shared Services Partnership  
PMO Report**

## NWSSP PMO Monthly Update - 08 November 2024

Prepared by Gill Bailey

### Monthly Summary

The PMO is currently supporting a 'number of projects' of varying size, complexity, and providing a range of support from different points within the project lifecycle.

<b>Projects</b>	15
<b>Programmes</b>	1
<b>SI Initiatives</b>	4

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:

- **56% (9 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 basis
- **44% (7 Schemes) NWSSP** – Typically serving internal purpose for one or more NWSSP Divisions
- **0% (0 Schemes) Health Board** – Typically supporting schemes for Health Boards but where NWSSP play a role in the service provision

A number of projects have been moved to closure since the last report:

- Medical Examiner
- Procurement and Implementation of Wales Healthcare Student Hub
- Wales General Ophthalmic Service – Primary Care Contract Reform
- Charnwood & Companies House Accommodation

There are also additional projects in the pipeline for onboarding which will increase the number of ongoing supported activities.

There are specific Programme Board or Steering Group arrangements in place for Laundry, TRAMs, Decarbonisation and Agile estates, that involve PMs from the PMO, but performance is reported separately.

### SSPC Recommendation

To note contents

## Key Trend information and Initiative Overview

### Initiatives – 16

Scheme Scale								
All Wales	SRO	Previous RAG	Current RAG	SIZE	Start Date	Original Completion	Revised Completion	% Completion
Demographic Transformation	Ceri Evans	Green	Green	Large	21/06/2021	31/07/2023	20/12/2024	79%
Expansion of Legal Services to Primary Care	Daniela Mahapatra	Green	Green	Medium	02/02/2023	29/03/2024	20/12/2024	90%
Primary Care Workforce Intelligence System (Including Reporting and Performers List)	Andrew Evans	Red	Red	Large	13/04/2021	29/03/2024	31/03/2025	33%
Workforce Intelligence Service	Nicola Phillips	Green	Green	Medium	08/07/2024	28/03/2025	N/A	16%
NWSSP Electronic Prescription Service- EPS	Nicola Phillips	Green	Green	Large	01/10/2022	31/03/2024	31/03/2025	83%
Optimising Workforce Transactions (OWT) - Previously named: ESR Manager Self Service (MSS) Implementation	Rebecca Jarvis	Green	Green	Large	01/03/2024	31/03/2025	15/09/2025	10%
Influenza Vaccine programme 2025	Jonathan Irvine	Green	Green	Large	05/02/2024	30/09/2025	N/A	43%
Medicines Homecare Service	Colin Powell	Green	Green	Large	03/06/2024	31/03/2026	N/A	38%
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
Patient Medical Records and (Scanning) Service Accommodation Review	Scott Lavender	Amber	Amber	Large	16/08/2021	31/08/2023	31/01/2025	78%
Employee Investigations	Michelle Thomas	Green	Green	Medium	13/11/2023	31/12/2024	N/A	20%
Laundry Memorandum of Terms of Occupancy (MOTO)	Stuart Douglas	Amber	Amber	Small	21/02/2024	16/01/2025	N/A	25%
L&R Case Management System implementation phase	Mark Harris	Green	Green	LargeXOrg	01/09/2020	31/03/2025	30/05/2025	49%
Data Management	Scott Lavendar	Amber	Amber	Large	04/04/2022	31/03/2025	31/03/2025	44%
Lease Management Solution	Clive Ball	Green	Green	Small	13/03/2024	31/03/2025	N/A	70%
Leaders of the Future for NWSSP rising Stars	Julia Denyer	Green	Green	Medium	02/10/2023	01/04/2025	N/A	61%

## Service Improvement Key Trend information and Initiative Overview

### Initiatives – 4

Scheme Scale							
NWSSP	Sponsor	Previous RAG	Current RAG	DMAIC Stage	Start Date	Original Completion	Revised Completion
Variable Pay Initiative	Neil Frow	Green	Green	Improve	01/09/2023		01/04/2025
L&R Matters Invoicing Process	Stefan Dakovic, Sue Saunders	Green	Green	Define	06/12/2023	02/12/2024	N/A
Staff Movement Advice (SMA) RPA	Stephen Withers	Green	Green	Work Package	01/02/2024	28/02/2025	N/A
Invoice on Hold (IOH) Review	Neil Frow, Alison Ramsey, Linsay Payne	Green	Green	Analyse	22/06/2023	01/03/2025	N/A

Key Individual Project/Programme Updates				
Project Name	Project Manager		Project Exec/SRO	
<b>Primary Care Workforce Intelligence System (Including Reporting and Performers List)</b>	Bethan Rees, Abbie Shackson, Lisa Williams		Andrew Evans	
Monthly Update (key/issues (blockages)/risks)				
<b>Status</b>	<b>Red</b> (Overall)	<b>Red</b> (Time)	<b>Red</b> (Cost)	<b>Red</b> (Quality)
<b>Recent Gateway Review?</b>	No			
<b>Objective</b>				
To implement a single integrated system for the Performers List and Wales National Workforce Reporting System (WNWRS).				
<b>Progress Update</b>				
To ascertain build progress to release invoices, NWSSP was granted access to the Sandbox (controlled area where applications, code and files can be tested) environment on 17 October 2024. Two Sandbox review sessions have been held on: 30 October 2024 and 05 November 2024 with project team members. Due to NWSSP not having the opportunity to be walked through the Sandbox by Credera (sub-contractor), the Sandbox review is taking longer than anticipated.				
Despite Sandbox reviews having taken place, further work is required to assess the full picture of what has been built and what work would be required to complete the build to run both services effectively.				
<b>Main Issues, Risks &amp; Blockers</b>				
<b>Risks</b>				
<ul style="list-style-type: none"> <li>Project timescales for solution build and data migration are extremely tight &amp; there is a risk to project delivery if this activity is not completed on time.</li> <li>Risk of disruption to service continuity due to WNWRS contract extension expiring in Mar-25. Review options and assess impact to service and customers.</li> <li>Credera provided a commercial position update in Aug-24 with projected costs incurred for end of Aug-24 at £105k. Therefore, there is a risk that NWSSP could be liable for this additional cost because of the nature of the signed contract. Commercial discussions to follow Sandbox review which should be completed week commencing 11 November 2024.</li> </ul>				
<b>Issues</b>				
<ul style="list-style-type: none"> <li>A Show &amp; Tell was arranged for 2nd &amp; 3rd Oct-24 to assess the build with a view to release invoices. However, Credera cancelled the Show &amp; Tell despite agreeing to the event in Aug-24. This has resulted in NWSSP having to learn how to navigate the Sandbox which is taking a considerable amount of time. A formal email was sent to Softcat on 8 October 2024 informing them that if access to the Sandbox is not provided by 18 October 2024, then the contract level three escalation process will be implemented.</li> <li>The impact of not having a delivery date for the new product is creating manual workarounds that are resource reliant. For example, manual workarounds are being used within the Welsh General Ophthalmic Services (WGOS).</li> </ul>				

Project Name	Project Manager		Project Exec/SRO	
<b>TRAMS Programme</b>	Peter Elliott		Neil Frow	
Monthly Update (key/issues (blockages)/risks)				
<b>Status</b>	<b>Red</b> (Overall)	<b>Red</b> (Time)	<b>Amber</b> (Cost)	<b>Green</b> (Quality)
<b>Recent Gateway Review?</b>	No			
<b>Objective</b>				
To create a leading Medicines Preparation Service, serving patients across Wales, in a way that is safe, high quality, equitable, sustainable, and economically efficient.				
<b>Progress Update</b>				
<ul style="list-style-type: none"> <li>Concept design work has verified that the South East Hub scope will fit on the IP5 site, and that there is sufficient electrical power.</li> <li>Planning application has been submitted covering both the South East Radio pharmacy and the South East Hub. Queries from the planning authority have been answered. A Section 106 agreement will be needed to part-fund a pedestrian footpath on Celtic Way. The planning approval may therefore come in two stages: first an 'intention to approve' letter; then the final approval once the Section 106 agreement is concluded.</li> <li>Detailed design of the Radio pharmacy is drawing to conclusion, with all deliverables expected during Sept-24.</li> </ul>				

- The tender for the enabling works has now closed and a preferred bidder has been selected. Contract Awarding will take place after the investment decision.
- Cost Forms for the Radio pharmacy have been finalised and submitted to NWSSP Special Estates Services for review.
- Once all these dependencies are met, a final confirmation will be sent to Welsh Government to unlock the Investment Decision.
- Outline Business Case (OBC) for the remainder of the hub is being prepared. The capital costings are stable. Work is currently focussed on agreeing with Health Boards and Trusts the revenue baseline, preferred option, benefits profile, and revenue funding model. Current plans are to circulate an update on OBC financials for the Nov-24 meeting of SSPC, a mature draft of the case in Dec-24, and seek formal approval in Jan-25. Depending on the time taken for Health Board and Trust governance review processes, approval may not be given by SSPC until Mar-25.
- The South West Hub project is now mobilised. Initial phases will focus on site search and provisional selection; concept design leading to OBC preparation. There may be the opportunity to utilise capital on an agile basis once a viable site is identified.
- The programme continued to interface with BCUHB to understand their plans for clinical transformation of their Nuclear Medicine service, and to understand the implications for the future North Medicines Hub.
- Laboratory space in IP5 is being brought into use as staffing and funds permit. Staffing for the laboratories has been included in the current round of IMTP funding requests.
- The TRAMS Digital Project has carried out a market engagement over the summer. Five responses were received of whom four were invited to demonstration days in Sept-24. Financial illustrations from the bidders have been used to assess the likely capital and revenue costs of the digital service, and these are being incorporated as provisional sums within the South East Hub OBC. A tender competition is being planned supported by NWSSP Procurement. A New Service Request has been submitted to DHCW to ensure they are fully sighted on the wider implications for medicines software and data flows and are prepared to support integration where required. Central Team eBusiness Services are also sighted on the likely need for Oracle integration. The NWSSP Chief Digital Officer is sighted.
- Validation of the proposed product catalogue with clinical groups is ongoing. A pack describing the proposed Service Model v1.0 was issued to Chief Pharmacists at the end of May-24. The model was updated following discussion to v1.1 in Aug-24. This model will underpin the revenue costings to be used in the Hub OBC Preferred Option.
- Planning of Organisational Change Project 2 (for around 230 staff) is ongoing, working in partnership with unions and Health Board and Trust workforce colleagues. Resource maps were updated in Mar-24 to support this process. Proposed Staffing Establishments in both the new service and the Health Boards and Trusts are currently being finalised.
- 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.
- Finance Sub group 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 four Health Boards in this position.
  - The Swansea Radio pharmacy currently represents a single point of failure for twelve major hospitals and cancer centres in South and West Wales, with significant constraint on ability to resource patient scans when requested.
- Any further delay to receiving **Planning permission** would impact on the timing of the programme; albeit there are some minor works that are not subject to planning permissions and could be advanced if funding is made available before end of calendar year.
- 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. The proposed level of staffing to operate the TRAMS service model is also being actively reviewed to ensure the project as a whole remains affordable.
- The project has now expended the **fees allocated** to cover Radio pharmacy detailed design. In the event that the Investment Decision is delayed beyond the end of Dec-24, no further fee funded work will be able to be undertaken, and some NHS capital funded roles may become a cost pressure, until the next capital funding tranche is released.
- Based on current position, the programme is rated **"Red"**.

Project Name	Project Manager	Project Exec/SRO
Data Management	Alison Lewis	Scott Lavender
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 discovery phase which will inform the next phases of the project.

### **To catalogue:** -

- Existing delivery mechanisms and solutions.
- Current arrangements for the supply of regular reports.

### **To review:** -

- Data request / response processes including IG review processes.
- Existing technical infrastructure

### **To identify:** -

- 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 provision
- Inconsistencies in existing data models.
- Potential "quick wins"

## Progress Update

General Medical Services workstream has now commenced and five reports are being developed in Power BI.

Stakeholder engagement continues - a meeting has been arranged with Hywel Dda University Health Board on 15 November 2024 to review the dashboard they have developed.

The draft Data Privacy Impact Assessment has been updated with feedback received from Information Governance Manager. Project team to review and update by end Nov-24.

The backlog of developments for Ophthalmic dashboard was created on 21 October 2024 following feedback. Ten out of eleven development requests have been completed.

Ophthalmic Power BI Dashboard is complete and awaiting Project Board sign-off in December meeting.

## Main Issues, Risks & Blockers

The project is now making good progress. Mitigating action has been agreed for support in the Business Information Team for the main risk of resource availability and capacity to meet the end of year timeframe due to staff movement and commitments to other projects/business as usual.

Progress is being made to resolve the issue with the data accuracy, a data validation process is now being put in place and the dashboard has been reconfigured and is waiting sign-off. There is an issue with access to the data from GMS which has caused a delay in creating the views, the Business Information Manager will follow this up to ensure it doesn't further impact the project delivery timescales. No impact to stakeholders.

Project Name	Project Manager	Project Exec/SRO
<b>Patient Medical Records and (Scanning) Service Accommodation Review</b>	Rachel Pember, Julian Bowen-Sargent	Scott Lavender

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

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

**Recent Gateway Review?** No

## Objective

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.

## **Background**

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.

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.

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, relocation to the CP2 building is not a suitable option for the Document Scanning service and it is prudent to consider merging the Document Scanning team onto one.

## **Progress Update**

### **Medical records from Brecon House to DuPont, Mamhilad (new accommodation)**

The lease for the new premises, Dupont, commenced from 06 August 2024.

An exit plan for Brecon House has been established.

The Lighting company have installed the new lighting and finished onsite working. The racking company and the removal company are onsite completing works and are on track to be completed by end of Dec-24.

Following approval of additional WG capital monies for racking protection, activity with Procurement Services has started with the first step to appoint a contractor.

IT works have been completed.

Sub working groups are in place for Office, Fire, Facilities, H&S, Procurement and Finance to ensure progress of identified tasks.

Communication updates are being provided to staff on a monthly basis to keep them informed of progress. The review of the current situation within Brecon House for RAAC, is being monitored and assessed on a regular basis.

### **Medical Records Culling of Notes relating to Infected Blood Enquiry**

The established workstream are working to facilitate the first phase of the culling of notes with a target date for completion end of Jan-25.

A Project plan is being established to identify further works for phase 2 to be completed by end of Mar-25.

Business as Usual phase 3 will be established in Q1 financial year 25/26.

## **Main Issues, Risks & Blockers**

### **Medical records from Brecon House to DuPont (new accommodation)**

#### **Risks:**

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 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.

### **Medical Records Culling of notes for the Infected Blood Enquiry**

Early risks have been identified relating to time constraints, costs, staffing resources, health and safety which will be fleshed out as the workstream progresses.

Delays with appointing a waste contractor may result in a delay of the first phase starting date. Alternative contract routes are currently being explored to alleviate the risk for delays.

Project Name	Project Manager	Project Exec/SRO		
<b>Laundry Memorandum of Terms of Occupancy (MOTO)</b>	Paul Thomas	Stuart Douglas		
<b>Monthly Update (key/issues (blockages)/risks)</b>				
<b>Status</b>	<b>Amber</b> (Overall)	<b>Amber</b> (Time)	<b>Amber</b> (Cost)	<b>Amber</b> (Overall)
<b>Recent Gateway Review?</b>	No			
<b>Objective</b>				
<p>On 01 April 2021 NWSSP took over the responsibility for delivery of Laundry Services to NHS Wales operating from the following locations:</p> <ul style="list-style-type: none"> <li>Ysbyty Glan Clwyd (Betsi Cadwaladr University Health Board - BCUHB)</li> <li>Llansamlet (Swansea Bay University Health Board - SBUHB)</li> <li>Green Vale (Aneurin Bevan University Health Board - ABUHB)</li> <li>Church Village (Cwm Taf Morgannwg University Health Board - CTMUHB)</li> <li>Glangwili (Hywel Dda University Health Board - HDUHB)</li> </ul> <p>Originally, services from Church Village and Glangwili were 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).</p> <p>The 'Shift East' NWSSP Project was initiated in 2023 to deliver the following changes:</p> <ol style="list-style-type: none"> <li>Transfer of staff from CTMUHB (Church Village) to NWSSP (delivered Apr-24)</li> <li>Transfer some Laundry staff from HDUHB (Glangwili) to NWSSP to deliver a hub base service model (delivered Apr-24)</li> <li>Conversion of the Glangwili Laundry to provide a hub for NWSSP services (in progress)</li> </ol> <p>As a result of the changes in service profile, it has been necessary to create workstreams to formalise the basis of NWSSP's occupation at Church Village and Glangwili through a Memorandum of Terms of Occupancy (MOTO) agreement.</p>				
<b>Progress Update</b>				
<b>Work Stream 1 (Church Village)</b>				
<p>In Dec-23, whilst initiating tasks to put the MOTO in place, CTMUHB expressed a preference to transfer the Building to NWSSP. Two surveys were commissioned (Building and Mechanical &amp; Electrical Service (M&amp;E)) and undertaken with the output shared with NWSSP and CTMUHB stakeholders on 08 May 2024. These surveys indicate a combined maintenance backlog of £1.4m (exc VAT and fees etc).</p> <p>Given that NWSSP has no funds to address the backlog, nor resource to manage it, this is not a viable proposition. In light of the situation, NWSSP are yet to make a decision on the future direction of travel.</p> <p>There has been no further progress to date.</p>				
<b>Work Stream 2 (Glangwili)</b>				
<p>To assist with establishing a MOTO agreement, a survey was completed in Apr-24 indicating that there is a building maintenance backlog of £0.28m (exc. VAT and fees etc.) It should be also noted that the building and engineering installation is dated.</p> <p>The output was discussed with NWSSP and HDUHB on 02 May 24.</p> <p>During the summer HDUHB prepared several schemes for consideration, based on what was considered to be a reasonable and conservative brief, however none were affordable.</p> <p>As a result, a concerted effort was made during Oct-24 to identify an absolute do minimum. This scope is presently being designed by HDUHB and will shortly be priced up by their framework contractor. It is anticipated the proposal will be affordable.</p> <p>A MOTO/Licence of Occupation Agreement has been drafted and is due to be shared with HDUHB in Nov-24.</p>				
<b>Main Issues, Risks &amp; Blockers</b>				
<b>Issues</b>				
Work Stream 2 - An issue has occurred where the refit costs outweigh the NWSSP budget. Further meetings are taking place to find a resolution.				
<b>Risks</b>				
Work Stream 1 - If CTMUHB and NWSSP cannot reach agreement on Tenure arrangements working relationships could become strained and increased risk of destabilising the revised operating model.				

Work Stream 2 – If the refit cost does not meet the budget, NWSSP may need to look at other options including leasing a new site for this operation.

## Buy-in Risk

If Health Boards do not buy-in to the process, there is a risk of failure to secure a signed MOTO. Communication has begun between all parties to mitigate any risk.

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

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

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

**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 - complete
- Implementation of in-house application known as MRTransfer, previously known as 'Notify', that monitors the movement of medical records - complete
- Implementation of Primary Care Registration Management System (PCRM) provided by NHS England (previously NHS Digital) - complete
- De-commission NHAIS local boxes

## Progress Update

### NHS England Update:

All Users of the NHAIS system (NHS England, NHS Wales, Isle of Man and Defence Medical Services) have completed the transition to PCRM. De-commissioning activities for NHS England have commenced.

To note, Public Health Wales have completed the successful implementation of the new Cervical and Breast Screening solutions.

### NWSSP Project Update:

All reliance upon NHAIS by NHS Wales has been removed with the implementation of Family Practitioner Payment System (FPPS), Primary Care Registration Management System (PCRM) and MRTransfer with data feeds provided via Welsh Demographic Service.

Registration and Medical records historical data previously held in NHAIS is now available to view within PCRM. The project team is assessing the residual tasks to confirm if these can be handed over to business-as-usual.

As all data extracts from NHAIS have either been provided or are available and all reliance has been removed, DHCW will commence a controlled power down of the five NHAIS instances week commencing 11 November 2024.

Discussions are ongoing with NHSE to provide global sum calculations, practice list sizes which inform GP GSUM payments, based on data obtained directly from Personal Demographic Service.

## Main Issues, Risks & Blockers

### Risks:

No risks to report above the threshold. To note, all risks are being monitored.

### 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. Negotiations are ongoing with NHSE and DHCW to confirm these costs but likely to be protracted due to the additional services they are looking to include such as EPS.

Project Name	Project Manager	Project Exec/SRO		
<b>L&amp;R Case Management System implementation phase</b>	Daniel Sinderby	Mark Harris		
<b>Monthly Update (key/issues (blockages)/risks)</b>				
<b>Status</b>	<b>Green</b> (Overall)	<b>Green</b> (Time)	<b>Green</b> (Cost)	<b>Green</b> (Quality)
<b>Recent Gateway Review?</b>	No			
<b>Objective</b>				
<p>The Legal &amp; Risk Service (L&amp;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. The objective of the project is to procure and implement a case management system.</p> <p>Legal and Risk Services (L&amp;RS) have successfully completed the procurement process and have awarded the contract to a supplier to deliver a configured commercial off the shelf solution. All call-off/joint schedules have been finalised and the contract was signed by NWSSP on the 30 August 2024.</p>				
<b>Progress Update</b>				
<p>The Legal and Risk Services (L&amp;RS) have awarded a software contract to Civica™ to use their iCasework case management system.</p> <p>The project is now into delivery/implementation phase. During this reporting period the following actions have been undertaken:</p> <ul style="list-style-type: none"> <li>Initial project plan was agreed and distributed to the project team.</li> <li>High level scope and deliverables meeting was held.</li> <li>Trial migration meeting was delivered to plan the moving of data from current software databases into the new software database.</li> <li>A series of 'discoverable and deliverable' meetings looking at functional, procedural, and technical aspects of the software were undertaken.</li> <li>Configuration work being undertaken by the different teams (business processes) that the division undertakes.</li> <li>System administrators have been selected and have undertaken training.</li> <li>A senior coalition group (team leaders within the division) has been set up and communicated with on the change of working with the new software.</li> <li>26 change agents (Super User Champions) have been recruited and training planned so they can help colleagues through using the new software.</li> <li>Communications plan has been presented and will manage on-going engagement through delivery and</li> <li>Skills gap analysis survey has been taken and a series of empathy mapping sessions have started with colleagues throughout the division to understand more the needs and potential problems that may arise during wider training and roll out.</li> <li>IT internal changes are being scoped and solutioned with DHCW (Centre of Excellence and Client services) to integrate the iCasework system within NHS Wales IT systems including Active Directory integration and Office 365 as well as an Application Programming Interface to allow connectivity and enable data sharing among different I.T systems</li> </ul>				
<b>Main Issues, Risks &amp; Blockers</b>				
<p>Risk</p> <p>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.</p>				

Project Name	Project Manager	Project Exec/SRO		
<b>NWSSP Electronic Prescription Service-EPS</b>	Daniel Sinderby	Nicola Phillips		
<b>Monthly Update (key/issues (blockages)/risks)</b>				
<b>Status</b>	<b>Green</b> (Overall)	<b>Green</b> (Time)	<b>Green</b> (Cost)	<b>Green</b> (Quality)
<b>Recent Gateway Review?</b>	No			
<b>Objective</b>				
<p>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</p>				

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 Nov-23.

NWSSP PCS

## **Progress Update**

To note the percentage completion is based on an average of both Reimbursement and Smartcards workstreams: 80% Reimbursement, 87% Smartcards. Overall project completion is 83%.

The focus of the plan remains on completing residual and new tasks to enable rollout of Electronic Prescription Service to GPs and Pharmacy System Suppliers.

**Integration/Development of Internal Applications:** Work on archiving the EPS PROD SQL data is underway. The archiving process is ready, however there is a dependency on the folder creating for the EPS dashboard.

**Assurance:** Assurance timescales for each supplier (where known) are incorporated into the project plan. The Pharmacy system suppliers: Invatech, Boots, Positive Solutions and Clanwilliam have been signed off and have full authority to release nationally. Pharmacy X, EMIS Health, Cedegim and Apotec are due to be assured and authorised during Dec-24 and Jan-25.

**Service Management:** Conversations are ongoing. NWSSP is part of a wider group of stakeholders who are continuing to refine the EPS Service Management approach. Currently reviewing the Service components ownership and which of these should be owned by NWSSP with the appropriate governance. A Service Level Agreement (SLA) is being worked on between PCS and DHCW outlining the responsibilities that NWSSP and DHCW have for each process.

**Communication Approach:** Work is ongoing on NWSSP external and internal websites to ensure both are updated with relevant information. NWSSP and DHCW have been working through an options appraisal paper regarding information being available on the external websites. Once an agreement has been made, the PCS team can progress this.

**Funding:** Programme (managed by DHCW) have procured a consultant to establish an investment case for business-as-usual funding. PCS have measured the resource impact and associated costs of EPS and the ongoing management of Smartcards when the rollout is complete based on information provided by the Programme for the BAU Investment Case. The Investment Case is currently being finalised by the Programme.

## **Smart Cards:**

- PCS are continuing to support the current live First of Type (FOT) sites in Rhyl, Llanfairfechan, Llanbradach and Penarth
- PCS are also continuing to support the rollout of the early adopter sites of the approved suppliers, where volumes continue to increase.
- FOT 5 sites (Pharmacy X):
  - Blaenavon Medical Practice due to go live 06 November 2024
  - Health Plus, Blaenavon pharmacy due to go live 22 October 2024
- FOT 6 (EMIS Health):
  - Nantymoel Surgery is anticipated to go live on the 05 November 2024
  - G.Rowe Pharmacies (Nantymoel & Ogmores Vale) anticipated live dates are to be confirmed
- FOT 7 (Apotec):
  - There have been issues with the original FOT sites identified in Swansea - Cwmfelin Medical Centre, Knights Cwmfelin Pharmacy
  - New FOT sites have been identified with go live dates to be confirmed - Kinmel Bay Medical Centre & Cohens Chemist
- FOT 8 (Cedegim):
  - Glan Yr Afon GP, Blaenau gwent due to go live 12 November 2024
  - Nelsons Morgan Street and Nelsons Park Row pharmacies, Tredegar due to go live 05 November 2024
- The first group of Dispensing Appliance Contractors (DAC) sites in Cardiff are now live. These include:
  - - Nightingale
    - Respond
    - Fittleworth

There is a high volume of Locum Smartcard requests, therefore PCS team are currently working on new electronic application forms and accompanying information to be published on NWSSP webpages.

The project team is currently writing/reviewing the SLA between NWSSP and DHCW to include Smartcard obligations for BAU.

## **Main Issues, Risks & Blockers**

## Risks

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 working with the Business Change Team within DHCW as well as continually assessing the impact that EPS is having on current business practices. A Business Impact Assessment is being completed to support this.

More visibility is needed when test claims are being sent by supplier via DHCW. This has been flagged to DHCW as a risk when new suppliers are onboarding to ensure that information is sent through detailing what NWSSP should be able to see within the test claim. A test plan from DHCW has been shared with the project team.

## Issues

Business-as-usual funding (post Apr-25) has not yet been agreed. Discussions have commenced with DHCW to ensure inclusion of costs for NWSSP to be included in any funding bids to Welsh Government. DHCW Programme team have procured consultancy to aid with the development of the BAU investment case which NWSSP are feeding into.

Incorrect codes were set up on clinical system at Plas Menai Surgery by a Locum doctor using GMC numbers instead of prescriber numbers. A resolution is being sought by NWSSP and DHCW Programme team.

EPS materials associated with the rollout, currently in Dupont, need to be relocated and to date no alternative has been found. NWSSP are exploring options and working with the DHCW Programme team to establish space needed to house current and planned future deliveries.

English nominations are not showing Welsh Pharmacies in some suppliers' drop-down lists, potentially caused by the version of EPS a supplier is using. This has been flagged to DHCW Programme team who are monitoring the rollout for this type of issue.

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

Service offering defined and processes for the new service are in place. Client Care Letter created and awaiting formal sign-off. Client Referral form developed and awaiting formal sign-off.

Development of Legal & Risk web site is underway with the anticipation that this will be ready Q4 24/25. 'Soft' launch event with GP Clusters that have expressed an interest in the new service has been delayed to Q4 24/25 whilst completion of the final tasks is undertaken.

### 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
Leaders of the Future for NWSSP rising Stars	Rachel Pember	Julia Denyer

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

**Status**                      **Green** (Overall)                      **Green** (Time)                      **Green** (Cost)                      **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. The aim is to develop and grow staff within NWSSP, giving them the opportunity to step outside their current roles and take on new initiative to develop their leadership skills.

### Progress Update

NWSSP People and Organisational Development Senior Leadership Team have agreed for the project to progress at pace with a view to bringing forward the launch to within 24/25.

Project team members have reviewed the project plan and additional tasks which includes five new milestones sections have been added to the project plan. These relate to the application/recruitment process and ongoing monitoring of successful applicants. These tasks are currently being worked though in readiness for implementation when applications "go live" on 27 November 2024.

The project Team in Sept-24 made the decision to extend the timeframe for divisions to submit their objectives, due to a limited number of objectives received. These would be used by the successful candidates which is the basis of the Leaders of the Future programme. The objective timeframe was extended from 01 October 2024 to the 18 October 2024. The objectives submitted are being reviewed by the Leaders of the Future review panel on the 08 November 2024.

Applications for the Leaders of the Future (LoTF) programme will now open on 27 November 2024 and close on the 06 January 2025, with the successful candidates commencing the programme on 01 March 2025.

### Main Issues, Risks & Blockers

Risk identified -

- Additional workload capacity to People and Organisational Development Team/Dept to set up LoTF programme.

Issue identified -

- Any financial costs to divisions for upgrading / obtain licences for any specific IT packages/applications for candidates to undertake work on the LoTF programme.
- Extension timeframe for divisions to submit objectives to LoTF team in order for candidates to apply. This means that the programme could not progress until objectives have been received.

Project Name	Project Manager	Project Exec/SRO
Employee Investigations	Rachel Pember, Myra Jones	Michelle Thomas

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

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

## Recent Gateway Review?

### Objective

Implementing a revised approach to ensure employees are supported during investigations, essentially ensuring that there is minimal harm caused.

### Progress Update

Two launch events were held on 13 September 2024 and 18 September 2024, in North and South Wales respectively.

Work is underway with the Project Manager, Project Executive and the Task and Finish Group. The project team are continuing to finalise on the internal project plan which now includes recommendations from delegates at the two launch events.

The project team will also work with the National Team to capitalise on the fantastic engagement at the launch events and send further communications to the attendees to promote the cascading of the online training sessions and drafting a news story from the events.

Further Task and Finish groups and project team meetings have been scheduled in the diaries to progress this work.

### Main Issues, Risks & Blockers

None over the threshold identified

Project Name	Project Manager	Project Exec/SRO
Optimising Workforce Transactions (OWT) - Previously named: ESR	Rhiann Iles	Rebecca Jarvis

## Manager Self Service (MSS) Implementation

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

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

**Recent Gateway Review?**                      In Progress

#### Objective

The scope of this project has been revised via change control processes. The background to the change and the updated objectives are listed below:

#### **Background**

The Payroll Services Team within the Employment Services Division have historically utilised macro based excel worksheets to capture new starters, terminations, and movements within NHS Wales to provide accurate payroll information. Issues were identified with the reliability and stability of the worksheets and an alternative solution was sought. The new system, Staff Movement Advice (SMA) has been developed in partnership with the Centre of Excellence Team based within DHCW, to capture all payroll activity in the future. The design and inception of SMA has taken place over the past few years.

In parallel, NWSSP Digital Workforce Team have been working on the Electronic Staff Record (ESR) Transformation Programme, Future Workforce Solution, to reprocur a system which will replace ESR.

As part of the transformation programme, the directive received from NHS Business Services Authority was to 'enable readiness' for the future solution by supporting all NHS Wales organisations to promote the use of Manager Self-Service (MSS) functionality within ESR. This would ensure that organisations would reach an optimal state of digitalisation in preparation for the implementation of the new solution in 2026. It was identified that 80% of associated transactions covering 5 assignment areas would be completed within MSS by Apr-25. With the remaining 20% of transactions that could not be fulfilled using MSS, undertaken by the SMA system.

The initial scope of the project was to support the roll out of MSS to Health Boards and Trusts in compliance with the NHS BSA directive with careful consideration being given to payroll activities, proposed to be undertaken by SMA.

A project team was established led by Digital Workforce Team to include heads of Payroll, nominated by the Employment Services, for their input and to highlight potential crossover with the SMA system. Following detailed discussions, a decision was taken to appoint a Project Director to oversee the project on a Divisional basis to implement both self-service tools to optimise Workforce Transactions for the end user.

#### **Objectives**

The objectives of the project are:

- To ensure collaboration in the implementation of both SMA and MSS to establish ongoing communication and information sharing between the teams to ensure the co-existence of both tools.
- Focus on actioning agreed recommendations regarding ongoing usage. These are:
  - Ascertain timeline for change reason functionality to be incorporated into SMA.
  - Digital Workforce Productivity will continue to explore the opportunity to create an additional portal for non-payroll functionality for development and implementation following the full rollout of SMA and MSS (Mar-25).
  - Promote a flexible approach to the implementation of SMA at an organisational level for transaction areas where MSS has already been implemented. It is the decision of each organisation to determine if a mixed approach, using both SMA and MSS, will continue to be used. The functionality offered within both self-service tools provide different elements that together constitute and support a full digital experience for optimising workforce transactions in preparation for the new workforce solution by 2026.

#### **Progress Update**

As detailed in the revised objectives above, the project has been subject to change. This is also reflected in the decrease % completion of the project.

A Project Board meeting took place on 15 October 2024 where an updated project scope was accepted and ratified, moving the project into the initiation phase. The following activities were agreed in advance of the next Project Board meeting on 14 January 2025:

- Data to be collected by Digital Workforce and Employment Services from start of the implementation period of both tools up until the (calendar) end of the year.
- The formation of a small project team to develop a joint plan on the remaining implementation activities (milestones) for both SMA and MSS (meeting scheduled for 18 November 2024).
- Request an extension of PMO support to be extended from March to September 2025 (agreed).

Next Project Board meeting will focus on:

- Reviewing the data collected from both self-service tools as detailed above

- Decide on a communication approach to be utilised to allow organisations to adopt a flexible approach to implementation.
- Review identified risks and issues.

### **Main Issues, Risks & Blockers**

Risks and Issues to be captured within the initial meeting of the project team (18 November 2024) and reviewed at the next Project Board meeting (14 January 2025).

Project Name	Project Manager	Project Exec/SRO		
<b>Influenza Vaccine programme 2025</b>	Rachel Pember	Jonathan Irvine		
Monthly Update (key/issues (blockages)/risks)				
<b>Status</b>	<b>Green</b> (Overall)	<b>Green</b> (Time)	<b>Green</b> (Cost)	<b>Green</b> (Quality)
<b><u>Recent Gateway Review?</u></b>				
<b><u>Objective</u></b>				
NWSSP to provide a centralised Influenza Vaccine Programme in 2025. To centrally procure, store and distribute the Influenza Vaccine for the vaccination programme commencing in autumn 2025 and future Influenza Vaccination programmes going forward, to all General Practice, Community, and Local Health Boards (LHBs) Trusts.				
<b><u>Progress Update</u></b>				
Following Welsh Government approval of the NWSSP proposal, project team members have prepared a project plan and have commenced tasks to allow for the project to remain on target.				
The project team has commenced engagement with People and Organisational Development to create and fill new posts for the picking and packing of the Influenza Vaccines.				
Following a tender exercise, Procurement Services are due to award the appointed suppliers of the Influenza Vaccine by end of Nov-24.				
<b><u>Main Issues, Risks &amp; Blockers</u></b>				
No risks over the reporting threshold.				

Project Name	Project Manager	Project Exec/SRO		
<b>Lease Management Solution</b>	Daniel Sinderby	Clive Ball		
Monthly Update (key/issues (blockages)/risks)				
<b>Status</b>	<b>Green</b> (Overall)	<b>Green</b> (Time)	<b>Green</b> (Cost)	<b>Green</b> (Quality)
<b><u>Recent Gateway Review?</u></b>				
<b><u>Objective</u></b>				
Procure and implement an alternative system to Electronic Property Information Mapping Service (ePIMS) that meets the requirements of the Specialist Estates Services (SES) Property Team				
Background: The project has been established to support the purchase of an alternative system for the SES Property Team to manage leases across NHS Wales. The UK Cabinet Office has been working with stakeholders to develop a new system for property management as the current system, Electronic Property Information Mapping Service (ePIMS), is due to be phased out by Mar-25. SES colleagues who have participated in this process, were informed that the new software would not be a replacement of ePIMS. This would not satisfy SES's needs as it does not contain the functionality required to undertake the Lease Management role for all NHS Wales organisations.				
<b><u>Progress Update</u></b>				
The NWSSP Informatics team have developed a solution using Microsoft Power Platform. Following successful User Acceptance Testing with the Property Team, a decision has been made to pursue Go Live with the Microsoft Power Platform system. To provide further assurance and acceptability, the new system will be used in parallel with ePIMS during Nov-24 for a period of up to 8 weeks.				
Project progress will be reported to Health Boards along with an implementation plan.				
Suppliers involved with the pre-market engagement exercise have been informed that the procurement will no longer be pursued as an In-house solution will be deployed.				
<b><u>Main Issues, Risks &amp; Blockers</u></b>				

## Risks

To note, the below risks have been mitigated by the decision to proceed with an In-house solution.

R1 - The current ePIMS system is shut down before SES can procure an alternative solution. Engagement with NWSSP/DHCW to ascertain whether they can develop an alternative system in the timescale available.

R2 - SES is unable to source an alternative system to enable SES Property team to deliver its function. Engagement with NWSSP Procurement to ascertain what alternative procurement options exist in the timescale available.

R3 - Funding (capital and revenue) is unavailable to procure and run an alternative system. Engagement with NWSSP Finance to ascertain whether funding is available to support the procurement and running of an alternative system.

Project Name	Project Manager	Project Exec/SRO		
<b>Medicines Homecare Service</b>	Gill Bailey, Rachel Pember	Colin Powell		
<b>Monthly Update (key/issues (blockages)/risks)</b>				
<b>Status</b>	<b>Green</b> (Overall)	<b>Green</b> (Time)	<b>Green</b> (Cost)	<b>Green</b> (Quality)
<b>Recent Gateway Review?</b>				
<b>Objective</b>				
Create a new service to purchase, store, dispense and deliver selected medicines to patients at home.				
<b>Progress Update</b>				
The project team are tasked with submitting a Proof of Concept proposal to the Senior Leadership Team outlining how NWSSP could support the purchase, store, dispensing and delivery of selected Medicines to patients at home.				
Project Team members have created and are working to a high level project plan for the preparation of the Proof of Concept business case and are commencing with tasks to allow for the completion of the paper to be submitted Dec-24/Jan-25.				
<b>Main Issues, Risks &amp; Blockers</b>				
Initial risks have been captured but need to be formerly assessed and documented.				

Project Name	Project Manager	Project Exec/SRO		
<b>Workforce Intelligence Service</b>	Bethan Rees	Nicola Phillips		
<b>Monthly Update (key/issues (blockages)/risks)</b>				
<b>Status</b>	<b>Green</b> (Overall)	<b>Green</b> (Time)	<b>Green</b> (Cost)	<b>Green</b> (Quality)
<b>Recent Gateway Review?</b>	In Progress			
<b>Objective</b>				
The key deliverables are:				
<ul style="list-style-type: none"> <li>Review and expand staff benefits that are currently not available to primary care staff and to explore potential to expand access. For example, Salary Sacrifice Scheme.</li> <li>Develop understanding of why people stay or leave their roles in Primary Care.</li> <li>Undertake Feasibility Study to facilitate temporary staffing solutions in Primary Care.</li> <li>Co-ordinate guidance and expertise from NWSSP to contribute to delivery of key objective access to benefits.</li> <li>Develop NWSSP project in line with programme line.</li> <li>Monitor any risks &amp; issues to delivery of plan.</li> </ul>				
<b>Progress Update</b>				
Following some exploratory work into the objective of providing Primary Care staff with an equitable off to benefits the outcome is as follows:				
<ul style="list-style-type: none"> <li>Primary Care staff would need to hold an employment contract and be paid salary be an NHS Wales Health Board or Trust in order to be eligible as the Salary Sacrifice amount is taken from their salary.</li> <li>All 3730 Single lead Employer trainee Doctors, Dentists &amp; Pre Reg-Pharmacists are employed by NWSSP and are therefore eligible for Salary Sacrifice. Trainees have access to benefits via the SLE app.</li> <li>Since the introduction of SLE, trainees have benefits from:               <ul style="list-style-type: none"> <li>14 – Home Electronics</li> <li>28 – Cycle to work scheme</li> </ul> </li> </ul>				

- 89 – Cars of the road

The focus for Q3 24/25 is to look at why people stay or leave their roles in Primary Care.

### **Main Issues, Risks & Blockers**

#### **Risks**

- There are no risks identified >15.

## Service Improvement Initiatives

Initiative Name	Service Improvement Lead	Service Improvement Sponsor
<b>Invoice on Hold (IOH) Review</b>	Tim Knight	Neil Frow, Alison Ramsey, Lindsay Payne

### 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

The steering group are meeting 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.

#### **All Wales Procure to Pay Governance Group (AWP2PGG)**

The Steering Group have reinstated the All-Wales P2P Governance Group which meets every month to review progress against key objectives and actions, to include Receipting, No Purchase Order No Pay and Tolerance thresholds relating to the Invoices on Hold report.

The group also offers an opportunity for wider scrutiny of improvements from partners and always aiming to deliver all Wales adoption of improvements and processes where possible.

The steering group currently have the following improvements in flight:

Improvement	Responsible Group	Activity	Benefit Type
ActionPoint Review	NWSSP IOH Steering group	Streamline ActionPoint process, improve CSAT. Improve response times to customers whilst addressing live complaints regarding invoices that sit on hold.	Process Improvement
Receipting Reminder Automation	All Wales P2P Governance Group	Improve, increase and automate reminder process, helping requisitioners and approvers to receipt goods in a timely manner providing they have been received.	Process Improvement
No PO No Pay	NWSSP IOH Steering group	Clearance Initiative focussed on driving down the numbers within No PO No Pay whilst educating suppliers.	Problem Reduction
No PO No Pay	All Wales P2P Governance Group	Updating policy, enabling further improvement, sending letters to all internal and external stakeholders to remind of responsibilities, addressing part of the root cause.	Process Improvement
Statement Reconciliation	NWSSP IOH Steering group	Outsourcing the reconciliation process, allowing for the review of supplier statements and identification and subsequent removal of invoices that are in our system but not on supplier statements	Process Improvement
Under £500 release hold review.	All Wales P2P Governance Group	To be reviewed to see if improvements can be made to both the process and retrospective checking.	Process Improvement
Tolerance Standardisation (freight)	All Wales P2P Governance Group	To review and bring an all Wales consistency to the tolerances set within Health boards around procurement processes.	Process Improvement

Some key call outs from the last two months are as follows:

**No Purchase Order No Pay policy** - Supplier and Stakeholder Letters have been, or are due to be, sent by all NHS Organisations by the 14 November 2024. This letter reminds external suppliers and internal requisitioners and approvers of

their responsibility with regards to the No Purchase Order No Pay Policy, helping to improve policy adoption and address existing points of failure.

### **Not on Statement Clearance -**

Within the Invoices on Hold (IOH) report there are a number of Invoices that are marked as "not on statement" and this is typically because the supplier does not recognise the invoice and does not believe the funds are owed to them.

Over the last few months, the steering group has stood up an improvement to this process. Health Boards and Trusts are now contacted on the 1st of each month and informed of the number of invoices that they have marked as not on statement within the IOH, at this time the Health Boards and Trusts are also informed that these invoices will be cancelled in 15 working days unless they contact us to advise that they should not be.

As a result of this process, we have seen a 70% reduction to the "not on statement" holds.

This is a prerequisite for the launch of the Statement Reconciliation software and will allow for the timely removal of appropriately identified invoices via this process.

### **No Purchase Order No Pay -**

Resource has been provided by both Procurement and Planning Performance & Informatics to focus on the reduction of invoices that sit under No PO No Pay holds, looking to work with suppliers to identify invoices that have been submitted without a purchase order number but where one exists in the system. Through this work, the improvement group have forced a year low in the No PO No Pay numbers and delivered a 22% reduction since commencement on the 20 May 2024, taking the figure from 8187 down to 5233.

### **Main Issues, Risks & Blockers**

The continued availability of resource is essential to the successful delivery of improvements.

Initiative Name	Service Improvement Lead	Service Improvement Sponsor
Variable Pay Initiative	Tim Knight	Neil Frow

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

**Status** Green (Overall)

#### **Objective**

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:

- 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**

Through the findings it was 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.

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.

Some of the improvements being explored and managed by the relevant service areas are as follows:

- The exploration and potential pilot of an overtime request form within certain services, helping to provide earlier points for both prior scrutiny and approval within the existing overtime request and approval process.
- The pilot of a productivity measure within one of our highly transaction services to help safeguard colleagues from any risk of overburden whilst supporting data-led decision making and enabling the effective forecasting of future clearance.
- Working with our People and Organisational Development team to improve the data standards and subsequent reporting within absence, retention and variable pay, enabling access to data that is both closer to real time and easier to digest.

The Service Improvement Team regularly meets with service leads from both Finance & People & Organisational Development to receive updates on the initiatives which are currently in flight, with the head of PMO & Sit reporting progress into the Director of Finance on a bi-monthly basis.

There are currently two papers awaiting final approval on this, which are in relation to the productivity and overtime request forms mentioned above.

### **Main Issues, Risks & Blockers**

The capacity of teams who are seen as essential to both the support, and subsequent delivery, of suggested and approved improvements.

Initiative Name	Service Improvement Lead	Service Improvement Sponsor
L&R Matters Invoicing Process	Niall Quilton, Tim Knight, Rebecca Bowen	Stefan Dakovic, Sue Saunders

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

**Status** Green (Overall)

### Objective

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, reporting data, and then both emailing and chasing approvers.

### **Outcomes to be achieved:**

- Timely automated process
- Increase in matters approved
- Improved chasing outcomes, including no matters for payment being written-off
- Resource freed for query resolution and relevant value added tasks
- Improved escalation process
- BI reporting dashboard and output

### **What other indirect benefits may arise from this work?**

- Continuous improvement opportunities identified within the wider process and in other work that NWSSP Finance complete.
- Issues with stakeholders identified, monitored and reported using Business Intelligence, which will support problem resolution and escalation.

### Progress Update

The Process Definition Document was updated to include the second process for chasing L&R matter approvals already sent. As the RPA Team will be using M365 Power Automate, this process will be built at the same time as the first process, sending for the initial approval. Also included in the initial build is the Power BI reporting dashboard for Finance to control, monitor and extract reporting data.

This automation is now midway through the build process and was initially due to be delivered by Nov-24, with Robotics asking to delay the delivery by three months based on capacity. The delivery date has now been reassessed and is due for completion in Dec-24, this is due to additional email address information needed from the Quarterly Billing System (QBS) report.

The Improvement Team has met with Legal & Risk Business Support in Oct-24 to request the additional data be added to the QBS report as this is integral for the automation of the process, as without it will mean the NWSSP Finance (Legal & Risk) Team will need to manually locate and validate 350 (monthly average) approver email addresses from the Active Directory, and then enter these into a MS List before the Power Automation can commence.

The improvement is expected to deliver tangible non-cash releasing benefits through the reduction of processing time and the increased availability of resource. The benefits assessment demonstrates a **saving equating to 8 days per month** across both bands 3 and 4.

These non-cash releasing benefits will be released through the following:

- Automating the initial email chasers for 297 QBS matters will save an average of 14.86 hours of time, based on the timing of the process taking 3 minutes for creating the email, attaching the invoice etc. This equates to an initial saving of approx. 2 days.
- Automating the saving of each individual PDF from the remote desktop to SharePoint will save 3 days.
- Automating the QBS day 1 process will save 3.7 hours which equates to 0.5 days
- Setting up an automated reminder system should see an average saving of 2.6 days per month.

In parallel, the improvement group are currently working to identify and improve the data coming from the system to make it suitable for automation, which need to happen before testing the developed process following submission.

### Main Issues, Risks & Blockers

**The main issues and blockers** are the data required from the Legal & Risk Quarterly Billing System (QBS). Without this the end-to-end automation cannot be completed and will result in a significant reduction to the achievable benefits.

The previously identified Subject Matter Expert left the division, though they are continuing to support at a distance and alternative colleagues are now working with the improvement group. This is putting additional pressure on the Finance Team to maintain the process manually, and required the automated process to be implemented before Jan-25.

**The risks are as follows:**

- The data required from the Legal & Risk Quarterly Billing System (QBS) will not be made available until the Legal & Risk Division has implemented their QBS replacement project.
- Capacity of RPA/M365 Power Apps Team to develop, test and implement within timescales set.
- Functionality of the M365 Power Apps to complete the ask without manual interventions.

Initiative Name	Service Improvement Lead	Service Improvement Sponsor
Staff Movement Advice (SMA) RPA	Niall Quilton	Stephen Withers

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

**Status** Green (Overall)

### Objective

To review the workstreams that feed into the Starters Movers and Advice App and automate processes where possible.

### Progress Update

NWSSP Payroll are currently concentrating on rolling-out the SMA App to all remaining NHS organisations that have agreed to implement the app. The aim is to complete this by Jan-25 and then commence the back-end automation of payroll tasks driven by the output from the SMA App.

NWSSP Payroll have decided to change direction on the use of Blue Prism RPA software and licenses, and instead are going to purchase Microsoft Power Automated Desktop (PAD) licenses and complete the remaining automation of processes through PAD. The cost benefit equates to five PAD licenses to the price of one Blue Prism license.

This has meant that the General New Hires development and other scheduled development are on-hold until the beginning of Jan-25, when all remaining HHS organisations are using the SMA App and the PAD licenses is in place.

In the meantime, NWSSP Service Improvement Team are supporting Payroll with the benefit realisation and BI dashboard reporting, ensuring that we map all reporting measures for building the BI dashboards to report benefits and provide operational monitoring and control.

### Terminations RPA:

The Terminations RPA is fully live for all NHS organisations. This has eliminated the need for Payroll staff to complete this daily manual task, which demonstrates the end-to-end RPA process can be fully automated adding additional benefits to NWSSP Payroll.

**Benefits:** Conservative benefits forecasts indicate a 9 minute reduction to the handling time of 9000 (2023-2024 data) yearly items that go through the SMA and are currently handled by the relevant Payroll teams\*. Equating to 0.76 WTE or £25,000 using a Band 3 salary costing.

### SLE Hires RPA:

In conjunction with the Termination RPA, the Single Lead Employer (SLE) New Starters RPA development was completed, tested and implemented into the live RPA environment in Jul-24. The RPA was developed using the previous RPA New Appointment Form (NAF) hires development, but the process was streamlined to move SLE hires onto the SMA App. This proved successful in reducing the delays in issuing starter forms, chasing completion, dealing with queries, having format errors and missing data, and reduced the overall cycle time.

We also incorporated more Payroll hiring tasks into the development to complete an end-to-end hire process, that would only require Payroll to follow their new hires checking process and only require manual handing for RPA exceptions.

**Benefits:** The RPA completed over 900 of the expected 1200 hires, which saved the Payroll team 330 hours of manual input for the August and September 2024 SLE intake.

The yearly benefits forecast indicates a 22 minute reduction to the handling time of 1323 hires (2023-2024 SLE Hires data) that are currently handled by NWSSP Payroll. This equates to a potential 485 hours of work, costed as £7,440 using a Band 3 salary.

### Main Issues, Risks & Blockers

#### Risks:

1. Microsoft Power Automated Desktop (PAD) development delays due to Payroll capacity and capability
2. By pursuing the Microsoft Power Automated Desktop (PAD) development through Payroll and not the RPA Team, there is a risk that the appropriate framework documents, governance and oversight (Corporately) is not in place or has not involved to Services pursuing this internally.
3. Payroll delays with data, support, collective Payroll management decision making
4. Payroll not investing in updating their business continuity planning and disaster recovery
5. Payroll not developing a comprehensive RPA admin SWI/SOP for post implementation RPA management
6. Competing interests with the ESR Management Self Service roll-out
7. Reliance on SLE New Starters process and data management. SLE Service initiating the sending of the SMA App starter forms to the appointees on completion of their pre-employment checks, plus the successful interface of appointee data

from the HEIW Intrepid system to ESR. Plus, there is still a risk that changes in process related data is not also communicated or updated in the SLE tri-partite arrangement.

**Issues:**

1. Delays in implementing the automation plan as the Payroll Service is now changing course to use Microsoft Power Automated Desktop (PAD), and will only commence once all remaining NHS organisations are on the SMA App.
2. The SLE New Starters process is reliant on the SLE Service initiating the sending of the SMA App starter forms to the appointees on completion of their pre-employment checks, plus the successful interface of appointee data from the HEIW Intrepid system to ESR. Issues have arisen with both of the above and we are working with the SLE Service, Payroll, Digital Workforce Solution and the RPA Team to mitigate for constraints and issues to ensure we can develop, test and deploy the RPA to maximum effect.

### 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)

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

**Recent Gateway Review?**                      No

**Objective**

To provide a new Radio pharmacy facility serving the South East region of Wales

**Progress Update**

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 was 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, concept and detailed design for the radio pharmacy completed.

A Project Surveyor and other key advisors and internal resources have also been appointed.

Designs and specifications for enabling works has been tendered, covering:

- Removal of 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
- Over cladding the roof above the pharmacy production area
- 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.

This tender was scored on 25 October 2024 and a preferred bidder has been selected. Final cost forms for the project have been completed and submitted to NWSSP SES.

Funding for isolators was awarded in May-24. Although the suppliers initially selected by the tender process withdraw, an alternative supplier has been identified and an order placed, recovering the project timeline. The new solution is actually better value than the one initially selected, so some of the allocated funding will be able to be released once all documentation is completed.

Operational Planning for the new service is underway with workshops held on process standardisation, documentation, and digital systems. We are engaging directly with Nuclear Medicine departments and Chief Pharmacists to ensure that the future model for ordering, delivering, and receipting product is both compliant with the Medicines Act and financially transparent and robust.

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 Radio pharmacy in NWSSP and recruitment to the vacancies.
3. The full TRAMs OCP2 structure integrating Radio pharmacy with other supporting capabilities

The TUPE transfer will be able to be confirmed once the main Investment Decision has been made, and recruitment to vacant roles can then begin.

Total Project capital costs are currently well within the £9.2m allowed in BJC v2, with around 70% of costs firmly contracted for. This rises to over 80% if NHS capitalised internal costs are also considered firm.

Enabling Works will begin immediately following the Investment Decision, now expected to be on site during Q4 of 2024/5.

Cleanroom Build will follow, expected to be in Q1 of 2025/6

Testing, validation, and regulatory approvals will follow in Q2 of 2025/6.

The best case for the new unit to be opened is now Sept-25.

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 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 for work. Current estimates are that the Radio pharmacy requires 0.4 MVA.
- **Planning Permission** has been 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 Section 106 Agreement will be needed, which may delay receipt of the approval letter. An "intention to award" letter may however be available earlier.
- **The IP5 Roof** remains a concern, with sporadic water leaks continuing to occur despite the recent remediation work. The project plans to over clad the roof over the production area.
- **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 **Fire Strategy** for the project has been commissioned from a suitably qualified and indemnified professional. This is currently awaited. Until the fire strategy is received, final decisions cannot be taken on fire suppression, and scrutiny of the design deliverables cannot be completed. Latest estimate for delivery of this document is 14 November 2024.
- **Stores Decant** - alternative locations for around 600 pallets of masks have yet to be identified. There may be a recurring revenue cost associated with commercial storage of these masks. Alternative uses of dismantled racking are also being sought. Some may have to be disposed of if suitable alternative uses cannot be found.

Project Name	Project Manager	Project Exec/SRO
ESR Transformation Programme	Rebecca Jarvis	Gareth Hardacre

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

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

**Recent Gateway Review?**                      No

## **Objective**

Lead on the development and implementation of the Electronic Staff Record (ESR) Transformation Programme for Wales

## **Progress Update**

The ESR Transformation Programme led by the NHS Business Service Authority (NHSBSA) continues through its procurement stage against the following timeline:

- Continue to work through the negotiation stage.
- Invite to Submit Final Tender (ISFT) development is progressing with an aim to issue on 08 November 2024.
- Planning in preparation for the development of the Full Business Case (FBC) continues and will be informed by the bidders responses.

Strategic webinars have taken place across Wales throughout Sept-24 as planned - Transformation, Unlocking your Digital Capability (Optimisation) and The Power of Good Data.

The Advisory Board and CEO Board led by the NHSBSA took place on 13 September 2024 and 04 October 2024 respectively.

Optimisation Levels of Attainment and Standards meetings have commenced with 9 completed.

Enabling Readiness has continued with the people component reports produced for the 4 test sites. Data collection has been completed and is currently being analysed. An organisation survey is currently being developed which will have c 32 questions. Plan is to launch in Jan-25.

Within Wales work continues on the optimisation of ESR. A defined programme of work for Data Quality has agreed and is currently being finalised for approval at Workforce Directors. A Community of Practice will be implemented for Establishment Reporting over the next few months following discussions held at Directors of Workforce & Finance with an aim to share good practice and the development of a toolkit.

Wales Governance Board - New Future NHS Workforce Solution Steering Group held its second meeting on 12 September 2024.

### **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 and WAST.

The team continue the roll-out of the Inventory Management System across NHS Wales with All Health Boards now extending the coverage of scanning. The majority of work is currently within Theatres and Cardiac Cath Labs where the system will have greatest benefit both financially and more importantly patient safety wise.

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 (CVUHB) does not use WPAS and as such a separate feed has been developed with CVUHB that is live in Cardiac Catheter Labs and has been extended to its Surgical Short Stay Unit.

Q2 saw a number of successful implementations across Wales; Hywel Dda, Aman Valley Eye Centre, Cardiff and Vale Surgical Short Stay Unit pack room, Cwm Taf Morgannwg Cardiac Catheter Labs and 12 additional wards across Betsi Cadwaladr UHB.

The most recent quarter has seen SBUHB successfully migrate over to the central servers to complete that phase of the Programme implementation. All organisations are now operating from the NWSSP central servers, giving far better resilience and improved coordinated software management.

### **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. A series of workshops are underway and draft documents are 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

#### NWSSP Roll Out:

- 29 units/ services are currently live to payroll across NWSSP.
- Further 8 planned for 24/25.
- Roll out plan:
  - Bridgend and Newport Admin Unit have split cost centres to align correctly with roster. This is now over 7 cost centres. Data gathering has been received. Awaiting training dates to be scheduled.
  - Medical Examiner service have received demonstration on system and now considering an implementation date. Meetings to be scheduled to establish pay mappings with payroll.

#### Duty of Quality:

1 rostering action has been completed on the Digital Workforce and Productivity (DWPS) Quality Improvement Action Log (QIAL):

- Feedback survey created to allow service improvement.

#### Other updates:

- Discussions are ongoing with People and OD and Service Unit leads with regards to pay elements that have been set up for units that are not in line with agenda for change. This is in relation to pre-existing and new units on roster. Service has made a decision to align the pay elements in accordance with Agenda For Change.

Implementation plan is underway for 'Loop' which is replacing Employee on Line (EOL). Support for EOL is being withdrawn by the supplier in Dec-24.

Bank staff shifts are being reviewed on adding a restriction on over 12 weeks working. This is set up in the roster and will be a manual process for the bank team to measure.

- Overtime management is being reviewed with the Service Improvement Team and the capabilities within Health Roster. Papers have been submitted to Senior Management.

- NWSSP currently fund 1,100 licenses. As of Oct-24, via Health roster and Bank we are utilising circa 700 licenses.

### PHW Roll out

#### Implementation

- 11 units are now live on Health Roster.
- 4 units have received training and awaiting go live.
- 11 units are scheduled to receive training in Nov-24.
- 8 units have confirmed training dates.
- 4 units reviewing suitable training dates.

#### Other updates:

- Loop implementation is underway. 328 users required to use system, 238 have access to Loop to date.
- Roster Perform training has been delivered. There is currently a task and finish group set up to review the metrics that PHW would like to measure against.

### Main Issues, Risks & Blockers

None above threshold to be reported.



GIG  
CYMRU  
NHS  
WALES

Partneriaeth  
Cydwasaethau  
Shared Services  
Partnership

21<sup>st</sup> November 2024

*The report is not Exempt*

Teitl yr Adroddiad/Title of Report

NWSSP Corporate Risk Register Update – November 2024

ARWEINYDD: LEAD:	James Quance Assistant Director of Corporate Services
AWDUR: AUTHOR:	James Quance Assistant Director of Corporate Services
SWYDDOG ADRODD: REPORTING OFFICER:	Alison Ramsey 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 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 impact
Deddf Rhyddid Gwybodaeth/ Freedom of Information	Open. The information is disclosable under the Freedom of Information Act 2000.

NWSSP CORPORATE RISK REGISTER UPDATE  
November 2024

## 1. INTRODUCTION

The Corporate Risk 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	November 2024
Red Risk	6
Amber Risk	9
Yellow Risk	0
Green Risk	0
Total	15

### 2.1 Red-rated Risks

The following red risks remain on the register as follows:

- the Decarbonisation Action Plan risk (A5), split to show the risk in respect of NWSSP's leading role nationally (A5a) and the risk to the delivery of its own Decarbonisation Action Plan (A5b);
- the threat to the TRAMs programme and the consequent impact in South-East Wales if funding is not made available (A10);
- the availability of capital funding remains a significant risk (A12); and
- the Primary Care Workforce Information System supplier dispute causing delayed go-live date and build specification uncertainty (A13).

The following red risk has been added to the Risk Register since the last meeting of the Committee in September 2024:

- the risk that suitable office accommodation will not be found when leases expire at Charnwood Court and Companies House resulting in disruption for staff (A14).

The risk in respect of the impact on staff time and resources as a requirement of responding to the COVID 19 UK Public Inquiry (A6) has been reduced to the target score of 12 following the completion and submission of significant information requests for Module 5 and Module 3.

### 3. RISKS FOR MONITORING

There are five risks which are retained on the Register to be monitored are rated as follows:

Current Risk Rating	November 2024
Red Risk	0
Amber Risk	2
Yellow Risk	3
Green Risk	0
Total	5

### 4. RECOMMENDATION

The Committee is asked to:

- NOTE the update to the Corporate Risk Register as at November 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				
<b>Risks for Action</b>												
<b>A1</b>	The threat of a successful 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 - 31/05/2024)	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. Cyber KPIs developed and reported to SLG for approval and will be reported on a quarterly basis for ongoing assurance.	➔	At target
	<b>Strategic Objective - Service Development</b>									<b>Risk Lead: Director of Planning, Performance &amp; Informatics</b>		
<b>A2</b>	There is a risk that NWSSP is unable to recruit and retain appropriately skilled people due to challenging market conditions resulting in an inability to meet service levels in whole or in part.	3	5	15	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) Regular reporting to SLG and SSPC.	3	3	9	Complete further resource and activity re-modelling activity for recruitment. Templates being rolled out to support workforce planning.	Positive progress has been continued and we are now achieving the Time to Hire metric across Wales. NWSSP continues to develop it's own programme via "This is our NWSSP" action plan – and we are having success in attracting new recruits in most areas. There are 2 hard to fill areas in Procurement and Audit that we are continuing to focus on.	➔	At target
	<b>Strategic Objective - Staff</b>									<b>Risk Lead: Director People &amp; OD</b>		
<b>A3</b>	There is a risk that NWSSP is not adequately prepared for a future pandemic or public health emergency resulting in excessive risk to its people and inability to react to rapid escalation in demand for services.	4	5	20	Emergency Planning and Business Continuity Plans in place and maintained up to date. Part of four nations approach and reliant upon horizon scanning at UK Government level. Learning from Covid Pandemic including external reviews.	2	5	10	Continue to pursue links into Local Resilience Forum. Director of Procurement and HCS and Director of Planning, Performance and Informatics attended all Wales management team meeting on lessons learned in October 2024.	Head of Emergency Preparedness appointed and due to start Jan 25; Director of Planning Performance and Informatics attends weekly HCID meetings to represent NWSSP Business continuity exercises continue to be planned.	➔	31/03/2025
	<b>Strategic Objective - Services</b>									<b>Risk Lead: Director Planning, Performance &amp; Informatics</b>		
<b>A4</b>	There is a risk that disruption in the supply chain caused by external factors or supplier failure results in significant restriction in service provision.	4	4	16	4 Nations approach provides resilience and NWSSP are active partners. Learning from Covid pandemic and any disruption incidents has been implemented wherever possible.	3	3	9	Ensure clarity in contracting arrangements regarding out of hours arrangements with suppliers.	Additional stockholding where required of PPE and essential stock being agreed with Welsh Government. Regular reports continue to be provided from NWSSP to Welsh Government on stockholding levels compared to Wave 2 and current usage levels.	➔	31/03/2025
	<b>Strategic Objective - Services</b>									<b>Risk Lead: Director Finance &amp; Corporate Services</b>		
<b>A5a</b>	Resource restraints prevent the ability of NWSSP to meet the expectations of Welsh Government and the public in playing a leading role in delivering the NHS Wales Decarbonisation Action Plan. Consequences of such failure would mean that the Welsh Government could fail in its response to its declaration of a Climate Emergency.	4	4	16	Regular liaison with Welsh Government Attendance at National Programme Board	4	4	16	The financial position across NHS Wales is leading to increasing demand from HBs/Trusts on the NWSSP team. Team continues to explore finance opportunities.	The financial position across NHS Wales has raised questions around deliverability of DAPs across all organisations and this has been raised at the National Programme Board. Following departure of Asst Hof PMO in Sept, a replacement was recruited in Oct 2024. Plans are being made to back fill the PM post which was held by the successful applicant.	➔	31/12/2024
	<b>Strategic Objective - Service Development</b>									<b>Risk Lead: Director, Specialist Estates Services</b>		

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				
A5b	Resource restraints, most notably capital funding, prevent the ability of NWSSP to deliver its own Decarbonisation Action Plan, hindering the ability of Welsh Government to achieve its ambition to respond to the declared Climate Emergency.	4	4	16	Decarbonisation Programme Board Project Execution Plan PMO Support	4	4	16	Submitted updated Action Plan to Welsh Government. Internal Audit review recommendations all implemented.	NWSSP DCR are issuing periodic status updates and reporting into Decarbonisation Programme Board. Costed Plan completed and shared with SRO in September 2024; then shared with Programme Board 9 October.	➔	31/12/2024
	Strategic Objective - Service Development											
A6	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 has met its terms of reference Reflection Documents Central Store of relevant documents Core Participant status confirmed. Evidence provided for Module 5 and Module 3 with further clarification and other requests arriving from the Inquiry Team.	3	4	12	Having met the most recent agreed timescales for the provision of information we await feedback/any further requests. The risk is temporarily reduced on the basis that this is thought to be the most significant information request but the future demands of the Inquiry, including the calling of witnesses to the Module 5 hearings in spring 2025 is uncertain.	Significant requests for information requiring a large amount of input from the Director of Procurement and HCS and others have been met, with support from the Corporate Services Team, Legal and Risk and Legal Counsel.	⬇	At target
	Strategic Objective - Services											
A7	The financial climate in NHS Wales poses significant threats to the delivery of existing services and the development of new services as set out in our 2024/27 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. Three Service Improvement workshops with SLG over the summer sharing tools and techniques to develop plans. 2024/25 Financial Plan remains on track. Key priorities identified for Non-recurrent investment bids launched in August. Decision on successful bids will be made in September.	Summary of Grip and Control arrangements discussed with SLG in August and presented to DoFs in July. Programme of work established including variable pay controls, vacancy management, non-pay expenditure good practice including No PO No Pay and presentation from Procurement planned for Sept SLG.	➔	31/03/2025
	Strategic Objective - Services											
A8	The increasing range and complexity of NWSSP services leads to exposure to a wide range of risks of non-compliance with law and regulations.	4	5	20	Internal and external assurance and compliance reviews undertaken on a regular basis. Highly regulated areas, ie medicines have systemic and operational compliance processes in place which are tested regularly. Professional routes into WG and UK government to shape and plan for changes.	3	4	12	Map of all regulatory requirements to be developed. New role of Head of Emergency Preparedness, Resilience and Response created to support all Divisions including work emerging from COVID-19 Inquiry Module 1. Interviews planned 3 October.	3 areas of procurement legislation this year are likely to have significant impact.	➔	At target
	Strategic Objective - Services											
A9	There is a risk due to the volume of data that NWSSP handle that a significant data breach causes significant impact upon those impacted by the breach, loss of reputation and financial penalty for NWSSP.	3	5	15	IG Manager Information Governance Steering Group On-line mandatory e-learn for all staff and two-yearly refresher training Data Privacy Impact Assessments Policies and Procedures Guides to Good practice Regular communications Accountability through breach reporting	2	4	8	Continue to monitor e-learning training compliance and cause of any data breaches through IGSG.	Controls are well embedded in the organisation with staff reminded of need for vigilance as often as possible.	➔	At target
	Strategic Objective: Services											
A10	The threat to patient services if the planned developments of the Radiopharmacy and hub 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.	3	5	15	Progress development of Radiopharmacy service in IP5 (CP 31/03/25)	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. Radiopharmacy funding confirmed and business case submitted for approval.	➔	31/03/2025
	Strategic Objective - Services											

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				
A11	There is a risk that a significant business continuity event causes a loss of critical infrastructure for an extended period resulting in an inability to provide priority services.  <b>Strategic Objective: Services</b>	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 (30 Jun 24) Plans to appoint Head of Emergency Preparedness.	Head of Emergency Preparedness appointed and due to start Jan 25.  <b>Risk Lead: Director Planning, Performance &amp; Informatics</b>	➔	At target
A12	There is a risk that there is insufficient capital funding to support the development of services and delivery of the IMTP and Ministerial priorities.  <b>Strategic Objective - Service Development</b>	5	4	20	Estates and digital strategies Capital and estates prioritisation returns submitted to WG Close contact maintained with WG Capital Team Track record of delivery and effective use of resources	4	5	20	Refinement of Estates risk assessment in preparation for funding announcements including ready to go projects. Head of Estates/Facilities role currently going through job evaluation.	Continue to monitor and report into WG and prioritise discretionary capital to areas of greatest need.  <b>Risk Lead: Director Planning, Performance &amp; Informatics</b>	➔	31/03/2025
A13	Primary Care Workforce Information System supplier dispute causing delayed go-live date and build specification uncertainty.  <b>Escalated Divisional Risk</b>	5	3	15	Legacy system contract extended to 31.03.25 Build assessment plan established Invoices on Hold pending build assessment outcome	5	4	20	Project Board to complete build assessment following release of Sandbox by Supplier (no confirmed release date)	NWSSP was granted access to the Sandbox environment on 17 Oct 2024. Two Sandbox review sessions have been held on 30 Oct 2024 and 5 Nov 2024 with project team members. Due to NWSSP not having the opportunity to be walked through the Sandbox by the sub-contractor, the Sandbox review is taking longer than expected and further work is required to assess the full picture of what has been built and what work would be required to complete the build to run both services effectively.  <b>Risk Lead: Director People &amp; OD</b>	➔	31/11/2024
A14	There is a risk that suitable office accommodation will not be found when leases expire at Charnwood Court and Companies House resulting in disruption to services and for staff.  <b>Escalated Divisional/Programme Risk</b>	4	4	16	Project Team in place staff identified communications including virtual coffee mornings Agents engaged Mitigation would be to ask staff to work from home if required	4	4	16	Leases being extended to April 2025 for Companies House and 1 January 2026 for Charnwood Court.	The lease on Charnwood Court has been extended until 1 January 2026 with options to extend if we choose and CoHo until Aoril 2025. The most recent discussions with CoHo now suggest we could enter into a 3 year lease with a 12 month rolling agreement. This would allow us to take more time to find a medium term solution in line with our future business need and agile working arrangements.  <b>Risk Lead: Director, Finance &amp; Corporate Services</b>	✳️	31/12/2024
<b>Risks for Monitoring</b>												
M1	Suppliers, Staff or the general public committing fraud against NWSSP.  <b>Strategic Objective - Value For Money</b>	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	Significant progress being made in the rollout of all-Wales counter fraud training throughout higher risk areas in NWSSP.  <b>Risk Lead: Director of Finance &amp; Corporate Services</b>	➔	
M2	Lack of storage space across NWSSP due to increased demands on space linked to COVID and specific requirements for IP5  <b>Strategic Objective - Service Development</b>	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) Discussion with WG regarding PPE stockholding and TrAMS footprint to be finalised.	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.  <b>Risk Lead: Programme Director</b>	➔	
	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				Internal Audit Review of Stores Stock Rotation - based on FIFO Ongoing discussions with WG				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		

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							
M3	Written on leading a loss to public funds and possible reputational damage to NWSSP.	5	5	25				2	3	6			→		
M4	The planned development of the TrAMs Clinical Pharmacy Service is adversely impacted due to financial and staffing challenges	4	4	16	Developing clear plans from stakeholders			3	4	12	Support	Undertake Organisational Change Process 2 (Colin Powell - 31/09/24)	Update to October 2024 - the Radiopharmacy BJC submitted to WG and is ongoing scrutiny from SES. No major concerns have been raised. Planning application submitted to Newport Council, all queries raised have been answered, awaiting a reply. Work continues on SE Hub OBC. Delivering TrAMs remains as high inherent risk.	→	
	<b>Escalated Divisional Risk</b>														
M5	The transfer of the laundries to NWSSP expose a number of risks including concerns over health and safety and formality of customer relationships.	4	4	16	Internal Audit review Laundry Programme Board Regular updates to SLG on progress with Action Plan Draft SLAs approved by SSPC Appointment of Assistant Director for Laundry Services H&S Audits of Laundry Sites			2	3	6	Appoint additional H&S resource to address problems and maintain progress in Laundry sites - recruitment in progress. Laundry stock holding hub at Carmarthen. Memoranda of Terms of Occupation.	Risk Assessments have been undertaken at the laundries and good progress has been made in addressing the risks. An update is provide to each meeting of the Laundry Programme Board	→		
	<b>Strategic Objective - Service Development</b>														

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

	New Risk
	Escalated Risk
	Downgraded Risk
	No Trend Change

## **NHS WALES SHARED SERVICES PARTNERSHIP MONITORING RETURN COMMENTARY FOR PERIOD 6 – SEPTEMBER 2024**

This summary report provides a review of NHS Wales Shared Services Partnership's (NWSSP) performance for September 2024 and should be read in conjunction with the Monitoring Return tables submitted for Month 6.

Thank you for your letter of 27<sup>th</sup> September 2024 responding to the Month 5 submission. The action points raised have been addressed in this return and supplementary information provided where requested.

### **Overview of Performance and Financial Position**

NWSSP's financial outturn to Month 6 reported a £0.471m surplus. As was reported in previous months this is entirely due to lower actual expenditure to date against the forecast profile of the £3.752m covid funding allocation received. We continue to monitor forecasts of expenditure we estimate we will incur to provide the covid support service. As agreed with Matthew Denham-Jones we will continue to review this and amend our forecast expenditure against this funding allocation as we progress throughout the financial year. We also await clarity on whether the full year forecast underspend of £0.524m against this allocation will need to be returned to Welsh Government or included as part of any NWSSP in year distribution to NHS Wales. We will also need to consider the forecast movement on PPE stock provisions that will be required at 31<sup>st</sup> March 2025 and the funding requirements for these.

Our balanced financial plan, excluding the impact of any variance in covid funding, continues to be based on the assumptions included in our IMTP. These include assumptions for a number of income streams which are still to be confirmed. Additional anticipated income has been included this month in respect of the 2024/25 pay award funding. We await Welsh Government confirmation of the funding allocations for this which is currently a risk to our forecast outturn position.

#### **1. Actual Year to Date and Forecast Under/Overspend (Tables A, B, B1, B2 & B3)**

The top section of Table A has been populated with the profiled elements of our financial plan in line with our IMTP submission and reports our break-even forecast.

The lower section of the table has been populated with the full year updated forecast of Covid expenditure against our £3.752m allocation. This continues to identify a £0.524m full year forecast surplus in line with our previous submissions. The in year forecast surplus against the allocation provided continues to be due to a combination of vacancies, the provision of funding at top of pay scales and seasonal variations in the covid support workload. The decision to not utilise a frozen vaccine for the autumn campaign reduces the number of staff required to support the distribution this year, however the savings resulting from this have been offset by the identification of additional one-off covid support and PPE related costs that we anticipate will materialise in 2024/25.

Additional year to date non-recurrent savings of £1.700m are reported which are negated by the establishment of a reserve for reinvestment, funding of pressures and/or distribution to NHS Wales. Following a detailed review of our forecast outturn position, we anticipate this reserve will total £2.000m by the end of the financial year pending pay award funding allocations being in line with anticipated values. We aim to confirm any distribution to NHS Wales & Welsh Government in our Month 7 submission to align with our reporting to the November Partnership Committee meeting **(Action Point 4.3)**.

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

- The full year income forecast for 2024/25 has increased from £764.417m as forecast in our Month 5 return to £787.516m. This increase is primarily attributed to the inclusion of estimated income for the 2024/25 pay awards within the forecast from this month.
- The updated SLE pay and non pay forecast totals £322.024m (£304.058m Month 5) as detailed below:

	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	TOTAL
PAY	20.293	19.275	20.125	20.496	21.655	45.433	23.184	36.303	24.893	24.893	24.893	24.893	306.337
NON PAY	0.990	1.537	1.332	1.221	1.368	1.393	1.308	1.308	1.308	1.308	1.308	1.308	15.687
<b>TOTAL</b>	<b>21.284</b>	<b>20.812</b>	<b>21.457</b>	<b>21.718</b>	<b>23.023</b>	<b>46.826</b>	<b>24.492</b>	<b>37.610</b>	<b>26.201</b>	<b>26.201</b>	<b>26.201</b>	<b>26.201</b>	<b>322.024</b>

This forecast now includes an estimate of the 2024/25 pay award and arrears profiled from November when it is anticipated payment will be made. The actual September costs were less than forecast due to the high level estimate that was included last month for the 2023/24 pay award arrears. Given the volume of trainees, the large rotation in August and the impact of the pay awards during the year, we will need to review the forecast on a monthly basis in comparison to actual monthly costs over the next few months and review this as required. The forecast also

includes estimates of the additional locum shifts that we will pay through the SLE which will vary on a monthly basis.

- The WIBSS compensation scheme for the Alliance House applications (legacy schemes) is planned to open later in October. There are approximately 400 eligible applicants to the scheme, although these will be received on a piecemeal basis as they are submitted with a long application window. At this stage we are uncertain how many applications will be received during 2024/25 to assess the total quantum of potential payments during the financial year. No income or expenditure in respect of these applications has been included in the forecast. We do estimate that the total value of all potential applications could be up to £30m and consideration will also need to be given to the potential value and funding of provisions to be accounted for at 31<sup>st</sup> March 2025. The WIBSS Manager and Cath Cody, Welsh Government Policy Lead are attending regular meetings with DHSC and the Compensation Authority to confirm processes, responsibilities and timing of future cashflows.
- The forecast now includes estimates of all the 2024/24 pay awards announced which will be paid in November. It also includes an estimate of the impact of the additional spinal points for Bands 8a and above which are due to be ratified by the Welsh Partnership Forum in October. Within our forecast we have anticipated that this is approved and that payment of any uplifts and arrears would be made in January. We have anticipated income for the estimated impact of the pay awards in Table E1.
- 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 Month 12 increase is larger due to two quarters being included as part of the year end accruals.
- Forecast non-cash charges total £5.905m which reconcile back to the August non-cash submission.
- £34.883m income and expenditure is included to Month 6 in relation to the WRP DEL budget. This expenditure is reported separately on line 18 – Losses, Special Payments & Irrecoverable Debts. The full year WRP forecast balances to the £139.913m as included in our IMTP and is phased on a straight-line basis over remaining months. This continues to assume that the WRP risk share agreement will be invoked for £30.478m.

A high level review of our forecast undertaken at the beginning of October confirms that the £139.913m forecast continues to be the best estimate at this point in the financial year. This will continue to be monitored on a monthly basis to ensure any material deviation from forecast can be highlighted at the earliest opportunity.

In September the cost drivers within the Risk Share Agreement were updated to reflect the 2023/24 outturn data. The apportionment of the £30.478m risk share contributions has changed by Organisation against the planning assumptions we provided in January. This is summarised in the table below. As agreed with Matthew Denham-Jones, we will provide an updated forecast in December to enable the Risk Share Agreement allocation adjustments to be made by Welsh Government.

	TOTAL RSA 2023/24 %	2023/24 Risk Share	2024/25 Planning Assumptions (based on 23/24 RSA %)	TOTAL RSA 2024/25 %	2024/25 Revised (based on 24/25 RSA %)	Movement from planning assumptions
Aneurin Bevan Health Board	18.08%	4,790,198	5,510,518	16.78%	5,114,830	-395,688
Swansea Bay University Health Board	13.45%	3,562,369	4,098,055	15.25%	4,649,065	551,009
Betsi Cadwaladr Health Board	18.56%	4,916,201	5,655,469	19.22%	5,856,512	201,044
Cardiff & Vale University Health Board	16.03%	4,246,969	4,885,601	15.86%	4,835,173	-50,428
Cwm Taf Health Board	15.12%	4,005,958	4,608,349	14.76%	4,498,628	-109,720
Hywel Dda Health Board	10.45%	2,769,214	3,185,631	9.70%	2,955,186	-230,445
Powys NHS Trust	4.13%	1,095,377	1,260,092	4.13%	1,257,292	-2,800
Public Health Wales NHS Trust	1.16%	308,635	355,046	1.14%	347,539	-7,507
Velindre NHS Trust	1.09%	287,799	331,076	1.15%	351,538	20,462
Welsh Ambulance Service NHS Trust	1.93%	511,280	588,164	2.01%	612,237	24,073
<b>TOTAL</b>	<b>100%</b>	<b>26,494,000</b>	<b>30,478,000</b>	<b>100%</b>	<b>30,478,000</b>	<b>-0</b>

- Our 2024/25 energy costs continue to be forecast at £3.878m in line with the 2023/24 outturn position whilst we review our energy costs at the half way point of the financial year. Some UHBs have now submitted actual year to date energy costs and provisional forecasts and we continue to chase the outstanding information. We have written to UHBs requesting submission of this data by the end of October in order that we can update our forecast for our Month 7 submission. In line with our IMTP we continue to anticipate that £1.000m of energy costs will need to be recharged back to UHBs in respect of the excess laundry costs over the values included in our SLAs. This will be amended once the actual and forecast information is received. A review of the impact on energy costs of the closure of the Glangwili laundry and increase in activity within the other laundries will also be undertaken (**Action Point 5.1**).
- We also continue to work with Hywel Dda colleagues to work through the final implications of the Glangwili laundry closure and transfer of the service to other laundries.

Table B1 identifies key movements in our plan – the variances highlighted can be explained as follows:

- Welsh NHS LHBs & Trusts income – the in month movement is due to the actual SLE income including the 2023/24 pay award arrears being less

than forecast and the full year forecast increase is due to the inclusion of the 2024/25 pay award impact from this month.

- Welsh Government income – the in month reduction is due to the revised profile of the WRP income in line with claims expenditure. The full year forecast increase is due to the inclusion of the 2024/25 pay award income from this month.
- Provider Services – Pay – the in month movement is due to the actual SLE pay costs including the 2023/24 pay award arrears being less than forecast and the full year forecast increase is due to the inclusion of the 2024/25 pay award impact from this month.
- Provider Services – Non Pay – the in month reduction is due to the rephasing of the year to date catch up of laundry energy charges from September to October given we await actual energy costs from UHBs.
- Welsh Risk Pool – the in month reduction is a reprofile of expenditure to match actual expenditure incurred and there is no impact on the full year forecast

Table B3 details the in month and forecast Covid19 additional expenditure against our £3.752m allocation.

This identifies a £0.471m surplus to Month 6, with a full year forecast surplus of £0.524m. Due to the profile of vaccination support phased towards the autumn/winter months and variations in PPE demand this forecast will be reviewed as we progress throughout the remainder of the financial year.

We have attended a number of meetings with Welsh Government policy colleagues during September and have received some interim direction on stockholding levels. We continue to await the final decision on volumes which is anticipated by the end of October subject to Ministerial approval. We will need to review the level of funding required to support any amended stockholding particularly if the volumes increase above current levels. We will also need to assess the impact on our PPE stock provisions for 2024/25. We have indicated that a decision is required within Quarter 3 to minimise any significant movements in forecasts as we progress towards the end of the financial year.

The provision of PPE to Primary & Social Care ceased on 31<sup>st</sup> March 2024. Table B3 includes an additional credit during Month 6 increasing the credit to £0.013m due to the return of some PPE items in April and September.

At the end of 2023/24 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 £0.605m 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 initially mitigated this pressure in 2024/25 through planned recharges to UHBs/Trusts, however following a review of our forecast position we have generated sufficient non-recurring savings to fund this pressure internally within NWSSP during 2024/25.

## 3. Risk Management (Table A2)

This table has been reviewed at the end of September and a number of amendments to the value of risks and opportunities reported this month.

Further details of the risks included in Table A2 are:

- Increased activity support cannot be agreed with UHBs/Trusts - £0.605m  
This risk has been removed as this cost pressure will be met through non-recurrent savings generated within NWSSP during 2024/25.
- Laundry energy recharges cannot be agreed with UHBs - £1.000m – This risk remains whilst we await energy forecasts from UHBs for the laundries.
- Income Targets cannot be achieved - £0.250m – this risk has been removed as this is no longer considered to be a risk to our forecast outturn.
- Inflation is more than budgeted - £0.250m – this risk has been removed as this is no longer considered to be a risk to our forecast outturn
- Storage Costs retention of records funding - £0.103m – this cost pressure remains at present whilst we review our plan to cull any medical records now that the Infected Blood Inquiry has reported. Welsh Government funded this cost pressure non-recurrently in 2022/23 and 2023/24 and we continue to incur additional costs that we cannot avoid due to previous limitations on the destruction of medical records. We do not have funding confirmed for 2024/25. This issue was discussed with Matthew Denham-Jones at meetings held in July & October. We are also looking to quantify the additional cost pressure to complete a backdated destruction exercise.
- TRAMS/Radiopharmacy transitional funding - £0.172m – our IMTP assumed that Welsh Government would provide funding for additional posts to support the establishment of the Radiopharmacy unit during the transition phase before we become operational and can recover our costs. The value of this risk will need to be reviewed in light of pending decisions

regarding the radiopharmacy unit and slippage of appointments within the financial year.

- Receipt of anticipated pay award funding - £5.916m – this new risk has been added in Month 6 whilst we await confirmation of pay award funding allocations.

Opportunities included within our financial plan include:

- NWSSP Share of all Wales energy forecast is less than anticipated - £0.100m – this opportunity may crystallise as we update our NWSSP (excluding laundry) energy forecast now that the all Wales forecast costs have reduced and also may be impacted with the IP5 solar farm operation commencing in the financial year.
- Turnover/Vacancy rates are higher than budgeted - £2.000m – this opportunity has been increased due to the additional non-recurrent savings forecast we are reporting.
- Activity reduces and additional support costs are no longer required - £0.303m – this opportunity has been removed in month as we continue to fund additional support costs through non-recurring savings.
- Inflationary pressures are less than budgeted - £0.250m – this opportunity has been removed in month following a review of our forecast during September.

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

NWSSP does not have any ring fenced allocations to report against.

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

£0.018m of agency expenditure was reported in Month 6. We continue to deploy controls regarding engagement of agency staff and also review agency expenditure in detail to minimise usage. A number of agency staff have been transferred to bank or fixed term contracts in support of this.

The forecast agency expenditure for future months has been reduced to £0.025m per month in recognition of the risk that we may have to engage agency staff to provide continuity of services over the winter months if alternative options cannot be found (**Action Point 5.2**).

We have excluded the locum shifts paid to SLE trainees in Table B2 to avoid any duplication in reporting as these will be in UHB/Trust returns.

**6. Variable Pay Excluding Agency/Locum (Premium) Expenditure (Table B2 Section D)**

We are reporting variable pay expenditure of £0.288m for September which is in line with the lowest month to date that we reported in August. The forecast has been reduced to £0.314m a month reflecting that we may require more flexibility over the winter months as we approach the end of the financial year and also the variability that we see with weekly staff payments for 4 or 5 week reporting months.

We continue to strengthen our controls and monitoring of variable pay expenditure across NWSSP with the aim of minimising this as far as possible and we currently have a variable pay internal audit in progress.

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

The savings tracker has been populated per our IMTP. In month 6 we are reporting a non-recurrent overachievement of savings of £1.700m against our planned vacancy factor due to the number of vacancies we are in the process of recruiting to. We anticipate this overachievement of savings will reach £2.000m by the end of the financial year.

**8. Income Assumptions (Tables D, E & E1)**

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

Lines 2-22 have been populated with anticipated income streams for which we have yet to receive formal funding confirmation and which were highlighted as income assumptions in our IMTP.

The non-cash depreciation charges reconcile to the August non-cash submission. The GMPI claims anticipated income has been increased in line with the most recent forecast.

We have included additional lines for the estimated funding required for the 2024/25 pay awards for A4C, Medical & Dental and VSM. The anticipated income for the Real Living Wage pay uplift has been incorporated into the funding requirement for the A4C pay award from this month. No separate pay award allocation has been anticipated for the Medical Examiner Service as this is included in the overall Medical Examiner forecast.

## **9. Health Care Agreements and Major Contracts**

No further updates to report.

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

At 30<sup>th</sup> September 2024 there were two Cwm Taf Morgannwg invoices outstanding over 17 weeks. Cwm Taf Morgannwg have confirmed that these are both scheduled for payment on the next payment run. The invoices that were outstanding at Month 5 in respect of Agreement of Balances issues have now been resolved (**Action Point 5.2**).

## **11. Cash Flow Forecast (Table G)**

Not required for completion by NWSSP.

## **12. Public Sector Payment Policy Compliance (Table H)**

This table is not required for NWSSP.

## **13. Capital Schemes and Other Developments (Tables I, J & K)**

Tables I & J have been populated with the year to date and forecast expenditure against our current Capital Expenditure Limit of £6.611m.

We continue to monitor our plans to ensure our capital funding is fully utilised during the financial year. We submitted a prioritised list of capital schemes we

could progress in 2024/25 from year end slippage monies and await to hear if we have been successful in obtaining any additional funding.

The risk level against the £1.500m Radiopharmacy isolators has been increased to 'Medium' in month in recognition of the fact that the full allocation will not be spent in 2024/25 which will be confirmed as part of the return required on 31<sup>st</sup> October.

**14. IFRS 16 & CAME (Table Q)**

This table continues to reflect the forecast that we included in our August non-cash submission and our September IFRS16 submission.

Due to the move to Nantgarw 2 no longer being progressed, we will not require the IFRS16 RoU funding in 2024/25 that we originally anticipated. There will still be a requirement for RoU funding for a new lease in Companies House in 2024/25 and also RoU funding for a new lease agreement when suitable alternative premises have been found.

**15. 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 6 monitoring return submissions at the November meeting.

**16. Authorisation of Return**



.....  
**NEIL FROW**  
**MANAGING DIRECTOR**  
**NWSSP**



.....  
**ALISON RAMSEY**  
**DIRECTOR OF FINANCE &**  
**CORPORATE SERVICES**  
**NWSSP**

**10<sup>th</sup> October 2024**

## **NHS WALES SHARED SERVICES PARTNERSHIP MONITORING RETURN COMMENTARY FOR PERIOD 7 – OCTOBER 2024**

This summary report provides a review of NHS Wales Shared Services Partnership's (NWSSP) performance for October 2024 and should be read in conjunction with the Monitoring Return tables submitted for Month 7.

Thank you for your letter of 29<sup>th</sup> October 2024 responding to the Month 6 submission. The action points raised have been addressed in this return and supplementary information provided where requested.

### **Overview of Performance and Financial Position**

NWSSP's financial outturn to Month 7 reported a £0.523m surplus. As was reported in previous months this is entirely due to lower actual expenditure to date against the forecast profile of the £3.752m covid funding allocation received. As agreed with Matthew Denham-Jones we will continue to review this and amend our forecast expenditure against this funding allocation as we progress throughout the financial year. We also await clarity on whether the full year forecast underspend of £0.524m against this allocation will need to be returned to Welsh Government or included as part of any NWSSP in year distribution to NHS Wales. We will also need to consider the forecast movement on PPE stock provisions that will be required at 31<sup>st</sup> March 2025 and the funding requirements for these.

Our balanced financial plan, excluding the impact of any variance in covid funding, continues to be based on the assumptions included in our IMTP. This includes a material assumption for anticipated income in respect of the 2024/25 pay award funding. We await Welsh Government confirmation of the funding allocations for this which is currently a risk to our forecast outturn position.

We can report that we are now able to confirm an interim savings distribution to NHS Wales and Welsh Government of £2.000m. There may be the potential to increase this further once treatment of our covid funding underspend and pay award funding is confirmed.

#### **1. Actual Year to Date and Forecast Under/Overspend (Tables A, B, B1, B2 & B3)**

The top section of Table A has been populated with the profiled elements of our financial plan in line with our IMTP submission and reports our break-even forecast.

The lower section of the table has been populated with the full year updated forecast of Covid expenditure against our £3.752m allocation. This continues to identify a £0.524m full year forecast surplus in line with our previous submissions. The in year forecast surplus against the allocation provided continues to be due to a combination of vacancies, the provision of funding at top of pay scales and seasonal variations in the covid support workload. The decision to not utilise a frozen vaccine for the autumn campaign reduces the number of staff required to support the distribution this year, however the savings resulting from this have been offset by the identification of additional one-off covid support and PPE related costs that we anticipate will materialise in 2024/25.

Additional year to date non-recurrent savings of £1.899m are reported which contribute to the £2.000m interim savings distribution we have confirmed for 2024/25. Once pay award funding and treatment of the covid funding underspend are confirmed we may be able to increase this distribution further. We have appointed to a number of vacancies in recent months, so we anticipate the value of future month savings will reduce, however we have reviewed the forecast over-achievement of savings and have updated these in month which are offset in Table A by the establishment of a reserve to fund additional NWSSP pressures and/or contribute to any supplementary distribution (**Action Point 4.3**).

We will confirm our anticipated interim distribution to NHS Wales & Welsh Government to the November Partnership Committee meeting – the shares of this by Organisation are per the table below:

Health Board /Trust	%	2024/25 INTERIM DISTRIBUTION
Aneurin Bevan	9.85	197,000
Swansea Bay	8.80	176,000
Betsi Cadwaladr	11.98	239,600
Cardiff and Vale	10.49	209,800
Cwm Taf Morgannwg	10.60	212,000
Hywel Dda	7.77	155,400
Powys	1.95	39,000
Velindre	1.17	23,300
Welsh Ambulance	1.28	25,600
Public Health Wales	0.87	17,400
Welsh Government	35.25	704,900
<b>Total</b>	<b>100.00</b>	<b>2,000,000</b>

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

- The full year income forecast for 2024/25 has increased to £790.045m from £787.516m as forecast in our Month 6 return. This increase is primarily due to the inclusion of additional WIBSS compensation payments accounted in month and an estimate of the value of Alliance House applications made to date (£1.8m), plus an increase in the SLE forecast (£0.3m).
- The updated SLE pay and non pay forecast totals £322.316m (£322.024m Month 6) as detailed below:

	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	TOTAL
PAY	20.293	19.275	20.125	20.496	21.655	45.433	23.046	37.430	24.443	24.443	24.443	24.443	<b>305.527</b>
NON PAY	0.990	1.537	1.332	1.221	1.368	1.393	1.971	1.396	1.396	1.396	1.396	1.396	<b>16.790</b>
<b>TOTAL</b>	<b>21.284</b>	<b>20.812</b>	<b>21.457</b>	<b>21.718</b>	<b>23.023</b>	<b>46.826</b>	<b>25.017</b>	<b>38.826</b>	<b>25.839</b>	<b>25.839</b>	<b>25.839</b>	<b>25.839</b>	<b>322.316</b>

This forecast includes an estimate of the 2024/25 pay award and arrears profiled from November. Given the volume of trainees, the large rotation in August and the impact of the pay awards during the year, we will need to review the forecast on a monthly basis in comparison to actual monthly costs over the next few months and review this as required. The forecast also includes estimates of the additional locum shifts that we will pay through the SLE which will vary each month.

- The WIBSS compensation scheme for the Alliance House applications (legacy schemes) opened at the end of October. There are approximately 400 eligible applicants to the scheme, although these will be received on a piecemeal basis as they have a long application window to submit within. At this stage we are uncertain how many applications will be received during 2024/25 to assess the total quantum of potential payments during the financial year. Income and expenditure have been included in the forecast for only those applications received to date. We do estimate that the total value of all potential applications could be up to £30m and consideration will also need to be given to the potential value and funding of provisions to be accounted for at 31<sup>st</sup> March 2025. The WIBSS Manager and Cath Cody, Welsh Government Policy Lead are attending regular meetings with DHSC and the Compensation Authority to confirm processes, responsibilities and timing of future cashflows.
- The forecast continues to include estimates of all the 2024/24 pay awards announced which will be paid in November. It also includes an estimate of the 2024/25 impact of the additional spinal points for Bands 8a and above which were ratified by the Welsh Partnership Forum in October and will be

paid in January. We have anticipated income for the estimated impact of the pay awards in Table E1 for 2024/25 only and there will be a larger recurrent impact requirement for this change to the spinal points.

- 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 Month 12 increase is larger due to two quarters being included as part of the year end accruals.
- Forecast non-cash charges total £5.820m which reconcile back to the November non-cash submission.
- £48.852m income and expenditure is included to Month 7 in relation to the WRP DEL budget. This expenditure is reported separately on line 18 – Losses, Special Payments & Irrecoverable Debts. The full year WRP forecast balances to £139.913m as included in our IMTP and is phased on a straight-line basis over remaining months. This continues to assume that the WRP risk share agreement will be invoked for £30.478m.

A high level review of our forecast undertaken at the beginning of November confirms that the £139.913m forecast continues to be the best estimate at this point in the financial year. This will continue to be monitored on a monthly basis to ensure any material deviation from forecast can be highlighted at the earliest opportunity. As agreed with Matthew Denham-Jones, we will provide an updated forecast in December to enable the Risk Share Agreement allocation adjustments to be made by Welsh Government.

- Our 2024/25 energy costs continue to be forecast at £3.878m in line with the 2023/24 outturn position which continues to be a reasonable forecast based on invoices received to date and the forecast trend based on last winter. UHBs have now started submitting regular actual year to date energy costs and provisional forecasts and we will update the ledger position to reflect their year to date actuals and forecasts in November pending receipt of a submission from one UHB. In line with our IMTP we continue to anticipate that £1.000m of energy costs will need to be recharged back to UHBs in respect of the excess laundry costs over the values included in our SLAs.
- We also continue to work with Hywel Dda colleagues to work through the final implications of the Glangwili laundry closure and transfer of the service to other laundries.
- Part G of Table B, Committed Reserves & Contingencies has been completed this month as requested (**Action Point 6.2**)

Table B1 identifies key movements in our plan – the variances highlighted can be explained as follows:

- Welsh Government income – the in month reduction is due to the revised profile of the WRP income in line with claims expenditure which is offset by an increase in income for WIBSS compensation claims. The full year forecast increase is due to the inclusion of future month increases in income for WIBSS.
- Provider Services – Pay – the reduction in the full year forecast is due to an amendment to the SLE pay forecast during the month.
- Provider Services – Non Pay – the in month increase is due to the WIBSS compensation payments accounted for in month and an increase in SLE non pay spend for backdated training grant payments. The full year forecast increase is due to the inclusion of additional WIBSS payments in future months.
- Welsh Risk Pool – the in month reduction is a reprofile of expenditure to match actual expenditure incurred and there is no impact on the full year forecast.

Table B3 details the in month and forecast Covid19 additional expenditure against our £3.752m allocation.

This identifies a £0.523m surplus to Month 7, with a full year forecast surplus of £0.524m. Due to the profile of vaccination support phased towards the autumn/winter months and variations in PPE demand this forecast will be reviewed as we progress throughout the remainder of the financial year.

We have attended a number of meetings with Welsh Government policy colleagues in recent months and have received some interim direction on stockholding levels. We continue to await the final decision on volumes once this has received Ministerial approval. We will need to review the level of funding required to support any amended stockholding particularly if the volumes increase above current levels. We will also need to assess the impact on our PPE stock provisions for 2024/25. We have indicated that a decision is required within Quarter 3 to minimise any significant movements in forecasts as we progress towards the end of the financial year. We have a meeting arranged with Welsh Government on 29<sup>th</sup> November where this will be further discussed.

The provision of PPE to Primary & Social Care ceased on 31<sup>st</sup> March 2024. Table B3 includes credits totalling £0.013m due to the return of some PPE items in April and September.

At the end of 2023/24 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 £0.605m 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 initially mitigated this pressure in 2024/25 through planned recharges to UHBs/Trusts, however following a review of our forecast position we have generated sufficient non-recurring savings to fund this pressure internally within NWSSP during 2024/25.

## 3. Risk Management (Table A2)

This table has been reviewed at the end of September and a number of amendments to the value of risks and opportunities reported this month. Further details of the risks included in Table A2 are:

- Laundry energy recharges cannot be agreed with UHBs - £1.000m – This risk remains whilst we await updated energy forecasts from UHBs for the laundries.
- Storage Costs retention of records funding - £0.103m – this cost pressure remains at present whilst we review our plan to cull any medical records now that the Infected Blood Inquiry has reported. Welsh Government funded this cost pressure non-recurrently in 2022/23 and 2023/24 and we continue to incur additional costs that we cannot avoid due to previous limitations on the destruction of medical records. We do not have funding confirmed for 2024/25. This issue was discussed with Matthew Denham-Jones at meetings held in July & October. We are also looking to quantify the additional cost pressure to complete a large backdated destruction exercise.
- TRAMS/Radiopharmacy transitional funding - £0.172m – this risk has been removed in month as we have generated sufficient additional savings to fund the transitional additional management support costs to the programme in 2024/25. This will be a pressure for 2025/26 and included within our IMTP.
- Receipt of anticipated pay award funding - £5.916m – this risk remains whilst we await confirmation of our pay award funding allocation.

Opportunities included within our financial plan include:

- NWSSP Share of all Wales energy forecast is less than anticipated - £0.100m – this opportunity may crystallise as we update our NWSSP (excluding laundry) energy forecast now that the all Wales forecast costs have reduced and also may be impacted with the IP5 solar farm operation commencing in the financial year.
- Turnover/Vacancy rates are higher than budgeted - £0.500m – this reflects the additional opportunity to release non-recurrent savings in excess of the £2.000m interim distribution we have declared (**Action Point 6.1**).

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

NWSSP does not have any ring fenced allocations to report against.

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

£0.006m of agency expenditure was reported in Month 7. We continue to deploy controls regarding engagement of agency staff and also review agency expenditure in detail to minimise usage. A number of agency staff have been transferred to bank or fixed term contracts in support of this.

The forecast agency expenditure for future months has been reduced to £0.025m per month in recognition of the risk that we may have to engage agency staff to provide continuity of services over the winter months if alternative options cannot be found.

We have excluded the locum shifts paid to SLE trainees in Table B2 to avoid any duplication in reporting as these will be in UHB/Trust returns.

#### **6. Variable Pay Excluding Agency/Locum (Premium) Expenditure (Table B2 Section D)**

We are reporting variable pay expenditure of £0.274m for October which is our lowest monthly usage this financial year. The forecast monthly total remains at £0.314m a month reflecting that we may require more flexibility over the winter months as we approach the end of the financial year and also the variability that we see with weekly staff payments for 4 or 5 week reporting months.

We continue to strengthen our controls and monitoring of variable pay expenditure across NWSSP with the aim of minimising this as far as possible and we currently have a variable pay internal audit in progress.

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

The savings tracker has been populated per our IMTP. In month 7 we are reporting a non-recurrent overachievement of savings of £1.899m against our planned vacancy factor due to the number of vacancies we are in the process of recruiting to. We anticipate this overachievement of savings will reach £2.500m by the end of the financial year.

**8. Income Assumptions (Tables D, E & E1)**

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

Lines 2-23 have been populated with anticipated income streams for which we have yet to receive formal funding confirmation and which were highlighted as income assumptions in our IMTP.

The non-cash depreciation charges reconcile to the November non-cash submission (**Action Point 6.3**). The TRAMS/Radiopharmacy transitional funding anticipated income of £0.172m has been removed in month as this can be covered from NWSSP savings in 2024/25, however this remains a pressure for 2025/26 and will be included in our IMTP.

We have included additional lines for the estimated funding required for the 2024/25 pay awards for A4C, Medical & Dental and VSM. The anticipated income for the Real Living Wage pay uplift is incorporated into the funding requirement for the A4C pay award. No separate pay award allocation has been anticipated for the Medical Examiner Service as this is included in the overall Medical Examiner forecast.

**9. Health Care Agreements and Major Contracts**

No further updates to report.

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

At 31<sup>st</sup> October 2024 there were seven invoices outstanding over 17 weeks. At the submission date one is a credit note which has not been taken by BCU and two invoices have been paid. We are urgently chasing the remaining 4 invoices for payment, all of which are due from Cwm Taf Morgannwg (**Action Point 6.4**).

**11. Cash Flow Forecast (Table G)**

Not required for completion by NWSSP.

**12. Public Sector Payment Policy Compliance (Table H)**

This table is not required for NWSSP.

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

Tables I & J have been populated with the year to date and forecast expenditure against our current Capital Expenditure Limit of £6.561m.

We continue to monitor our plans to ensure our capital funding is fully utilised during the financial year. We submitted a prioritised list of capital schemes we could progress in 2024/25 from year end slippage monies in September. We have had an initial response of successful funding bids and we are reviewing these schemes to ensure deliverability within the financial year before accepting this funding.

On 8<sup>th</sup> November we submitted a response to Andrew Evans with an updated estimate of the Radiopharmacy BJC costs and a cash flow indication between financial years. This also included estimated timelines regarding the progress on the South East hub OBC.

**14. IFRS 16 & CAME (Table Q)**

This table reflects the forecast that we included in our November non-cash submission.

**15. 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 6 and 7 monitoring return submissions at the November meeting.

**16. Authorisation of Return**



.....  
**NEIL FROW**  
**MANAGING DIRECTOR**  
**NWSSP**



.....  
**ALISON RAMSEY**  
**DIRECTOR OF FINANCE &**  
**CORPORATE SERVICES**  
**NWSSP**

**12<sup>th</sup> November 2024**

**NWSSP SUPPLY CHAIN - PPE REPORT - AS AT 27/10/2024 (Updated 28/10/2024)**

Product Type	Units Issued since		Units in Stock	Orders Placed (Units)
	09/03/2020 (Inc Social Care)	Units Issued in last 7 days		
Aprons	264,266,625	360,800	22,168,450	603,000
Body Bags	16,580	24	10,056	0
Eye Protector	1,646,522	0	592,331	0
Type I & Type II Masks	2,392,650	1,600	77,570	0
Type IIR Masks	283,166,402	122,025	7,986,900	1,000,200
FFP2 Masks	127,144	0	201,120	0
FFP3 Masks (3M)	4,947,057	1,247	2,481,586	0
FFP3 Masks (Other)	191,100	0	0	0
Face Visors	7,557,648	459	272,919	0
Fit Test Kits & Spares	6,683	0	393	0
Gloves	1,397,255,930	3,965,400	121,779,450	207,654,700
Gloves Cuff	2,095,050	5,300	401,000	24,000
Gowns (Fluid-Resistant)	5,147,617	6,340	704,713	6,000
Gowns (Other)	1,279,627	1,956	59,400	0
Hand Sanitizer	1,157,707	3,441	164,029	2,136
Wipes (Universal)	205,243,600	1,823,600	3,756,000	782,400
Wipes (Other)	134,147,418	275,350	1,432,475	267,800
Respirator Hoods	157	0	442	0
Respirator Filters	35,273	0	42,600	0
<b>Total</b>	<b>2,310,680,790</b>	<b>6,567,542</b>	<b>162,131,434</b>	<b>210,340,236</b>

**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

# Shared Services Partnership Committee

## Forward Plan of Business

2024-2025

Month	Standing Items	Strategy, Policy & Implementation	Governance	Annual Reports
11 October 2024	Autumn Development Workshop			
21 November 2024	Minutes & Action log Declarations of Interest Chair's Report Managing Director's Report Finance Report Performance Update Report Project Management Office and Service Improvement Update Report People and Organisational Development Update Monthly Monitoring Returns PPE Report	Deep dive session – Single Lead Employer Q2 IMTP Update Decarbonisation Update Duty of Quality Update	Corporate Risk Register Audit Committee Assurance Report	Audit Wales Management Letter
30 January 2025	Minutes & Action log	Deep dive session	Corporate Risk Register	IMTP – Approval

	Declarations of Interest Chair's Report Managing Director's Report Finance Report Performance Update Report Project Management Office and Service Improvement Update Report People and Organisational Development Update Monthly Monitoring Returns PPE Report	Q3 IMTP Update		
<b>26 March 2025</b>	Minutes & Action log Declarations of Interest Chair's Report Managing Director's Report Finance Report Performance Update Report	Deep dive session	Corporate Risk Register Audit Committee Highlight Report	

	<p>Project Management Office and Service Improvement Update Report</p> <p>People and Organisational Development Update</p> <p>Monthly Monitoring Returns</p> <p>PPE Report</p>			
<p><b>22 May 2025</b></p>	<p>Minutes &amp; Action log</p> <p>Declarations of Interest</p> <p>Chair's Report</p> <p>Managing Director's Report</p> <p>Finance Report</p> <p>Performance Update Report</p> <p>Project Management Office and Service Improvement Update Report</p> <p>People and Organisational Development Update</p> <p>Monthly Monitoring Returns</p> <p>PPE Report</p>	<p>Deep dive session</p> <p>Review of SLAs</p> <p>IMTP Q4 Update</p>	<p>Corporate Risk Register</p> <p>Audit Committee Highlight Report</p>	<p>Annual Report on Complaints</p> <p>Internal Audit Plan</p> <p>Audit Wales Plan</p> <p>Duty of Quality Annual Report Update</p>

<b>17 July 2025</b>	Minutes & Action log Declarations of Interest Chair's Report Managing Director's Report Finance Report Performance Update Report Project Management Office and Service Improvement Update Report People and Organisational Development Update Monthly Monitoring Returns PPE Report	Deep dive session Q1 IMTP Update	Corporate Risk Register Declarations of Interest Report on Gifts and Hospitality Approve Annual update of Audit Committee Terms of Reference Annual Governance Statement	Health and Safety Annual Report Annual Governance Statement Annual Review Audit Committee Annual Report Annual Report on Welsh Language WIBSS Annual Report Counter Fraud Service Annual Report
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*The report is not Exempt*

**Teitl yr Adroddiad/Title of Report**

NWSSP Audit Committee Assurance Report – November 2024

<b>ARWEINYDD: LEAD:</b>	James Quance Assistant Director of Corporate Services, NWSSP
<b>AWDUR: AUTHOR:</b>	Carly Wilce Corporate Services Manager, NWSSP
<b>SWYDDOG ADRODD: REPORTING OFFICER:</b>	Alison Ramsey Director of Finance & Corporate Services, NWSSP
<b>MANYLION CYSWLLT: CONTACT DETAILS:</b>	Alison Ramsey Director of Finance & Corporate Services, NWSSP 02921 501500 / <a href="mailto:Alison.ramsey@wales.nhs.uk">Alison.ramsey@wales.nhs.uk</a>

**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 25 October 2024.

**Llywodraethu/Governance**

<b>Amcanion: Objectives:</b>	Each of the five key Corporate Objectives
<b>Tystiolaeth: Supporting evidence:</b>	Individual reports submitted to Audit Committee

**Ymgynghoriad/Consultation:**

Who has been consulted on the details of the report?

- NWSSP Audit Committee

**Adduned y Pwyllgor/Committee Resolution (insert ✓):**

<b>DERBYN/ APPROVE</b>		<b>ARNODI / ENDORSE</b>		<b>TRAFOD/ DISCUSS</b>		<b>NODI / NOTE</b>	✓
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**Argymhelliad/  
Recommendation** The Committee is asked to NOTE the report

**Crynodeb Dadansoddiad Effaith:  
Summary Impact Analysis:**

<b>Cydraddoldeb ac amrywiaeth: Equality and diversity:</b>	No direct impact
<b>Cyfreithiol: Legal:</b>	No direct impact
<b>Iechyd Poblogaeth: Population Health:</b>	No direct impact
<b>Ansawdd, Diogelwch a Profiad y Clef:</b>	No direct impact

Quality, Safety & Patient Experience:	
Ariannol: Financial:	No direct impact
Risg a Aswiriant: 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 25 October 2024, is outlined below:

<b>ALERT</b>	No matters to alert/escalate.
<b>ADVISE</b>	No matters to advise.
<b>ASURE</b>	<p>Managing Directors Update</p> <p>The Director of Finance and Corporate Services presented the Committee with an extensive update as to key developments within NWSSP in the absence of the Managing Director. The main highlights discussed are as follows:</p> <ul style="list-style-type: none"> <li>• a year-to-date surplus of £2.171m at month 6 was reported and the Welsh Risk Pool forecast remains on target as per the IMTP. Capital allocation remains at £6.611m. Bids for additional capital slippage monies has been submitted to Welsh Government for consideration;</li> <li>• 77% of objectives outlined in the IMTP are on track to be delivered by the end of the year. Progress continues to be monitored at quarterly review meetings, chaired by the newly appointed Director of Planning, Performance &amp; Informatics;</li> <li>• the business justification business case for Radiopharmacy has been submitted and work continues to progress, and detailed design reviews took place during September and October 2024. The planning application has been submitted to Newport Council for its consideration and the outcome was expected imminently. Building works are expected to commence in November 2024, however this is subject to planning permission. The Outline Business Case for the South-East Hub was expected to be presented to the SSPC at its meeting in November 2024 for consideration;</li> <li>• The four-laundry production model is operational and all staff from Church Village have successfully TUPED across to NWSSP, completely negating the need for agency staff. Work continues to progress, to convert the Carmarthen Laundry into a hub. In July 2024 the North Wales laundry production successfully met all requirements of BS14065 Decontamination standard;</li> </ul>

	<ul style="list-style-type: none"> <li>• The Medical Examiner Services continue to work with partners to ensure data disclosure agreements are updated to reflect the changes following the new legislation which came in to force on 9 September 2024;</li> <li>• The planned move to NG2 has ceased and the offer withdrawn, following the lack of engagement from the landlord. As a short-term solution, the Companies House and Charnwood Court leases have been extended and the matter added to the risk register for monitoring;</li> <li>• From October 2024 the first All Wales Recovery of Salary Overpayments Procedure comes into force. To prevent salary overpayments occurring in the first place, NWSSP are piloting a staff movement advice app, to ensure managers are able to notify Payroll of terminations and other changes swiftly;</li> <li>• Following the recent pay award, arrangements are being made with our software supplier to process updates in order to process bac pay and update salary information ready for the planned uplift in November 2024;</li> <li>• Nominations for the next NWSSP staff awards are open; and</li> <li>• The Autumn Development Day for SSPC which took place on 11 October was well attended. The event included sessions on risk appetite, the operation of the Committee, TrAMS, Welsh Risk Pool and IMTP planning.</li> </ul>
ASSURE	<p>External Audit Position Statement</p> <p>Audit Wales provided an update as to current and planned audit work. Audit and assurance work for 2023-24 was complete and assurance work for 2024-25 would commence in early 2025. The scope of works would remain in line with the 2023-24 programme of work.</p> <p>The Committee had previously enquired if Audit Wales could continue to provide assurance on the work of NWSSP Internal Audit Services. The matter was explored with the Law and Ethics team at Audit Wales, and it has been confirmed that they are unable to provide NWSSP with non-audit services.</p>
ASSURE	<p>Management Letter 2023-24</p> <p>The Audit Committee received the 2023-24 Audit Wales Management letter for NWSSP. The assurance report was very positive and confirmed that no issues had been identified concerning the services provided by NWSSP to NHS Wales and no recommendations were raised for the second year running.</p>
ASSURE	<p>Audit Wales Nationally Hosted IT Systems Report</p> <p>The Nationally hosted report was presented to the Committee. The work forms part of Audit Wales's assurance work as NWSSP host a number of IT systems for NHS Wales, and it is necessary to review those systems regularly to provide an opinion to external audit teams. No significant risks of material misstatement were identified, but five recommendations for proposed improvement were raised.</p>

ASSURE	<p>Internal Audit Position Statement</p> <p>The Head of Internal Audit presented the Position Statement together with an overview of other activity undertaken since the previous meeting. Key points to highlight were:</p> <ul style="list-style-type: none"> <li>• one Internal Audit report from the 2024-25 annual plan had been finalised;</li> <li>• audit fieldwork is currently underway for a number of audits, in line with the 2024-25 delivery Plan;</li> <li>• planning meetings continue to take place with the Assistant Director of Corporate Services;</li> <li>• the new electronic audit system has been implemented and reporting templates are being reviewed and revised; and</li> <li>• in January 2025 the new Global Internal Standards (GIAS) will come into force and will apply to Public Sector Organisations by 1 April 2025, to align with the financial year.</li> </ul>
ASSURE	<p>Internal Audit Reports</p> <p>The following reports were presented to the Committee for consideration:</p> <p><u>NHS Building for Wales Framework Invitation to Tender Stage Review</u></p> <p>The purpose of the audit was to evaluate the processes and procedures in place for the next generation of NHS Building for Wales Framework arrangements, following the renewal process reported to the Audit Committee in January 2024. Lessons had been learned from the previous exercise and the review was positive and achieved a reasonable assurance rating, with 3 recommendations for action.</p>
ASSURE	<p>Quality Assurance Improvement Programme</p> <p>The Director of Audit and Assurance introduced the report which reviewed the quality of internal audit work completed during 2023/24 and included the approach and work for 2024/25. The scope of the internal review checks whether correct processes were being followed when undertaking audits. The outcome of the review was very positive and concluded that Audit and Assurance fully conforms to all requirements of the Public Sector Internal Audit Standards.</p> <p>In January 2025 new audit software will be introduced, and a new set of internal audit standards will be in place by April 2025.</p>
ASSURE	<p>Counter Fraud Position Statement, Q2 of 2024-25</p> <p>NWSSP's Local Counter Fraud Manager presented the Q2 Counter Fraud Position Statement to the Committee, with an overview of activity. As of 30 September 2024, a total of 103.75 days of Counter Fraud work has been completed against the agreed full year 210 days, as detailed</p>

	<p>in the Counter Fraud Annual Work Plan for the 2024/25 financial year. The Statement summarised the following activity in the last quarter:</p> <ul style="list-style-type: none"> <li>• a total of 89 staff have attended a fraud awareness session for new starters during 2024/25;</li> <li>• the NWSSP Local Counter Fraud Service intranet page continues to be updated, with support from the NWSSP Communications team;</li> <li>• two fraud awareness sessions have been delivered to Finance and People and Organisational Development;</li> <li>• following the continued support of the Director of Finance and Corporate Services, 753 staff have now completed the All-Wales Counter Fraud E-learning module, launched in April 2023;</li> <li>• during the reporting period, one new referral has been received for investigation;</li> <li>• there are seven ongoing investigations, these are as follows - <ul style="list-style-type: none"> <li>○ three relate to overpayment of salary;</li> <li>○ two relate to working on sick leave;</li> <li>○ one false representation on application for employment; and</li> <li>○ one allegation relating to overstating annual leave entitlement; and</li> </ul> </li> <li>• no Fraud Prevention Notices (FPN) have been issued by the NHS Counter Fraud Authority during Q2 of 2024-25.</li> </ul>
<p><b>ASSURE</b></p>	<p><b>Governance Matters</b></p> <p>The Governance Matters paper detailed the contracting activity for the last quarter. 29 contracts had been let for NWSSP and 26 further contracts for NHS Wales. There had been four further declarations made as to gifts, hospitality or sponsorship since the last meeting and no internal audit reports have received limited or no assurance.</p> <p>Of 96 audit recommendations, 87 have been implemented, eight were not yet due, one is overdue, but it is not in the control of NWSSP to fully implement. The target date has previously been extended and it would therefore remain as overdue until fully actioned. An approach to address the outstanding issue had been developed and proposed for approval by the P2P Governance Group and Shared Services Partnership Committee.</p> <p>The Corporate Risk Register contains six red risks, eight amber and no yellow or green risks.</p>
<p><b>ASSURE</b></p>	<p><b>Audit Committee Effectiveness Survey Results 2024</b></p> <p>The results of the recent 2024 Audit Committee Effectiveness Survey were presented. The anonymised survey was undertaken to obtain feedback from Committee members on performance and potential</p>

	<p>areas of development and was issued to all members in September 2024. The number of responses received was down slightly from the previous year, but the opinions were very positive, and no issues of concern were identified.</p> <p>However, it was noted that some participants did not agree that the Committee was provided with sufficient resources to perform its role effectively and it was therefore suggested that Velindre University NHS Trust recruit to the position of a third Audit Committee independent member role, in order to comply with the Terms of Reference and avoid potential issues with quoracy. Velindre University NHS Trust continue with their efforts to backfill to the position, but have been unsuccessful to date.</p>
INFORM	<p>Items for Information</p> <p>The Audit Committee Forward Plan of business for the 2024-25 period was received for information.</p>

## 2. ARGYMHELLIAD/RECOMMENDATION

The Committee is asked to:

- NOTE the Assurance Report