

# NHS Wales Shared Services Partnership Annual Review 2020-21

*Adding value through partnership, innovation and excellence*

# NHS Wales Shared Services Partnership Annual Review 2020-21

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# Executive summary



# Introduction from the Managing Director

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

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



Some particular highlights were:

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

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

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

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

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



**Neil Frow**  
Managing Director

## Executive summary

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

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

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

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

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

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

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

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

### Key statistics 2020-21



**3,550** members of staff



Operating from **27** buildings



Budget of over **£593m**



**95%** of all NHS Wales expenditure is processed through NWSSP systems and processes



Professional influence benefits of over **£165m**



We reinvest savings for the benefit of NHS Wales



## Our services



All Wales Laundry Service



Audit and Assurance



Central e-Business Team



Counter Fraud



Digital Workforce Solutions



Employment



Finance Academy (*hosted*)



Health Courier Service



Legal and Risk  
and Welsh Risk Pool



Medical Examiner Unit



Primary Care



Procurement



Salary Sacrifice



Single Lead Employer



Specialist Estates



Surgical Materials Testing  
Laboratory



Temporary Medicines Unit



Wales Infected Blood Support  
Scheme

### Internal support services:



Finance and Corporate  
Services



People and Organisational  
Development

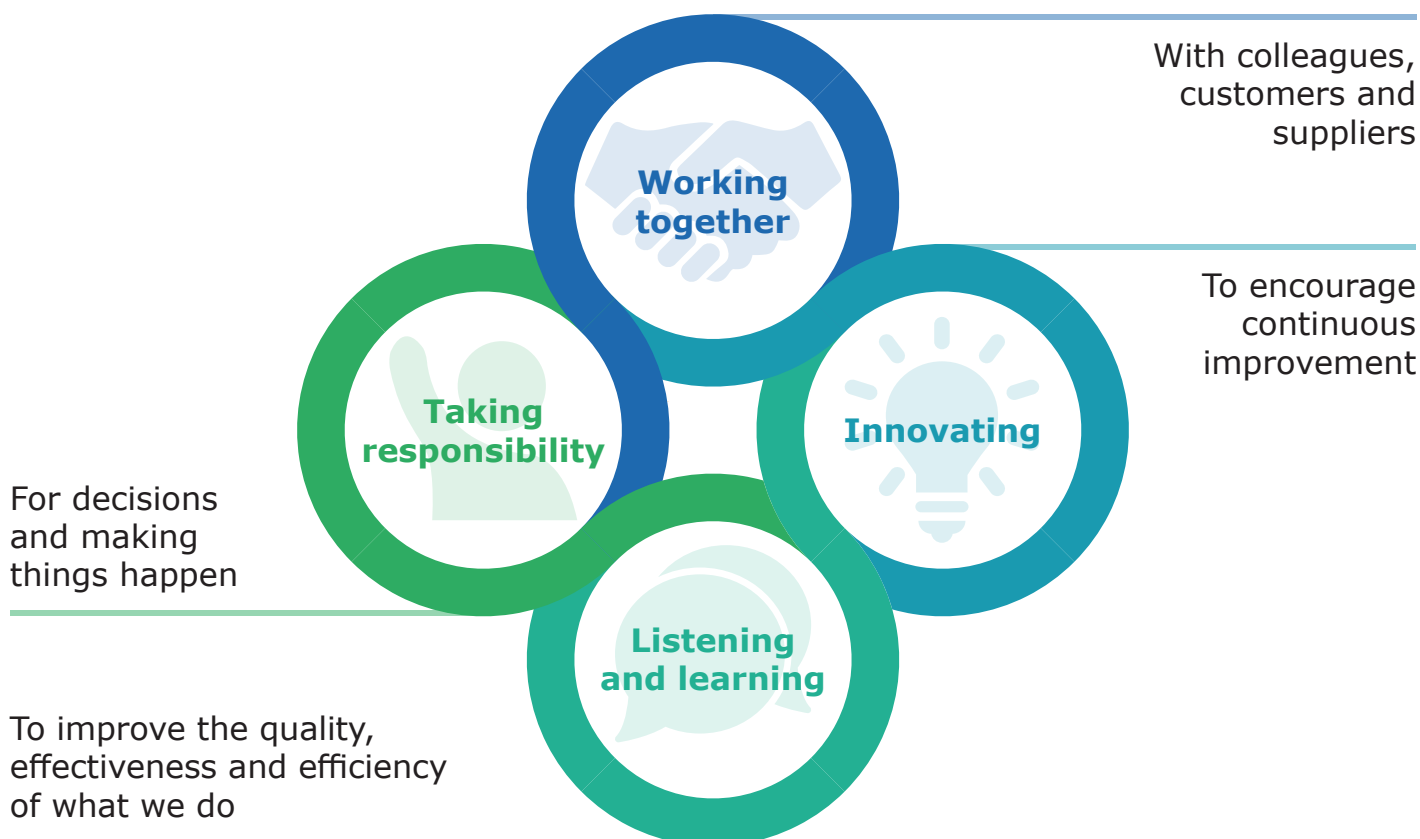


Planning, Performance and  
Informatics





## Our core values



## Our strategic objectives

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

## Our overarching goals

1

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

2

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

3

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

4

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

5

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

6

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

7

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

8

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



# Our achievements



# Our achievements and case studies

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

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

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

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

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

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



## 2

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

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



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

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



## 3

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

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

**Case study:** [Collaborative Bank](#)



## 4

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

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

**Case study:** [Mental health](#)





## 5

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

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

**Case study:** [Foundational economy](#)



## 6

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

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

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



## 7

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

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

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



## 8

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

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

**Case study:** [Community PROMPT Wales](#)



# COVID-19 response



## COVID-19 response

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

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

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

### Personal protective equipment (PPE)

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

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

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

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

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

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



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

### Surgical Materials Testing Laboratory (SMTL)

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





equipment was safe to use and fit for purpose.

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

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

### **NHS Wales Temporary Medicines Unit (TMU)**

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

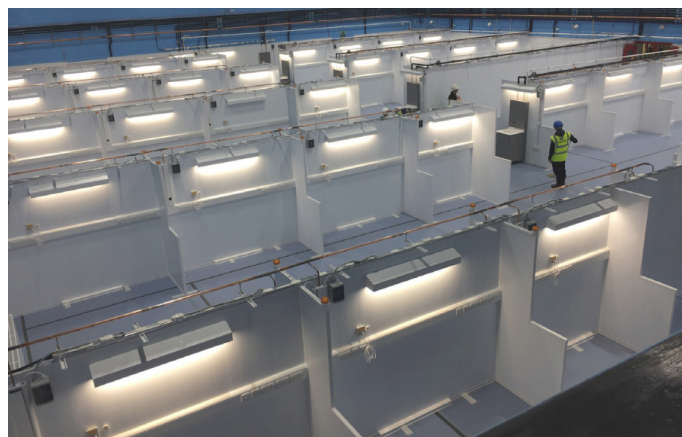
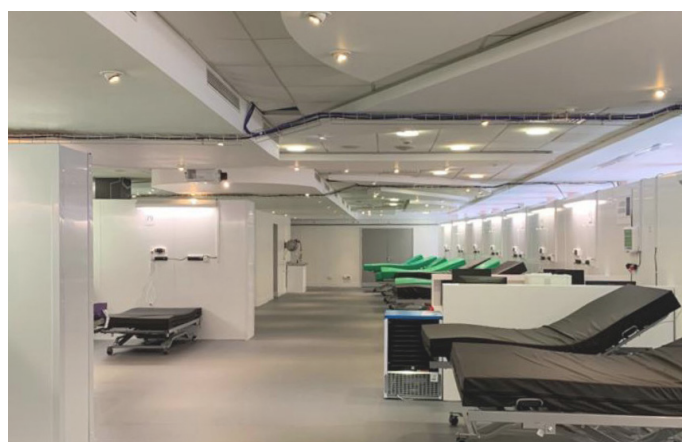
The service supplies key medicines needed for critical care units in ready to use syringes, capacity is currently at 2,600 syringes supplied weekly, to ensure continuity of supply and saving around 30,000 hours of nurse time per annum to be redirected towards patient care across all Wales.

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

### **Field hospitals**

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

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



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

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

### Health Courier Service (HCS)

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







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

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

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



### Key Supply Chain and HCS COVID-19 statistics

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



## Supporting NHS Wales During COVID-19

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

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



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



Recruitment support of additional surge capacity and mass vaccination campaign.



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



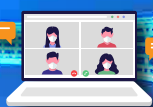
Welsh Language translation service to Public Health Wales including daily public briefings.



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



Monitor risk assessments for our medical and pharmacy trainees.



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



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



Assessment of certification and test reports on PPE supply.



Implementation of StockWatch to track and forecast across NHS Wales.



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



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



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



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



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



Continued successful procurement response with continuity of PPE supply.



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



# Performance



# Governance framework

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

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

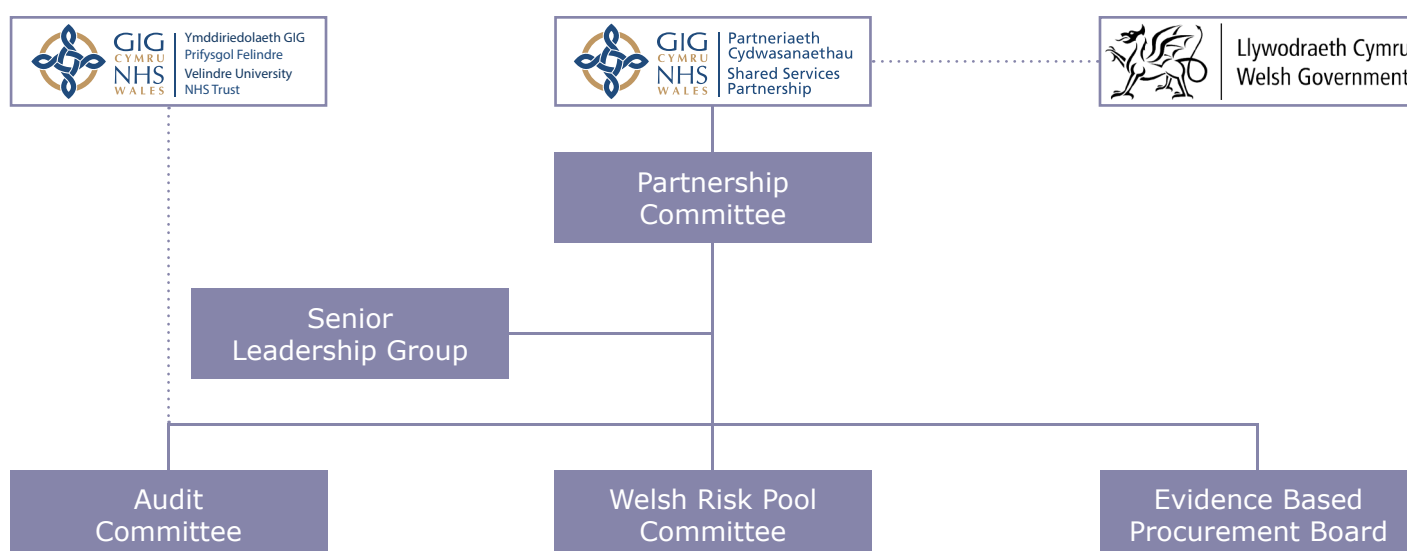
The SSPC membership comprises an Independent Chair, Managing Director of NWSSP and either the Chief Executive or another nominated representative, acting on behalf of each NHS Wales Health Board or Trust and Special Health Authority. The SSPC is responsible for ensuring NWSSP consistently follows the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

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

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

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

## Our structure



## Welsh language

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

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

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

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

### *Community Health Councils*

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

### *Swansea Bay University Health Board*

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

### *Powys Teaching Health Board*

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

### *Student Streamlining Service*

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

## Translation services

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

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

Number of words translated:

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

## Training and learning

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

## Job vacancies

**321** jobs advertised in 2020-21:

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



## Information governance



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



**1,000+** staff trained within two year compliance target



**597** staff attended an information governance classroom session



**87%** average IG eLearning core skills compliance across NWSSP



**90** Freedom of Information requests received



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



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



**100%** completion of the new All Wales IG toolkit



**Substantial assurance** with audit programmes

## Communications

**1.015 million**  
website hits

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

**939,426**  
intranet hits

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

**4,100**  
twitter followers

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

**4,773**  
LinkedIn followers

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



## Financial management of budget

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

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

### NWSSP income and expenditure can be summarised as follows:

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

### Revenue spend

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

Revenue spend	£m
Pay costs	134.836
Non-pay costs	458.264
<b>Total</b>	<b>593.100</b>





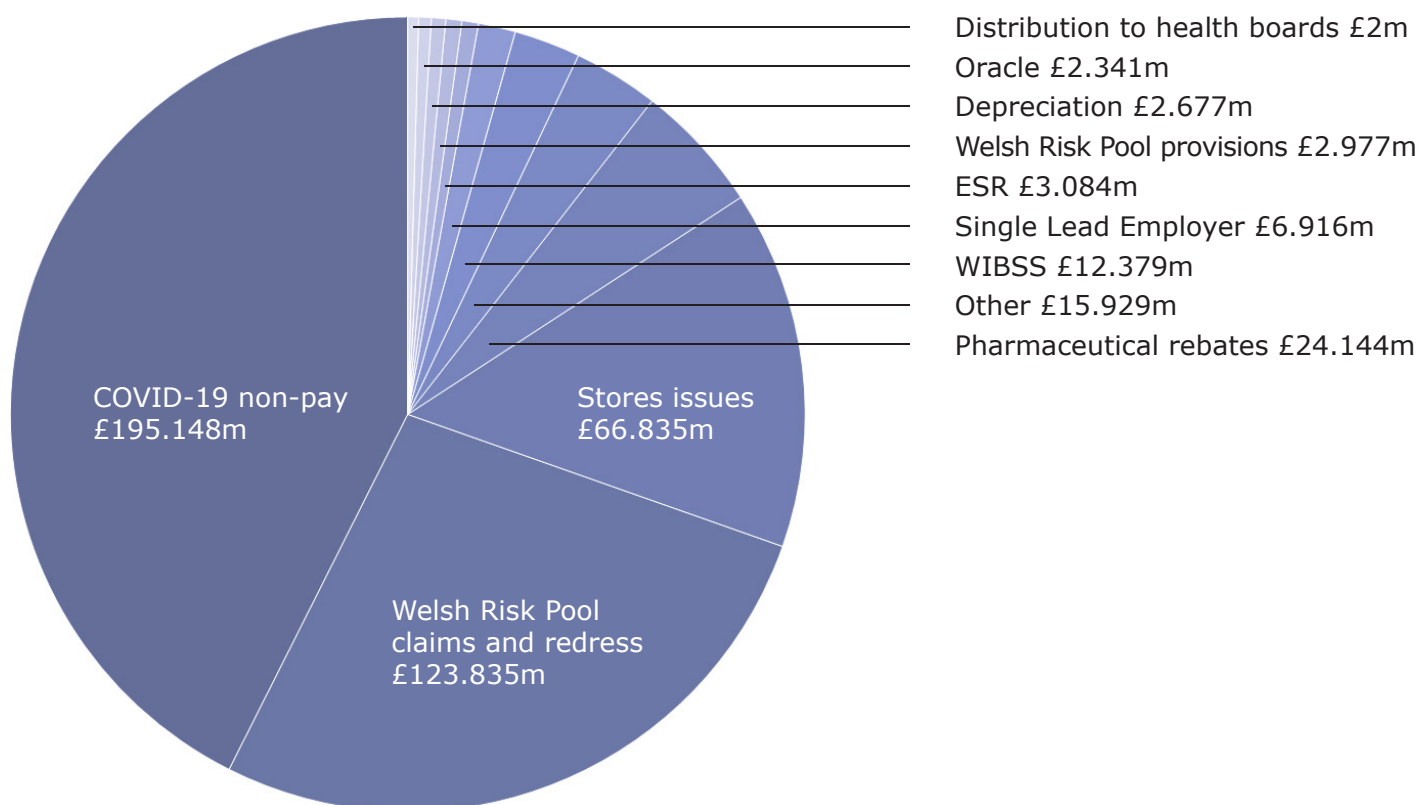
## Pay spend

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

Pay spend	£m
Pay	130.780
Bank	2.761
Agency	1.295
<b>Total</b>	<b>134.836</b>

## Non-pay spend

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



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

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





## Capital investments

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

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

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

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



# Key performance indicators

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

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



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



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

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

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

## **NWSSP Workforce KPIs**

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

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

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

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



## NHS Wales Recruitment KPIs

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

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

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

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

## NHS Wales Internal Audit KPIs

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

## Call Handling

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

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



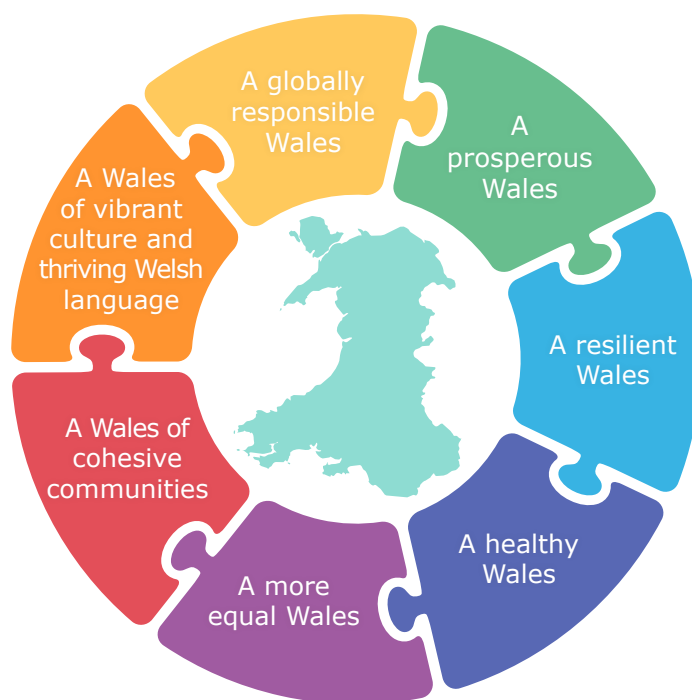
# Sustainable development



## Well-being of Future Generations

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

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



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

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

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

## Sustainable development principle

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



Long term



Integration



Involvement



Collaboration



Prevention

### Long term

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

### Integration

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



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

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

## **Involvement**

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

## **Collaboration**

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

## **Prevention**

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



## Sustainability performance and objectives













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

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



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

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

	Target	2017-18	2018-19	2019-20	2020-21	Achieved
<b>Electricity CO<sub>2</sub>e</b> 	3% ↓	18% ↓	11.5% ↓	27% ↓	15% ↓	
<b>Gas CO<sub>2</sub>e</b> 	3% ↓	7% ↓	38% ↓	35% ↑	32% ↓	
<b>Water m<sup>3</sup></b> 	3% ↓	9% ↓	6% ↑	50% ↓	46% ↓	
<b>Waste CO<sub>2</sub>e Recycled/recovered</b> 	70% ↓	95% ↓	89% ↓	94.68% ↓	<i>Not calculated, see note below</i>	
<b>Business mileage</b> 	15% by 2021 ↓	11% ↓	10% ↑	19% ↓	75% ↓	
<b>Business mileage expenditure</b> 	15% by 2021 ↓	15% ↓	11% ↑	14% ↓	71% ↓	
<b>Overall carbon footprint</b> 		3.78% ↓	11.32% ↓	12.04% ↓	16.25% ↓	

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

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

## Ethical employment in supply chain and modern slavery

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

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

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



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

# Appendix: Workforce data



## Appendix: Workforce data

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

*Source of data: Electronic Staff Record*

### Staff in post

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



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

### Age profile by headcount

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

### Assignment category by headcount

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

### Gender by headcount

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

### Employee category and gender by headcount

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





## Marital status by headcount

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

## Sexual orientation by headcount

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

## Ethnicity by headcount

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



## Religion by headcount

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

## Disability status by headcount

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





GIG  
CYMRU  
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WALES

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Shared Services  
Partnership

## Contact us

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

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