

## Shared Services Partnership Committee

16 January 2020, 10:00 to 13:00  
NWSSP HQ Boardroom

### Agenda

<b>1.</b>	<b>Agenda</b>		
<b>1.1.</b>	<b>Welcome and Introductions</b>		Margaret Foster
<b>1.2.</b>	<b>Apologies for absence</b>		Margaret Foster
<b>1.3.</b>	<b>Declarations of Interest</b>		Margaret Foster
<b>1.4.</b>	<b>Draft minutes of meeting held on 2 December 2019</b>		Margaret Foster
	 Reviewed Minutes Part A 02.12.19.pdf	(5 pages)	
<b>1.5.</b>	<b>Action Log</b>		Margaret Foster
	 1.5 Action Log January 2020.pdf	(1 pages)	
<b>1.6.</b>	<b>Other Matters Arising</b>		Margaret Foster
<b>2.</b>	<b>Service Deep Dive</b>		
<b>2.1.</b>	<b>Medical Examiner Service</b>		Andrew Evans
	 SSP Committee 16.1.20.pdf	(8 pages)	
<b>3.</b>	<b>Chair and Managing Director's Reports</b>		
<b>3.1.</b>	<b>Chairman's Report</b>		Margaret Foster
<b>3.2.</b>	<b>Managing Director's Report</b>		Neil Frow
	 SSPC MD Update Jan 20.pdf	(5 pages)	
<b>4.</b>	<b>Items for Approval/Endorsement</b>		
<b>4.1.</b>	<b>IMTP</b>		Alison Ramsey
	 SSPC IMTP Cover Paper.pdf	(2 pages)	
	 SSPC Jan 2020 IMTP V5 FINAL.pdf	(41 pages)	
<b>4.2.</b>	<b>Motor Fleet Insurance Renewal</b>		Peter Stephenson
	 SSPC Board paper Fleet Insurance.pdf	(4 pages)	

<b>4.3.</b>	<b>Legal &amp; Risk Online Resource Library Subscription</b>		Peter Stephenson
	 SSP Board Paper - LION.pdf	(4 pages)	
<b>5.</b>	<b>Project Updates</b>		
<b>5.1.</b>	<b>NHAIS Update</b>		Peter Stephenson
	 NHAIS Report for SSPC - January 2020 (003).pdf	(5 pages)	
<b>5.2.</b>	<b>Laundry Services</b>		Neil Frow
	 Laundry SSPC Jan 20 Paper 6.pdf	(6 pages)	
<b>5.3.</b>	<b>TRAMs Update</b>		Verbal Neil Frow
<b>5.4.</b>	<b>PMO Highlight Report</b>		Alison Ramsey
	 PMO Flash dec 19.pdf	(2 pages)	
<b>6.</b>	<b>Governance, Performance &amp; Assurance</b>		
<b>6.1.</b>	<b>Finance &amp; Performance Report</b>		Alison Ramsey
	 SSPC Finance and Corporate Services Nov 19.pdf	(21 pages)	
<b>6.2.</b>	<b>Corporate Risk Register</b>		Peter Stephenson
	 SSPC Corporate Risk Register Jan 2020.pdf	(4 pages)	
	 Corporate Risk Register 20200107.pdf	(5 pages)	
<b>6.3.</b>	<b>Audit Committee Highlight Report</b>		Peter Stephenson
	 22102019 SSPC Audit Committee Assurance Report.pdf	(4 pages)	
<b>7.</b>	<b>Items for Information</b>		
<b>7.1.</b>	<b>Finance Monitoring Reports</b>		Information
	 NWSSP Signed Month 6 Return.pdf	(13 pages)	
	 NWSSP Signed Month 7 Return.pdf	(13 pages)	
	 M8 MR for SSPC.pdf	(18 pages)	
<b>8.</b>	<b>Any Other Business</b>		

**MINUTES OF THE SHARED SERVICES PARTNERSHIP COMMITTEE (SSPC) PART A**

**MONDAY 2 DECEMBER 2019**

**11:00 – 12:00**

**NWSSP HQ, BOARDROOM**

**Present:**

<b>Attendance</b>	<b>Designation</b>	<b>Health Board / Trust</b>
Margaret Foster (MF)	Chair	NWSSP
Neil Frow (NF)	Managing Director	NWSSP
Alison Ramsey (AR)	Acting Director of Finance & Corporate Services	NWSSP
Gareth Hardacre (GH) (VC)	Director of Workforce & OD	NWSSP
Bob Chadwick (BC) (VC)	Executive Director of Finance	Cardiff & Vale
Pete Hopgood (PH) (VC)	Director of Finance	Powys THB
Huw Thomas (HT) (VC)	Director of Finance	HDUHB
Phil Bushby (PB) (VC)	Director of People	PHW
Geraint Evans	Director of Workforce & OD	ABUHB
Darren Dupre (DD)	Trade Union Representative	UNISON
<b>Other Attendees</b>		
Peter Stephenson	Head of Corporate Services	NWSSP
Maria Newbold	PA	NWSSP
Ian Rose (IR) Item 2.2 only	Head of PMO	NWSSP
Mark Roscrow (MR) Item 2.2 only	Programme Lead, IP5	NWSSP

**1. PRELIMINARY MATTERS**

**WELCOME AND INTRODUCTIONS**

<b>No.</b>	<b>Minute</b>	<b>Action</b>
<b>1.1</b>	The Chair welcomed attendees to the December 2019 Extraordinary Shared Services Partnership Committee (SSPC) meeting. This meeting replaces the scheduled 27 November meeting that was rescheduled. This extraordinary meeting was called to cover the business cases requiring approval – all other papers will be deferred to the January meeting.	

**APOLOGIES FOR ABSENCE**

<b>1.2</b>	Apologies for absence were <b>received</b> from the following:	
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	Chris Turley, Director of Finance, WAST Eifion Williams, Interim Director of Finance, HEIW Hazel Robinson, Director of Workforce & OD, Swansea Bay Anne Phillimore, Director of Workforce, Cwm Taf Morgannwg Rob Nolan, Director of Finance, BCU	
<b>DECLARATIONS OF INTEREST</b>		
<b>1.3</b>	<b>Declarations of Interest</b> There were no declarations of interest.	
<b>1.4</b>	<b>Previous Minutes</b> Draft Minutes of meeting held on 18 <sup>th</sup> September 2019 were reviewed and accepted with no issues raised.	
<b>1.5</b>	<b>Action Log</b> All actions to be discussed are on today's agenda.	
<b>2. ITEMS FOR APPROVAL/ENDORSEMENT</b>		
<b>2.1</b>	<p><b>NHAIS Replacement Business case</b></p> <p>PS provided an update on the NHAIS business case that came in draft to the September SSPC meeting. No material change has been made to the business case since the last review.</p> <p>The business case covers the new GP payment system that needs to be put in place during 2020. After reviewing the options to develop an in-house proposal or to outsource to Capita as is the case with NHS England, the preferred model is to procure the system being used in Northern Ireland, as this offers value for money and a tried and tested system.</p> <p>NF reiterated the benefits of working in partnership with the BSO in Northern Ireland, which will also free up internal resources to develop an in-house Ophthalmic Payment System to replace the current Open-Exeter system. In addition the rollout of the Capita solution within NHSE has repeatedly stalled and the original contract is due to expire in 2021, so given some of the adverse publicity the continued outsourcing of the contract is still unclear. The case has been discussed in detail with colleagues in Welsh Government over the last few years and they appear supportive of the proposals but this will need to be formally tested and confirmed if they approve the funding of this business case.</p> <p>PB stated that he was not at the September meeting, but is unclear of the implications for the screening service which depends on NHAIS for data. NF clarified that PHW have been invited to all the project meetings on this development, and that the screening data was not a function of the payments element of the system, but rather a feed from the patient registration system, which is now being taken forward separately through NHS Digital. NF confirmed that NWSSP would be agreeing an SLA with NHS Digital for the provision of the new registration systems from NHS Digital, and are therefore dependent upon them and NHSE for the timings of the switch-off of the NHAIS system and the implementation of the NHS Digital system. It was agreed that PB would speak to his IT representative and come back directly if there were any further concerns regarding screening data.</p>	

	<p>PS advised that we need SSPC approval today to progress as the start date for the programme to be implemented is scheduled for January 2020.</p> <p>The Committee:</p> <p><b>NOTED and APPROVED</b> the business case.</p>	
2.2	<p><b>IP5 Strategic Outline Case</b></p> <p>MR presented the Strategic Outline Case for IP5.</p> <p>The background for IP5 and the preparation for BREXIT was reiterated and the paper now looks at the opportunities for IP5 post-BREXIT. MR confirmed that plans had progressed well for shared services. BREXIT contingency support and approximately eight weeks of normal stock lines, together with additional non-stock items and items to cover areas of social care were all in place together with the appropriate infrastructure needed.</p> <p>The business case sets out a number of investment options to take full advantage of this national strategic asset as part of the NHS Wales estate. The options has been compiled following a number of internal and external Stakeholder events and discussions with Welsh Government policy leads. A consultant was procured to undertake an assessment of the available options and to suggest a way forward. The Outline Business Case has been submitted to Welsh Government for formal approval.</p> <p>The recommended option includes the following:</p> <ul style="list-style-type: none"> <li>• SE Wales TRAMS Project;</li> <li>• WECAS;</li> <li>• Stores Facilities – already relocated Cwmbran Stores to IP5;</li> <li>• PHW Pathology Service; and</li> <li>• Baby Bundle Services.</li> </ul> <p>BC enquired regarding the move of WECAS, who are currently supported by Cardiff &amp; Vale. BC stated that this move would mean transferring staff from Cardiff to Newport; it would therefore require a separate business case to understand how this will be managed as part of the project. MR stated that this is accepted and that all of the suggested options would need further work, and separate business cases, to ensure that transfer of services to IP5 makes sense from all perspectives.</p> <p>GE requested that all affected staff are communicated with as soon as possible. MF agreed, but stated that Health Boards and Trusts need to be engaged in the communications.</p> <p>It was noted that the business case provided a good overview of the opportunities.</p> <p>The Committee:</p> <p><b>NOTED and APPROVED</b> the Business Case.</p>	
2.3	<p><b>HCS Fleet Renewal</b></p> <p>AR introduced the HCS Fleet Business Case. There is an on-going requirement to update the fleet and for 2019/20 this amounts to six vehicles at a total cost of £215k.</p> <p>The team are actively working with providers to test electric vehicles, but at present the limited range of the commercial electric vehicle available is a concern due to the significant distances that are covered</p>	

	<p>by HCS. HCS continue to work with suppliers to test new vehicles to market and use of electric vehicles will be a central pillar to future procurement.</p> <p>The Committee:</p> <p><b>NOTED and APPROVED</b> the update.</p>	
<b>2.4</b>	<p><b>Single Lead Employer</b></p> <p>GH introduced the Single Lead Employer (SLE) Business Case. The purpose of the paper was to seek support and approval for NWSSP to:</p> <ol style="list-style-type: none"> <li>1. Become the SLE for Pre-Registration Pharmacists with effect from August 2020;</li> <li>2. Become the SLE for Dental Foundation Trainees with effect from August 2020;</li> <li>3. Commence preparatory work to become the SLE for a small number of Specialty Medical Trainees from August 2020 as a pre-cursor to becoming the SLE for all Core and Medical Specialty Trainees not currently subject to SLE arrangements in August 2021.</li> </ol> <p>A number of discussions have been held with key stakeholders and there has been universal support for NWSSP to take on the role of SLE. GH advised that NWSSP are confident of being able to deliver this programme and in total this will result in approximately 2400 staff being hosted by NWSSP.</p> <p>HT stated that he has no issue with the programme and it appears to work well, but enquired as to whether it been to Workforce Directors, GH advised that it had and some of the Workforce Directors were also part of the Stakeholder event. It was noted that there was a concern that if the programme were not to be controlled by NWSSP, but by an external contractor, then Health Boards would have less control over their staffing. GE enquired as to whether HEIW are comfortable with the approach, GH confirmed that they appear to be, and this is supported by a letter from HEIW, attached as Appendix A to the paper, requesting joint working between the two organisations to take forward these developments. GH underlined that this is very much an NHS partnership approach.</p> <p>NF stated that if everyone is in agreement he will write to Helen Arthur in Welsh Government to confirm the arrangement.</p> <p>The Committee:</p> <p><b>NOTED and APPROVED</b> the Business Case.</p>	
<b>3. Any Other Business</b>		
<b>3.1</b>	<p><b>IMTP Presentation</b></p> <p>AR gave an update on the IMTP for NWSSP. A presentation was originally scheduled for the cancelled meeting in November and was included in the agenda bundle that had been issued to members last week.</p> <p>NWSSP will be producing a balanced plan and discussions have already taken place with Welsh Government on progress to date.</p> <p>Although the final IMTP will come back to the SSPC in January, there will be little time for any comments to be incorporated into the final version that requires submission to Welsh Government at the end of January. AR therefore encouraged SSPC members to review the</p>	

	<p>presentation issued last week and come back directly with any comments.</p> <p>The Committee: <b>NOTED</b> the update.</p>	
<b>3.2</b>	<p><b>Financial distribution to Partners</b></p> <p>AR advised that in the bundle for last week's meeting was the latest finance report to the end of October 2019. At present NWSSP are looking at a £2m total distribution back to Health Boards at the end of the year (initial target was £750k) and this will be confirmed to each individual Health Board in the coming weeks.</p> <p>The Committee: <b>NOTED</b> the Report</p>	

Item 1.5

**ACTION LOG**

**SHARED SERVICES PARTNERSHIP COMMITTEE (SSPC)**

**UPDATE FOR 16 JANUARY 2020 MEETING**

List No	Minute Ref	Date	AGREED ACTION	LEAD	TIMESCALE	STATUS JANUARY 2020
1.			Not applicable – all actions complete as at last meeting and no further actions required.			

# Medical Examiner Service for Wales Overview

Andrew Evans

National Programme Director



GIG  
CYMRU  
NHS  
WALES

Partneriaeth  
Cydwasaethau  
Gwasanaeth Archwilio Meddygol  
Shared Services  
Partnership  
Medical Examiner Service



GIG  
CYMRU  
NHS  
WALES

Partneriaeth  
Cydwasaethau  
Shared Services  
Partnership

# Background to the creation of the Service

## • Patient Safety

- Numerous reviews (e.g. Shipman, Mid Staffs, Morecombe Bay, Gosport) concluded that there was insufficient scrutiny of the cause of death and recommended the introduction of MEs
- Professor Stephen Palmer in his independent review of RAMI (2014) strongly recommended individual case record reviews to identify areas of care that can be improved.
- Stage 1 Mortality Reviews are undertaken in Wales to identify cases that require a Stage 2 review, but these are only done for people who die in acute hospitals and are not necessarily done consistently, systematically or independently.
- Case records are not routinely reviewed for those who die outside of an acute hospital (around 50% of all deaths).

## • Death Certification Accuracy

- Around 45% of all MCCDs submitted fail to meet minimally acceptable standards
- Health Policy often based on mortality statistics

## • Distress for the bereaved

- Not always at the centre of the process
- Not always given the opportunity to raise questions
- Not always satisfied with independence of responses



# Oh yes: and the law

- **Coroners and Justice Act 2009: *Notification, certification and registration of deaths***
  - Section 19 requires Medical Examiners to be appointed (i.e. it is anticipated that it will be a legal requirement from 2021)
  - Section 20 enables regulations to be made (in both Wales and England) setting out the requirements for the preparation, scrutiny and certification of Medical Certificate of the Cause of Death



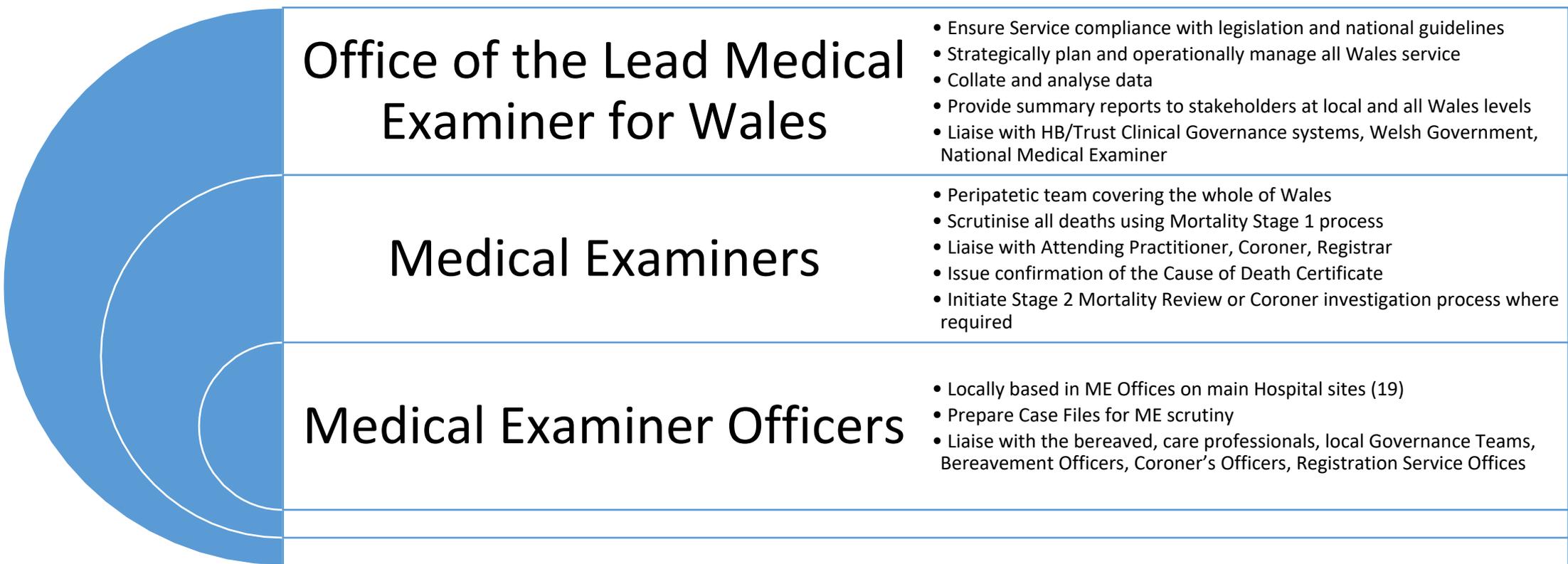
# The Vision

**A single, all Wales Medical Examiner Service, working on behalf of Health Boards and Trusts, that will:**

- **Strengthen safeguards for the public by:**
  - Providing robust, systematic and independent scrutiny of all deaths not referred directly to the Coroner (cause of death and circumstances impacting on the death)
  - Providing intelligent analysis and system level reporting of concerns found during scrutiny, and
  - Ensuring that the right deaths are referred to a Coroner
- **Improve the quality of death certification by:**
  - Providing expert advice to doctors (QAP) based on a review of relevant health records
- **Avoid unnecessary distress for the bereaved by:**
  - Answering questions about the certified cause of death or care given, or that arise from unexpected delays when registering a death



# The Service Model





Region	Deaths scrutinised per Year	MEO WTEs	ME WTEs
North Wales (BCUHB)	6,952	SMEO 1.00 MEO 5.47 <b>Total 6.54</b>	1.95
Mid & West Wales (H DUHB/PTHB)	5,407	SMEO 1.00 MEO 4.03 <b>Total 5.03</b>	1.52
South Wales Central (SBUHB/CTMUHB)	8,032	SMEO 1.00 MEO 6.48 <b>Total 7.48</b>	2.26
South Wales East (C&VUHB/ABUHB)	9,198	SMEO 1.00 MEO 7.56 <b>Total 8.56</b>	2.58
<b>Total</b>	<b>29,591</b>	<b>27.55</b>	<b>8.32</b>

Ultimately it's intended that MEs will work on an all Wales basis rather than HB or regionally. MEOs will continue to be locally based, largely on DGH sites (4 Hub sites and 15 Spoke sites).

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April 2019

OGL



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# Implementation Plan Timetable

- **Service design** (Dec 19)
- **Phase 1 Implementation** (Oct 20)
  - Hub Sites (1/Region)
  - Largely, but not exclusively acute care deaths
  - Monthly build up: 2%; 5%; 10%; 20%; 30%; 40%; 50%; 60%; 80%; 100% (1,330 acute deaths/month)
- **Phase 2 Implementation** (Mar 21)
  - Spoke Sites
  - Largely community deaths (1,135 community deaths/month)
- **Fully Operational from 1<sup>st</sup> April 2021**



# Costs & Funding

- **Costs**

- Circa £89/case scrutinised (circa 30,000 deaths per year = £2.6m)

- **Funding**

- Post legislation: Fee based, replaces cremation form fees with single ME fee applied to all deaths not just cremation
- Pre legislation: Cremation Form 5 income (£82) plus WG/DHSC top up funding





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**AGENDA ITEM:3.2**

**16 January 2020**

***The report is not Exempt***

**Teitl yr Adroddiad/Title of Report**

**Managing Director's Report**

<b>ARWEINYDD: LEAD:</b>	<b>Neil Frow – Managing Director</b>
<b>AWDUR: AUTHOR:</b>	<b>Peter Stephenson, Head of Finance &amp; Business Development</b>
<b>SWYDDOG ADRODD: REPORTING OFFICER:</b>	<b>Neil Frow – Managing Director</b>
<b>MANYLION CYSWLLT: CONTACT DETAILS:</b>	<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 full meeting in September.

**Llywodraethu/Governance**

<b>Amcanion: Objectives:</b>	To ensure that NWSSP openly and transparently reports all issues and risks to the Committee.
<b>Tystiolaeth: Supporting evidence:</b>	-

**Ymgynghoriad/Consultation :**

Shared Services Partnership Committee

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

<b>DERBYN/ APPROVE</b>	<b>ARNODI/ ENDORSE</b>	<b>TRAFOD/ DISCUSS</b>	<b>NODI/ NOTE</b>	<b>√</b>
<b>Argymhelliad/ Recommendation</b>		The Partnership Committee is to <b>NOTE</b> the report.		

<b>Crynodeb Dadansoddiad Effaith: Summary Impact Analysis:</b>	
<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 Claf: Quality, Safety &amp; Patient Experience:</b>	No direct impact.
<b>Ariannol: Financial:</b>	No direct impact.
<b>Risg a Aswiriant: Risk and Assurance:</b>	This report provides an assurance that NWSSP risks are being identified and managed effectively.
<b>Safonau Iechyd a Gofal: Health &amp; Care Standards:</b>	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> .
<b>Gweithlu: Workforce:</b>	No direct impact.
<b>Deddf Rhyddid Gwybodaeth/ Freedom of Information</b>	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 full meeting in September (the November 2019 meeting being postponed and a shortened meeting to approve specific business cases held on December 2 2019).

## **Events**

On 20 November I attended the UK Shared Services Conference in Liverpool with a number of senior colleagues. This brought together best practice in Shared Services across both the public and private sectors and reaffirmed my own view that there is much within NWSSP that places us at the forefront of many current initiatives.

## **IMTP 2020-23**

The IMTP is a separate item on today's agenda but in summary we have a strong progressive three year plan which is also a financially balanced plan. This has been completed after extensive consultation with staff and stakeholders, including a strategic horizon-scanning day in September. It has also been shared with the Directors of Planning and other related peer groups and requires the approval of the Committee, prior to formal submission to Welsh Government.

## **Medical Examiners' Service**

Daisy Shale has been appointed as the Lead Medical Examiner Officer for Wales, working alongside Dr Jason Shannon, Lead Medical Examiner for Wales. Daisy's role will contribute to both the strategic development and operational delivery of the service and will have direct management responsibility for all Medical Examiner Officers deployed in Wales. Daisy has recently been working alongside Dr Alan Fletcher, National Medical Examiner for NHS England, where she contributed significantly to the development of both the Medical Examiner Service generally and the development of the role of Medical Examiner Officer.

A new operating model for the service has been developed in collaboration with a number of health board colleagues and Welsh Government policy leads. This has been submitted to the National England & Wales Medical Examiner prior to holding discussions with the Department of Health on funding.

## **Laundry Service**

A series of visits to Health Boards and staff affected by this development has been undertaken and Welsh Government have set timescales for completion

of further work as part of the overarching capital approval process. There are a number of further workshops that are due to be held over the coming months, with additional consultation and engagement with all affected staff. The final Programme Business Case will be submitted to the Committee in May prior to submission to Welsh Government. A separate and more comprehensive update paper is included as a distinct item on the Committee agenda and will include timelines for the formal staff consultation process.

## **BREXIT**

Preparations for a no-deal Brexit have been stepped down following the recent extension of the deadline until the end of January 2020. However, additional supplies of both non-stock and stock items have already been procured and are available in case of need. The Strategic Outline Case for IP5 was separately approved at the SSPC held at the beginning of December and we are currently waiting for Ministerial feedback.

## **111**

The legal challenge that we were facing from Advance relating to the award of this contract has now been withdrawn.

## **TRAMS**

The project remains on-track and workshops were held in October for process mapping of Radio-Pharmacy and Materials for Trials. Good progress has been made with the Programme Business Case and significant work has been undertaken with Peer Groups including Chief Pharmacists and Assistant Directors of Finance. A more detailed update report is included on the agenda. A further presentation and update has been requested by the Director General / CEO NHS Wales at the January 2020 Efficiency, Healthcare Value and Improvement Group.

## **NHAIS**

The final business case was approved at the SSPC meeting held at the start of December. Final confirmation of funding is still awaited from Welsh Government. A separate update paper is included on the agenda.

## **Lead Employer**

In October we received a letter from HEIW with regards to extending Single Lead Employer (SLE) arrangements to Pharmacy and Dental trainees from August 2020. We are also planning to commence preparatory work to becoming the SLE for a small number of Specialty Medical Trainees from August 2020 as a pre-cursor to becoming the SLE for all Core and Medical Specialty Trainees. These proposed arrangements were fully endorsed by the SSPC meeting at the start of December. Positive discussions are ongoing

with HEIW with regard to timelines and funding requirements. I have also notified the Director of Workforce and OD within the Welsh Governments Health and Social Services group of our intention to work with HEIW to take this forward.

## **Welsh Risk Pool**

Estimates of forecast expenditure are rising due to a number of factors:

- The complexity and uncertainty of the underlying liabilities has long been recognised and this is increased as the timeframe extends and in recent years because of changes to the PIDR rate;
- The solicitor time spent on open cases has increased as those matters from several years ago become highly active in litigation, both following court proceedings and require complex investigations and negotiations;
- The average value of damages and costs are rising, as medicine and care costs have become more advanced and complex; and
- Increasingly claimants are asking more to be put into the lump sum part of their damages and less to be paid by way of periodical payments.

Regular updates have been provided to the Directors of Finance Group as it is very likely that the risk-sharing agreement will need to be invoked.

## **Appointments**

- Professor Malcolm Lewis has been appointed to the post of Medical Director on a 3 days per week basis following interviews in early November.

**Neil Frow,  
Managing Director, NWSSP,  
January 2020**



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**AGENDA ITEM:  
16 January 2020**

***The report is not Exempt***

**Teitl yr Adroddiad/Title of Report**

**IMTP 2020-2023**

**ARWEINYDD:  
LEAD:**

**Alison Ramsey, Deputy Director of Finance**

**AWDUR:  
AUTHOR:**

**Kelsey Rees-Sykes, IMTP Lead**

**SWYDDOG ADRODD:  
REPORTING  
OFFICER:**

**Alison Ramsey, Deputy Director of Finance**

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

The purpose of this report is to gain SSPC approval for the Integrated Medium Term Plan (2020-2023).

**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:**

The IMTP (2020-2023) and supporting presentation is included in the Committee papers.

**Ymgynghoriad/Consultation :**

SMT and SSPC

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

<b>DERBYN/ APPROVE</b>	✓	<b>ARNODI/ ENDORSE</b>	<b>TRAFOD/ DISCUSS</b>	<b>NODI/ NOTE</b>
<b>Argymhelliad/ Recommendation</b>		The Committee is asked to approve the IMTP.		

<b>Crynodeb Dadansoddiad Effaith: Summary Impact Analysis:</b>	
<b>Cydraddoldeb ac amrywiaeth: Equality and diversity:</b>	The IMTP takes full account of all equality and diversity considerations.
<b>Cyfreithiol: Legal:</b>	The IMTP takes full account of all legal considerations.
<b>Iechyd Poblogaeth: Population Health:</b>	The IMTP supports the promotion of ensuring a healthy population for Wales.
<b>Ansawdd, Diogelwch a Profiad y Claf: Quality, Safety &amp; Patient Experience:</b>	The IMTP supports the delivery of an approach that aims to promote high quality and safe healthcare, with a positive patient experience.
<b>Ariannol: Financial:</b>	The IMTP is fully costed and delivers a balanced budget.
<b>Risg a Aswariant: Risk and Assurance:</b>	All relevant risks have been fully considered in the IMTP.
<b>Safonau Iechyd a Gofal: Health &amp; Care Standards:</b>	Compliance with Health & Care Standards is implicit in the IMTP.
<b>Gweithlu: Workforce:</b>	The IMTP supports the promotion of an engaged and effective workforce.
<b>Deddf Rhyddid Gwybodaeth/ FOIA</b>	Open

# **Shared Services Partnership Committee**

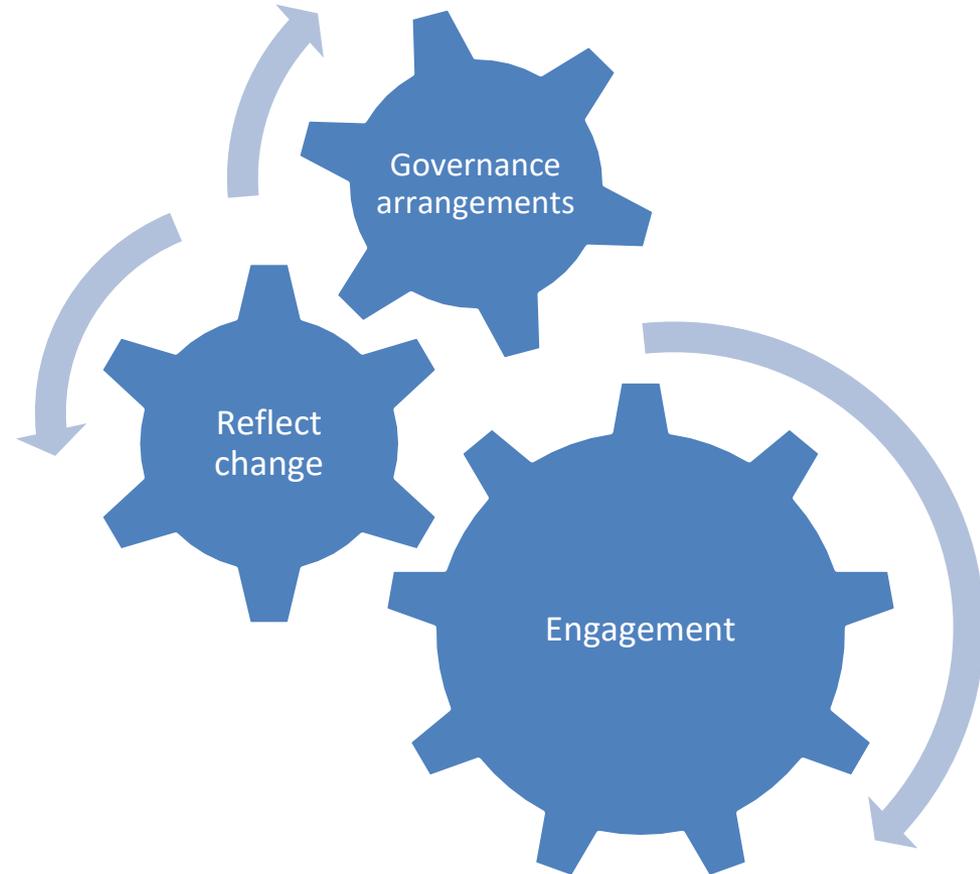
**16 January 2020**

**IMTP Update**

# Our IMTP approach

NWSSP approach:

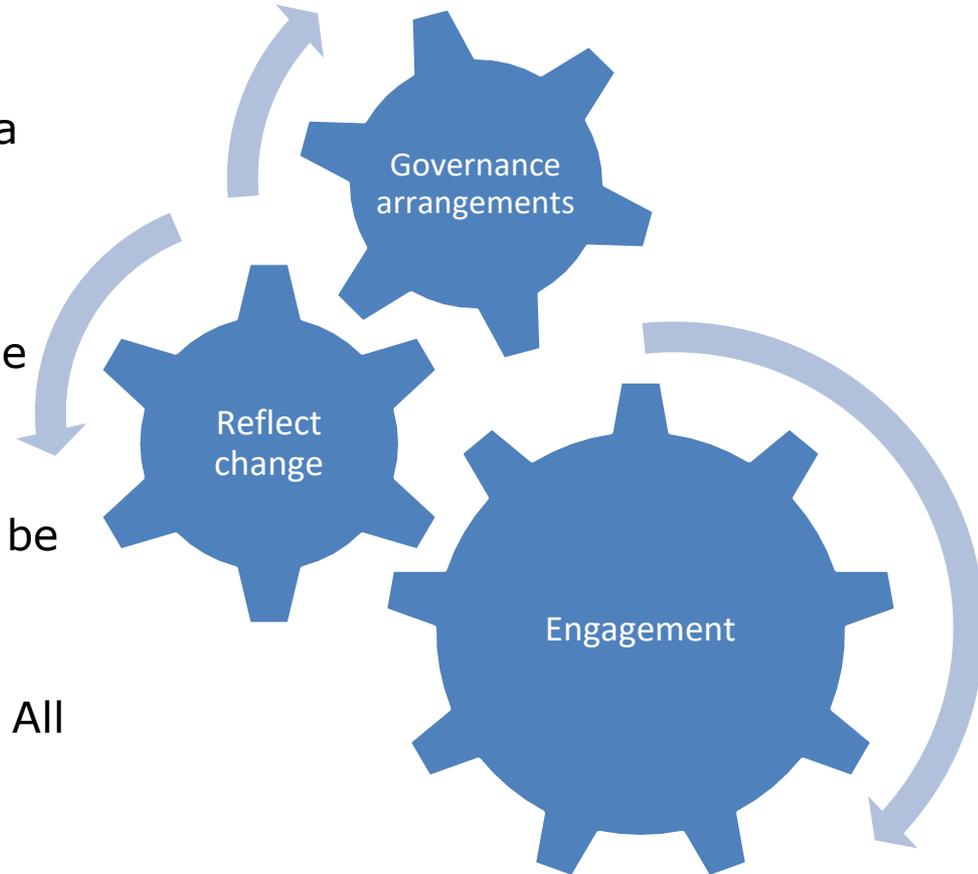
- engage with NHS partners & stakeholders to develop robust and realistic plans aligned to national priorities and their local IMTP priorities.
- refresh our existing plans to reflect change.
- supported by robust governance arrangements to make informed decisions to oversee delivery and monitor performance.



# Our IMTP approach

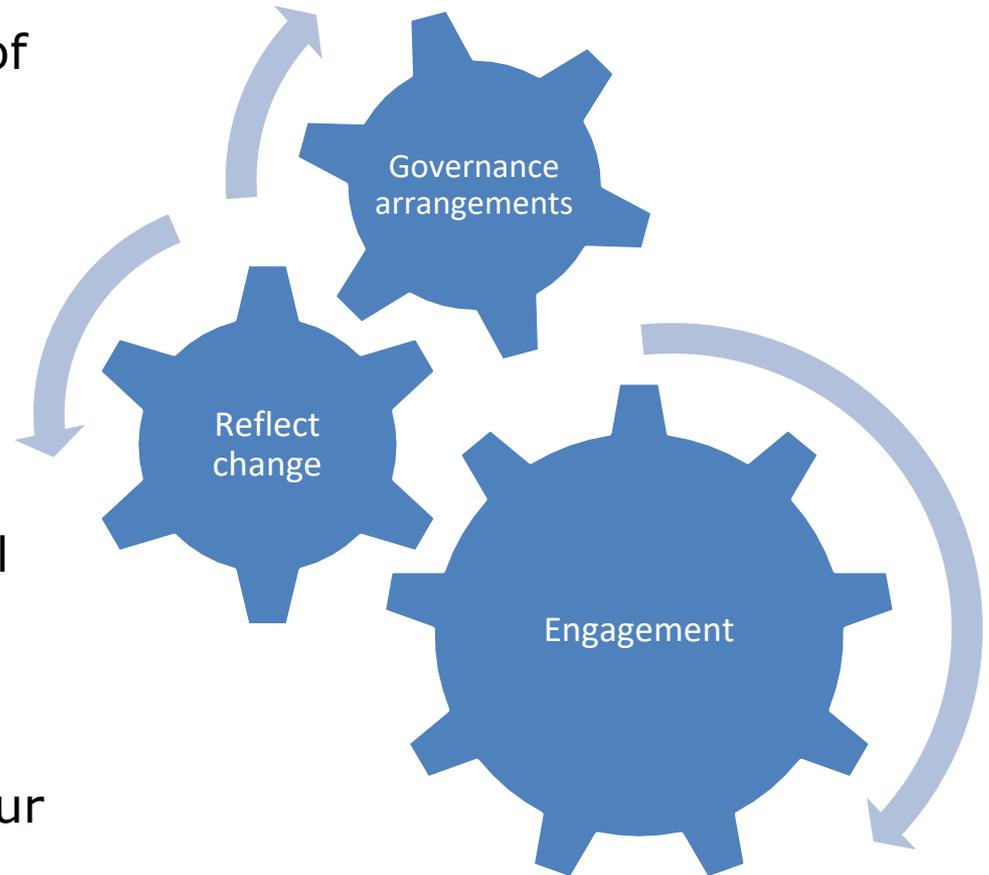
NWSSP approach:

- **Making simple changes** - not a rewrite; building on solid foundations.
- **Leading the way** - bring our achievements to life through case studies.
- **Being more adventurous** – recognising our objectives could be **SMARTer**.
- **Owning our ambition** – drive forward and lead of a number of All Wales projects.
- **Using one voice** - make every contact count through customer feedback and consistent performance reporting across NWSSP to our staff, customers and partners.



# How will we lead the way?

- **Excellence through continuous improvement** of existing services to existing customers.
- **Innovative new service developments** for existing customers.
- **Embed the Wellbeing of Future Generations Act objectives** into Division level plans.
- **Strengthen our 'Plan, Measure, Report, Review' arrangements** to improve our performance monitoring and measurement of outcomes.



# Executive Summary

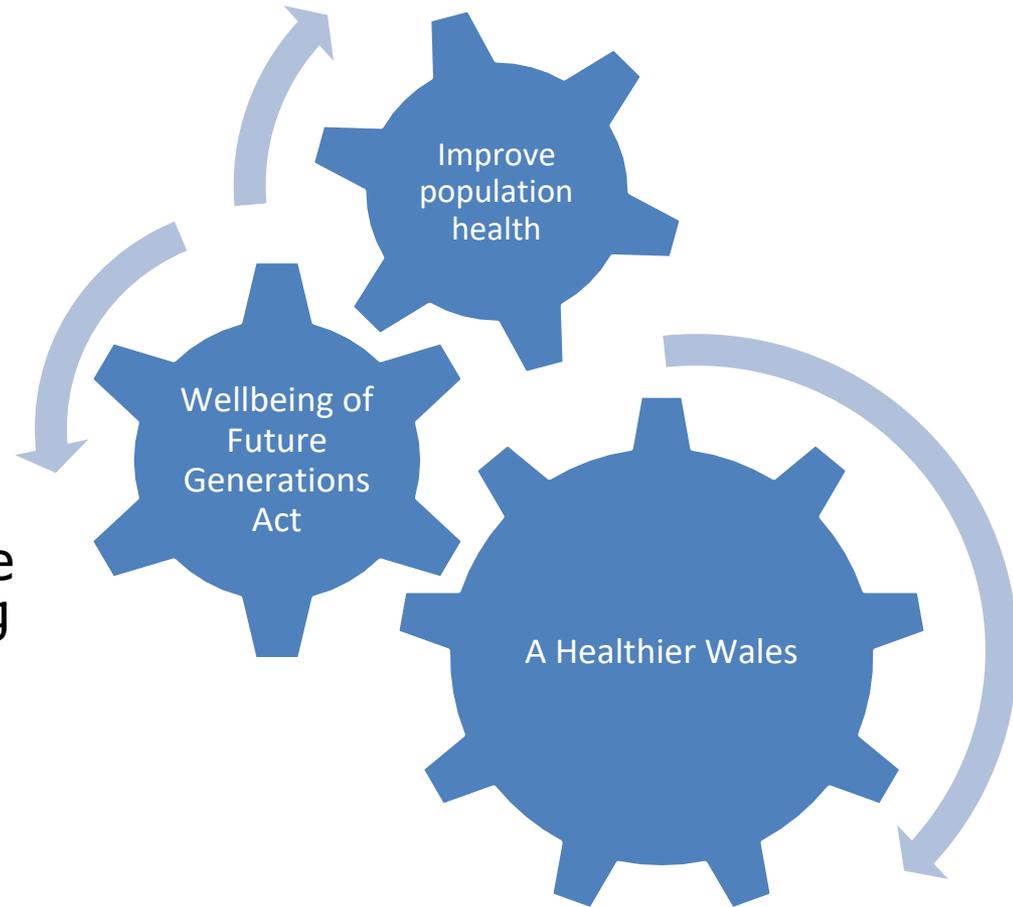
- A financially balanced plan with investment in areas that support a 'Once for Wales' purpose and the needs of our partners.
- Customers and partners needs, focussed into six key themes:
  1. Supporting the delivery of sustainable Primary Care;
  2. Enhancing service and customer support;
  3. Once for Wales opportunities for service delivery;
  4. Sharing best practice and informing decisions;
  5. NWSSP going from strength to strength; and
  6. Supporting major capital and transformational projects.
- Captures key policy areas – A Healthier Wales, WBFGA, Prudent and Values based healthcare.

# Key themes

- Be great on the basics - focus on continuous improvement in our core services e.g. recruitment, payroll, accounts payable, legal services and contractor payments.
- Significant Once for Wales projects to be implemented in the next 12-24 months e.g. Laundry, Medical Examiner, TRAMS, Family practitioner payment systems, National Distribution Centre, Scan for Safety, Once for Wales E-Rostering, All Wales Collaborative Bank and Lead Employer model expansion for all doctors in training.
- Capital investment and structure to support ICT and informatics e.g. future digital solutions, agile working, data analytics and robotics.
- Sustainability for the longer term beyond 3 years e.g. accommodation needs aligned to an agile workforce, greener energy in fleet management, ethical supply chain in procurement.
- Succession planning, talent management and response to staff survey.
- Employee Health and Wellbeing initiatives, including the launch of Mental Health First aid pilot scheme.

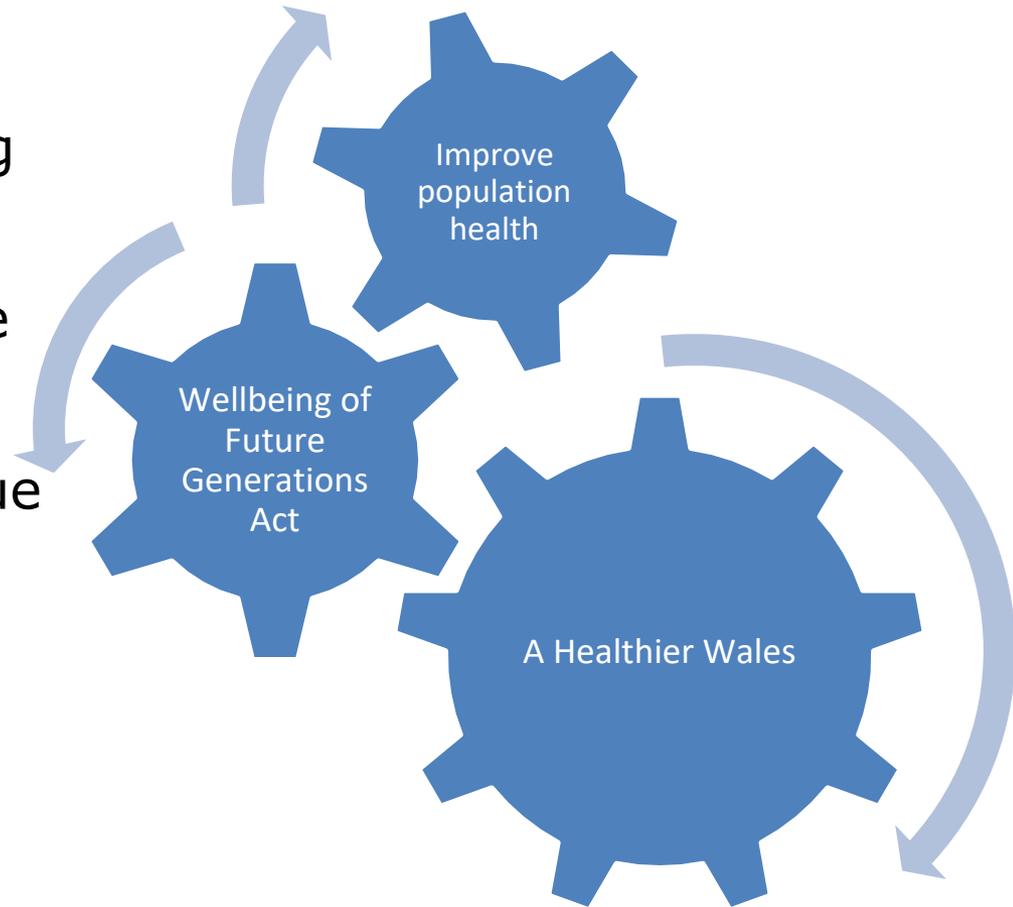
# The Welsh Government Strategic Picture

- Plans should be written within the context of A Healthier Wales;
- The Well-being of Future Generations and the Social Services and Well-being Acts continue to be key drivers.
- The overarching strategic priority remains to improve population health: focusing on prevention, reducing health inequalities, and providing timely access to care;
- Ensure quality and safety across all services;



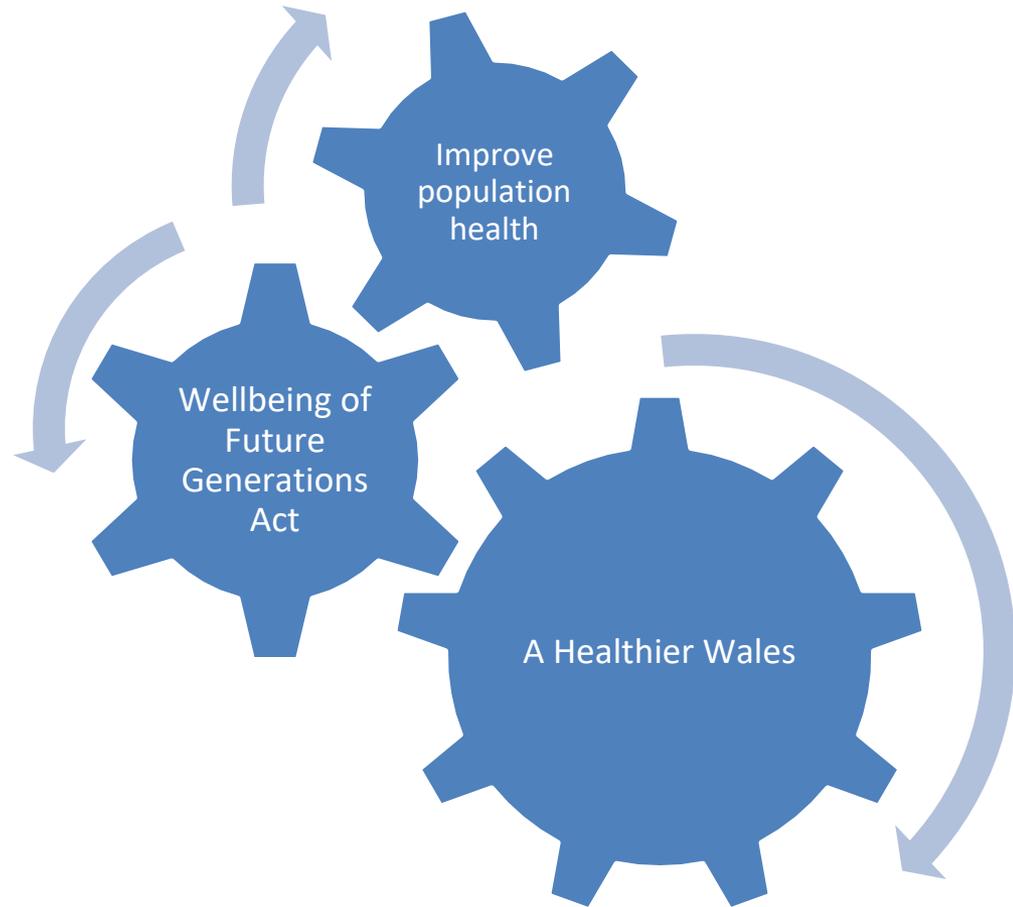
# The Welsh Government Strategic Picture

- Incorporate Primary and Community care, including cluster level planning;
- Fully reflect the Quadruple Aim;
- Embrace Prudent and Value Based Healthcare;
- Further improve Welsh Language Services.



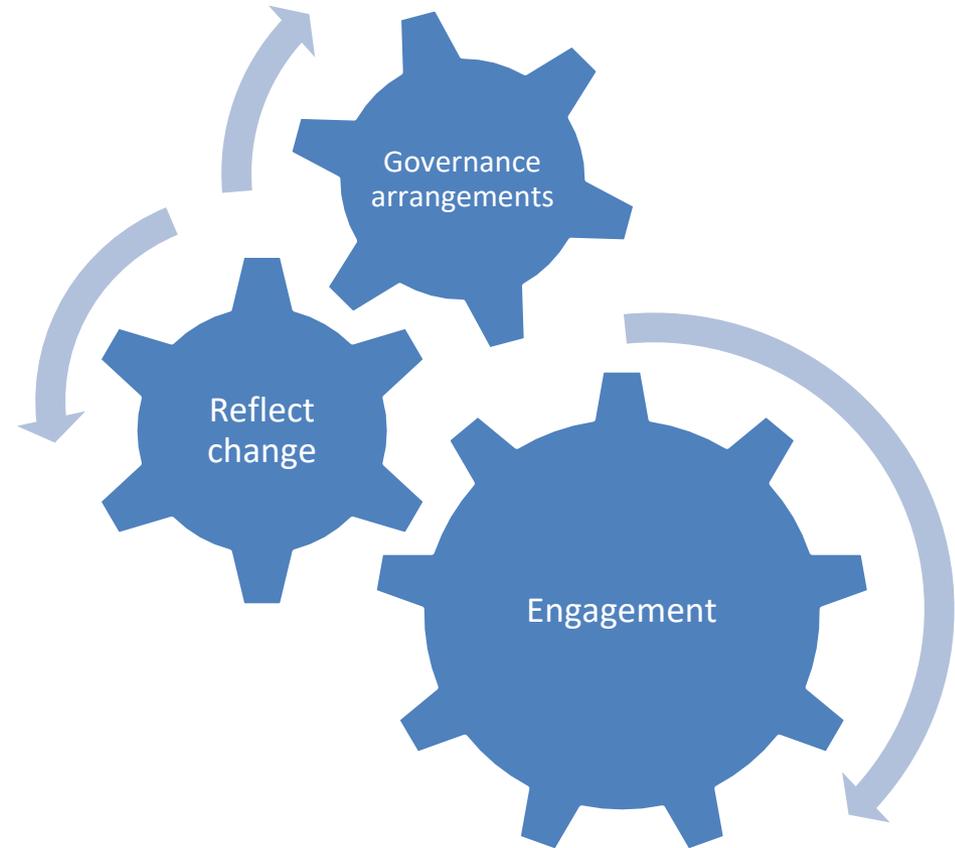
# The Welsh Government Strategic Picture

- Collaboration is critical; including more emphasis on regional and Once for Wales planning.
- There must be alignment between the plans of health boards, trusts and supporting organisations such as NWSSP;
- Demonstrate how we will work together to continuously improve services at pace.



# Considerations

- Alignment with our strategic objectives, values and overarching goals.
- Reflecting our understanding of what our partners and customers want and need from us.
- Summarising under six key themes.
- Finances
- Our key enablers and risks
- Snap shot of divisional plans



## Taking stock

- NWSSP held an horizon scanning day with senior staff, partners and key stakeholders on 12 September 2019.
- Reviewed our Strategy Map.
- Workshop groups explored key themes:
  - Our Vision, Mission and overarching objectives
  - Performance Management Framework – Key Focus Areas and KPIs
  - Our approach to continuous improvement and new service developments
  - Our engagement with partners, customers and staff

# Our Values

Developed a new strategic statement in place of our previous Vision and Mission statements:

## NWSSP Strategy Map

*Adding Value Through Partnership, Innovation and Excellence*

### Our Values

#### ***Listening & Learning***

To constantly improve the quality, effectiveness and efficiency of all we do

#### ***Innovating***

To encourage continuous improvement

#### ***Taking Responsibility***

For decisions and making things happen

#### ***Working Together***

With colleagues customers and supplier

Agreed to retain our existing organisational values .... we need to do more work to embed them into our day to day working practice and link to the outcomes of our staff survey.

# Our Strategic Objectives and KPIs

Agreed to retain our strategic objectives and overarching goals.



Agreed to review and then align our KPIs to four Key Focus Areas supporting our strategic objectives: Value for Money, Customers, Staff Wellbeing and Excellence.

Specific objectives will be set for new service developments during the project and implementation stages across these four KFAs.

# Our Overarching Goals

## Our Overarching Goals



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



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



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



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



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



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



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



We will support NHS Wales **meet their challenges** by being a catalyst for learning lessons and sharing good practice. Identifying further opportunities to deliver high quality services.

# Value for Money

- We deliver annual professional influence benefits to Health Boards and Trusts and distribute direct savings to NHS Wales's bodies.
- In 2019-20, generation of £2 million in savings which were invested back into Health Boards and Trusts.
- Through a greater focus of working with partners and on 'Once for Wales' basis, identify further synergies in our transactional services to achieve economies of scale, remove duplication and thereby reduce operating costs.
- Improve the quality and efficiency of our services to stakeholders through focused investment in systems, infrastructure and our people.
- Further secure sustainable capital funding for technology, systems and infrastructure.

# Customers and Partners

- Help to shape the future by supporting our customers and partners' significant service change whilst leading and facilitating NHS Wales's priorities.
- Supporting our customers and partners in the delivery of their plans.
- Further investment into the use of robotics and data analytics to turn our data into intelligence to support decision making for NHS Wales.
- Further develop QlikView capability across all our divisions and develop KPI dashboard tools in our procurement services.

# Excellence

- Embed a service wide approach to our Continuous Improvement activities to coordinate the standardisation, modernisation and automation through the 'Once for Wales' principles.
- Awards and recognition help to engage and motivate staff and encourage a culture of continuous improvement and quality assurance.
- Working in partnership with Executive Director Peer groups and national groups to drive excellence by supporting national organisations and projects including:
  - Purchase to Pay
  - All Wales collaborative Nurse Bank
  - Student Streamlining
  - Reducing Nursing Agency spend
  - Financial and Procurement systems

# Our Staff

- Make certain that we have the right people with the right skills in place at the right time, then invest in our staff to ensure they have the right skills and knowledge in our changing environment.
- We will help our staff to adapt to the increasing use of new digital technologies including Microsoft 365, as part of our transformational journey.
- We will be an employer of choice, ensuring our staff are happy in the workplace by:
  - Developing leadership, innovation and people skills; harnessing creativity and ideas.
  - Continuing to develop and enhancing the emotional well-being support programme.
  - Continuing to implement corporate and divisional action plans based on the latest national staff survey outcomes.
  - Ensuring staff are supported through engagement working with our Local Partnership Forum.

# Service Development

- Identify opportunities for further collaboration across the wider public sector in Wales and engage with present customers to identify new service areas.
- Share best practice and innovation through our structures such as the All Wales Risk Pool and Counter Fraud Services enhancing resilience across Health Boards and Trusts in Wales.
- Act as an enabler for NHS Wales and support the implementation of A Healthier Wales and the Well-being of Future Generations Act.
- Develop our services under six themes:
  1. Supporting the delivery of sustainable Primary Care
  2. Sharing best practice and informing decisions
  3. Developing Service support and customer support
  4. Once for Wales opportunities for service delivery
  5. NWSSP going from strength to strength
  6. Supporting major capital and transformation projects

# Supporting the delivery of sustainable Primary Care

<p>We will help create the environment for A Healthier Wales and to proactively support a modern primary care and social care system.</p>	<p>Utilise the same Lead employer model.</p> <p>Assist in the promotion of the GP training scheme by attending various conferences and events in partnership with HEIW.</p>	<p>Expansion of the Optometry data warehouse to enable surveillance services to be deployed (Post Payment Verification) and provide data to NHS Wales stakeholders to inform future service planning.</p>	<p>Expansion of Lead employer arrangement for:</p> <ul style="list-style-type: none"><li>• pre-registration pharmacists,</li><li>• dental foundation trainees, and</li><li>• core and specialist medical trainees over the period of the plan.</li></ul>
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# Enhancing system and customer support

We will look to continuously improve the service we provide to our customers and partners that helps deliver better outcomes to their resident population and staff.

All Wales review of decontamination arrangements in relation to Central Sterile Services Departments (CSSD), endoscopy and community and Primary Care dental services.

Increase the number of suppliers that we trade with across Wales utilising 2-way matching within Accounts Payable.

Build business intelligence and data analytics capability including development of hand held devices operating platform IT Scheduling System and integrated dashboards in Procurement and Health Courier Services. With further development across NWSSP, including Digital workforce solutions and as an organisational approach for performance reporting. .

# Implementing Once for Wales opportunities in Service Delivery

<p>We will continue to explore opportunities for NHS Wales to achieve economies of scale, standardisation where appropriate, and provide more cost-effective processes and high-quality services.</p>	<p>Study clinical waste capacity in the current market in order to establish options for satisfying the demands of NHS Wales in this regard, including possible investment in an in-house incinerator facility.</p>	<p>Create a new Medical Examiner Service for Wales for improved patient safety and death certification accuracy</p>	<p>We are supporting an All Wales project to scope possible reconfiguration of Pharmacy Technical Services (Transforming Access to Medicines (TRAMs)).</p>
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# Sharing best practice and informing decisions

<p>We will continue to understand our customer's and partner's needs and sharing best practice and opportunities for improvement with them.</p>	<p>Deliver All Wales Collaborative Bank pilot with view to wider adoption across Wales.</p> <p>This allows cross-boundary working of Bank workers with the aim of delivering weekly pay and obtaining greater clarity on working time directive compliance and contracted hours, to improve patient care and safety.</p>	<p>Improve the use of All Wales ESR Self Service functionality that meets the evolving needs of NHS Wales and includes:</p> <ul style="list-style-type: none"><li>• use of e- forms to support hire, termination and exit questionnaires,</li><li>• appraisal &amp; pay progression,</li><li>• empowerment of service users and managers.</li></ul>	<p>Improve Counter Fraud Services Wales financial investigation resources.</p> <p>Share good practice with All Wales LCFS to raise standards of investigation and increase sanctions across NHS Wales.</p>
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# NWSSP going from strength to strength

We will continue to ensure that we are supporting our own staff, customers, and partners in the most effective and efficient way.

We will continue to deliver a financially balanced plan, which includes delivering savings back to NHS Wales.

Achieve ISO27000 Information Security Accreditation.

Counter Fraud service  
Introduce the new CMS system (Clue 3) across NHS Wales, for Improved case reporting and recording of sanctions.

Explore the use of robotics and informatics to develop a NWSSP data warehouse and subsequent Qlikview reporting dashboard.

# Supporting major capital and transformational projects

We will continue to support major capital projects by providing professional and technical advice to support NHS Wales.

Health Courier Services will Develop an agreed national and local, financial and non-financial savings & reporting strategy . Enabling Further savings and improvement opportunities.

Develop national warehousing & distribution model for NHS Wales (IP5) To maximise cost and process efficiencies to NWSSP and NHS Wales.

We will seek to implement an All Wales Laundry Service to provide an efficient, compliant and equitable Service for NHS Wales.

## NWSSP Income Summary

NWSSP REVENUE INCOME	2019/20 IMTP	2020/21	2021/22	2022/23
	£m	£m	£m	£m
NWSSP WG Funding Allocation	58.377	60.791	62.777	64.810
Welsh Risk Pool	110.200	120.955	121.215	123.232
Invoiced service income	121.173	142.736	228.884	305.795
<b>TOTAL REVENUE INCOME</b>	<b>289.750</b>	<b>324.482</b>	<b>412.876</b>	<b>493.837</b>
WELSH RISK POOL	2019/20 IMTP	2020/21	2021/22	2022/23
	£m	£m	£m	£m
WRP WG Funding Allocation	75.000	75.000	75.000	75.000
PIDR HM Treasury Funding	31.500	32.176	31.447	31.983
Risk Sharing Agreement	3.700	13.779	14.768	16.249
<b>TOTAL WRP INCOME</b>	<b>110.200</b>	<b>120.955</b>	<b>121.215</b>	<b>123.232</b>

## NWSSP income streams

CORE INVOICED SERVICES	2019/20 IMTP	2020/21	2021/22	2022/23
	£m	£m	£m	£m
<b>Current Services</b>				
Stores	35.000	38.000	40.000	40.000
Single Lead Employer - GP Trainees/Relocation	29.827	37.733	41.664	46.163
Pharmacy Rebate Scheme	6.000	6.850	6.850	6.850
Health Courier Service	4.761	8.135	10.298	10.535
All Wales Contract Charges	4.420	4.340	4.330	4.302
Legal & Risk/WIBSS/GMPI	6.822	14.219	14.998	15.453
Non Medical Bursaries	25.364	0.000	0.000	0.000
Miscellaneous income & depreciation	7.979	8.590	10.884	13.922
<b>Provision of new Services</b>				
Single Lead Employer - Dental/Pharmacy/Training doctors	0.000	15.750	84.081	148.763
Medical Examiner	0.000	1.595	2.639	2.639
All Wales Collaborative Bank	1.000	1.000	2.000	3.000
TRAMS	0.000	0.000	0.994	4.400
All Wales Laundry	0.000	6.524	10.146	9.768
<b>TOTAL INVOICED SERVICES</b>	<b>121.173</b>	<b>142.736</b>	<b>228.884</b>	<b>305.795</b>

## NWSSP Capital Plan

	RECURRENT CEL	2020/21	2021/22	2022/23
	£m	£m	£m	£m
DISCRETIONARY	0.600	1.250	1.250	1.250
SUPPLY CHAIN VEHICLE REPLACEMENT PLAN		0.504	0.513	0.630
LEGAL & RISK CASE MANAGEMENT SYSTEM		0.624	0.144	0.072
SCAN FOR SAFETY		2.661	1.350	1.350
LAUNDRY		0.769	5.678	5.470
TRAMS		10.494	19.146	14.604
PRIMARY CARE - NHAIS/PMR/IBML SCANNERS		0.668	0.595	
STORES - IP5 WORKS/SOLAR PANELS/BRIDGEND ROOF/ADC		1.292		
SOFTWARE - AUDIT/FORENSIC AP/ROSTERING/EMPLOYMENT		0.823	0.238	0.608
ALL WALES SCANNING SOLUTION TO ORACLE/BASWARE				0.500
GP RECRUITMENT PLATFORM		0.163		
ACCOMMODATION FOR NEW MEDICAL EXAMINER SERVICE		0.050		
<b>TOTAL CAPITAL REQUIREMENTS</b>	<b>0.600</b>	<b>19.298</b>	<b>28.914</b>	<b>24.484</b>

# Finance – key points

- Recurrent balanced plan achieved by year 3
- Recurrent pressures in years 1 & 2 due to non recurrent WG funding of IP5 whilst recurrent funding streams are identified
- Increases in income (£324m 20/21 to £494m 22/23)
  - Growth of existing services (Health Courier Service, Single Lead Employer, GP Indemnity)
  - New Services (Medical Examiner, Laundry, TRAMS, All Wales Bank)
- Key pressures – identified investment in automation, robotics, project management, training and key roles to enable service growth
- Plan balanced with £1.820m of additional savings in 20/21 = 3% of core funding allocation
- Significant capital investment requirements (£19.3m 20/21, £28.9m 21/22, £24.5m 22/23) enabling benefits to NHS Wales from Scan 4 Safety, TRAMS, Laundry, Supply Chain Fleet Renewal and IP5 developments

# Enablers

- 1. A partnership approach** – uniquely placed to be a catalyst for change and reduce inappropriate variation through evidence-based approaches.
- 2. Capital funding** – investment is essential to ensure we remain at forefront of technology and unlock innovation.
- 3. Once for Wales** – improved quality and value for money – making a fundamental contribution to Once for Wales priorities through collaborative working and use of our PMO.
- 4. Customer excellence in all key service areas** – a number of our divisions have achieved or maintained quality accreditations and service excellence recognition.
- 5. IT modernisation** – adopt the use of new technology to drive improvement and innovation e.g. roll out of Microsoft 365 during 2020.
- 6. Motivated and engaged workforce** – we strive to understand the strategic challenges whilst ensuring our services are fit for purpose for end users. We aim to attract and retain high calibre staff and celebrate their achievements.

# Risks

- 1. Retention and recruitment of staff in some key areas** – for some professional roles we face challenges when compared to private sector rates. We continue to develop sourcing strategies with the ongoing development of existing staff.
- 2. Succession planning**– we continue to focus on succession planning to ensure we have future leadership capacity.
- 3. Once for Wales – pace of change** – we are in a unique position to drive forward change, but there is sometimes a lack of equal commitment and pace partners to achieve this. During times of pressure there can be a tendency to protect individual interests without seeing Once for Wales benefits.
- 4. Availability of capital funding for investment**– a lack of investment will restrict our ability to innovate and plan for the longer term.
- 5. Lack of voice at a regional planning level** – increasing amounts of funding are now routed through RPBs, and a number of integrated service delivery models emerging. We are dependent on the sharing of information by NHS partners to keep up to speed with developments and play a part in supporting change.

# What we need from our partners



# Questions?



# Divisional Plans 2020-2023

## Snap shot

### **Procurement:**

- Develop IP5 national warehousing & distribution model for NHS Wales.
- Procurement Services QlikView dashboard will be developed to include the outcome from developments and remove KPIs which no longer drive value.
- Implement a Social Values Policy with Wales Co-operative Centre.
- Support NHS Wales to deliver Scan for Safety solution.
- Extend Receipt & Distribution sites and propose service development opportunities to Health Boards/Trusts where the service hasn't yet transferred.
- Agreed national and local strategies to help deliver Health Board/Trust savings plans where appropriate.

### **Health Courier Services:**

- Build business intelligence and data analytics capability including development of IT Scheduling System and integrated dashboards.
- Support, enhance and expand services e.g. pathology, laundry, STOMA and home care services.

## A snap shot 2020-2023 Priorities

### **Lead Employer:**

- Review and refresh the existing governance and SLA arrangements.
- Support HEIW on development of the NHS Wales Offering including:
  - Phase 1 - Pre-Registration Pharmacists and Dental trainees.
  - Phase 2 – all doctors in training within a lead employer model
  - Phase 3 – assist in the promotion of the Return to Practice Model.
- Working to retain GP trainees and support into employment within Wales.

### **Specialist Estates:**

- All-Wales review of decontamination arrangements in relation to CSSD, endoscopy and community and Primary Care dental services.
- Develop a Decarbonisation strategy for NHS Wales.
- All Wales review of options for developing in –house incineration facilities due to market capacity issues.
- Support the delivery of primary care Programme Business Cases (PBCs) and/or the development of a 2nd primary care pipeline.

## **A snap shot 2020-2023 Priorities**

### **Digital Workforce Solutions:**

- Development of an All Wales Rostering Programme.
- Increase the use of informatics to improve dashboard reporting.
- Improve the use of ESR Self Service functionality.
- Implement the All Wales Collaborative Nurse Bank pilot: review, and consider rollout for Wales.
- Review the suitability of ESR as the e-workforce solution for Wales (following the results of the mid-term review) resulting in procurement of ESR again, or alternative software supplier.

### **Legal and Risk:**

- Further implement the GMPI Future Liability Scheme and take on responsibility for the Existing Liability Scheme with Welsh Government.
- Provide a range of legal support into primary care.
- Implement the All Wales Concerns Management system (Datix).

## A snap shot 2020-2023 Priorities

### **Primary Care Services:**

- Develop family practitioner payments systems:
  - GOS and GMS payment systems replacement.
- Expand the Patient Medical Record service.
- Implement new patient registration system with NHS Digital.
- Expansion of the Optometry data warehouse to enable surveillance services to be deployed (PPV) and provide data to NHS Wales stakeholders to inform future service planning.
- Streamline processing of Performer List to help facilitate both GMPI and Lead Employer services.
- Collaboration across all NWSSP divisions to support all Primary Care service developments: GMPI, Single Lead Employer, Recruitment Hub, Workforce reporting tool, Primary care estate etc.

### **Counter Fraud Services:**

- Obtain Cabinet Office Counter Fraud Standards Accreditation.
- Introduce a Case Management System for more effective and efficient case reporting.
- Share good practice with All Wales LCFS to raise standards of investigation and increase sanctions across NHS Wales.

## **A snap shot 2020-2023 Priorities**

### **Accounts payable:**

- Increase the number of suppliers that we trade with across Wales utilising 2-way matching.
- Improve goods receipting in all NHS organisations. At present roughly 66% of PO holds are down to receipting to reduce risk of accounts on stop and reduce court fees.

### **Central Team eBusiness Services:**

- Expand the use of 'Chatbots' with focus on All Wales Test Scripts and roll out of Cardiff and Vale rostering solution.
- Deliver new ledger build(s) supporting implementation, transition and early life support as part of a 'Once for Wales' Approach.
- Achieve ISO27000 Information Security Accreditation ensuring Good practise and controls are in place.

## A snap shot 2020-2023 Priorities

### **Audit:**

- All Wales approach to support transformation assurance audits. To ensure audit focuses on key strategic risks for NHS Wales, development of integrated assurance and audit plans for approval by audit committees.
- Implementation of new audit software, along with new IT hardware to enhance service delivery and efficiency.
- A review of Regional Planning and Partnership governance arrangements.
- Seek to align the governance frameworks for audit and assurance and clinical audits, so that common themes are clear and consistent.

### **Medical Examiner:**

- Establish and embed the first Medical Examiner Service for Wales.
- Facilitate Clinical Governance Reporting.

## A snap shot 2020-2023 Priorities

### **Employment Services:**

- Implement the Welsh Language Recruitment 'Trac' Application system.
- Expansion of recruitment service into Primary Care and GP recruitment.
- Further robotics implementation for automated systems e.g. payroll services.
- Reducing the Time to Hire, to reduce agency spend, and increase Nurse staffing levels by following these examples:
  - implement the Collaborative Bank,
  - extend health self-declaration,
  - consideration that NWSSP assist with shortlisting,
  - consideration to mandate use of DBS update service,
  - increase business process automation,
  - review the streamlining of recruitment processes, and
  - fast-track for Occ Health clearance for internal posts.
- Primary care sustainability 'Once for Wales' service developments:
  - MDT Recruitment Hub
  - Quality Workforce Intelligence data e.g. to help understand locum usage.





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

Partneriaeth  
Cydwasaethau  
Shared Services  
Partnership

**AGENDA ITEM:**  
**16<sup>th</sup> January 2020**

***The report is not Exempt***

**Teitl yr Adroddiad/Title of Report**

**Motor Fleet Insurance Renewal NMD-DCO-37994**

<b>ARWEINYDD: LEAD:</b>	Thomas Dumbleton, Category Manager, NWSSP Procurement Services
<b>AWDUR: AUTHOR:</b>	Caroline Gwilym, Category Officer
<b>SWYDDOG ADRODD: REPORTING OFFICER:</b>	Neil Frow, Managing Director
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**Pwrpas yr Adroddiad:  
Purpose of the Report:**

The purpose of this paper is to provide the SSPC with details of the proposed Motor Fleet Insurance renewal, to be endorsed by the NHS Wales Shared Services Partnership Committee at its meeting on the 16<sup>th</sup> January 2020. The proposed procurement includes most NHS Wales organisations, however this paper is with specific reference to the policy and expenditure for Health Courier Service (HCS).

**Llywodraethu/Governance**

<b>Amcanion: Objectives:</b>	To achieve contractual compliance for HCS with respect to Motor Fleet Insurance and provide the opportunity for All Wales collaboration.  To leverage the combined purchase power of NHS Wales by bringing the majority of motor insurance policies into a single exercise and reducing revenue costs for HCS.
<b>Tystiolaeth: Supporting evidence:</b>	NWSSP – Procurement Services Briefing Paper

**Ymgynghoriad/Consultation:**

- NWSSP Health Courier Service
- NWSSP- Procurement Services
- Endorsement from Velindre Board anticipated 30<sup>th</sup> January 2020

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

DERBYN/ APPROVE	ARNODI/ ENDORSE	✓	TRAFOD/ DISCUSS	NODI/ NOTE
<b>Argymhelliad/ Recommendation</b>		Outline the recommendation of the report		
		<ul style="list-style-type: none"> <li>• The Committee is requested to <b>endorse</b> the report prior to the policy start date of 1<sup>st</sup> March 2020.</li> </ul>		

**Crynodeb Dadansoddiad Effaith:  
Summary Impact Analysis:**

<b>Cydraddoldeb ac amrywiaeth: Equality and diversity:</b>	Standardisation of policy details (where possible) will ensure equality of treatment of all Lease Car drivers insured under the policy.
<b>Cyfreithiol: Legal:</b>	To ensure compliance of vehicles/drivers with Road Traffic Act 1930 which is a legal requirement. Compliant under the Public Contract Regulations 2015 and the Terms and Conditions of the Yorkshire Purchasing Organisation's (YPO) Insurance Placement Dynamic Purchasing System.
<b>Iechyd Poblogaeth: Population Health:</b>	No direct impact
<b>Ansawdd, Diogelwch a Profiad y Claf: Quality, Safety &amp; Patient Experience:</b>	No direct impact save for the legal compliance resulting from the establishment of a replacement Motor Insurance Policy for HCS.
<b>Ariannol: Financial:</b>	It is anticipated that there will be reduction in per vehicle policy cost due to the strategy of securing a three-year policy and the increase of competition from using a recent framework. Source of funds to be revenue of HCS funded via existing budgets.
<b>Risg a Aswiriant: Risk and Assurance:</b>	HCS will retain its own policy based on its own risk profile. This ensures that HCS benefits from

	any risk mitigation activities undertaken with its own drivers. Collaboration with other NHS Organisations under a single broker allows NWSSP Procurement Services greater leverage to resolve disputes and improve the claims management process.
<b>Safonau Iechyd a Gofal: Health &amp; Care Standards:</b>	No direct impact
<b>Gweithlu: Workforce:</b>	Anticipated additional benefit is standardised excess with the advantage that employees that transfer between different Health Boards/Trusts will have the same excess policy value and administration for NWSSP Lease Car Team is simplified.
<b>Deddf Rhyddid Gwybodaeth/ Freedom of Information</b>	Open. The information is disclosable under the Freedom of Information Act 2000.

## **MOTOR FLEET INSURANCE RENEWAL NMD-DCO-37994 16<sup>TH</sup> JANUARY 2020**

### **1. CEFNDIR/BACKGROUND**

The current policy for Motor Fleet Insurance is due to expire on 29<sup>th</sup> February 2020. Proposed timescales for renewal are:

<b>Contracting Stage</b>	<b>Anticipated Date/Timescale</b>
Tender Issue	14 <sup>th</sup> January 2020
Evaluation	31 <sup>st</sup> January 2020
Publish Award	14 <sup>th</sup> February 2020
Contract/Policy Start	1 <sup>st</sup> March 2020

Following appointment, the broker, Arthur J. Gallagher (Gallagher), will be instructed to compete the business via the YPO Insurance Placement Dynamic Purchasing System. The YPO framework has been recently awarded and will therefore help to attract tender responses from additional insurance providers, maximising competition. Bidders that wish to submit directly to NWSSP (currently applicable to Zurich Municipal) will be able to do so if required.

Each participating NHS Organisation will retain its own policy based on its own risk profile. In the case of NWSSP this will be established for Health Courier Service Specifically and separate to the Velindre NHS Trust policy. Opportunity will be available to increase/decrease fleet number within the agreement lifetime and pricing will be adjusted accordingly through reconciliation every 12 months.

The contract will be awarded on the basis of the Most Economically Advantageous Tender. The process is subject to the Welsh Government notification process.

Policy Value:

<b>£* (excl IPT**)</b>	<b>£*(Inc. IPT**)</b>
<b>£345,246.72</b>	<b>£386,676.33</b>

\*4-year (i.e. inc. extension) values based on 18-19 insurance premium at commencement of policy and subject to fluctuation due to changes in number of vehicles covered during the life of the policy.

\*\* Insurance Premium Tax (IPT) at 12%. Insurance is not subject to VAT. IPT is non-recoverable.

The values quoted above are based on the estimated cost of the existing policies at their commencement. If the vehicle numbers and risk profile of the HCS fleet have varied significantly, these figures will be subject to variation. However, it should be noted that a reduction in policy cost is currently anticipated due to the strategy to secure a three year policy and to increase competition.

The price of insurance fluctuates constantly based on the risk profile and revised policies are therefore tendered as close to the expiry date of existing policies as possible. As a result, it is not possible to provide a more accurate estimate of the likely policy cost.

The proposed policy date is 1<sup>st</sup> March 2020 – 28<sup>th</sup> February 2023 (plus an option to extend for up to a further 12 months).

**2. ARGYMHELLIAD/RECOMMENDATION**

It is recommended that the proposal for renewal of a Motor Fleet Insurance policy for HCS, to cover both commercial vehicles and lease cars and as part of NWSSP Procurement Services larger procurement to cover NHS Wales, be approved.

The Committee is asked to:

- **Endorse** the Report



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**AGENDA ITEM:**

**13/01/2020**

***The report is not Exempt***

**Teitl yr Adroddiad/Title of Report**

**Ministry of Justice Framework for the provision of Legal Publications – Print and ebooks**

<b>ARWEINYDD: LEAD:</b>	Mark Harris Deputy Director NWSSP Legal & Risk Services
<b>AWDUR: AUTHOR:</b>	Lowenna Taylor Business Support Manager, Legal & Risk Services
<b>SWYDDOG ADRODD: REPORTING OFFICER:</b>	Mark Harris Deputy Director NWSSP Legal & Risk Services
<b>MANYLION CYSWLLT: CONTACT DETAILS:</b>	Mark Harris Deputy Director NWSSP Legal & Risk Services

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

**Approval for NWSSP Legal & Risk Services to procure from Ministry of Justice Framework for the provision of Legal Publications – Print and ebooks (LION)**

**Llywodraethu/Governance**

<b>Amcanion: Objectives:</b>	Each of the five key Corporate Objectives
<b>Tystiolaeth: Supporting evidence:</b>	N/A

**Ymgynghoriad/Consultation:**

Velindre Procurement, Welsh Government, Government Legal Department and Ministry of Justice (MOJ)

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

<b>DERBYN/ APPROVE</b>	<input checked="" type="checkbox"/>	<b>ARNODI/ ENDORSE</b>	<input type="checkbox"/>	<b>TRAFOD/ DISCUSS</b>	<input type="checkbox"/>	<b>NODI/ NOTE</b>	<input type="checkbox"/>
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<b>Argymhelliad/ Recommendation</b>	The Committee is asked to <b>APPROVE</b> the report.					

<b>Crynodeb Dadansoddiad Effaith: Summary Impact Analysis:</b>	
<b>Cydraddoldeb ac amrywiaeth: Equality and diversity:</b>	No direct impact
<b>Cyfreithiol: Legal:</b>	Not applicable
<b>Iechyd Poblogaeth: Population Health:</b>	No impact
<b>Ansawdd, Diogelwch a Profiad y Claf: Quality, Safety &amp; Patient Experience:</b>	Not applicable
<b>Ariannol: Financial:</b>	Estimated costs and savings outlined below.
<b>Risg a Aswiriant: Risk and Assurance:</b>	All relevant risks fully considered.
<b>Safonau Iechyd a Gofal: Health &amp; Care Standards:</b>	Not applicable
<b>Gweithlu: Workforce:</b>	No impact
<b>Deddf Rhyddid Gwybodaeth/ Freedom of Information</b>	Open. The information is disclosable under the Freedom of Information Act 2000.

## Background

On-line legal research tools are essential to enable NWSSP lawyers to maintain their up-to-date knowledge of legislation, case law and legal practice. This ensures that they are able to provide accurate, comprehensive and carefully balanced legal advice to the NHS in Wales.

Lexis-Nexis is a wide-ranging resource on every area of law in England and Wales including statute, case law, case commentary and know-how. Most importantly for the wide-ranging advice required within our general advisory function it contains Halsbury's Laws which provides legal commentary on case law and on every single area of law that could arise in England and Wales.

Lawtel by Thomson Reuters is a universally used, essential online legal research facility necessary to enable up-to-date knowledge of quantum case law. It is more specific to areas such as Personal Injury. PLC, also by Thomson Reuters provides essential legal practice materials relevant to Commercial, Property and Employment law.

Through discussions with the in-house legal team within Welsh Government, NWSSP were highlighted to the framework which they use through the Government Legal Department, issued by the Ministry of Justice (MOJ).

The new framework for the provision of Legal Publications – Print and ebooks (LION) will be published in April 2020 and the MOJ have made provisions for NHS Wales to be able to procure from the fixed prices agreed with the suppliers Lexis Nexis and Thomson Reuters. The Lawtel/PLC package agreed with Thomson Reuters, also includes Westlaw, which contains some legal library features that have enabled us to reduce the number of Lexis Nexis users and thereby keep the cost at a minimum. We will keep this under review in future years to ensure that the best fit is achieved and maintained going forward.

The figures and our analysis below show the cost savings that we can make by procuring from the MOJ framework that other Government Legal Departments use, and it also provides Legal & Risk with the necessary assurance for essential research tools in line with other in-house government legal teams.

## Summary analysis

<b>LION</b>	<b>LIKELY COST BASED ON OUR CURRENT ARRANGEMENTS</b>
Lexis Nexis Comprehensive menu: 4 year price: £390 per user pa  20 users per year cost = £7,800	£24,000 (organisation-wide subscription)
Lawtel and PLC (including Westlaw) £405 per user 90 users per year cost = £36,450	Lawtel £250 per user 64 users = £16,000  PLC £927.50 per user 20 users per year = £18,550  Total = £34,550
<b>TOTAL £44,250 + VAT per annum</b>	<b>TOTAL £58,550 + VAT per annum</b>

**Total saving     £14,300 + VAT**

The prices above have been confirmed with the MOJ Procurement teams. We have determined the number of users based on the requirements of the roles undertaken by our existing Lawyers and new staff identified in our IMTP for 2020/21. The number of users will more than likely increase further as we continue to expand as per our IMTP over the next 4 years.

**Total value over the next 4 years plus a contingency of 20 extra licenses to cover increase in income generating workforce teams = £185,100 + VAT**

### **1. RECOMMENDATION**

The Committee are asked to:

- **Approve the proposal for NWSSP Legal & Risk Services to procure the necessary online subscriptions via the MOJ Framework for a 4 year period**



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**AGENDA ITEM - tbc**

**16<sup>th</sup> January 2020**

The report is **Exempt**

**Teitl yr Adroddiad/Title of Report**

**UPDATE - NWSSP Transformation Programme**

<b>ARWEINYDD: LEAD:</b>	Neil Frow, Managing Director
<b>AWDUR: AUTHOR:</b>	Dave Hopkins, Director, Primary Care Services
<b>SWYDDOG ADRODD: REPORTING OFFICER:</b>	Neil Frow, Managing Director
<b>MANYLION CYSWLLT: CONTACT DETAILS:</b>	Neil Frow - 01443 848550 Dave Hopkins – 02920 904080

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

To update the Committee on progress with the transformation programme relating to Primary Care Services.

**Llywodraethu/Governance**

<b>Amcanion: Objectives:</b>	In regard to NWSSP Value for Money, Customers, Staff, Excellence and Service Development (Modernisation) key corporate objectives
<b>Tystiolaeth: Supporting evidence:</b>	N/A

**Ymgynghoriad/Consultation :**

A number of various stakeholders have had meetings in relation to the transformation programme – these include, NWSSP, NWIS, Welsh Government, GPC Wales, PHW, NHS Digital, NHS England and PCSE (provided by CAPITA).

NWSSP have been in close dialogue with our NHS partners in England and in particular through a variety of workshops with NHS Digital with regard to the present and future demographic systems being delivered by NHS Digital.

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

<b>DERBYN/ APPROVE</b>		<b>ARNODI/ ENDORSE</b>		<b>TRAFOD/ DISCUSS</b>		<b>NODI/ NOTE</b>	√
<b>Argymhelliad/ Recommendation</b>	The Committee is asked to:						

	<ol style="list-style-type: none"> <li>1. <b>Note</b> the improvement with regard to delivery of cross border patient paper records;</li> <li>2. <b>Note</b> the current situation with regard to the replacement of the GMS system and the commissioning of the Northern Ireland product FPPS;</li> <li>3. <b>Note</b> the current situation with regard to the replacement of the GOS system and the in-house development of an interim GOS claims and payments system;</li> <li>4. <b>Note</b> the work undertaken to date in collaboration with NHS Digital for the decommissioning of the NHAIS system and the move to their successor products.</li> </ol>
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<b>Crynodeb Dadansoddiad Effaith: Summary Impact Analysis:</b>	
<b>Cydraddoldeb ac amrywiaeth: Equality and diversity:</b>	No direct impact
<b>Cyfreithiol: Legal:</b>	No direct Impact, however the Procurement of the successor GMS product will be purchased after approval to proceed by the Department of Health (Northern Ireland) and in accordance with the support of the 'Hamburg Agreement', for contracting between two public sector bodies. This has been subject to legal advice inside NWSSP and subsequent advice and endorsement through legal counsel.
<b>Iechyd Poblogaeth: Population Health:</b>	<p>Potential implications due to the timeliness of transportation of patient records from NHSE to NHSW. Improvement in the backlog of patient records has been continuing to take place, however the previous normal backlog has now increased from 6K records to between 8K to 10K records.</p> <p>Systems replacement to be delivered for Patient Registration by NHS Digital must be able to meet cross border patient transfers in relation to demographic data and screening services.</p>
<b>Ansawdd, Diogelwch a Profiad y Claf: Quality, Safety &amp; Patient Experience:</b>	<p>New processes for patient transfers will need to be agreed as NHS Wales will be directly reliant on the NHS Digital SPINE system.</p> <p>Screening related services are being handled by PHW in conjunction with PHE, NWIS and NHS Digital. Dialogue has improved in the last 6 months.</p>
<b>Ariannol: Financial:</b>	Financial implications relating to the core demographic systems which will be supplied by NHS Digital are confirmed circa 25% of current charge. The overall NHAIS charges which are presently covered in our SLA for NWIS and NHS Digital will be utilised to part fund the new arrangements.

	<p>The charges for the replacement GMS payments offering has been confirmed. A bid for Capital and Revenue injection has been submitted to Welsh Government to allow the BSO in Northern Ireland to fully resource the implementation.</p> <p>The development of the interim GOS systems will be undertaken by diverting internal resources with support from the NWSSP Project Management Team. This system will be ready by May 2020, at which time the Open Exeter System will be decommissioned.</p> <p>An increase in the establishment for the Modernisation and Technical team has been agreed and these resources (approx. 3 WTE) will be deployed in the implementation of all NHAIS replacement solutions, and the ongoing support.</p>
<p><b>Risg a Aswiriant: Risk and Assurance:</b></p>	<p>The withdrawal of systems in England has resulted in an increased cost to NHS Wales and at present the formal funding and release of funding needs to be confirmed. Should this position not be confirmed then the risk that the GMS system cannot be implemented in time will increase.</p> <p>This programme of change is highlighted and RAG rated as part of the current NWSSP Corporate Risk Register.</p>
<p><b>Safonnau Iechyd a Gofal: Health &amp; Care Standards:</b></p>	<p>No direct impact.</p>
<p><b>Gweithlu: Workforce:</b></p>	<p>Potential impact for NWSSP staff through modernisation of patient registration and payment/claims functions with the introduction of new systems.</p> <p>Increase in technical staff agreed and funded internally.</p>
<p><b>Deddf Rhyddid Gwybodaeth/ Freedom of Information</b></p>	<p>Closed - the information should be subject to exemption.</p>

## 1 SERVICE IMPACT

The rollout of the Medical Record Envelopes (MREs) Service in England is now at a steady state with records moving directly between GP practices. The previous tolerance of outstanding records after 6 weeks of around 6,000 in transferring between England and Wales has improved considerably from between 14K to 15K on average to a norm now of between 8K and 10K outstanding records.

In terms of timescales there has been a significant delay in the development of the new GMS payment system in NHSE planned for original completion in September 2017, now forecast for May 2020. From discussion with NHS Digital this revised date may also slip. Discussions are due to be concluded with NHS Digital providing future support on an ad-hoc basis, at least until the end of the 2020 calendar year. NWIS provide first line support to both NWSSP and PHW and will do so as long as required.

For GOS services in NHSE the commencement of rollout of the CAPITA solution from October 2019 has started and is planned for completion by end of May 2020. NWSSP are developing an interim GOS/EHEW claims and payments service in house. The interim aspect relates to the likely introduction of a new Optometric contract for Wales in the next 18 months, which is likely to focus on the preventative agenda and increased service provision in primary care.

In terms of GMS NWSSP have been in regular discussion with NHS Northern Ireland and we await the signing off of the SLA with the BSO in order for full implementation to commence.

## 2 ACTIVITY TO DATE

### 2.1 Implementation of the new Medical Records Envelopes service

- NHS Wales remains in a backlog position at around 8K to 10K records, with the trajectory continuing downwards;
- Communications have been provided to all Health Boards and individual GP practices in relation to ongoing backlog issues;
- NWSSP work continuously with CAPITA to improve the backlog of patient paper records with CAPITA, suggesting a steady state will be achieved by the end of 2019.

### 2.2 Appraising the options for NHAIS patient registration replacement (PCRM)

- After initial appraisal for having a separate service based on WDS the decision is to proceed with NHS Digital for future patient demographic services via their new SPINE system;
- NWIS hold the SLA with NHS Digital for access to Spine Services. The services currently require access via smartcard technology. However, NWIS are in dialogue to firm up feasibility and costs for NHS Wales users at GP practices **NOT** to have to use Smartcards to access the spine system. This position remains unclear with NWIS progressing directly with NHS Digital;
- Monthly meetings are in place between NWSSP, NWIS and NHS Digital;
- Welsh Government and GPC Wales are updated on position on a regular basis.

### **2.3 Appraising the options for NHAIS payments systems replacement (GMS)**

- The business case for the introduction of the Northern Ireland Family Practitioner Payments System (FPPS) was approved by NWSPPC and ratified by Velindre UNHST in late November 2019;
- The replacement system case for funding has had informal approval from Welsh Government but needs formal ratification and funding injected as a matter of urgency in order to meet proposed implementation timetables;
- The system has been procured directly in accordance with an exemption under the Hamburg Rules convention, which allow public sector bodies to directly have an arrangement for the supply, support and joint development of goods and services. NWSSP have had sound advice from Counsel on this procurement;
- FPPS system and the SLA will include a joint development team arrangement between Northern Ireland BSO and NWSSP going forward.

### **2.4 Appraising the options for the Open Exeter payments systems replacement (GOS)**

- Further discussions have been held and an update provided by CAPITA. Whilst the solution was deemed acceptable and much improved in terms of a digital service, costs for the solution to be provided in Wales are prohibitive;
- The Chief Optometric Officer at Welsh Government is of the view that replacement of the Optometry contract in primary care will move away over time from the traditional Eye Test/Glasses Supply model;
- NWSSP therefore took the decision to not contract CAPITA due to the likely short shelf life of their system and to develop an in-house interim facility, while awaiting the necessary changes in order to build/contract out a solution based on revised contract requirements.

## **3 PLANNED ACTIONS TO TAKE PLACE**

- To finalise the arrangements for the Project Management services to replace all NHAIS systems from within NWSSP corporate services;
- Further engagement with NHS Digital to gather information on the implications, plans and final costing model proposed for NHS Wales to take their SPINE system and supporting PCRM and SDRS solutions;
- To develop the GOS interim solution for NHS Wales claims and payments by May 2020;
- To receive funding allowing for completion of the contractual element of the new Northern Ireland, BSO and NWSSP arrangement;
- To implement the new FPPS solution by June 2020;
- Finalise the arrangements for decommissioning the NHAIS system and introduction of the new PCRM service by autumn 2020.



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**AGENDA ITEM:**  
**16/01/2020**

***The report is not Exempt***

**Teitl yr Adroddiad/Title of Report**

All Wales Laundry Programme

<b>ARWEINYDD: LEAD:</b>	Neil Davies, Director of Specialist Estates Services
<b>AWDUR: AUTHOR:</b>	Ian Rose, Head of NWSSP PMO
<b>SWYDDOG ADRODD: REPORTING OFFICER:</b>	Neil Frow, Managing Director NWSSP
<b>MANYLION CYSWLLT: CONTACT DETAILS:</b>	Ian Rose, Head of NWSSP PMO

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

The purpose of this report is to update the SSPC on the All Wales Laundry Services Programme.

**Llywodraethu/Governance**

<b>Amcanion: Objectives:</b>	To develop a service model that is fit for purpose, complies with modern standards, provides a sustainable and resilient laundry service and represents an operational model delivering best value for money for NHS Wales.
<b>Tystiolaeth: Supporting evidence:</b>	None

**Ymgynghoriad/Consultation:**

This work has not commenced

Adduned y Pwyllgor/Committee Resolution (insert ✓):							
<b>DERBYN/ APPROVE</b>	✓	<b>ARNODI/ ENDORSE</b>		<b>TRAFOD/ DISCUSS</b>		<b>NODI/ NOTE</b>	✓
<b>Argymhelliad/ Recommendation</b>	Outline the recommendation of the report <ul style="list-style-type: none"> <li>The Committee is asked to <b>Approve and Note</b> the report</li> </ul>						

<b>Crynodeb Dadansoddiad Effaith: Summary Impact Analysis:</b>	
<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 Claf: Quality, Safety &amp; Patient Experience:</b>	No direct impact
<b>Ariannol: Financial:</b>	No direct impact
<b>Risg a Aswiriant: Risk and Assurance:</b>	This report provides assurance to the Committee that NWSSP has robust risk management processes in place.
<b>Safonau Iechyd a Gofal: Health &amp; Care Standards:</b>	Access to the Standards can be obtained from the following link;  <a href="http://gov.wales/docs/dhss/publications/150402/standardsen.pdf">http://gov.wales/docs/dhss/publications/150402/standardsen.pdf</a>
<b>Gweithlu: Workforce:</b>	No direct impact
<b>Deddf Rhyddid Gwybodaeth/ Freedom of Information</b>	Open or closed (i.e. is the information exempt)  Assess if the information can be disclosed into the public domain, if not it will need to be presented as a part 2 agenda item.

# All Wales Laundry Programme

## 1. CEFNDIR/BACKGROUND

NWSSP is an integral part of the NHS Wales and is led by a Managing Director and Senior Management Team who are accountable to the Shared Services Partnership Committee that is composed of representatives from each of the NHS organisations that use our services. We also have a number of sub-committees and advisory groups, which include members drawn from our partners, stakeholders and service users.

SES – Specialist Estate Services support strategic change in the healthcare Estate through advice and support to the Welsh Government and NHS Wales. We offer business case scrutiny, construction procurement framework development, design advice, property management service and the maintenance of estates related guidance and information.

The Shared Services Partnership Committee (SSPC) oversees NWSSP and approved the NHS Wales Laundry Production Units Service Review project.

Stage 1 of the project was to review the existing laundry production units in NHS Wales against best practice guidance; specifically BS EN 14065 June 2016 - Textiles. Laundry processed textiles. Bio-contamination control system. That review identified the benefits, costs, timescales and risks in achieving BS EN 14065 June 2016 and identified the options available including assessment of independent versus collaborative management arrangements.

This stage concluded with the production of a draft Outline Business Case (OBC) which has been reviewed by Welsh Government and subsequent additional tasks are now required to proceed towards the next stage in the process.

The current stage of the process is building on the existing outline business case and completing a set of specific additional tasks to complete the review and produce a Programme Business Case (PBC) addressing the issues highlighted in the Welsh Government's letter dated 17<sup>th</sup> May 2019 and in accordance with the Welsh Government business case guidance.

The Consultants are currently engaged with and working across the Health Boards and Trusts as customers and suppliers to achieve the outcomes described within the Programme Brief.

## 2. Current Progress

There are 5 Laundry Production Units (LPUs) across NHS Wales:

- Ysbyty Glan Clwyd (Betsi Cadwaladr University Health Board)
- Glangwilli General Hospital Laundry (Hywel Dda University Health Board)
- Llansamlet Laundry Service (Swansea Bay University Health Board)
- Church Village (Cwm Taf Morgannwg University Health Board)
- Llanfrechfa Grange 'Green Vale' (Anuerin Bevan University Health Board)

As outlined within November update for the All Wales Laundry Review, the consultants were appointed with the objective of completing the tasks outlined within the Programme Brief and Specification.

During the last two months significant effort has been made to re-baseline, and review data captured as part of the business case process, in support of the production of a Programme business Case, including:

- Transportation
- Carbon
- Energy
- Workforce

The workforce work stream subgroup commenced with representation from NWSSP and Health board workforce teams, led by Gareth Hardacre.

In addition, the Directors of Workforce in the affected Health Boards have agreed a draft set of guiding principles for managing the Workforce elements of the project, remembering that at this stage the employees are the responsibility of Health boards and not NWSSP.

To further support the process a series of roadshows were held in each of the laundry sites in the HBs over the autumn to maintain communications with HB staff.

Subject to the decision by SSPC on the 16th January, we plan to trigger the formal staff consultation process week commencing the 10th February, with a joint letter from the Chief Executives of affected HBs and NWSSPs Managing Director to Laundry staff.

During the consultation period we will arrange further roadshows with staff and Trades Unions to be able to aid the consultation process. At this stage, we are not certain what date WG approval would be received, but we are working to a principle date of the 1st of October 2020 to begin implementing the changes (subject to SSPC and WG approvals).

To support other key elements of the business case development process a workshop was held on the 9<sup>th</sup> Jan which was attended by all of the Health boards.

The purpose of the workshop was to work through the data provided and support the business case evaluation for the 3 preferred laundry production units.

Critical to the momentum of the workshop was a brief recap on the events that have led us to the current point in the process including:

- The Shared Services Partnership Committee approved the reduction from 5 Laundry Production Units to 3 Laundry Production units in November 2018.
- The Shared Services Partnership Committee approved the centralised management arrangements of the Laundry production units which will be managed by the NHS Wales Shared Services Partnership, in May 2019.
- The Process steps undertaken to date as part of the Business Case process.<sup>1</sup>

The workshop proceeded to examine areas with the support of the stakeholder's areas including:

- Activity Levels (Linen)
- Demand & Capacity Assumptions
- Geographical National Demands
- Carbon and Transport analysis

*\*List not Exhaustive*

It was concluded in the workshop and agreed by the stakeholders present, that a further final, workshop will need to be focused on the regional basis of a North Wales, South East Wales, South West Wales model and will be held on the 5<sup>th</sup> February in North Wales and 6<sup>th</sup> February in Cardiff.

The outcome from these workshops will be the identification of the preferred locations of the 3 laundries.

These will be attended by the stakeholders from the appropriate organisations within each region, and aimed to support the conclusion of site selection element within the business case process.

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<sup>1</sup> Five Case Model

The overarching Programme business Case development continues as planned and is expected to reach conclusion in mid-February with an initial complete draft being shared to the programme board forthwith for internal scrutiny.

Once the internal review is completed, the PBC will be submitted to the SSPC in May 2020 including the consultation process addendum, for approval before submission to Welsh Government in May 2020.

In conclusion, the Committee are asked to **APPROVE** the start of the consultation process on the 10<sup>th</sup> February 2020 as outlined within the update provided and **NOTE** the progress made to date within the business case process.

### 3. ARGYMHELLIAD/RECOMMENDATION

The Committee are asked to:

- **NOTE** the current progress
- **APPROVE** the start of formal staff consultation process as outlined above commencing on February 10<sup>th</sup> 2020

**NWSSP Finance & Corporate PMO Monthly Report**

<b>Reporting Period</b>	<b>Oct 19 – Nov 19</b>	<b>Date Completed</b>	<b>13/12/2019</b>
<b>Summary</b>	<b>The purpose of this report is to provide a progress update.</b>	<b>Completed By</b>	<b>Ian Rose</b>

**Summary Update :**

Previous Status:

Current Status:

Trend Status:

32 projects in progress. - Peak number of Projects since PMO Inception.

Additional detail added to show projects awaiting allocation.

Five projects closed in period.

**Green :** Project on track - Time, Cost, Scope **Blue :** Closed/ Delivered or Closed/Withdrawn/Ceased  
**Amber :** At risk of failing - Time, Cost or Scope **Red :** Failed Time, Cost or Scope - urgent attention req'd  
*\*Agreed between Proj Man and Proj Exec/Lead/Proj Dir/SRO*

**All Wales Project & Programmes**

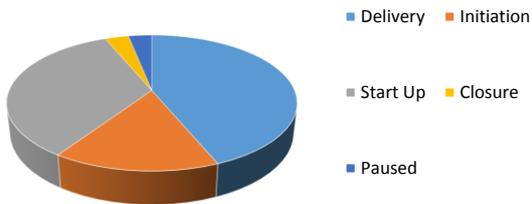
Scope	Project Name	SRO	RAG	% Completion
<b>All Wales</b>	Brexit	Mark Roscrow	Green	95%
	New PMO software Requirements	Andy Butler	Green	49%
	Welsh Government Planning Development Pathway	Simon Dean	Green	95%
	Ystadau Cymru Surveyor Development Pathway	Neil Frow	Green	93%
	Medical Examiner	Neil Frow	Green	15%
	GMPI - existing liabilities scheme	Mark Harris	Green	60%
	Transforming Access to Medicines (TRAMS) Stage 1	Neil Frow	Green	95%
	NHS Wales Staff benefit Portal	Andy Butler	Green	6%
	Stoma	Steve Ham	Green	5%
	Datix PID development support	Jonathan Webb	Green	50%
	Laundry Transformation Programme	Neil Davies	Green	25%
	IP5 Programme SOC Submission	Mark Roscrow	Green	100%
	Single Lead Employer	Sarah Evans	Green	5%
	<b>HEALTHBOARD</b>			
<b>HEALTHBOARD</b>	Community Dressings AB - Phase2	Tony Chatfield	Green	90%
	Community Dressings Swansea Bay - Phase 2	Tony Chatfield	Green	68%
	Hywel Dda - Transfer of Transport Services	Tony Chatfield	Green	25%
	Cleric for District Nurse Scheduling	Tony Chatfield	Green	90%
	Community Wound Dressings Cwm Taf - Phase 1 BJC	S Scott-Thomas	Green	16%
Baby Bundles - Pilot Swansea Bay HB	Keir Warner	Green	5%	
<b>NWSSP</b>				
<b>NWSSP</b>	Procurement Sabrecom TV	Graham Davies	Amber	49%
	Procurement Server migration	Graham Davies	Amber	65%
	Transfer of Transport Services from BCU & Powys	Tony Chatfield	Green	75%
	Transition from Cascade to Mura Internet	Andy Butler	Green	63%
	Primary Care NHAIS - Patient Registration	Dave Hopkins	Amber	35%
	Brexit NSDR Support	Mark Roscrow	Green	90%
	L&R Case Management System Business Case	Mark Harris	Green	99%
	Ward Stock Storage Assessment	Tony Chatfield	Green	10%
	SV Codes/Review of Automatic Data Capture [ADC] devices	Tony Chatfield	Green	5%
	Corporate Health Standards	Gareth Hardacre	Green	23%
	Student Awards System	Lisa Williams	Green	5%
	Primary Care NHAIS GP Payments	Neil Jenkins	Green	5%
	Primary Care NHAIS Ophthalmic	Neil Jenkins	Green	5%
Cleric Server Reconfiguration	Tony Chatfield	Amber	80%	

**Projects at Risk - Mitigations**

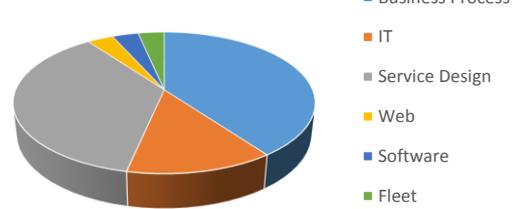
- **Cleric DR and Server Reconfig** - Firewall configuration tasks to be completed by Monday 16th Dec which will allow User Acceptance Testing to commence.
- **Procurement Server Migration** - Progress slow and IT resources intermittent to support the project with Cardiff Vale next to complete tasks.
- **Procurement Sabrecom** - All Equipment in place but IT resources unable to commit to support completion, and being chased again.
- **Primary Care NHAIS Patient Reg** - Project being remobilised as part of the wider programme being supported by PMO as new SRO in place.

## Graphs Representing Performance

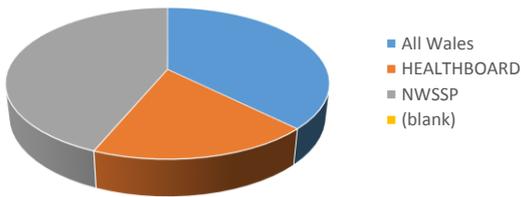
Projects In Progress - Current Stage



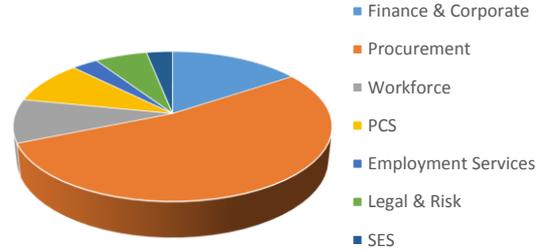
Projects By Product



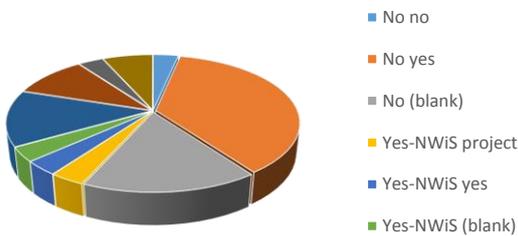
Projects by Scope



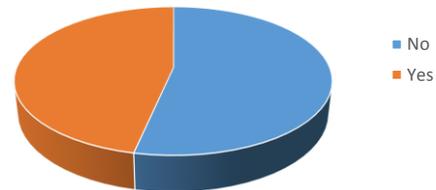
Project In Progress - Services



IT Related Projects



IMTP Related Projects



## The Month Ahead

### People

- Project managers continue to support Brexit and IP5 plans for preparedness.
- Project Managers successfully completed MSP Practitioner Certification.

### Projects

- TRAMS business case in review before submission to Welsh Government.
- IP5 SOC submitted to Welsh Government and approved by the SSPP.
- Laundry workforce roadshows completed and PBC work in progress with further workshops planned week commencing Jan 6th

### Processes.

- Focus on IMTP and Quarterly review support for the remainder of 19/20 and planning support for 20/21



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

Partneriaeth  
Cydwasaethau  
Shared Services  
Partnership

**AGENDA ITEM:XX**

**16<sup>th</sup> January 2020**

***The report is not Exempt***

**Teitl yr Adroddiad/Title of Report**

**Finance, Workforce and Performance Update Report**

**ARWEINYDD:  
LEAD:**

**Andy Butler, Director of Finance & Corporate Services & Gareth Hardacre, Director of WODS**

**AWDUR:  
AUTHOR:**

**Finance and Workforce Team**

**SWYDDOG ADRODD:  
REPORTING  
OFFICER:**

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

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

The purpose of this report is to provide the SSPC with an update on finance, workforce and performance matters within NWSSP as at 30<sup>th</sup> November 2019.

**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 :**

<b>Adduned y Pwyllgor/Committee Resolution (insert ✓):</b>							
<b>DERBYN/ APPROVE</b>		<b>ARNODI/ ENDORSE</b>		<b>TRAFOD/ DISCUSS</b>		<b>NODI/ NOTE</b>	<b>✓</b>
<b>Argymhelliad/ Recommendation</b>	<p>The Committee is asked to:</p> <ol style="list-style-type: none"> <li>1. Note the financial position to 30<sup>th</sup> November 2019</li> <li>2. Note the significant level of professional influence benefits generated by NWSSP to 30<sup>th</sup> November 2019.</li> <li>3. Note the performance against the High level key performance indicators to 30<sup>th</sup> November 2019.</li> <li>4. Note the workforce data for the period.</li> <li>5. Note the content of this update and seek further information if required.</li> </ol>						

<b>Crynodeb Dadansoddiad Effaith: Summary Impact Analysis:</b>	
<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 Claf: Quality, Safety &amp; Patient Experience:</b>	No direct Impact
<b>Ariannol: Financial:</b>	Distribution to NHS Wales
<b>Risg a Aswiriant: Risk and Assurance:</b>	Consolidation of Financial & Workforce Risk
<b>Safonau Iechyd a Gofal: Health &amp; Care Standards:</b>	No direct Impact
<b>Gweithlu: Workforce:</b>	No direct Impact
<b>Deddf Rhyddid Gwybodaeth/ FOIA</b>	Open

## Executive Summary - Period 1<sup>st</sup> April to 30<sup>th</sup> November 2019

### Financial Position

As at the 30<sup>th</sup> November 2019 NWSSP are reporting an underspend of £1.980m. The first call on the savings will be for the Laundry and TRAMS projects and the additional costs associated with the re-negotiated Microsoft Enterprise Agreement. At the close of Month 7 an additional £1.250m distribution to NHS Wales was declared to bring the total distribution for the financial year up to £2.000m. The remainder of any savings generated will be internally reinvested non-recurrently within NWSSP. The in month underspend is an increase from £1.740m as at the end of October 2019 and compares to a surplus of £0.956m as at 30<sup>th</sup> November 2018.

The forecast for the 2019/20 financial year is breakeven after providing for the additional distribution and agreed reinvestments. Monthly updated detailed forecasts will be completed to ensure the break-even position can be achieved.

### Key Performance Measures

39 of our 43 key performance indicators are currently reporting green or amber, the following 4 measures however, are showing as red and should be noted.

High Level - KPIs Oct 2019 (unless stated otherwise)	Target		Position at 31-Aug	Position at 30-Sept	Position at 31 Oct	Position at 30 Nov
NHS Debts in excess of 17 weeks - Value	0	Monthly	£31k	£41k	£318k	£33k
NWSSP PSPP NHS % (Cumulative)	95%	Monthly	86%	83%	84%	84%
NWSSP PSPP NHS % (In Month)	95%	Monthly	100%	78%	82%	83%
Agency % to date	<0.8%	Cumulative	0.82%	0.83%	1.04%	1.07%

Aged Debts – NHS – Despite additional collection efforts, the number of debts reaching the arbitration timeframes of 11 and 17 weeks remains high. We are working with colleagues to aim to reduce this and evident progress has been made from the position reported in October.

Public Sector Pay Policy (PSPP) – NHS Invoices - The cumulative Non NHS PSPP performance is above target at 98.35%, the NHS PSPP performance, however, is only 84% which needs to improve. Finance staff are reviewing the failed invoices each month and liaising with services to aim to improve our compliance.

Agency Expenditure – agency expenditure has decreased during November although the expenditure level remains above target.

Summary - The continued underspend against budget is encouraging however it should be emphasised that the majority of the underspend relates to non-recurring pay underspends linked to vacancies across most services. Both Aged debt and performance against the NHS element of PSPP remains a challenge but teams are working to hit these targets in future months.

## Finance, Workforce and Performance Update Report

### INTRODUCTION

This report provides an update to 30<sup>th</sup> November 2019 regarding:

- Cumulative Financial Position,
- High Level Performance indicators and
- Workforce Information

### NWSSP Financial position – Month 8

NWSSP reported a breakeven position at the close of Month 8. The income and expenditure position for the month period to 30<sup>th</sup> November 2019 can be summarised as follows:

	<b>Annual Budget £000</b>	<b>YTD Budget £000</b>	<b>YTD Expend £000</b>	<b>YTD under/ overspend £000</b>
Audit & Assurance Services	2,762	1,828	1,806	-21
Procurement Services	13,689	8,870	8,714	-156
Health Courier Services	594	409	72	-337
SMTL	708	441	409	-31
Stores	0	-34	-34	0
Employment Services	10,283	6,858	6,717	-141
Primary Care Services	11,468	7,594	7,046	-547
Legal & Risk Services	2,600	1,715	1,715	0
WIBSS	0	0	0	0
Welsh Risk Pool Services	507	355	344	-11
Specialist Estates Services	2,996	2,001	1,773	-227
E-Business Central Team Services	906	136	136	0
Accounts Payable	3,051	2,014	2,052	38
E-Enablement	561	373	293	-80
Counter Fraud Services	447	298	289	-8
Corporate Services	1,286	857	819	-38
Corporate IT Support/RPA	1,687	1,124	1,072	-53
PMO/TRAMS	374	276	275	-1
Accommodation	2,420	1,612	1,398	-214
Finance	932	618	506	-112
Finance Academy	428	160	157	-2
Welsh Language	158	113	115	2
GP Training Scheme	0	0	0	0
Workforce & OD/WFIS/ESR/TEL	1,612	1,060	1,027	-33
Salary Sacrifice	-30	-20	-16	4
ESR Enhanced	-60	-30	-30	0
Corporate income/reserves	-1752	-1326	-1337	-12
Distribution	750	0	0	0
	<b>58,377</b>	<b>37,302</b>	<b>35,318</b>	<b>-1,980</b>

There is currently an underspend against budget for the period to 30<sup>th</sup> November 2019 of £1.980m, the majority of which is due to underspend against pay budgets caused by vacancies.

It was agreed at previous Partnership Committee meetings that the costs associated with the Laundry and TRAMS projects would represent the first call on accumulated savings achieved during the year. The additional costs from the Microsoft Enterprise Agreement have also had to be met.

After allowing for these additional costs in 2019/20, NWSSP is able to declare an additional distribution of £1.250m to bring the total distribution for the financial year up to £2.000m. The apportionment of this distribution together with recurrent and non-recurrent reinvestments is shown in the table below:

		PLANNED DISTRIBUTION £	ADDITIONAL DISTRIBUTION £	TOTAL DISTRIBUTION £	Agreed Recurrent Reinvestment £	Agreed Non-Recurrent Reinvestment £	TOTAL 2019/20 CASH DISTRIBUTION £
	%						
Aneurin Bevan	9.85	73,844	123,125	<b>196,969</b>			196,969
Swansea Bay	8.80	66,029	110,000	<b>176,029</b>			176,029
Betsi Cadwaladr	11.98	89,815	149,750	<b>239,565</b>	-89,815	-20,000	129,750
Cardiff and Vale	10.49	78,652	131,125	<b>209,777</b>			209,777
Cwm Taf	10.60	79,527	132,500	<b>212,027</b>			212,027
Hywel Dda	7.77	58,293	97,125	<b>155,418</b>	-58,293		97,125
Powys	1.95	14,598	24,375	<b>38,973</b>	-14,598		24,375
Velindre	1.17	8,781	14,625	<b>23,406</b>			23,406
WAST	1.28	9,580	16,000	<b>25,580</b>	-9,580		16,000
Public Health Wales	0.87	6,530	10,875	<b>17,405</b>	-6,530		10,875
Welsh Government	35.25	264,351	440,500	<b>704,851</b>	-264,351		440,500
<b>Total</b>	<b>100%</b>	<b>750,000</b>	<b>1,250,000</b>	<b>2,000,000</b>	<b>-443,167</b>	<b>-20,000</b>	<b>1,536,833</b>

## NWSSP Professional Influence benefits

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

The benefits, which relate to Legal Services, Procurement Services and Specialist Estates Services can now be allocated across health organisations for all areas other than construction procurement. This is not possible for construction procurement due to the mechanism utilised to capture the data.

Detail for health boards and trusts is reported in the individual performance reports issued to health organisations quarterly.

The indicative financial benefits across NHS Wales arising in the period April – November 2019 are summarised as follows:

Service	YTD Benefit £m
Specialist Estates Services	7.446
Procurement Services	26.147
Legal & Risk Services	49.541
<b>Total</b>	<b>83.134</b>

## PERFORMANCE

### Performance Reporting – to Health Boards and Trusts

NWSSP performance reports continue to be produced and distributed on a quarterly basis. The Quarter 1 & Quarter 2 reports have been distributed and the Quarter 3 reports are due to be issued. These reports reflect the ongoing developments in NWSSP performance reporting and incorporate feedback received to date.

Additionally, high level KPI data relating to the performance of each service for all Wales is detailed in the table below. This provides data for November 2019 (unless otherwise stated) along with comparison to the previous two periods.

### KEY FINANCIAL TARGETS

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

Financial Position and Key Targets	Target		Position at 30-Sept	Position at 31-Oct	Position at 30-Nov
Financial Position – Forecast Outturn	Break even	Monthly	Breakeven	Breakeven	Breakeven
Capital financial position	Within CEL	Monthly	On Target	On Target	On Target
Planned Distribution	£0.75m	Annual	£0.75m	£2.00m	£2.00m
NWSSP PSPP NON-NHS % (Cumulative)	95%	Monthly	98%	98%	98%
NWSSP PSPP NHS % (Cumulative)	95%	Monthly	83%	84%	84%

It should be noted that although the Public Sector Payment Policy does not officially apply to the payment of NHS invoices, Welsh Government have been pushing to ensure that payments to other NHS bodies are made within 30 days against the 95% target. As such, a target has been included above to show performance against this.

The finance team are now pushing to ensure that payments of invoices to other NHS bodies are made within 30 days of the invoice date.

## KEY PERFORMANCE MEASURES

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

High Level - KPIs September 2019 (unless stated otherwise)	Target		Position at 30-Sept	Position at 31 Oct	Position at 30 Nov
<b>Internal Indicators</b>					
<b>Corporate</b>					
NHS Debts in excess of 11 weeks – Value	<£100k	Monthly	£405k	£149K	£25K
NHS Debts in excess of 17 weeks – Value	0	Monthly	£41k	£318k	£33k
Variable Pay – Overtime	<£43k	Monthly	£64k	£73k	£38k
Agency % to date	<0.8%	Cumulative	0.83%	1.04%	1.07%
<b><u>NWSSP Org KPIs Recruitment</u></b>					
Time to Approve Vacancies	10 days	Monthly	11.2 days	10.7 days	14.4 days
Time to Shortlist by Managers	3 Days	Monthly	6.5 days	7.6 days	5.9 days
Time to notify Recruitment of Interview Outcome	3 Days	Monthly	5.7 days	4 days	2.8 days
<b><u>Website &amp; Social Media Reach</u></b>					
Internet hits per month	>100k	Monthly	111k	116k	105k
Intranet hits per month	>75k	Monthly	116k	129k	126k
Twitter Followers		Cumulative	2,906	2,940	2,999
Twitter New Followers	35	Monthly	Not Available	49	55
Tweet Impressions	20k	Monthly	20k	23k	13k
Tweets	20	Monthly	27	38	16
<b>Professional Influence</b>					
Professional Influence Savings	£110m annual target	Cumulative	£69m	£74m	Incomplete
<b>Procurement Services</b>					
Procurement savings *Current Year	£19.38m 19/20	Cumulative	£21.45m	£22.17m	£26.15m
All Wales PSPP – Non-NHS YTD	95%	Quarterly	96.3%	Reported Quarterly	Reported Quarterly
All Wales PSPP –NHS YTD	95%	Quarterly	85.8%	Reported Quarterly	Reported Quarterly
Accounts Payable % Calls Handled (South)	95%	Monthly	99%	98.7%	Not Available

<b>Employment Services</b>					
Payroll accuracy rate (Added Value)	99.6%	Monthly	99.72%	99.79%	Incomplete
<b><u>All Wales Org KPIs Recruitment</u></b>					
Time to Approve Vacancies	10 days	Monthly	9.9 days	9.6 days	8.9 days
Time to Shortlist by Managers	3 Days	Monthly	6.7 days	6.8 days	6.4 days
Time to notify Recruitment of Interview Outcome	3 Days	Monthly	3.3 days	3.1 days	3 days
<b><u>All Wales Org - NWSSP KPIs recruitment element</u></b>					
Time to Place Adverts	2 days	Monthly	1.6 days	1.3 days	1.5 days
Time to Send Applications to Manager	2 days	Monthly	1.0 day	1.0 day	1.0 day
Time to send Conditional Offer Letter	4 days	Monthly	3.6 days	3.6 days	3.6 days
Recruitment % Calls Handled		Monthly	96.2%	98.5%	99.4%
<b>Primary Care Services</b>					
Payments made accurately and to timescale	100%	Monthly	100%	100%	Not Available
Prescription - keying Accuracy rates (Mar)	99%	Monthly	99.35%	99.64%	Not Available
<b>Internal audit</b>					
Audits reported % of planned audits	33%	Cumulative	26%	33%	41%
Report turnaround management response to draft report [15 days]	80%	Cumulative	68%	70%	72%
Report turnaround draft response to final reporting [10 days]	80%	Cumulative	99%	98%	99%
<b>Legal and risk</b>					
Timeliness of advice acknowledgement - within 24 hours	90%	Monthly	100%	100%	Not Available
Timeliness of advice response – within 3 days or agreed timescale	90%	Monthly	100%	100%	Not Available
<b>Welsh Risk Pool</b>					
Acknowledgement of receipt of claim	100%	Monthly	100%	No Committee	Not Available
Valid claims received within deadline processed in time for next WRP committee	100%	Monthly	100%	No Committee	Not Available
Claims agreed paid within 10 days	100%	Monthly	100%	No Committee	Not Available

## Capital Update

The NWSSP Capital Expenditure Limit (CEL) to 30<sup>th</sup> November 2019 totals £1.164m and is broken down as follows:

Type	£m
Discretionary	0.600
IP5 Repair Works	0.546
SMTL Laboratory Equipment	0.018
<b>Total</b>	<b>1.164</b>

We were also successful in obtaining £0.560m of digital capital funds which will be added to our CEL in future months. We have submitted a bid for additional capital to Welsh Government in the event that any surplus funds become available. We are in the process of ensuring we have procurement and governance arrangements in place to utilise any capital funds that become available nearer the end of the financial year.

## Welsh Risk Pool

As at the end of Month 8, a total of £49.689m (including Redress) has been utilised by the WRPS and a detailed breakdown is provided below with the 2018/19 comparator.

The total Redress charge to month 8 is £1.3M (£818k in reimbursements and £515k movement on the creditor). The redress forecast for 2019-20 remains £2.7M with an indicative allocation from Welsh Government of £1.259M. The Risk Sharing agreement does not yet apply to Redress, so Welsh Government will fund the shortfall for 2019-20.

Expenditure type	Position as at M8 18/19 £m	Position as at M8 19/20 £m
Claims reimbursed & WRP Managed Expenditure	65.260	45.285
Periodical Payments made to date	1.344	1.264
Redress Reimbursements	1.181	0.800
EIDO – Patient consent	0.062	0.062
Movement on Claims Creditor	(15.580)	2.277
<b>Year to date expenditure</b>	<b>52.267</b>	<b>49.688</b>

At Month 8 the DEL forecast has been revised to a most likely scenario of approximately £110.851M. **The net income requirements from the Risk Sharing Agreement is therefore £9.851M.** Whilst there have been some fortuitous gains on the timing of some settlements since Month 7, it remains likely that the risk sharing agreement will need to be invoked, and organisations will need to reflect this in reported financial positions.

A range of outturns is summarised below, allowing for slippage on the settlement of claims using prior year trends:

	<b>Mth 8 DEL Forecast</b>	<b>Risk Share Assuming £101M allocation</b>
	<b>£M</b>	<b>£M</b>
Minimum	108.029	7.029
<b>Most likely</b>	<b>110.851</b>	<b>9.851</b>
Maximum	113.673	12.673

## Methodology

These estimates are calculated through the application of professional judgement from NWSSP Legal and Risk Services (LARS) solicitors' case reviews and relate to ongoing claims recorded on the LARS claims management database. They also take into account the monthly returns of expenditure received from the individual NHS organisations.

The complexity and uncertainty of the underlying liabilities has long been recognised and this is increased as the timeframe extends and in recent years because of changes to the PIDR rate. The work on open cases has increased as those matters from several years ago become highly active in litigation, both following court proceedings and complex investigations and negotiations. As such, the average value of damages and costs are rising.

The following additional assumptions have been made to refine the forecast as far practicable:

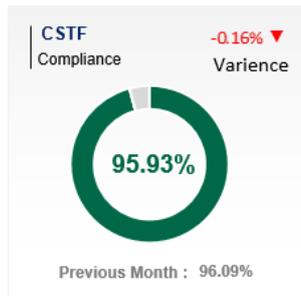
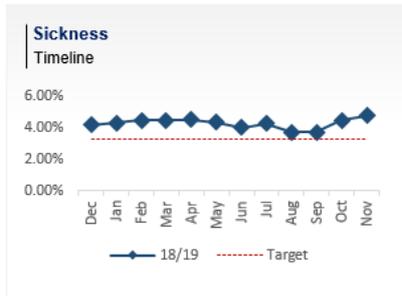
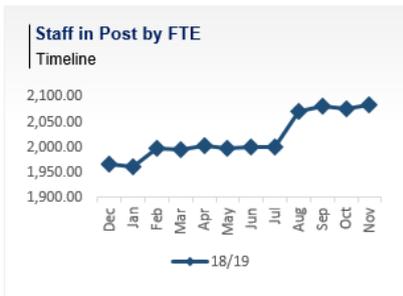
- There are 12 cases with associated cashflows over £1m assumed to settle before the end of the financial year.
- Of these, four have round table meetings (RTM) arranged in the next few months or are approaching settlement, five have just settled awaiting reimbursement from the Welsh Risk Pool Committee, one is highly likely but no RTM arranged to date yet and two are less certain due to outstanding evidence.
- Six cases have cashflows over £2M with the highest case value at £7.2m.
- One case has settled with a £3.1m increase in the lump sum compared to Counsel advice during October, from £4.1m to £7.2m.

As previously discussed increasingly claimants are asking more to be put into the lump sum part of their damages and less to be paid by way of periodical payments. Quite often, this does not become apparent until the settlement meeting, late on in the overall process. The impact is in respect of the timing of payments not the overall value of the claim.

All our solicitors have been informed of the implications on cash flow and to keep clients and NWSSP finance staff informed of any changes in initial assessments.

# WORKFORCE INFORMATION

## Summary



**Key**

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

## NWSSP Staff in Post

The table below outlines the directly employed contracted full time equivalent (FTE) and headcount figures for NWSSP as at 30<sup>th</sup> November 2019:

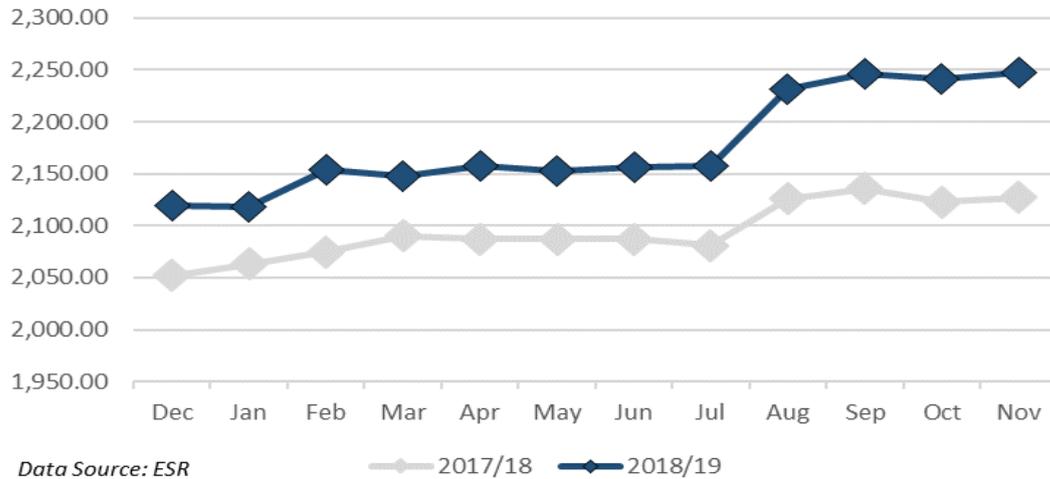
Section	Headcount		FTE		Headcount Change	
	Oct 19	Nov 19	Oct 19	Nov 19	Headcount Change +/-	Headcount Change +/- %
Audit & Assurance Section	51	51	48.22667	48.22667	0.00	0.00%
Corporate Section	193	194	184.96	185.96	1.00 ▲	0.52%
Counter Fraud Section	7	7	7	7	0.00	0.00%
Digital Workforce Solutions Section	13	16	12.6	15	3.00 ▲	18.75%
E-Business Central Team Section	11	11	9.66666	9.66666	0.00	0.00%
Employment Section	347	349	315.91193	317.29859	2.00 ▲	0.57%
Finance Section	22	22	20.52001	20.33334	0.00	0.00%
GP Trainees Section	496	495	447.7	446.2	-1.00 ▼	-0.20%
Legal & Risk Section	107	108	98.62544	99.62544	1.00 ▲	0.93%
Primary Care Section	314	312	287.57195	285.59862	-2.00 ▼	-0.64%
Procurement Section	591	591	559.03625	559.30959	0.00	0.00%
Specialist Estates Section	43	46	41.90667	44.90667	3.00 ▲	6.52%
Surgical Materials Testing (SMTL) Section	21	20	19.52	19.12	-1.00 ▼	-5.00%
Welsh Employers Unit Section	4	4	3.8	3.8	0.00	0.00%
Workforce & OD Section	21	22	19.94182	20.94182	1.00 ▲	4.55%
<b>NWSSP Overall</b>	<b>2241</b>	<b>2248</b>	<b>2076.9874</b>	<b>2082.9874</b>	<b>7.00 ▲</b>	<b>0.31%</b>

The change of headcount and FTE is attributable to starters, leavers and change of assignments from bank to substantive employees.

## NWSSP Overall Headcount Trajectory

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

NWSSP Overall Staff in Post 2 year Comparison by Headcount

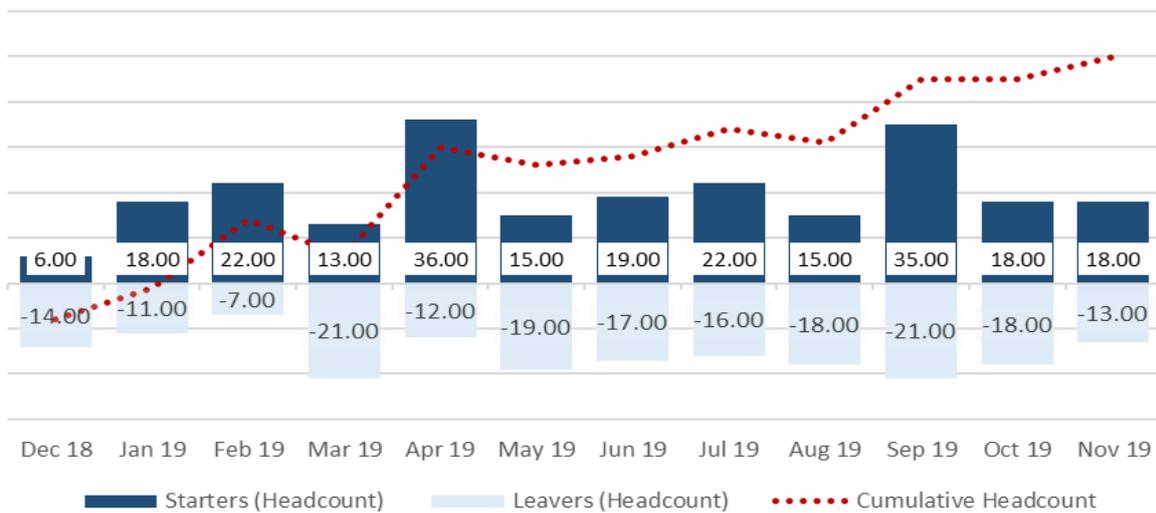


The significant increase in headcount in the months of August and February is attributable to the appointment of GP Trainees to NWSSP under the single lead employer scheme.

### Staff Turnover

The graph below shows the starters and leavers in NWSSP from December 2018 to the end of November 2019. GP Trainees and Bank workers are excluded from this information:

NWSSP Overall Starters & Leavers by Headcount

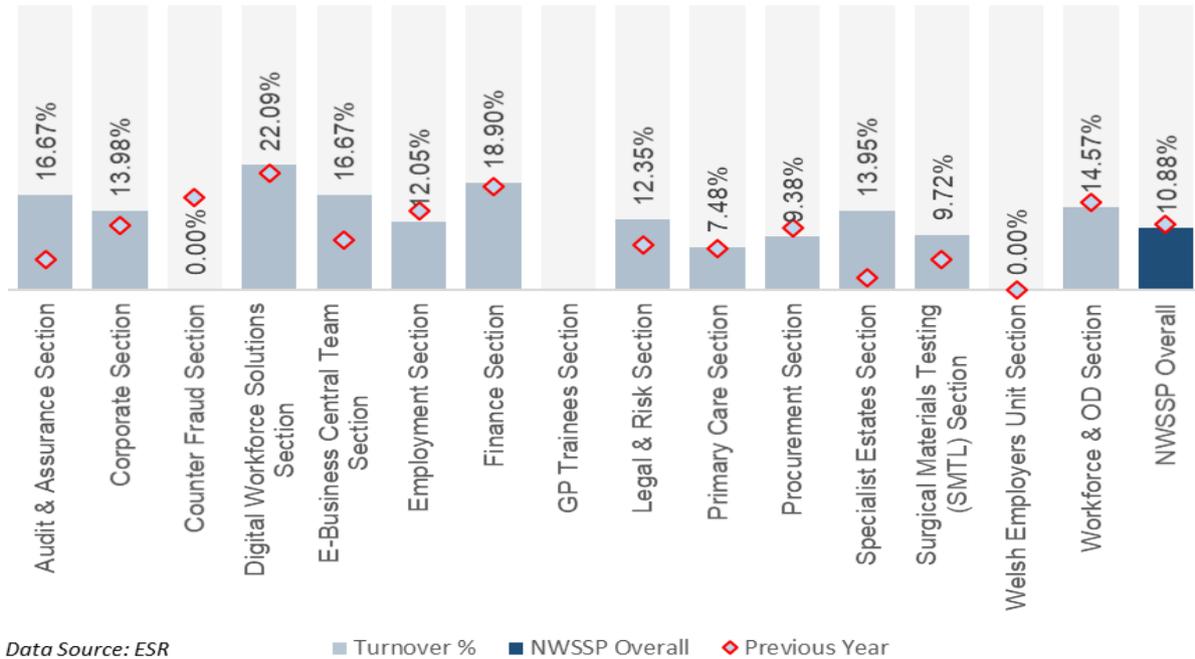


The turnover rate for NWSSP from 1st December 2018 to 30<sup>th</sup> November 2019 is **10.88%** compared to **11.55%** for the same period last year.

These figures do not reflect internal movement and turnover within NWSSP, or GP Trainee and Bank turnover.

Further detail of turnover by service area is shown in the chart below:

NWSSP Overall Turnover % Comparison by NWSSP Service Areas



Please note that those functions with a low headcount may demonstrate disproportionately high turnover percentages. Whilst it is acknowledged that the impact of staff turnover within smaller teams can have a significant impact, the turnover percentage needs to be understood within the context of the overall headcount.

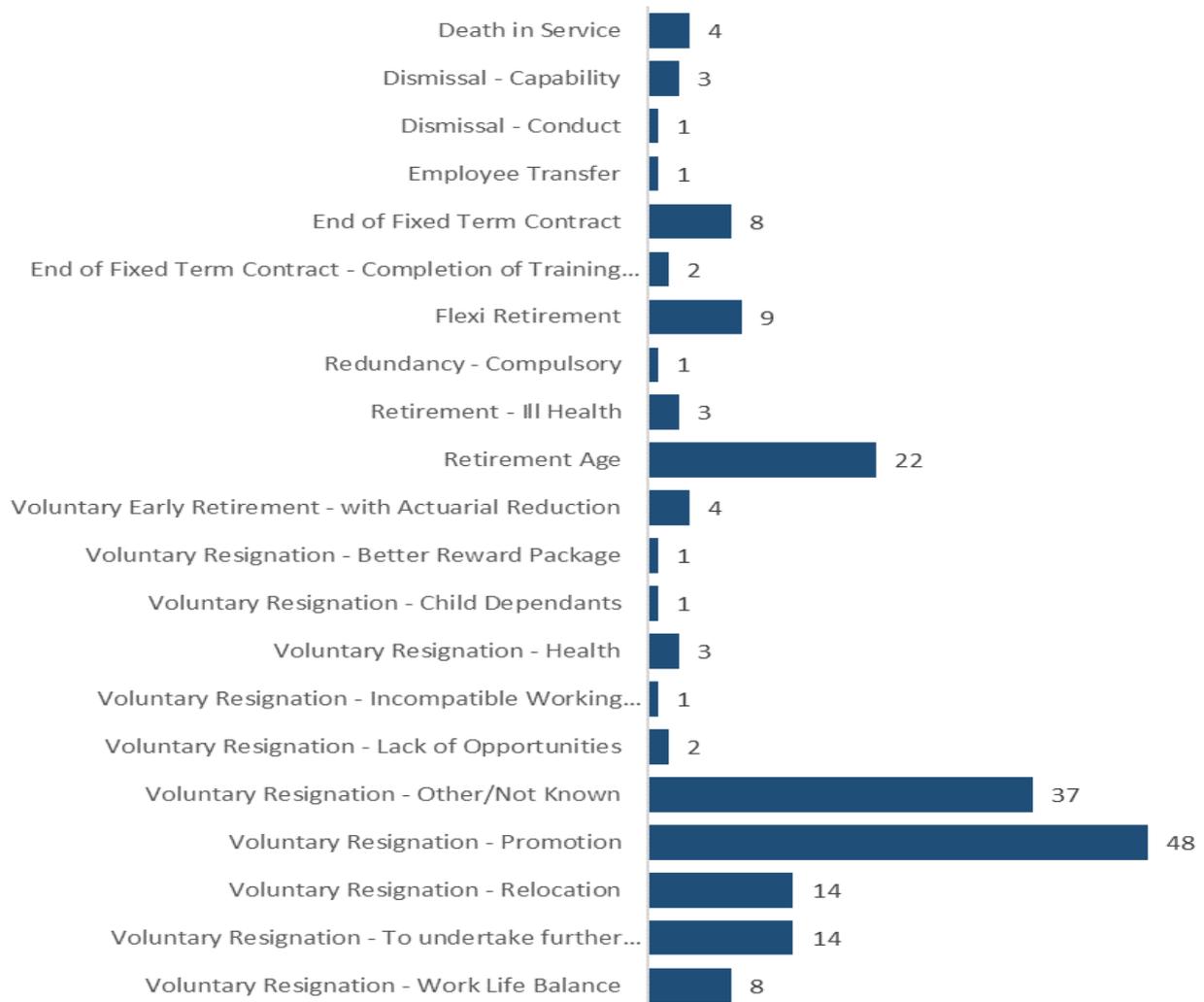
A summarised analysis of the reasons why staff have left is provided below for the period 1st December 2018 to 30<sup>th</sup> November 2019.

Non Voluntary Resignations		Voluntary Resignations		Retirement	
Death in Service	4	Voluntary Resignation - Better Reward Package	1	Voluntary Early Retirement - with Actuarial Reduction	4
Dismissal - Capability	3	Voluntary Resignation - Health	3	Flexi Retirement	9
Dismissal - Conduct	1	Voluntary Resignation - Incompatible Working Relationships	1	Retirement - Ill Health	3
Employee Transfer	1	Voluntary Resignation - Lack of Opportunities	2	Retirement Age	22
End of Fixed Term Contract	8	Voluntary Resignation - Other/Not Known	37		
End of Fixed Term Contract - Completion of Training Scheme	2	Voluntary Resignation - Promotion	48		
End of Fixed Term Contract - Other	0	Voluntary Resignation - Relocation	14		
Dismissal - Some Other Substantial Reason	0	Voluntary Resignation - To undertake further education or training	14		
Redundancy - Compulsory	1	Voluntary Resignation - Work Life Balance	8		
		Mutually Agreed Resignation - Local Scheme with Repayment	0		
		Voluntary Resignation - Adult Dependants	0		
		Voluntary Resignation - Child Dependants	1		
<b>Total</b>	<b>20</b>		<b>129</b>		<b>38</b>
<b>Grand Total</b>	<b>187</b>				

Of **187** staff that left the organisation during this period, **129** staff terminated because of a voluntary resignation, equivalent to **69%** of all terminations.

**13** staff terminated in November 2019. A summarised analysis of leaving reasons for those staff terminating over a 12 month period is detailed in the chart overleaf.

### NWSSP Overall Leavers by Headcount and Leaving Reason over 12 Months

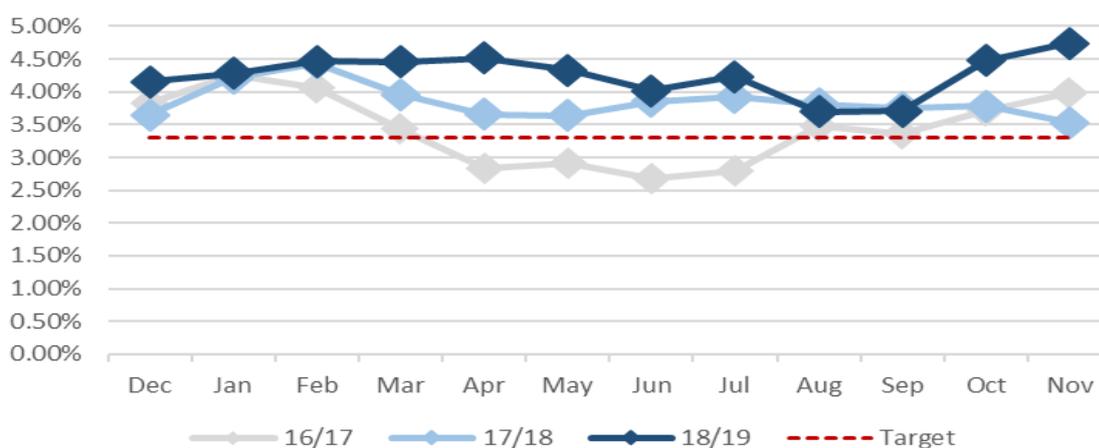


Data Source: ESR

### Sickness Absence

The chart below shows the average sickness absence rate for NWSSP for 12 months from 1st December 2018 to 30<sup>th</sup> November 2019 compared to the 2 previous years.

### NWSSP Overall Sickness Absence % Monthly Comparison over 3 Years



Data Source: ESR

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

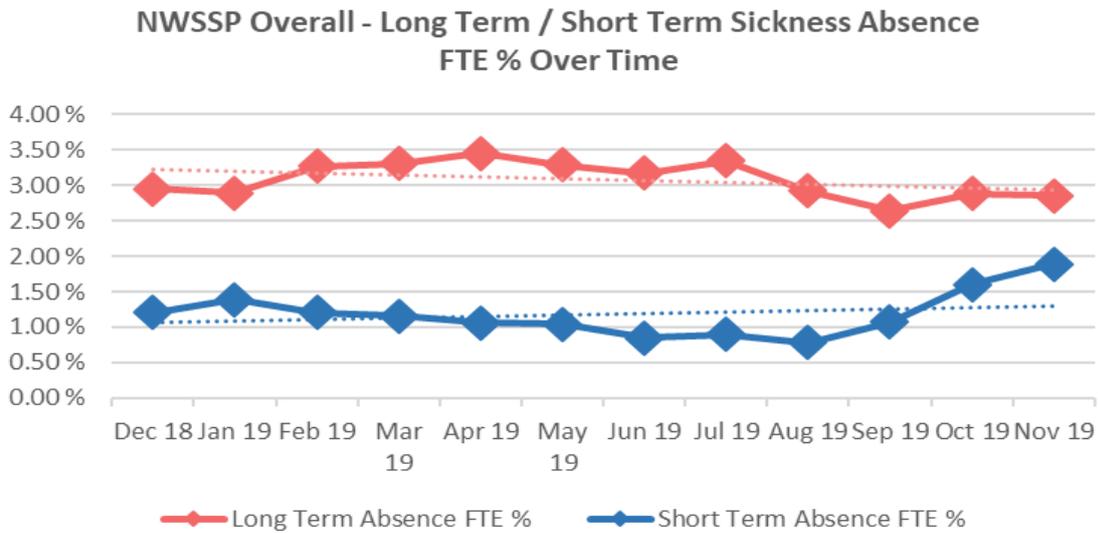
The in-month sickness absence rate for November 2019 was **4.74%**, which is a **0.27%** increase from the October position:

#### Cumulative Absence

Absence % (FTE)	Abs (FTE)	Avail (FTE)
<b>4.26%</b>	<b>31,331.50</b>	<b>736,323.75</b>

Month	Absence % (FTE)	Abs (FTE)	Avail (FTE)
Dec 18	4.15%	2,529.42	60,906.98
Jan 19	4.28%	2,612.41	60,975.34
Feb 19	4.47%	2,487.52	55,652.31
Mar 19	4.46%	2,755.36	61,846.66
Apr 19	4.51%	2,705.62	59,959.16
May 19	4.33%	2,685.64	62,058.00
Jun 19	4.02%	2,411.71	59,950.13
Jul 19	4.24%	2,626.47	61,981.15
Aug 19	3.70%	2,360.55	63,810.09
Sep 19	3.71%	2,308.24	62,249.94
Oct 19	4.48%	2,888.57	64,538.73
Nov 19	4.74%	2,959.99	62,395.27

The below graph shows the 12-month trend in Long Term versus Short Term Sickness absence for the period 1<sup>st</sup> December 2018 to 30<sup>th</sup> November 2019:



Data Source: ESR

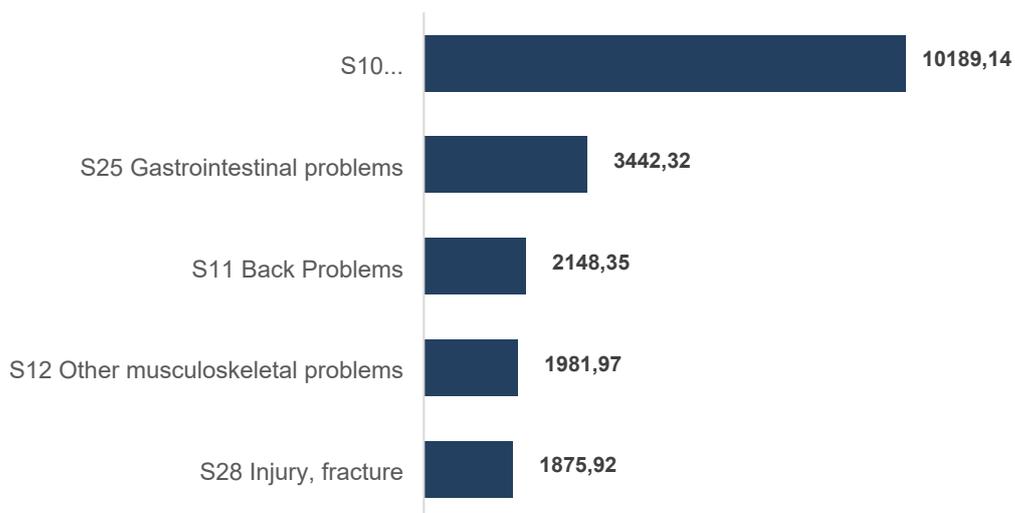
WOD are currently supporting managers in relation to the application of the MAW Policy for 50 employees of which 48 are absent because of long-term sickness.

### Reasons for Sickness Absence

#### Rolling 12 Months

The chart below shows the top five reasons for sickness absence within NWSSP based on FTE lost from 1<sup>st</sup> December 2018 to 30<sup>th</sup> November 2019:

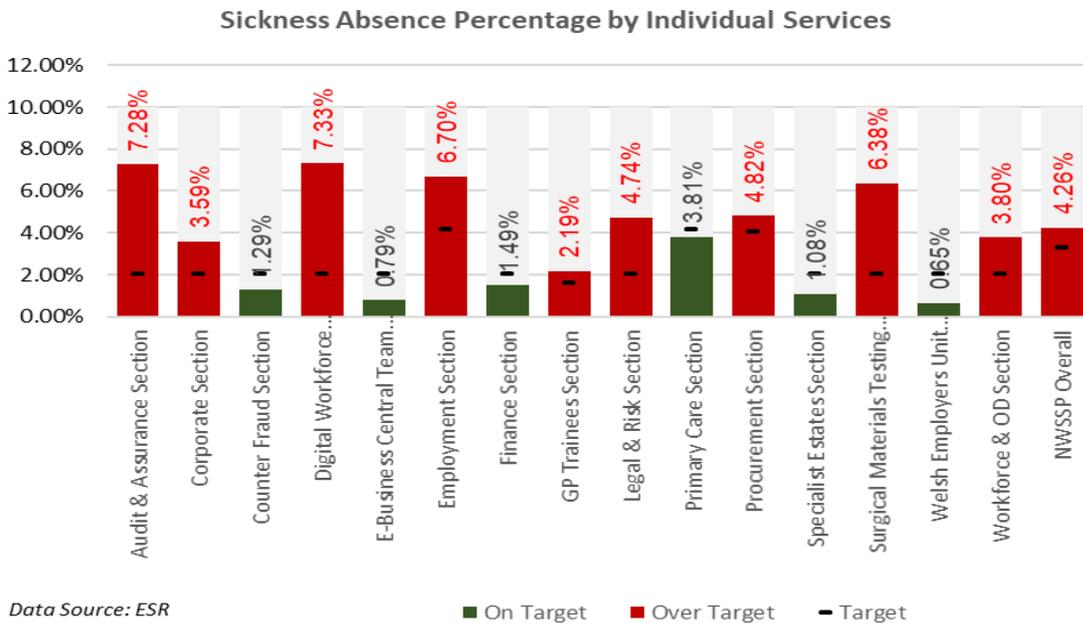
**NWSSP Overall - Top 5 Absence Reasons by FTE Days Lost for 12 Months**



Data Source: ESR

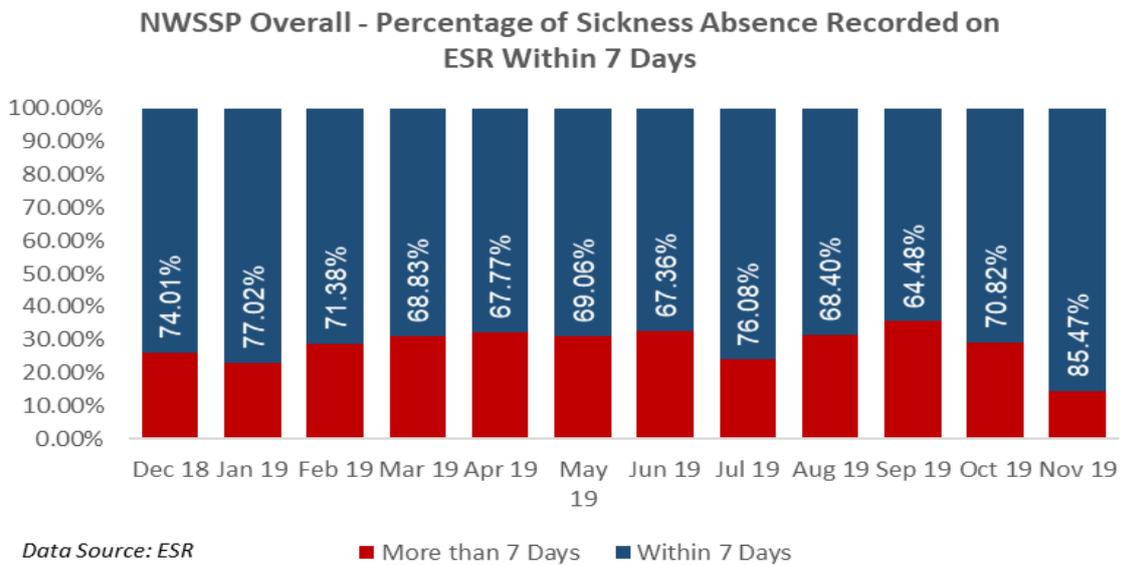
## Sickness Absence- Individual Services

The chart below shows the average sickness absence rate for each service from 1<sup>st</sup> December 2018 to 30<sup>th</sup> November 2019:



## Percentage of Absence entered within 7 days

The graph below shows the percentage of absences entered into ESR within 7 days of the first day of absence, in the period 1<sup>st</sup> December 2018 to 30<sup>th</sup> November 2019. Accurate and timely entry of sickness absence information into ESR is fundamental to ensuring accurate payment of staff and informed reporting. It should also be noted that this is a requirement of all managers as part of the NWSSP Core Organisational Objectives developed to support the application of the Pay Progression Policy.

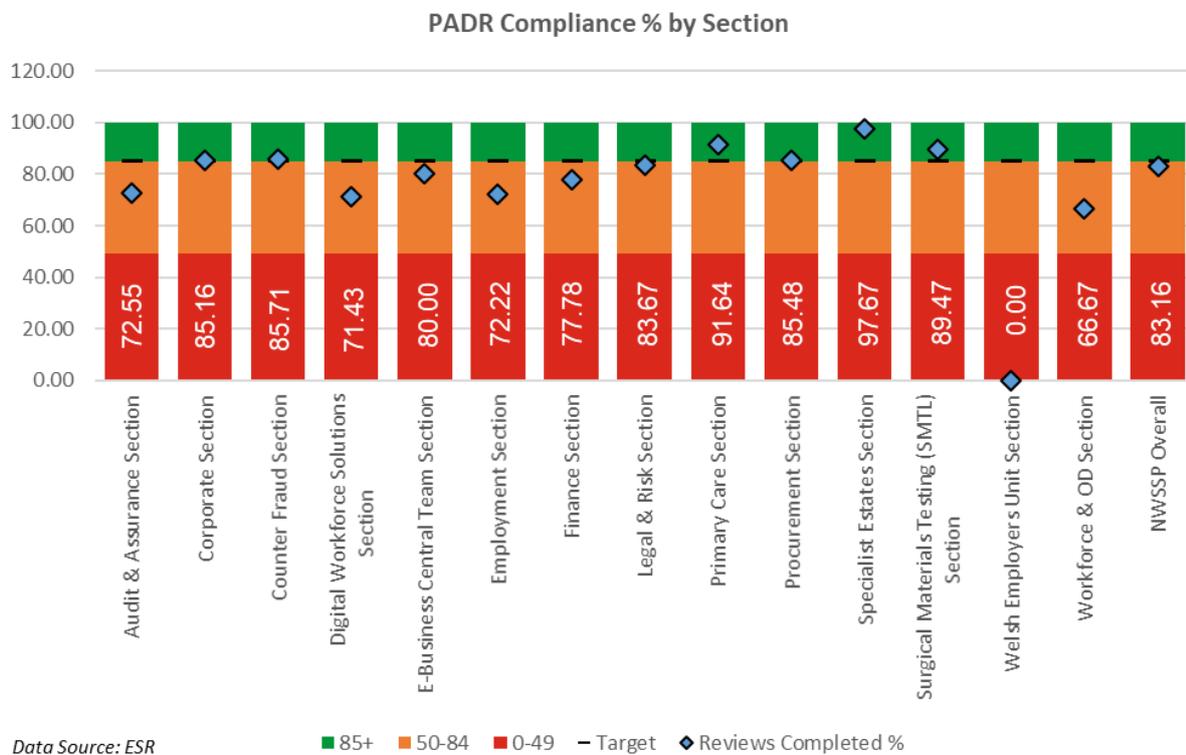


Absences that have been entered into ESR after more than seven calendar days are identified and discussed at local SMT's. For those areas where WfOD do not attend local SMT's, the relevant information will be circulated to Directors of Services to take appropriate action.

## PADR

NWSSP completed **83.16%** of Appraisal Reviews as of 30<sup>th</sup> November 2019, excluding new starters for 3 months, bank workers, GP trainees and those staff who are on career break, maternity & adoption, external secondment or suspension. This is an increase from **80.24%** from 31<sup>st</sup> October 2019.

The below chart gives a break down over the same time by service area:



1 area is currently in the “red zone” which needs urgent attention.



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

Partneriaeth  
Cydwasaethau  
Shared Services  
Partnership

**AGENDA ITEM:6.2**  
**16 JANUARY 2020**

***The report is not Exempt***

**Teitl yr Adroddiad/Title of Report**

**NWSSP Corporate Risk Update – January 2020**

<b>ARWEINYDD: LEAD:</b>	Peter Stephenson Head of Finance & Business Development
<b>AWDUR: AUTHOR:</b>	Peter Stephenson Head of Finance & Business Development
<b>SWYDDOG ADRODD: REPORTING OFFICER:</b>	Andy Butler Director of Finance & Corporate Services
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**Pwrpas yr Adroddiad:  
Purpose of the Report:**

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

**Llywodraethu/Governance**

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

**Tystiolaeth:  
Supporting  
evidence:**

-

**Ymgynghoriad/Consultation:**

The Senior Management Team (SMT) 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.

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

<b>Crynodeb Dadansoddiad Effaith: Summary Impact Analysis:</b>	
<b>Cydraddoldeb ac amrywiaeth: Equality and diversity:</b>	No direct impact
<b>Cyfreithiol: Legal:</b>	Not applicable
<b>Iechyd Poblogaeth: Population Health:</b>	No impact
<b>Ansawdd, Diogelwch a Profiad y Claf: Quality, Safety &amp; Patient Experience:</b>	This report provides assurance to the Committee that NWSSP has robust risk management processes in place.
<b>Ariannol: Financial:</b>	Not applicable
<b>Risg a Aswiriant: Risk and Assurance:</b>	This report provides assurance to the Committee that NWSSP has robust risk management processes in place.
<b>Safonau Iechyd a Gofal: Health &amp; Care Standards:</b>	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> <b>Standard 1.1 Health Promotion, Protection and Improvement</b>
<b>Gweithlu: Workforce:</b>	No impact
<b>Deddf Rhyddid Gwybodaeth/ Freedom of Information</b>	Open. The information is disclosable under the Freedom of Information Act 2000.

# NWSSP CORPORATE RISK REGISTER UPDATE

## January 2020

### 1. INTRODUCTION

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

### RISKS FOR ACTION

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

<b>Current Risk Rating</b>	<b>January 2020</b>
Red Risk	2
Amber Risk	6
Yellow Risk	3
Green Risk	0
<b>Total</b>	<b>11</b>

#### 2.1 Red-rated Risks

##### ***Risk A1 - Demise of the Exeter Software System*** ***Current Risk Score: Red 20***

The final business case was approved by both the SSPC and the Velindre Trust Board at their most recent meetings. The Northern Ireland model is the preferred option and we are awaiting confirmation from Welsh Government of the funding for this.

##### ***Risk A3 - NHS Digital are withdrawing the Ophthalmic Payment service from the end of March 2020.***

Arrangements are in place to develop an in-house solution to address this issue, using software that has previously been used by the Student Awards Service. Resources have been diverted to develop the solution and it is envisaged that this will be in place ahead of the switch-off by NHS Digital. If however, for any reason the new system was not ready in time, contingency arrangements are in place to enable NWSSP to continue to make payments.

#### 2.2 New Risks

One new risk has been added to the Risk Register since the last meeting of the Committee in September. This relates to the future intentions of the landlord for the site at Mamhilad.

### **2.3 Risks removed from Register**

Two risks have been removed from the Register since the last full meeting of the SSPC in September 2019, details as follows:

- The risk relating to the security of NWSSP sites has been removed from the risks for action section and re-classified as a risk that just requires monitoring.
- The risk relating to the ability to demonstrate the value that NWSSP brings to NHS Wales has also been removed. The work undertaken on the Performance Framework and KPIs is considered sufficient to have successfully mitigated this risk.

## **2. RISKS FOR MONITORING**

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

<b>Current Risk Rating</b>	<b>January 2020</b>
Red Risk	0
Amber Risk	0
Yellow Risk	2
Green Risk	0
<b>Total</b>	<b>2</b>

## **3. ASSESSMENT/GOVERNANCE & RISK ISSUES**

There is a significant risk to the NWSSP if robust governance arrangements are not in place for risk management and each Director has responsibility for notifying the SMT of any risks that could have a financial impact if arrangements are not in place to manage risk. If there are insufficient communication flows to manage risk then there could be a resulting adverse effect on NWSSP and its customers.

## **4. RECOMMENDATION**

The Committee are asked to:

- **NOTE** to the Corporate Risk Register as at January 2020.

## 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>												
A1	Risks associated with the demise of the Exeter system coming to an end in 2015, with no replacement system designed for NHS Wales. The contract in NHS England has been outsourced to Capita. (Added Apr 2017)	4	5	20	Establishment of NHS Wales Steering Group. High level option appraisal undertaken. Mapping exercise completed with Capita and PCS subject matter experts to identify gaps between NHSE and NHSW. Legal Counsel advice received.	4	5	20	Confirm WG funding - DH (31/12/19)	The final business case has been approved by both the SSPC and the Velindre Trust Board at their most recent meetings. The Northern Ireland model is the preferred option and we are awaiting confirmation from Welsh Government of the funding for this.	➔	30-jun-20
	<b>Escalated Directorate Risk</b>									<b>Risk Lead: Director of Primary Care Services</b>		
A2	Failure to obtain clinical engagement in assessing non-stock requirements stemming from a no-deal Brexit (added Apr 2019)	5	5	25	Storage facility in place (IP5) that has been adequately stocked to cope with a no-deal Brexit. Regular system testing being undertaken to test resilience. This risk aligns only to the replacement of the GMS payments element of NHAIS.	3	4	12	Taken decision to procure all critical non-stock items as a contingency.	Brexit deadline extended to 31 January 2020. Both stock and non-stock items have been procured and can be utilised should there be a no-deal Brexit.	➔	31-jan-20
	<b>Strategic Objective - Customers</b>									<b>Risk Lead: Director of Procurement Services</b>		
A3	NHS Digital are withdrawing the Ophthalmics Payment service from the end of March 2020. (Added June 2019)	5	5	25	Contingency arrangements in place in the event of NHS Digital switching off services before new solution in place.	4	4	16	Developing in-house solution making use of K2 software. This was used to develop the Student Awards Service. The decision to move to a bespoke development and not to engage with CAPITA relates mainly to the fact that WG sources suggest a move away from the traditional approach in delivering eye services into the community and the delivery of an updated contract in Wales. If this is the case	Decision undertaken to utilise the software analyst and development inside PCS to undertake some rapid development of a replacement GOS/EHEW claims processing system. With immediate effect, resources will be diverted from other programmes of work in the PCS development plan. Resources are budgeted to come on-stream from January 2020.	➔	31-mar-20
	<b>Escalated Directorate Risk</b>									<b>Risk Lead: Director of Primary Care Services</b>		
A4	NWSSP are unable to recruit and retain sufficient numbers and quality of staff for certain professional services (Procurement Services) resulting in a potential failure to meet desired performance targets and/or deliver service improvements. (Added April 2017)	5	4	20	Staff Surveys & Exit Interviews Monitoring of turnover and sickness absence Workforce & OD Framework Work with Great With Talent to develop On-Boarder, Absence & Exit questionnaires (3, 6 and 12 months) Development of Clerical Bank Strengthened relationship with local universities Work-based degree opportunities in some professional services Use of Social Media Use of Recruitment Consultants Targeted Advertising - Trade Journals	4	3	12	Exit interviews to assess rationale for staff leaving employment - 31 Mar 2018 (HR) - on hold due to procurement tender exercise	Recruitment and retention remains a concern, particularly within professional posts primarily with the procurement services function.  Recruitment has improved in other professional functions.  Work is taking place with all services to have in pace agile recruitment and retention strategies to attempt to address these concerns, utilising available data and information.	➔	31-mar-20
	<b>Strategic Objective - Staff</b>									<b>Risk Lead: Director of Workforce and OD</b>		
A5	NWSSP's lack of capacity to develop our services to deliver further efficiency savings and introduce innovative solutions for NHS Wales and the broader public sector. (Added April 2017)	4	4	16	IMTP Horizon scanning days with SMT and SSPC to develop services Established new Programme Management Office (PMO) IT Strategy Regular reporting to SMT and SSPC	2	3	6	1. Implementation of project management software (AB) 2. Invest in Robotic Process Automation (AB)	1. Procurement pilot project completed - currently being rolled out in NWSSP 2. RPA pilot in progress - update to July SMT and further update to Dec 2019 SMT	➔	31-mar-20
	<b>Strategic Objective - Service Development</b>									<b>Risk Lead: Director of Finance &amp; Corporate Services</b>		

A6	Lack of effective succession planning at a senior level will adversely impact the future and strategic direction of NWSSP due to the age profile of the SMT. (added April 2017 )	4	3	12	Workforce & OD Framework On-going development of existing staff to ensure a ready supply of staff to meet the maturing organisation's needs. Leadership Development Programmes	3	3	9	1. Develop a plan which includes likely key dates for each of the affected services and which prioritises succession planning based on proximity of risk (HR) 31 Dec 18 2. NHS Wales Leadership Programme - identify key staff with potential for future development and encourage them to undertake the leadership programme - (HR) 31 Dec 18 3. National Succession Strategy for NHS Wales - participate in the work of the national group and identify high performing staff who may be eligible for consideration to support succession planning requirements - (HR) 31 Dec 18	Recent appointments of senior staff have helped to address this risk.	➔	31-mar-20
Strategic Objective - Staff												
A7	Operational performance is adversely affected through the use of some out-of-date software systems, lack of consistent IT support across NHS Wales resulting in interoperability issues and the limited capacity of NWIS to meet the demand for IT development to develop our services. (added April 2017)	4	5	20	Created a Business Systems and Informatics Department Service Level Agreement (SLA) in place with NWIS Significant additional capital funding obtained from Welsh Government in prior year for IT investment Development of draft IT strategy Quarterly Reporting of Performance to SMT Internal Audit review of BCP - Reasonable Assurance (May 19)	1	4	4	1. Finalise IT Strategy for NWSSP, to include an IT replacement strategy - complete 2. Consolidate Desktop support from one strategic partner - currently a mix of arrangements (NWIS & BCU) - 31 Mar 2019 (AB) 3. Finalise Cyber Security Action plan - complete 4. Develop an overarching Business Continuity plan for NWSSP incorporating operational, IT and building requirements and test the plan annually - complete 5. Undertake review of IT Service provision	All actions on track and a consultant from the Wales Quality Centre is currently working with NWSSP to enhance BCP arrangements.  1. Completed 2. Ongoing 3. Completed 4. Completed - plan developed and tested in Sept. 5. Being undertaken in early part of 2020	➔	31-mar-20
Strategic Objective - Excellence												
A8	Suppliers, Staff or the general public committing fraud against NWSSP. (added April 2019)	5	3	15	Counter Fraud Service Internal Audit WAO PPV National Fraud Initiative Counter Fraud Steering Group Policies & Procedures Fraud Awareness Training Fighting Fraud Strategy & Action Plan	3	3	9	1. Increase level of counter fraud resource (AB 30/6/19) 2. Implement actions from Fighting Fraud Strategy (PS 30/9/19) 3. Formally present Counter Fraud Work Plan to SMT (AB 31/05/19)	Discussion with Craig Greenstock on 2/4/19 to increase level of resource. Fighting Fraud Strategy approved by CFSG on 26/3/19, and signed off by DoFs and WG in June. Action Plan developed to implement initiatives to meet agreed objectives. Craig provided update to June 2019 SMT. Met with WG 2/7/19 to discuss Ophthalmics review	➔	31-mar-20
Strategic Objective - Value For Money												
A9	Risk of cyber attack exacerbated if NWSSP, or other NHS Wales organisations, run unsupported versions of software. (added Apr 2019)	5	5	25	Cyber Security Action Plan Stratia Consulting Review IGSG Information Governance training	2	5	10	Consider introduction of mandatory cyber security e-learn (AB 30/06/19) Follow up progress with Cyber Security Plan (AB 30/09/19) Complete actions from internal audit review of BCP (PS 30/09/19) Promote use of Self-Serve ESR (GH 30/09/19) Move all desktop devices to Windows 10 by the Windows 7 end of support.	Nick Lewis presented update to October 2019 Audit Committee and due to present to SMT. E-learn to be introduced December 2019	➔	31-mar-20
Strategic Objective - Service Development												
A10	Risk to services provided at Mamhilad following notice that Landlord may look to sell site for housing from 2023. (added Nov 2019)	5	4	20	Additional space available in IP5.	3	3	9	Meeting scheduled for 18 November to discuss risk.	Meeting held as planned on 18 Nov. As not likely to happen until 2023, agreed to revisit at end of 2020 and consider space options in IP5.	✳	31-des-20
Strategic Objective - Staff												
A11	Failure to comply with Welsh Language requirements and capacity to meet the increased demand for Welsh translation services resulting from the implementation of the Welsh Language Standards leading to reputational damage for NWSSP. (added April 2017)	3	4	12	Welsh Language Officer appointed Staff required to populate Welsh language skillset in ESR Welsh Language Translator appointed WL awareness is included within the face to face corporate induction training day Accredited WL training in place at several NWSSP sites WL monitoring report submitted to SMT External comms - WIAP project ensuring all web information is bilingual, graphic design, public events, etc	2	3	6	1. Undertake a Cost/benefits analysis to justify further investment in Welsh Language capacity - complete 2. Bilingual interface of TRAC recruitment software to be fully bilingual - complete 3. Investigate the potential for introducing a WL hub to provide support with translation for NHS Wales - complete 4. Undertake Internal Audit review of progress against Welsh Language Standards - complete. Reasonable Assurance.	Regular updates to SMT and additional resource recruited Jan 2019. Further recruitment exercise in May 2019 Reasonable Assurance from Internal Audit review. Undertaken joint recruitment with PHW and NWIS - 3 new translators appointed in June 2019 Appearing a number of standards with Welsh Language Commissioner (Nov 19)	➔	31-mar-20
Strategic Objective - Staff												
Risk Lead: Director of Finance and Corporate Services												

**Risks for Monitoring**

<b>M1</b>	Threats to the supply of medical consumables, and potential employment issues, in the event of a no-deal Brexit. (Added Sept 2018)	4	5	20	Regular discussions with UK and Welsh Governments Attend Ministerial Advisory Board Velindre Brexit Group IP5	1	5	5	Need to continue to monitor in light of extension to Brexit to 31 October Review actionn plan developed from system testing	Acquisition of IP5 completed on 22 March . Pdetailed papers provided to SSPC (Mar 19) and Audit Committee (Apr 19) Project Team established under leadership of Mark Roscrow. Agreed staff rotas to provide extended service coverage.	→	
	<b>Strategic Objective - Customers</b>									<b>Risk Lead: Director of Procurement Services</b>		
<b>M2</b>	Disruption to services and threats to staff due to unauthorised access to NWSSP sites. (Added May 2018)	5	4	20	Manned Security at Matrix CCTV Locked Gates installed at Matrix. Security Review Undertaken (reported Dec 18) Increased Security Patrols at Matrix.	1	4	4	Confirm whether security arrangements are now reasonable and that risk can be relegated from Corporate Risk Register (PS 30/09/2019)	Security Review undertaken and reported to SMT in Dec 2018. No major findings but all agreed actions will be followed up through audit tracker.	→	
	<b>Strategic Objective - Staff</b>									<b>Risk Lead; Director Specialist Estates Services/Director of Finance and Corporate Services</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

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.				

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

	New Risk
	Escalated Risk
	Downgraded Risk
	No Trend Change



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

Partneriaeth  
Cydwasaethau  
Shared Services  
Partnership

**AGENDA ITEM:**  
**SSPC 16/01/2020**

**The report is not Exempt**

**Teitl yr Adroddiad/Title of Report**

**NWSSP Audit Committee Assurance Report – 22 October 2019**

**ARWEINYDD:**

Peter Stephenson

**LEAD:**

Head of Finance & Business Development

**AWDUR:**

Roxann Davies

**AUTHOR:**

Corporate Services

**SWYDDOG ADRODD:**

Andy Butler

**REPORTING OFFICER:**

Director of Finance & Corporate Services

**MANYLION CYSWLLT:**

Andy Butler

**CONTACT DETAILS:**

Director of Finance & Corporate Services  
01443 848552 / [Andy.Butler@wales.nhs.uk](mailto:Andy.Butler@wales.nhs.uk)

**Pwrpas yr Adroddiad:**

**Purpose of the Report:**

The purpose of this paper is to provide the SSPC with assurance and details of the key issues considered by the Velindre University NHS Trust Audit Committee at its meeting on 22 October 2019.

**Llywodraethu/Governance**

**Amcanion:**

Each of the five key Corporate Objectives

**Objectives:**

**Tystiolaeth:**

Individual reports submitted to Audit Committee

**Supporting evidence:**

**Ymgynghoriad/Consultation:**

Who has been consulted on the details of the report?

- NWSSP Audit Committee

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

**DERBYN/  
APPROVE**

**ARNODI/  
ENDORSE**

**TRAFOD/  
DISCUSS**

**NODI/  
NOTE**

✓

**Argymhelliad/  
Recommendation**

Outline the recommendation of the report  

- The Committee is asked to **NOTE** the report

**Crynodeb Dadansoddiad Effaith:**

**Summary Impact Analysis:**

**Cydraddoldeb ac  
amrywiaeth:**

**Equality and diversity:**

No direct impact

**Cyfreithiol:**

**Legal:**

No direct impact

**Iechyd Poblogaeth:**

**Population Health:**

No direct impact

**Ansawdd, Diogelwch a  
Profiad y Claf:**

No direct impact

<b>Quality, Safety &amp; Patient Experience:</b>	
<b>Ariannol: Financial:</b>	No direct impact
<b>Risg a Aswiriant: Risk and Assurance:</b>	This report provides assurance to the Committee that NWSSP has robust risk management processes in place.
<b>Safonnau Iechyd a Gofal: Health &amp; Care Standards:</b>	Access to the Standards can be obtained from the following link: <a href="http://gov.wales/docs/dhss/publications/150402standardsen.pdf">http://gov.wales/docs/dhss/publications/150402standardsen.pdf</a>
<b>Gweithlu: Workforce:</b>	No direct impact
<b>Deddf Rhyddid Gwybodaeth/ Freedom of Information</b>	Open or closed (i.e. is the information exempt) Assess if the information can be disclosed into the public domain, if not it will need to be presented as a part 2 agenda item.

## ASSURANCE REPORT FROM THE VELINDRE UNIVERSITY NHS TRUST AUDIT COMMITTEE FOR NWSSP

### 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 22 October 2019 is outlined below:

<b>ALERT</b>	No matters to alert/escalate.
<b>ADVISE</b>	No matters to advise.
<b>ASSURE</b>	<p><b>External Audit</b></p> <p>Wales Audit Office (WAO) Position Statement detailed that they were in the process of working with local audit teams to determine the audit assurances they require for the 2019-20 financial statements. There were unlikely to be any significant changes in requirements from those required in 2018-19 and an update on the audit assurance work programme for 2020 would be provided at the next Committee meeting.</p>
<b>ASSURE</b>	<p><b>Internal Audit</b></p> <p>The Committee received a comprehensive update from Internal Audit and in addition to the Position Statement, received the following reports for consideration:</p> <ul style="list-style-type: none"> <li>• IR35 Internal Audit Report <ul style="list-style-type: none"> <li>○ Achieved reasonable assurance with four recommendations for action; two medium and two low priority.</li> </ul> </li> <li>• Performance Reporting Internal Audit Report <ul style="list-style-type: none"> <li>○ Achieved substantial assurance with one medium priority recommendation for action.</li> </ul> </li> </ul>
	<p><b>Assurance, Risk and Governance</b></p> <p>The Committee received a comprehensive update on Governance Matters, including NWSSP and All Wales contracting activity, stores write-off figures and declarations of gifts, hospitality and sponsorship.</p> <p>In relation to the tracking of Audit Recommendations, progress was reported as 176 total recommendations, of which 164 were implemented, 11 were not yet due and 1 was overdue. The delay in implementing the overdue recommendation was outside of NWSSP's control and there was a plan in place for this to be completed by January 2020.</p> <p>The Corporate Risk Register set out three red risks for action:</p> <ul style="list-style-type: none"> <li>• The demise of the Exeter software system, a long-standing risk where the preferred option remains working with Northern Ireland; and</li> <li>• The risk surrounding the impact of a no-deal Brexit for NHS Wales, in relation to lack of engagement as to non-stock clinical items.</li> <li>• The need to replace the Ophthalmic Payments system following notice of withdrawal of support from NHS Digital for the existing system.</li> </ul>

	<p><b>Counter Fraud</b></p> <p>The Committee received a comprehensive update from the Local Counter Fraud Specialist, by way of a Progress Report, which included a helpful section detailing lessons learned from investigations undertaken. The Counter Fraud Newsletter received positive feedback and it was agreed that an All Wales approach would be considered at the Counter Fraud Steering Group.</p>
<p><b>INFORM - OTHER AGENDA ITEMS</b></p>	<p>The following items were received for Committee information only:</p> <ul style="list-style-type: none"> <li>• Informative presentation on Cyber Security</li> <li>• e-Board Committee Software Update (Verbal);</li> <li>• NHS Counter Fraud Authority Guidance for Procurement;</li> <li>• Audit Committee Effectiveness Review and Action Plan;</li> <li>• Audit Committee Forward Plan 2020-21;</li> <li>• Review of Stores Write-Offs 2018-19; and</li> <li>• Practice Note: Acceptance, Implementation and Monitoring of Audit Recommendations.</li> </ul>

## 2. ARGYMHELLIAD/RECOMMENDATION

The Committee are asked to:

- **NOTE** the Assurance Report

## **NHS WALES SHARED SERVICES PARTNERSHIP MONITORING RETURN COMMENTARY FOR PERIOD 6 – SEPTEMBER 2019**

This summary report provides a review of NHS Wales Shared Services Partnership's (NWSSP) performance for September 2019 and should be read in conjunction with the Monitoring Return tables submitted for Month 6.

Thank you for your letter of 26<sup>th</sup> September 2019 responding to the Month 5 monitoring return submission. The action points raised have been addressed within this return and further information provided where requested

### **Overview of Performance and Financial Position**

NWSSP's financial position for Period 6 is reported at break-even. This is after providing for the pro-rata 2019/20 savings distribution of £0.750m per the submitted IMTP, of which £0.306m will be distributed and £0.444m has been recurrently reinvested.

#### **1. Actual Year to Date and Forecast Under/Overspend 2019/20 (Tables A, B & B2)**

Table A has been amended in Month 6 to report the updated value for income generation in addition to a revised full year forecast of funds for reinvestment/redistribution as a result of increased achievement of non-recurrent savings in Month 6 linking through from Table C.

A movement between recurrent and non-recurrent savings schemes can also be evidenced in month 6 following the agreement to make a previously non-recurrent savings scheme into a recurrent one.

The actual position for month 6 has been reported with the forecast position for months 7-12. This identifies a projected full year outturn at break-even and has been undertaken based on year 1 of the IMTP assumptions. Monthly reviews of our forecast will be undertaken throughout the year to ensure a break-even year end outturn position is achieved and any additional savings or required changes are identified as early as possible.

The key points to note within the actual and forecast position at Month 6 are:

- Depreciation charges of £2.386m have been forecast for 2019/20 based on our current depreciation profile and the additional charges from assets that will be purchased from the 2019/20 approved capital funding per our most recent CEL. This reconciles to the approved section of the August non-cash submission. Income from WG of £0.836m has been anticipated in Table E in respect of the charges over and above the baseline depreciation funding of £1.551m.
- £38.576m income and expenditure is included to Month 6 in relation to the WRP DEL and redress budgets. This expenditure is reported separately on line 9 – Losses, Special Payments & Irrecoverable Debts.

The WRP forecast outturn has been updated at the close of Month 6 which identifies the range of the potential outturn will be between £107m and £113m with the most likely outturn being forecast at £110m which is per the forecast in our IMTP.

WG have now confirmed the 2019/20 WRP allocation as the historic £75m plus an additional £26m for the change to the PIDR. This is lower than the £31.5m assumed in our IMTP and reflects the actual funding WG will seek from HMT. Given the £110m forecast and the reduction in PIDR funding, it is likely that the risk sharing agreement will need to be invoked for the balance of £9m. This is greater than the £3.7m assumed in our IMTP. Action will be taken to try and minimise the DEL expenditure in 2019/20 with the aim of reducing the funding required under the risk sharing agreement. Once we have further certainty on the balance to be funded from the risk sharing agreement we will build this income into the NHS Income & Expenditure detailed on Table D

The revised PIDR impact and the increased risk sharing funding have been adjusted for in Table E in Month 6 which identifies the risk sharing funding assumed from each organisation.

The balance of the 2019/20 forecast expenditure has been profiled equally over months 7-12. The associated income has also been reprofiled in Table B between Welsh Government and NHS bodies to reflect the income to be received under the risk sharing agreement.

The redress forecast outturn has been increased to £2.7m in Month 6. This is above the £1.259m funding allocated. The additional £1.441m will need to be funded by Welsh Government now that the risk sharing agreement is likely to be invoked and the full £2.7m has been anticipated in Table E.

- £2.189m of income and expenditure has been included in respect of ESR Enhance based on the most recent recharge profile received from the Department of Health. This will change during the financial year when revised schedules are received based on the progress of the rollout of system functionality.
- An estimate of the GP trainee expenditure and the associated recharges to LHBs/Trusts/HEIW (£29.372m) has been made within the forecast. This has increased since Month 5 following the August rotation and the increased recruitment to GP training posts. This is the reason for the increased profile of NHS Income from Month 5 (**Action Point 5.1**).
- An estimate of Stores expenditure and recharges to NHS Wales of £35.685m have been included within the forecast. This excludes any issues that may arise through the utilisation of the Brexit stock. We will continue discussions with WG and Velindre regarding the cash impact on Velindre as a result of holding this additional stock.
- A step up in pay costs can be evidenced from Month 10 due to the proposed go live date of the All Wales Collaborative Bank. This has been adjusted from the forecast submitted at Month 5 due to project delays (**Action Point 5.2**).

## 2. Underlying Position (Table A1)

There is no brought forward deficit to report for NWSSP. The non-recurrent savings, funding and income generation linked through from Table A have been in the main offset with non-recurrent pressures (primarily NWSSP reinvestment requirements/additional distribution) that will not be carried forward. The table reports a £0.108m pressure carried forward where non-recurrent savings have been used to fund recurrent cost pressures in 2019/20. This is a reduction from Month 5 following the change of a non-recurrent savings scheme into a recurrent one. Savings plans are being reviewed further to ensure this remaining underlying gap is closed to enable a breakeven underlying position to be reported as soon as possible.

## 3. Ring Fenced Funding (Table B)

Baseline depreciation funding of £1.551m has been invoiced. The current forecast charges for 2019/20 for approved schemes total £2.386m, indicating

additional funding of £0.836m will be required in line with the August non cash submission.

#### **4. Net Expenditure Profile Analysis (Table B1)**

This table has been populated with the actual and forecast information. As we are required to report a neutral position within the Velindre ledger each month, the non pay forecast will change from plan due to the break-even accrual made each month to report the position.

Table B1 has been updated in Month 6 to reflect the actual pay and non pay variances reported per the ledger and continues to report an overall break-even position between the two categories in the full year forecast.

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

Agency expenditure of £0.061m, 0.9% of total pay expenditure (0.8% year to date), was reported in Month 6 due to the requirement to cover vacancies, sickness and additional workload. A monthly forecast agency expenditure of £0.050m has been assumed throughout 2019/20, although this may need to be revised later in the financial year if we continue to use increased agency staff due to the inability to recruit to substantive posts. The NWSSP SMT reviews agency expenditure monthly in an attempt to reduce and minimise this category of expenditure as much as possible.

#### **6. Savings Plans (Tables C, C1, C2 & C3)**

These tables have been amended in Month 6 to include the continuing increased forecast pay savings for the remainder of the financial year now that we have increased certainty that these will be achieved. The pay savings forecast are less than those realised in August and September which increased due to delays in appointments over the summer months (**Action Point 5.3**)

#### **7. Income Assumptions 2019/20 (Tables D & E)**

Table D has been updated in Month 6 following an ongoing review of all our NHS income & expenditure. We will continue to review and update this as required throughout the financial year. At present this table does not include the £3.700m

WRP risk sharing agreement income whilst the forecast is being refined, although this income is anticipated in Table E.

Table E has been populated with the budgeted income streams by NHS Organisation with a number of additional income streams included that have been anticipated within our forecast financial position. These totals will not reconcile to the NHS Income reported in Table B or the NHS Income & Expenditure reported in Table D. This is due to the ledger reporting of intra-trading within Velindre, classification of non-material NHS recharges against pay/non pay per the manual for accounts and solicitor income not recorded against NHS income subjectives.

The anticipated income from Welsh Government for Employment Services initiatives has reduced to £0.176m in Month 6 to reflect the funding required to cover the actual costs we are incurring in 2019/20 (**Action Point 5.4**)

**8. Healthcare Agreements & Major Contracts**

Not applicable to NWSSP.

**9. Risk Management (Table F)**

The risks identified within our IMTP have been included within Table F and the values and risk levels have been reviewed again in month. There are no changes to these risk values to report in Month 6.

**10. Statement of Financial Position and Aged Welsh NHS Debtors (Tables G & N)**

NWSSP has not been requested to complete Table G.

At the close of Month 6, there were 6 invoices exceeding 17 weeks. 5 of these have now been paid or agreed for payment in early October. The one outstanding invoice is being urgently pursued for payment.

**11. Cash Flow Forecast (Table H)**

This table is not required for NWSSP.

**12. Public Sector Payment Compliance (Table I)**

This table is not required for NWSSP, although it is pleasing to report that the NWSSP PSPP achievement for Month 6 was 97.68% for Non NHS invoices and 77.78% for NHS invoices.

**13. Capital Schemes & Other Developments (Tables J, K & L)**

These tables have been updated in Month 6 to reflect in month spend and reflect the current forecast capital spend with a high level profile which will be refined as we further confirm the capital allocations to our services.

Following a meeting with WG capital colleagues in early August where we were requested to review our capital requirements and provide a prioritised list to WG of additional funding requests, we made this submission on 15<sup>th</sup> August and await further clarification of any additional capital funds available. We have a follow up meeting arranged for 16<sup>th</sup> October to discuss this further.

**14. EFL (Table M)**

This table is not required for completion by NWSSP.

**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 Management Team reports.

It is pleasing to be able to set a balanced budget for 2019/20 and to report a positive month 6 position with confidence in the achievement of the IMTP showing a forecast year-end break-even position and the distribution of £0.750m savings to NHS Wales.

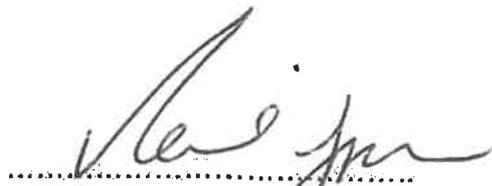
The Shared Services Partnership Committee will receive the Month 6 Financial Monitoring Return at the next meeting on 27<sup>th</sup> November 2019.

**16. Authorisation of Return**



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

**10<sup>th</sup> October 2019**



**NEIL FROW  
MANAGING DIRECTOR  
NWSSP**

# NHS Wales Shared Services Partnership

Period : Sep 19

Table A - Movement of Opening Financial Plan to Forecast Outturn

This Table is currently showing 0 errors

Line 11 should reflect the corresponding amounts included within the latest IMTP submission to WG  
 Lines 1 - 11 should not be adjusted after Month 1

	In Year Effect £'000	Non Recurring £'000	Recurring £'000	FYE of Recurring £'000
1 Underlying Position b/fwd from Previous Year - as per 3 year plan (Surplus - Positive Value / Deficit - Negative Value)	0	0	0	0
2 New Cost Pressures - as per 3 year plan (Negative Value)	-6,991	-4,544	-2,447	-2,447
3 <b>Opening Cost Pressures</b>	<b>-6,991</b>	<b>-4,544</b>	<b>-2,447</b>	<b>-2,447</b>
4 Identified Savings Plan (Positive Value)	1,031	223	808	808
5 Savings / Mitigating Actions Yet To Be Identified (Positive Value)				
6 Welsh Government Funding (Positive Value)	821	547	274	274
7 Net Income Generated (Positive Value)	0	0	0	0
8 Planned Accountancy Gains (Positive Value)	0	0	0	0
9 Release of Uncommitted Contingencies & Reserves (Positive Value)				
10 Income Generation per IMTP	5,139	3,962	1,177	1,177
11 <b>Opening Financial Plan</b>	<b>0</b>	<b>188</b>	<b>-188</b>	<b>-188</b>
12 Cost Pressures b/fwd from Previous Year - unidentified within 3 year plan (Negative Value)				
13 Opening Plan Savings - Forecast (Underachievement) / Overachievement	1,976	1,976	0	0
14 Additional In Year Identified Savings - Forecast (Positive Value)	224	146	78	80
15 Additional In Year Identified Accountancy Gains (Positive Value)	0	0	0	0
16 Additional Net Income Generated (Positive Value)	288	288	0	0
17 Non Identification of Savings / Mitigating Actions Yet To Be Identified in Opening Plan	0	0	0	0
18 Release of Previously Committed Contingencies & Reserves (Positive Value)	0			
19 Additional In Year Welsh Government Funding (Positive Value)	0			
20 Reinvestment/Distribution Reserve	-2,394	-2,394		
21 Non pay pressures	-94	-94		
22	0			
23	0			
24	0			
25	0			
26	0			
27	0			
28	0			
29	0			
30	0			
31	0			
32	0			
33	0			
34	0			
35	0			
36	0			
37	0			
38 <b>Forecast Outturn (- Deficit / + Surplus)</b>	<b>0</b>	<b>110</b>	<b>-110</b>	<b>-108</b>

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	In Year Effect
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
18													0
19													0
20	-174	-155	-248	-246	-411	-401	-127	-127	-127	-127	-127	-127	-2,394
21	-10	-32	-10		-42								-94
22													0
23													0
24													0
25													0
26													0
27													0
28													0
29													0
30													0
31													0
32													0
33													0
34													0
35													0
36													0
37													0





This Table is currently showing 0 errors

Table C3 - Savings Tracker

Summary of Forecast Savings (£000's)	Cash-Releasing Saving (Pay)	Cash-Releasing Saving (Non Pay)	Cost Avoidance	Savings Total	Income Generation	Accountancy Gains
Planned Care	0	0	0	0	0	0
Unscheduled Care	0	0	0	0	0	0
Primary and Community Care (Excl Prescribing)	0	0	0	0	0	0
Mental Health	0	0	0	0	0	0
Clinical Support	0	0	0	0	0	0
Non Clinical Support (Facilities/Estates/Corporate)	2,877	354	0	3,231	288	0
Commissioning	0	0	0	0	0	0
Across Service Areas	0	0	0	0	0	0
CHC	0	0	0	0	0	0
Prescribing	0	0	0	0	0	0
Medicines Management (Secondary Care)	0	0	0	0	0	0
<b>Total</b>	<b>2,877</b>	<b>354</b>	<b>0</b>	<b>3,231</b>	<b>288</b>	<b>0</b>

# NHS Wales Shared Services Partnership

Period : Sep 19

This Table is currently showing 0 errors

Table F - Overview Of Key Risks / Opportunities Affecting Forecast Outturn

		FORECAST YEAR END			
		Worst Case £'000	Likelihood	Best Case £'000	Likelihood
Current Reported Forecast Outturn		(0)		(0)	
<b>Risks (negative values)</b>					
1	Non delivery of Saving Plans/CIPs				
2	WHSSC Performance				
3	Other Contract Performance				
4	WG Income assumed is not forthcoming	(146)	Medium		
5	Income generation schemes do not achieve income targets	(150)	Low		
6	Service demands/activity levels increase above anticipated levels	(150)	Medium		
7	Inability to recruit to substantive posts and continuing to incur higher agency costs	(100)	Low		
8	Lack of capital funds incur increased vehicle hire/maintenance costs	(100)	Low		
9	No funding for pension discount rate increase is received	0	Low		
10	Vacancy factor decreases below that assumed in budget setting	0	Low		
11					
12					
13					
14					
15					
16					
17					
18					
19					
20					
21					
22					
<b>Opportunities (positive values)</b>					
23	Increased vacancy factor	646	Medium	1,000	Medium
24					
25					
26					
27					
28					
29					
30	<b>Total Risks /Opportunities</b>	<b>0</b>		<b>1,000</b>	
31	<b>Total Amended Forecast</b>	<b>(0)</b>		<b>1,000</b>	



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## **NHS WALES SHARED SERVICES PARTNERSHIP MONITORING RETURN COMMENTARY FOR PERIOD 7 – OCTOBER 2019**

This summary report provides a review of NHS Wales Shared Services Partnership's (NWSSP) performance for October 2019 and should be read in conjunction with the Monitoring Return tables submitted for Month 7.

Thank you for your letter of 21<sup>st</sup> October 2019 responding to the Month 6 monitoring return submission. The action points raised have been addressed within this return and further information provided where requested

### **Overview of Performance and Financial Position**

NWSSP's financial position for Period 7 is reported at break-even. This is after providing for the pro-rata 2019/20 savings distribution of £0.750m per the submitted IMTP, of which £0.306m will be distributed and £0.444m has been recurrently reinvested.

#### **1. Actual Year to Date and Forecast Under/Overspend 2019/20 (Tables A, B & B2)**

Table A has been amended in Month 7 to report the updated value for income generation in addition to a revised full year forecast of funds for reinvestment/redistribution as a result of the actual achievement of non-recurrent savings in Month 7 linking through from Table C.

The actual position for month 7 has been reported with the forecast position for months 8-12. This identifies a projected full year outturn at break-even and has been undertaken based on year 1 of the IMTP assumptions. Monthly reviews of our forecast will be undertaken throughout the year to ensure a break-even year end outturn position is achieved and any additional savings or required changes are identified as early as possible.

The key points to note within the actual and forecast position at Month 7 are:

- Depreciation charges of £2.376m have been forecast for 2019/20 based on our current depreciation profile and the additional charges from assets that will be purchased from the 2019/20 approved capital funding per our most recent CEL. This reconciles to the approved section of the November non-cash submission. Income from WG of £0.825m has been anticipated in Table E in respect of the charges over and above the baseline depreciation funding of £1.551m.

The in month depreciation charges are higher than the remaining months of quarter 3 due to a year to date adjustment for the confirmed indices for land and buildings.

- £46.418m income and expenditure is included to Month 7 in relation to the WRP DEL and redress budgets. This expenditure is reported separately on line 9 – Losses, Special Payments & Irrecoverable Debts.

The WRP forecast outturn has been updated at the close of Month 7. This identifies the potential outturn has increased, with an updated forecast range between £111m and £122m, with the most likely outturn being forecast at £116m (£116.378m included in Table B). The increase has occurred primarily due to two cases, one of which has been brought forward from an anticipated settlement date in 2020/21 and the other has settled with a larger lump sum payment and smaller future periodic payments, both of which have impacted the DEL forecast in 2019/20.

Assuming the historic WG funding allocation of £75m and an additional £26m for PIDR, in the region of £15m would need to be recovered from LHBs and Trusts under the risk sharing agreement. £15.378m has been anticipated in Table E in respect of this and this increase is being reported to DoFs at the next meeting on 15<sup>th</sup> November 2019 where further discussion will be held regarding when their risk shares will be transferred from potential risks to forecast expenditure (**Action Point 6.1**)

Action will be taken to try and minimise the DEL expenditure in 2019/20 with the aim of reducing the funding required under the risk sharing agreement. Once we have further certainty on the balance to be funded from the risk sharing agreement we will build this income into the NHS Income & Expenditure detailed on Table D.

The balance of the 2019/20 forecast expenditure has been profiled equally over months 8-12. The associated income has also been reprofiled in Table B between Welsh Government and NHS bodies to reflect the income to be received under the risk sharing agreement.

The redress forecast outturn remains £2.7m in Month 7. This is greater than the £1.259m funding allocated. The additional £1.441m will need to

be funded by Welsh Government now that the risk sharing agreement is likely to be invoked and the full £2.7m has been anticipated in Table E.

- £2.189m of income and expenditure has been included in respect of ESR Enhance based on the most recent recharge profile received from the Department of Health. This will change during the financial year when revised schedules are received based on the progress of the rollout of system functionality.
- An estimate of the GP trainee expenditure and the associated charges to LHBs/Trusts/HEIW (£29.928m) has been made within the forecast. This has increased in Month 7 due to the backdated medical pay award arrears that were paid in month.
- An estimate of Stores expenditure and charges to NHS Wales of £35.685m have been included within the forecast. This excludes any issues that may arise through the utilisation of the Brexit stock. We will continue discussions with WG and Velindre regarding the cash impact on Velindre as a result of holding this additional stock.
- The step up in pay costs previously forecast from Month 10 due to the proposed go live date of the All Wales Collaborative Bank have been removed in month 7 now this project has been delayed until April 2020.

## **2. Underlying Position (Table A1)**

There is no brought forward deficit to report for NWSSP. The non-recurrent savings, funding and income generation linked through from Table A have been in the main offset with non-recurrent pressures (primarily NWSSP reinvestment requirements/additional distribution) that will not be carried forward. The table reports a £0.108m pressure carried forward where non-recurrent savings have been used to fund recurrent cost pressures in 2019/20. Savings plans continue to be reviewed further to ensure this remaining underlying gap is closed to enable a breakeven underlying position to be reported as soon as possible.

## **3. Ring Fenced Funding (Table B)**

Baseline depreciation funding of £1.551m has been invoiced. The current forecast charges for 2019/20 for approved schemes total £2.376m, indicating additional funding of £0.825m will be required in line with the November non cash submission.

#### **4. Net Expenditure Profile Analysis (Table B1)**

This table has been populated with the actual and forecast information. As we are required to report a neutral position within the Velindre ledger each month, the non pay forecast will change from plan due to the break-even accrual made each month to report the position.

Table B1 has been updated in Month 7 to reflect the actual pay and non pay variances reported per the ledger and continues to report an overall break-even position between the two categories in the full year forecast.

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

Agency expenditure of £0.166m, 2.2% of in month total pay expenditure (1.0% year to date), was reported in Month 7 due to the requirement to cover vacancies, sickness and additional workload. The increase in month was primarily evidenced in our Audit & Assurance services where agency workers have been engaged to cover the high level of current vacancies and to ensure that 2019/20 audit plans are completed.

The forecast agency expenditure has been increased in future months to reflect this.

#### **6. Savings Plans (Tables C, C1, C2 & C3)**

These tables have been updated in Month 7 to reflect the actual savings achieved. As noted in our Month 6 return, the pay savings achieved in Month 7 were less than those evidenced in August and September due to the appointment of substantive staff and increased variable pay costs per our forecast.

#### **7. Income Assumptions 2019/20 (Tables D & E)**

No changes have been made to Table D in Month 7. We will continue to review and update this as required throughout the financial year. At present this table does not include the WRP risk sharing agreement income whilst the forecast is being refined, although this income is anticipated in Table E.

Table E has been populated with the budgeted income streams by NHS Organisation with a number of additional income streams included that have been anticipated within our forecast financial position. These totals will not reconcile to the NHS Income reported in Table B or the NHS Income &

Expenditure reported in Table D. This is due to the ledger reporting of intra-trading within Velindre, classification of non-material NHS recharges against pay/non pay per the manual for accounts and solicitor income not recorded against NHS income subjectives.

**8. Healthcare Agreements & Major Contracts**

Not applicable to NWSSP.

**9. Risk Management (Table F)**

The risks identified within our IMTP have been included within Table F and the values and risk levels have been reviewed again in month. There are no changes to these risk values to report in Month 7.

**10. Statement of Financial Position and Aged Welsh NHS Debtors (Tables G & N)**

NWSSP has not been requested to complete Table G.

At the close of Month 7, there were 4 Cwm Taf Morgannwg invoices exceeding 17 weeks. Two of these have now been paid in early November. The two outstanding invoices are being urgently pursued for payment.

**11. Cash Flow Forecast (Table H)**

This table is not required for NWSSP.

**12. Public Sector Payment Compliance (Table I)**

This table is not required for NWSSP, although it is pleasing to report that the NWSSP PSPP achievement for Month 7 was 98.65% for Non NHS invoices and 81.82% for NHS invoices. We have raised the issue of non-compliance with the NHS invoice PSPP target with our services to further increase the need to expedite all invoices for payment (**Action Point 6.2**)

**13. Capital Schemes & Other Developments (Tables J, K & L)**

These tables have been updated in Month 7 to reflect in month spend, our revised expenditure profile and the inclusion of the SMTL scheme to reconcile to our new CEL issued on 6<sup>th</sup> November 2019.

The Imperial Park scheme has been moved up to the All Wales Capital sections of Tables J & K as requested (**Action Point 6.3**)

We have received notification of the allocation of Digital transformation monies to NWSSP and await the capital acceptance letter in order for our CEL to be updated.

Following another meeting with WG capital colleagues in October we have reprovided our prioritised capital requirements and await further clarification of any additional capital funds available.

**14. EFL (Table M)**

This table is not required for completion by NWSSP.

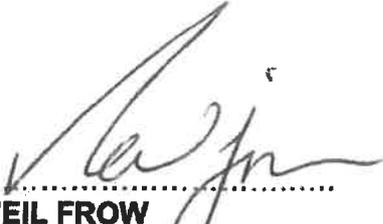
**15. Other Issues**

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 Management Team reports.

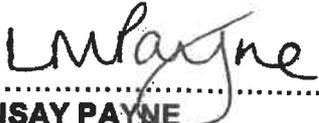
It is pleasing to be able to set a balanced budget for 2019/20 and to report a positive month 7 position with confidence in the achievement of the IMTP showing a forecast year-end break-even position and the distribution of £0.750m savings to NHS Wales.

The Shared Services Partnership Committee will receive the Month 7 Financial Monitoring Return at the next meeting on 27<sup>th</sup> November 2019.

**16. Authorisation of Return**



.....  
**NEIL FROW**  
**MANAGING DIRECTOR**  
**NWSSP**



.....  
**LINSAY PAYNE**  
**HEAD OF FINANCIAL MANAGEMENT**  
**NWSSP**

**12<sup>th</sup> November 2019**

# NHS Wales Shared Services Partnership

Period : Oct 19

Table A - Movement of Opening Financial Plan to Forecast Outturn

This Table is currently showing 0 errors

Line 11 should reflect the corresponding amounts included within the latest IMTP submission to WG  
Lines 1 - 11 should not be adjusted after Month 1

	In Year Effect £'000	Non Recurring £'000	Recurring £'000	FYE of Recurring £'000
1 Underlying Position b/fwd from Previous Year - as per 3 year plan (Surplus - Positive Value / Deficit - Negative Value)	0	0	0	0
2 New Cost Pressures - as per 3 year plan (Negative Value)	-6,991	-4,544	-2,447	-2,447
3 <b>Opening Cost Pressures</b>	<b>-6,991</b>	<b>-4,544</b>	<b>-2,447</b>	<b>-2,447</b>
4 Identified Savings Plan (Positive Value)	1,031	223	808	808
5 Savings / Mitigating Actions Yet To Be Identified (Positive Value)				
6 Welsh Government Funding (Positive Value)	821	547	274	274
7 Net Income Generated (Positive Value)	0	0	0	0
8 Planned Accountancy Gains (Positive Value)	0	0	0	0
9 Release of Uncommitted Contingencies & Reserves (Positive Value)				
10 Income Generation per IMTP	5,139	3,962	1,177	1,177
11 <b>Opening Financial Plan</b>	<b>0</b>	<b>188</b>	<b>-188</b>	<b>-188</b>
12 Cost Pressures b/fwd from Previous Year - unidentified within 3 year plan (Negative Value)				
13 Opening Plan Savings - Forecast (Underachievement) / Overachievement	2,009	2,009	0	0
14 Additional In Year Identified Savings - Forecast (Positive Value)	224	146	78	80
15 Additional In Year Identified Accountancy Gains (Positive Value)	0	0	0	0
16 Additional Net Income Generated (Positive Value)	303	303	0	0
17 Non Identification of Savings / Mitigating Actions Yet To Be Identified in Opening Plan	0	0	0	0
18 Release of Previously Committed Contingencies & Reserves (Positive Value)	0			
19 Additional In Year Welsh Government Funding (Positive Value)	0			
20 Reinvestment/Distribution Reserve	-2,373	-2,373		
21 Non pay pressures	-164	-164		
22	0			
23	0			
24	0			
25	0			
26	0			
27	0			
28	0			
29	0			
30	0			
31	0			
32	0			
33	0			
34	0			
35	0			
36	0			
37	0			
38 <b>Forecast Outturn (- Deficit / + Surplus)</b>	<b>0</b>	<b>110</b>	<b>-110</b>	<b>-108</b>

	Apr £'000	May £'000	Jun £'000	Jul £'000	Aug £'000	Sep £'000	Oct £'000	Nov £'000	Dec £'000	Jan £'000	Feb £'000	Mar £'000	In Year Effect £'000
18													0
19													0
20	-174	-155	-248	-246	-411	-401	-105	-127	-127	-127	-127	-127	-2,373
21	-10	-32	-10		-42		-70						-164
22													0
23													0
24													0
25													0
26													0
27													0
28													0
29													0
30													0
31													0
32													0
33													0
34													0
35													0
36													0
37													0

# NHS Wales Shared Services Partnership

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

Period : Oct 19

This Table is currently showing 0 errors

	1		2		3		4		5		6		7		8		9		10		11		12		Total YTD	Full-year forecast	YTD as %age of FY %age of YTD Actual/Plan	Assessment		Full in-Year forecast recurring £'000	Full-Year Effect of Recurring Savings £'000			
	Apr	£'000	May	£'000	Jun	£'000	Jul	£'000	Aug	£'000	Sep	£'000	Oct	£'000	Nov	£'000	Dec	£'000	Jan	£'000	Feb	£'000	Mar	£'000				Green £'000	Amber £'000					
1 CHC and Funded Nursing Care	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
2 Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
3 Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
4 Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
5 Commissioned Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
6 Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
7 Medicines Management (Primary & Secondary Care)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
8 Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
9 Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
10 Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
11 Non Pay	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6		
12 Budget/Plan	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	
13 Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
14 Pay	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80
15 Budget/Plan	225	230	260	260	260	260	260	260	260	260	260	260	260	260	260	260	260	260	260	260	260	260	260	260	260	260	260	260	260	260	260	260	260	
16 Actual/F'cast	145	160	180	177	339	206	153	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	1,350	1,950	1,950	1,950	1,950	1,950	1,950	1,950	1,950	
17 Primary Care	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
18 Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
19 Actual/F'cast	88	86	86	86	86	86	86	86	86	86	86	86	86	86	86	86	86	86	86	86	86	86	86	86	86	86	86	86	86	86	86	86	86	86
20 Total	231	236	266	384	525	314	245	212	212	212	212	212	212	212	212	212	212	212	212	212	212	212	212	212	2,202	3,284	3,284	3,284	3,284	3,284	3,284	3,284	3,284	
21 Variance	145	150	180	288	440	228	160	127	127	127	127	127	127	127	127	127	127	127	127	127	127	127	127	127	1,601	2,233	2,233	2,233	2,233	2,233	2,233	2,233	2,233	
22 Variance in month	188.77%	174.56%	206.51%	348.85%	511.54%	285.90%	185.65%	147.24%	147.24%	147.24%	147.24%	147.24%	147.24%	147.24%	147.24%	147.24%	147.24%	147.24%	147.24%	147.24%	147.24%	147.24%	147.24%	147.24%	147.24%	147.24%	147.24%	147.24%	147.24%	147.24%	147.24%	147.24%	147.24%	147.24%
23 % as percentage of FY actual/forecast	7.07%	7.23%	8.15%	11.76%	16.10%	9.63%	7.52%	6.51%	6.51%	6.51%	6.51%	6.51%	6.51%	6.51%	6.51%	6.51%	6.51%	6.51%	6.51%	6.51%	6.51%	6.51%	6.51%	6.51%	6.51%	6.51%	6.51%	6.51%	6.51%	6.51%	6.51%	6.51%	6.51%	6.51%

NHS Wales Shared Services Partnership  
Table C1- Savings Schemes Pay Analysis

Period : Oct 19

Month	1 2 3 4 5 6 7 8 9 10 11 12												Assessment		Full in-year forecast		Full-Year Effect of Recurring Savings £'000			
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total YTD	Full-year forecast	YTD as % of YTD variance as % of YTD Budget/Plan	Green £'000		Amber £'000	non recurring £'000	recurring £'000
1 Changes in Staffing	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	960	0	0	0	0
2 Establishment	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	960	0	0	0	0
3 Actual/F'cast Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4 Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
5 Actual/F'cast Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
6 Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
7 Actual/F'cast Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
8 Locum	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
9 Agency / Locum paid at a premium	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10 Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11 Actual/F'cast Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
12 Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
13 Actual/F'cast Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
14 Changes in Bank Staff	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
15 Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
16 Actual/F'cast Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
17 Other (Please Specify)	145	150	180	177	339	206	153	120	120	120	120	120	120	120	120	1,950	1,950	0	0	0
18 Budget/Plan	145	150	180	177	339	206	153	120	120	120	120	120	120	120	120	1,950	1,950	0	0	0
19 Actual/F'cast Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
20 Total	225	230	290	287	419	296	233	200	200	200	200	200	200	200	200	2,910	2,910	0	0	0
21 Actual/F'cast Variance	145	150	180	177	339	206	153	120	120	120	120	120	120	120	120	1,950	1,950	0	0	0

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

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

This Table is currently showing 0 errors

Table C3 - Savings Tracker

Summary of Forecast Savings (£000's)	Cash-Releasing Saving (Pay)	Cash-Releasing Saving (Non Pay)	Cost Avoidance	Savings Total	Income Generation	Accountancy Gains
Planned Care	0	0	0	0	0	0
Unscheduled Care	0	0	0	0	0	0
Primary and Community Care (Excl Prescribing)	0	0	0	0	0	0
Mental Health	0	0	0	0	0	0
Clinical Support	0	0	0	0	0	0
Non Clinical Support (Facilities/Estates/Corporate)	2,910	354	0	3,264	303	0
Commissioning	0	0	0	0	0	0
Across Service Areas	0	0	0	0	0	0
CHC	0	0	0	0	0	0
Prescribing	0	0	0	0	0	0
Medicines Management (Secondary Care)	0	0	0	0	0	0
<b>Total</b>	<b>2,910</b>	<b>354</b>	<b>0</b>	<b>3,264</b>	<b>303</b>	<b>0</b>

This Table is currently showing 0 errors

Table F - Overview Of Key Risks / Opportunities Affecting Forecast Outturn

		FORECAST YEAR END			
		Worst Case £'000	Likelihood	Best Case £'000	Likelihood
Current Reported Forecast Outturn		0		0	
<b>Risks (negative values)</b>					
1	Non delivery of Saving Plans/CIPs				
2	WHSSC Performance				
3	Other Contract Performance				
4	WG income assumed is not forthcoming	(146)	Medium		
5	Income generation schemes do not achieve income targets	(150)	Low		
6	Service demands/activity levels increase above anticipated levels	(150)	Medium		
7	Inability to recruit to substantive posts and continuing to incur higher agency costs	(100)	Low		
8	Lack of capital funds incur increased vehicle hire/maintenance costs	(100)	Low		
9	No funding for pension discount rate increase is received	0	Low		
10	Vacancy factor decreases below that assumed in budget setting	0	Low		
11					
12					
13					
14					
15					
16					
17					
18					
19					
20					
21					
22					
<b>Opportunities (positive values)</b>					
23	Increased vacancy factor	646	Medium	1,000	Medium
24					
25					
26					
27					
28					
29					
30	<b>Total Risks /Opportunities</b>	0		1,000	
31	<b>Total Amended Forecast</b>	0		1,000	

**NHS WALES SHARED SERVICES PARTNERSHIP  
MONITORING RETURN COMMENTARY FOR PERIOD 8 – NOVEMBER 2019**

This summary report provides a review of NHS Wales Shared Services Partnership's (NWSSP) performance for November 2019 and should be read in conjunction with the Monitoring Return tables submitted for Month 8.

Thank you for your letter of 26<sup>th</sup> November 2019 responding to the Month 7 monitoring return submission. The action points raised have been addressed within this return and further information provided where requested

**Overview of Performance and Financial Position**

NWSSP's financial position for Period 8 and the full year forecast is reported at break-even. This is after providing for the 2019/20 savings distribution of £0.750m per the submitted IMTP and an additional in year distribution of £1.250m as detailed below:

	%	PLANNED DISTRIBUTION £	ADDITIONAL DISTRIBUTION £	TOTAL DISTRIBUTION £	Agreed Recurrent Reinvestment £	Agreed Non-Recurrent Reinvestment £	TOTAL 2019/20 CASH DISTRIBUTION £
Aneurin Bevan	9.85	73,844	123,125	196,969			196,969
Swansea Bay	8.80	-66,029	110,000	176,029			176,029
Betsi Cadwaladr	11.98	89,815	149,750	239,565	-89,815	-20,000	129,750
Cardiff and Vale	10.49	78,652	131,125	209,777			209,777
Cwm Taf	10.80	79,527	132,500	212,027			212,027
Hywel Dda	7.77	58,293	97,125	155,418	-58,293		97,125
Powys	1.95	14,598	24,375	38,973	-14,598		24,375
Velindre	1.17	8,781	14,625	23,406			23,406
WAST	1.28	9,580	16,000	25,580	-9,580		16,000
Public Health Wales	0.87	6,530	10,875	17,405	-6,530		10,875
Welsh Government	35.25	264,351	440,500	704,851	-264,351		440,500
<b>Total</b>	<b>100%</b>	<b>750,000</b>	<b>1,250,000</b>	<b>2,000,000</b>	<b>-443,167</b>	<b>-20,000</b>	<b>1,536,833</b>

**1. Actual Year to Date and Forecast Under/Overspend 2019/20 (Tables A, B & B2)**

Table A has been amended in Month 8 to report the updated value for income generation in addition to a revised full year forecast of funds for reinvestment/redistribution as a result of the actual achievement of non-recurrent savings in Month 8 linking through from Table C. As we are reviewing our financial plan as part of the IMTP, additional recurring savings in 2019/20 have been identified to bring our plan into financial balance recurrently and as such we have no recurring deficit to carry forward to 2020/21 (**Action Point 7.1**).

The actual position for month 8 has been reported with the forecast position for months 9-12. This identifies a projected full year outturn at break-even and has been undertaken based on year 1 of the IMTP assumptions. Monthly reviews of our forecast will be undertaken throughout the year to ensure a break-even year end outturn position is achieved and any additional savings or required changes are identified as early as possible.

The key points to note within the actual and forecast position at Month 8 are:

- Depreciation charges of £2.376m have been forecast for 2019/20 based on our current depreciation profile and the additional charges from assets that will be purchased from the 2019/20 approved capital funding per our most recent CEL. This reconciles to the approved section of the November non-cash submission. Income from WG of £0.825m has been anticipated in Table E in respect of the charges over and above the baseline depreciation funding of £1.551m.
- £49.688m income and expenditure is included to Month 8 in relation to the WRP DEL and redress budgets. This expenditure is reported separately on line 9 – Losses, Special Payments & Irrecoverable Debts.

The WRP forecast outturn has been updated at the close of Month 8. This identifies the potential outturn has reduced from the Month 7 forecast, with an updated forecast range between £108.029m and £113.673m, with the most likely outturn being forecast at £110.851m which is included in Table B. The reduction has occurred following a detailed review of the likely settlement dates of cases with a number of cases now forecast to settle in 2020/21 instead. There remains a key risk in the forecast with regards to the payment of lump sums in general, for example one case we have in our forecast is due to settle in February with a potential lump sum of £4.5m. Any slippage in the settlement of this case beyond the end of March 2020 would benefit the 2019/20 DEL forecast.

Assuming the WG WRP funding allocation of £75m and an additional £26m for PIDR, £9.851m would need to be recovered from LHBs and

Trusts under the risk sharing agreement which has been anticipated in Table E. This updated position will be reported to DoFs at the next meeting on 13<sup>th</sup> December 2019. At the last DoFs meeting where the risk pool was discussed, a clear direction was given that the risk sharing element needed to be included in the UHBs forecasts from Month 8. We have shared the updated forecast at the close of Month 8 with UHB/Trust colleagues with the aim that they will have sufficient time to include in their month 8 returns also. We have included the risk share element in the NHS Income & Expenditure Table D from Month 8 (**Action Point 7.2**)

The balance of the 2019/20 forecast expenditure has been profiled equally over months 9-12. The associated income has also been reprofiled in Table B between Welsh Government and NHS bodies to reflect the income to be received under the risk sharing agreement.

The redress forecast outturn remains £2.7m in Month 8. This is greater than the £1.259m funding allocated. The additional £1.441m will need to be funded by Welsh Government now that the risk sharing agreement is likely to be invoked and the full £2.7m has been anticipated in Table E.

- £2.189m of income and expenditure has been included in respect of ESR Enhance based on the most recent recharge profile received from the Department of Health. This will change during the financial year when revised schedules are received based on the progress of the rollout of system functionality.
- An estimate of the GP trainee expenditure and the associated charges to LHBs/Trusts/HEIW (£30.259m) has been made within the forecast although may fluctuate with the recruitment to new GP training posts, the payment of the GP incentive and the rotation in February.
- An estimate of Stores expenditure and charges to NHS Wales of £35.685m have been included within the forecast. This excludes any issues that may arise through the utilisation of the Brexit stock. We will continue discussions with WG and Velindre regarding the cash impact on Velindre as a result of holding this additional stock.
- A negative other income figure is reported in Month 8 due to a year to date reclassification of income between other income and NHS income.

## 2. Underlying Position (Table A1)

There is no brought forward deficit to report for NWSSP and following the identification of further recurrent savings the carry forward position is now break-even also. The non-recurrent savings, funding and income generation linked

through from Table A have been in the main offset with non-recurrent pressures (primarily NWSSP reinvestment requirements/additional distribution) that will not be carried forward.

**3. Ring Fenced Funding (Table B)**

Baseline depreciation funding of £1.551m has been invoiced. The current forecast charges for 2019/20 for approved schemes total £2.376m, indicating additional funding of £0.825m will be required in line with the November non cash submission.

**4. Net Expenditure Profile Analysis (Table B1)**

This table has been populated with the actual and forecast information. As we are required to report a neutral position within the Velindre ledger each month, the non pay forecast will change from plan due to the break-even accrual made each month to report the position.

Table B1 has been updated in Month 8 to reflect the actual pay and non pay variances reported per the ledger and continues to report an overall break-even position between the two categories in the full year forecast.

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

Agency expenditure of £0.086m, 1.2% of in month total pay expenditure (1.1% year to date), was reported in Month 8 due to the requirement to cover vacancies, sickness and additional workload.

The SMT review agency usage with the aim of minimising agency expenditure in future.

**6. Savings Plans (Tables C, C1, C2 & C3)**

These tables have been updated in Month 8 to reflect the actual savings achieved. Further non-recurrent savings were achieved in month due to slippage in appointing to vacancies.

**7. Income Assumptions 2019/20 (Tables D & E)**

Table D has been updated in Month 8 to include £9.851m of income assumed under the WRP risk sharing agreement and to remove £1.000m of All Wales

Collaborative bank income now that the project commencement date has been confirmed as April 2020. We will continue to review and update this as required throughout the financial year. **(Action Point 7.2)**

Table E has been populated with the budgeted income streams by NHS Organisation with a number of additional income streams included that have been anticipated within our forecast financial position. These totals will not reconcile to the NHS Income reported in Table B or the NHS Income & Expenditure reported in Table D. This is due to the ledger reporting of intra-trading within Velindre, classification of non-material NHS recharges against pay/non pay per the manual for accounts and solicitor income not recorded against NHS income subjectives.

#### **8. Healthcare Agreements & Major Contracts**

Not applicable to NWSSP.

#### **9. Risk Management (Table F)**

The risks identified within our IMTP have been included within Table F and the values and risk levels have been reviewed again in month. As we progress through the financial year some of the risks have been reduced further again in month **(Action Point 7.3)**.

#### **10. Statement of Financial Position and Aged Welsh NHS Debtors (Tables G & N)**

NWSSP has not been requested to complete Table G.

At the close of Month 8, there were 9 invoices exceeding 17 weeks. Three of these have now been paid, agreed to be paid or credited in early December. The six outstanding invoices, five of which relate to Cwm Taf Morgannwg, are being urgently pursued for payment and agreement as part of the Month 8 agreement of balances process **(Action Point 7.4)**

#### **11. Cash Flow Forecast (Table H)**

This table is not required for NWSSP.

**12. Public Sector Payment Compliance (Table I)**

This table is not required for NWSSP, although it is pleasing to report that the NWSSP PSPP achievement for Month 8 before adjustments was 98.18% for Non NHS invoices and 84.62% for NHS invoices.

**13. Capital Schemes & Other Developments (Tables J, K & L)**

These tables have been updated in Month 8 to reflect in month spend and any revised spend profiles against the updated CEL issued on 10<sup>th</sup> December 2019.

The SMTL Laboratory scheme has been moved up to the All Wales Capital sections of Tables J & K as requested (**Action Point 7.5**)

Following another meeting with WG capital colleagues in October we have reprovided our prioritised capital requirements and following further discussions we await further clarification of any additional capital funds available to us in 2019/20.

**14. EFL (Table M)**

This table is not required for completion by NWSSP.

**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 Management Team reports.

It is pleasing to be able to set a balanced budget for 2019/20 and to report a positive month 8 position with confidence in the achievement of our break-even IMTP and the increased 2019/20 savings distribution of £2.000m to NHS Wales.

The Shared Services Partnership Committee will receive the Month 8 Financial Monitoring Return at the next meeting on 16<sup>th</sup> January 2020.

16. Authorisation of Return



.....  
**NEIL FROW**  
**MANAGING DIRECTOR**  
**NWSSP**

**11<sup>th</sup> December 2019**



.....  
**ALISON RAMSEY**  
**DEPUTY DIRECTOR OF FINANCE**  
**NWSSP**

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# NHS Wales Shared Services Partnership

Period : Nov 19

Table A - Movement of Opening Financial Plan to Forecast Outturn

This Table is currently showing 0 errors

Line 11 should reflect the corresponding amounts included within the latest IMTP submission to WG  
Lines 1 - 11 should not be adjusted after Month 1

	In Year Effect £'000	Non Recurring £'000	Recurring £'000	FYE of Recurring £'000
1 Underlying Position b/fwd from Previous Year - as per 3 year plan (Surplus - Positive Value / Deficit Negative Value)	0	0	0	0
2 New Cost Pressures - as per 3 year plan (Negative Value)	-6,991	-4,544	-2,447	-2,447
3 <b>Opening Cost Pressures</b>	<b>-6,991</b>	<b>-4,544</b>	<b>-2,447</b>	<b>-2,447</b>
4 Identified Savings Plan (Positive Value)	1,031	223	808	808
5 Savings / Mitigating Actions Yet To Be Identified (Positive Value)				
6 Welsh Government Funding (Positive Value)	821	547	274	274
7 Net Income Generated (Positive Value)	0	0	0	0
8 Planned Accountancy Gains (Positive Value)	0	0	0	0
9 Release of Uncommitted Contingencies & Reserves (Positive Value)				
10 Income Generation per IMTP	5,139	3,962	1,177	1,177
11 <b>Opening Financial Plan</b>	<b>0</b>	<b>188</b>	<b>-188</b>	<b>-188</b>
12 Cost Pressures b/fwd from Previous Year - unidentified within 3 year plan (Negative Value)				
13 Opening Plan Savings - Forecast (Underachievement) / Overachievement	2,114	2,114	0	108
14 Additional In Year Identified Savings - Forecast (Positive Value)	224	146	78	80
15 Additional In Year Identified Accountancy Gains (Positive Value)	0	0	0	0
16 Additional Net Income Generated (Positive Value)	414	414	0	0
17 Non Identification of Savings / Mitigating Actions Yet To Be Identified in Opening Plan	0	0	0	0
18 Release of Previously Committed Contingencies & Reserves (Positive Value)	0			
19 Additional In Year Welsh Government Funding (Positive Value)	0			
20 Reinvestment/Distribution Reserve	-2,486	-2,486		
21 Non pay pressures	-266	-266		
22	0			
23	0			
24	0			
25	0			
26	0			
27	0			
28	0			
29	0			
30	0			
31	0			
32	0			
33	0			
34	0			
35	0			
36	0			
37	0			
38 <b>Forecast Outturn (- Deficit / + Surplus)</b>	<b>0</b>	<b>110</b>	<b>-110</b>	<b>0</b>

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	In Year Effect
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
18													0
19													0
20	-174	-155	-248	-246	-411	-401	-105	-240	-127	-127	-127	-127	-2,486
21	-10	-32	-10		-42		-70	-102					-266
22													0
23													0
24													0
25													0
26													0
27													0
28													0
29													0
30													0
31													0
32													0
33													0
34													0
35													0
36													0
37													0

# NHS Wales Shared Services Partnership

Table B - Monthly Positions

This Table is currently showing 0 errors

Period : Nov 19

A. Monthly Summarised Statement of Comprehensive Net Income		1	2	3	4	5	6	7	8	9	10	11	12	Total YTD	Forecast year end position
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	£'000	£'000
1	Cajul/Donation / Government Grant Income	Actual/Fcast	6,265	6,885	7,059	6,622	6,402	7,145	7,940	8,812	9,585	6,686	16,847	54,327	91,255
2	Welsh NHS Local Health Boards & Trusts Income	Actual/Fcast													
3	WSSSC Income	Actual/Fcast	6,888	21,597	11,332	12,604	10,142	9,033	19,681	18,784	21,494	21,032	11,751	69,221	169,020
4	Welsh Government Income	Actual/Fcast	686	349	2,197	80	271	1,848	967	(253)	1,840	131	3,111	6,018	11,025
5	Other Income	Actual/Fcast	12,749	26,631	20,545	19,466	19,815	19,024	21,888	19,433	26,248	28,288	31,830	159,591	271,900
6	Income Total		6,843	6,892	6,899	6,847	6,901	6,994	7,608	7,044	7,045	7,049	7,054	56,168	89,337
7	Non Pay	Actual/Fcast	6,909	6,372	7,835	5,264	6,032	7,031	6,241	4,875	6,184	5,095	5,081	6,937	47,169
8	Losses Special Payments and Irrecoverable Debts	Actual/Fcast	399	16,359	6,993	7,998	4,665	3,902	7,642	15,195	19,869	19,069	19,968	49,668	113,551
9	Financial (Income) / Costs	Actual/Fcast													
10	Total Interest Receivable	Actual/Fcast													
11	Total Interest Payable	Actual/Fcast													
12	DEL - Depreciation, Accelerated Depreciation & Impairments	Actual/Fcast	198	198	197	197	197	197	194	194	202	202	202	1,576	2,378
13	AME - Depreciation & Impairments	Actual/Fcast													
14	AME - Depreciation & Impairments	Actual/Fcast													
15	Non Allocated Continuity	Actual/Fcast													
16	Profit / Loss on asset disposal	Actual/Fcast													
17	Cost Total		12,749	26,481	20,545	19,459	18,916	18,024	21,888	20,285	29,248	29,288	31,830	159,591	271,900
18	Net surplus / (deficit)	Actual/Fcast	0	0	0	0	0	0	0	0	0	0	0	0	0

## B. Assessment of Financial Forecast Positions

Year-to-date (YTD)	£'000
19. Actual YTD surplus / (deficit)	0
20. Actual YTD surplus / (deficit) last month	0
21. Current month actual surplus / (deficit)	(0)
22. Average monthly surplus / (deficit) YTD	0
23. YTD remaining months	0

Full-year surplus / (deficit) scenario	£'000
24. Extrapolated Scenario	(0)
25. Year to Date Trend Scenario	0

C. DEL/AME Depreciation & Impairments

	1	2	3	4	5	6	7	8	9	10	11	12	Total YTD	Forecast year end position
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
DEL														
26 Resilience Provider Development	134	134	134	133	133	133	127	127	127	124	124	124	1,056	1,556
27 Strategic Depreciation	84	84	84	84	84	84	85	85	85	79	79	79	520	820
28 Accelerated Depreciation														
29 Impairments														
30 Other Specifics (in Narrative)														
31 Total	186	188	188	197	197	197	197	197	193	202	202	202	1,576	2,376
AME														
32 Donated Asset Depreciation														
33 Impairments														
34 Other Specifics (in Narrative)														
35 Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0

D. Accounting Gains

	1	2	3	4	5	6	7	8	9	10	11	12	Total YTD	Forecast year end position
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
36 Accounting Gains	0	0	0	0	0	0	0	0	0	0	0	0	0	0

E. Committed Reserves & Contingencies

	1	2	3	4	5	6	7	8	9	10	11	12	Total YTD	Forecast year end position
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
37														
38														
39														
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54														
55														
56														
57														
58														
59														
60														
61														
62														
63														
64														
65 Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0

List of all Committed Reserves & Contingencies Inc above in Section A. Please as well by Row number in description.



NHS Wales Shared Services Partnership  
Table C1 - Savings Schemes Pay Analysis

Period : Nov 19

Month	Total YTD												Full-year forecast	YTD as % of YTD variance as % of YTD Budget/Plan	Assessment		Full In-Year forecast		Full-Year Effect of Recurring Savings £'000	
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar			Green £'000	Amber £'000	non recurring £'000	recurring £'000		
1 Budget/Plan	80	80	80	80	80	80	80	80	80	80	80	80	640	960	960	0	0	223	737	845
2 Changes in Staffing	80	80	80	80	80	80	80	80	80	80	80	80	640	960	960	0	0	223	737	845
3 Establishment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4 Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
5 Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
6 Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
7 Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
8 Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
9 Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10 Agency/ Locum paid at a premium	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11 Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
12 Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
13 Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
14 Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
15 Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
16 Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
17 Other (Please Specify)	145	150	180	177	339	208	153	288	120	120	120	120	1,638	2,118	2,118	0	0	2,118	0	0
18 Actual/F'cast	145	150	180	177	339	208	153	288	120	120	120	120	1,638	2,118	2,118	0	0	2,118	0	0
19 Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
20 Budget/Plan	80	80	80	80	80	80	80	80	80	80	80	80	640	960	960	0	0	2,341	737	845
21 Actual/F'cast	225	230	260	257	419	288	233	368	200	200	200	200	2,278	3,078	3,078	0	0	2,341	737	845
22 Variance	145	150	180	177	339	208	153	288	120	120	120	120	1,638	2,118	2,118	0	0	2,341	737	845

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

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

This Table is currently showing 0 errors

Table C3 - Savings Tracker

Summary of Forecast Savings (£000's)	Cash-Releasing Saving (Pay)	Cash-Releasing Saving (Non Pay)	Cost Avoidance	Savings Total	Income Generation	Accountancy Gains
Planned Care	0	0	0	0	0	0
Unscheduled Care	0	0	0	0	0	0
Primary and Community Care (Excl Prescribing)	0	0	0	0	0	0
Mental Health	0	0	0	0	0	0
Clinical Support	0	0	0	0	0	0
Non Clinical Support (Facilities/Estates/Corporate)	3,078	291	0	3,369	414	0
Commissioning	0	0	0	0	0	0
Across Service Areas	0	0	0	0	0	0
CHC	0	0	0	0	0	0
Prescribing	0	0	0	0	0	0
Medicines Management (Secondary Care)	0	0	0	0	0	0
<b>Total</b>	<b>3,078</b>	<b>291</b>	<b>0</b>	<b>3,369</b>	<b>414</b>	<b>0</b>



This Table is currently showing 0 errors

Table F - Overview Of Key Risks / Opportunities Affecting Forecast Outturn

		FORECAST YEAR END			
		Worst Case	Likelihood	Best Case	Likelihood
		£'000		£'000	
	<b>Current Reported Forecast Outturn</b>	0		0	
	<b>Risks (negative values)</b>				
1	Non delivery of Saving Plans/CIPs				
2	WHSSC Performance				
3	Other Contract Performance				
4	WG Income assumed is not forthcoming	(146)	Medium		
5	Income generation schemes do not achieve income targets	(100)	Low		
6	Service demands/activity levels increase above anticipated levels	(100)	Medium		
7	Inability to recruit to substantive posts and continuing to incur higher agency costs	(50)	Low		
8	Lack of capital funds incur increased vehicle hire/maintenance costs	(100)	Low		
9	No funding for pension discount rate increase is received	0	Low		
10	Vacancy factor decreases below that assumed in budget setting	0	Low		
11					
12					
13					
14					
15					
16					
17					
18					
19					
20					
21					
22					
	<b>Opportunities (positive values)</b>				
23	Increased vacancy factor	496	Medium	500	Medium
24					
25					
26					
27					
28					
29					
30	<b>Total Risks /Opportunities</b>	0		500	
31	<b>Total Amended Forecast</b>	0		500	

