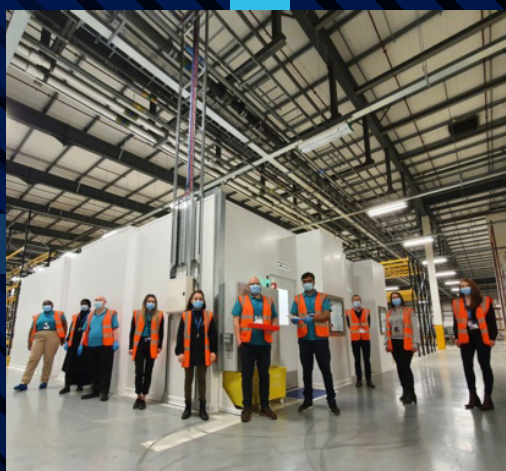




GIG
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WALES

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Cydwasaethau
Shared Services
Partnership

Annual Review 2021 - 22



NHS Wales Shared Services Partnership Annual Review 2021-22

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Introduction from the Chair & Managing Director

Welcome to the NHS Wales Shared Services Partnership (NWSSP) Annual Review for 2021-22. This is our 11th 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.

During 2021-22 we continued to adapt and change to meet the additional pressures that the COVID-19 pandemic placed on public services, our NHS staff, and local communities. We are very proud of the efforts of our NWSSP staff, who were able to adapt and change their working practices and continue to deliver high quality services and meet significant additional levels of activity. The achievements of our staff were recognised through a number of national awards and professional accreditation. Going the extra mile doesn't really do justice to all that they have accomplished.

We have continued to build on our strong organisational performance meeting all our financial targets in 2021- 22 distributing £2M of our cash savings back to our partners as well as reinvesting an element in the services we provide.

We also made good progress in moving forward with several national programmes including establishing the first phases of a new national NHS Laundry Service, and the Transforming Access to Medicines programme, commencing implementation of Scan for Safety and developing new payment systems for GP practices and Ophthalmic contractors.

During the year, Margaret Foster's tenure as Chair of NWSSP came to an end. We 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.

We 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 in 2022/23.



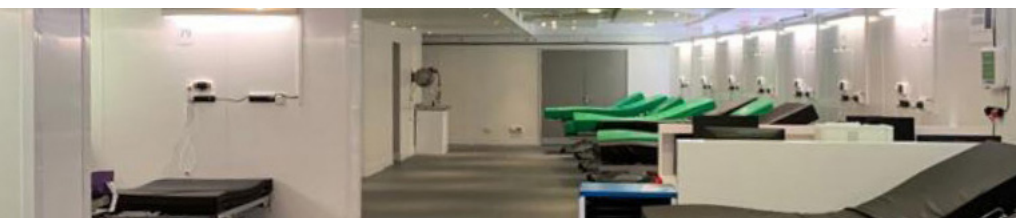
Neil Frow,
Managing Director



Tracy Myhill,
Chair

Executive Summary





Executive Summary

2021-22 has been a period of rapid development for NWSSP. Continuing to support NHS Wales through 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 support the 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.

At a Glance



4,802

Members of staff



**Over
£119m**

of professional influence
benefits



**£870m
Revenue
Budget**

We currently operate
from:



**46
Buildings**

95%



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



**We continue
to reinvest**
savings for the benefit of
NHS Wales

Our Services



Accounts Payable



Central E Business Team



Digital Workforce Solutions



Employment Services



Laundry Services



Legal and Risk Services



Medical Examiner



Student Awards Services



Surgical Materials Testing Laboratory



Welsh Risk Pool



Wales Infected Blood Support Scheme



Audit and Assurance Services



Counter Fraud Wales



e-Enablement



Finance Academy (hosted)



Health Courier Service



Lead Employer for medical, dental & pharmacy trainees



Pharmacy Technical Services



Primary Care Services



Procurement and Supply Chain Services



Salary Sacrifice



Specialist Estates Services

Internal Support Services:



Finance and Corporate Services



People and Organisational Development



Planning, Performance and Informatics

Our Strategic Objectives

Excellence

- A customer centric organisation that delivers process excellence.
- Focus on continuous service improvement, automation and the use of digital technology.
- Leads the way on adopting new ways of working to tackle climate change and decarbonisation targets.

Value for Money

- Highly efficient and effective organisation.
- Deliver real term savings and service quality benefits in partnership with our customers.
- Measure value in terms of quality, socio-economic benefit and not solely on cost.

Our People

- Appropriately skilled, productive, engaged and healthy workforce.
- Embed diversity and inclusiveness into our NWSSP culture and actions.
- Encourage the use of Welsh in our roles and workplaces, supporting staff to improve their skill level.

Customer & Partners

- Open and transparent customer-focussed culture that supports the delivery of high quality services.

Service Development

- Extend the range of high quality services provided to NHS Wales and the Welsh public sector
- Adapt and change our processes and systems to support the foundational economy in Wales

Values

Working Together

With colleagues, customers and suppliers



Taking Responsibility

For decisions and making things happen



Listening & Learning

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



Innovating

To encourage continuous improvement



Our Overarching Goals

1

We will promote a **consistency of service** across Wales by engagement with our partners whilst respecting local needs and regional 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 **innovating, standardising and transforming** our service delivery models to achieve the well-being goals and benefits of value based and 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 meet their maximum potential and can work in Welsh and English

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 the 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 resilient services that will help NHS Wales recover from the challenges of COVID-19, lead to a healthier Wales and supports sustainable Primary Care

8

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.

Our Achievements



Our Achievements and Case Studies

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 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.

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

- Project Management Office supported Health Boards and Trusts in delivering service transformative and innovative projects.
- Surgical Materials Testing Laboratory (SMTL) completed 331 testing projects, consisting of 821 test reports and 3,468 products tested. They undertook testing on enteral feeding pH strips for a contract in order to purchase a single supplier of pH strips and completed theatre monitoring for a number of Health Boards.
- Clinical Pharmaceuticals and Technical Services Group (CIVAS) manufactured and supplied standardised “ready-to-administer” infusions to critical care units across Wales, improving consistency of practice and improving local nursing capacity.
- Audit and Assurance established a sub-group comprising representatives from Board Secretaries and Directors of Finance to discuss consistency in audit approach and national reviews.
- Digital Workforce Team transferred NWSSP to a standalone ESR Virtual Private Database (VPD).
- Primary Care Service developed ‘scan on receipt’ GMS1 forms enabling accessibility and consistency for staff across several locations.
- Single service SLA in place for Laundry Services, including monthly management liaison meeting with SLA organisations.
- Replacement of the Supply Chain, Logistics & Transport (SCLT) warehouse scanners (barcode handsets) at all Stores and introduced a consistent service specification across Wales to monitor and report on ‘live’ temperature control of pharmacy products in transit.
- Supply Chain, Logistics & Transport (SCLT) led on the logistics and distribution of Covid vaccines and associated consumables across Wales to provide a consistent and effective logistic solution. They developed and implemented a consistent ordering process for Pharmacies to order vaccines based on booked appointments and population share.

- Collaborative work with nursing, workforce, and finance colleagues across Wales to ensure a Once for Wales approach delivering a consistent outcome for all Health Boards when undertaking international nurse recruitment.
- Supported Health Education and Improvement Wales (HEIW) on the procurement of health professional education and training services ensuring key themes from both projects.
- Recruitment Responsiveness Programme and working collaboratively with organisations to process high volumes of Recruitment activity due to Covid Recovery.
- Worked in partnership with the National Collaborative Commissioning Unit (NCCU) on the design and management of 2 main framework agreements, engaging with local commissioners throughout the agreements to ensure their requirements are met.
- Covid Bonus Payment consistency across all of NHS Wales for 115,000 employees and Primary Care Wales, preventing duplication of payments to the value of £625K.

Case Study: Five year plan set to transform hospital pharmacy services in Wales





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

- Acquisition of Matrix House in Swansea, with Legal and Risk Services' Property Team advising.
- Completed build of Surgical Materials Testing Laboratory (SMTL) satellite laboratory at Imperial Park 5, Newport, development of new test methods to assess pandemic related devices and personal protective equipment (PPE). They developed new test methods to assess Pressure Infusor devices to deliver efficient products for clinical use.
- Documentation review completed for All Wales Tenders and Commercial Tenders.
- Welsh Infected Blood Support Service were audited and received Significant Assurance of the governance and controls in place to work with beneficiaries.
- Clinical Pharmaceuticals and Technical Services Group (CIVAS) creation of a Wholesale Dealer Service undertaking Once for Wales medicines purchasing to facilitate financial benefits of medicines contract changes and improve resilience of medicines supply in the face of widespread shortages.
- Primary Care Services' Post Payment Verification Team worked together to achieve an All-Wales solution to the General Ophthalmic Services (GOS) remote access, whilst adapting to newer ways of working.

- Expansion of electric vehicle fleet across Services, to include Health Courier Services and Laundry Services.
- Installation of a new water softening plant providing improved water quality extending plant life and delivering energy savings within Laundry Services.
- Reduction in waste of items for the wound management products for District Nurses by introducing minimum and maximum stock levels, one ordering system for stock replenishment and emergency ordering for participating Health Boards.
- Procurement Services have embedded social value into tender evaluation criteria and a Community Benefits proposal, which encouraged and monitored suppliers' carbon reduction plans.
- Expansion of Student Streamlining to Allied Health Profession, Healthcare Sciences, Physician Associates and Midwifery Healthcare Graduates.
- Recruitment Services supported Community Pharmacies to advertise their vacancies on NHS Jobs.
- Launch of the NHS Wales Decarbonisation Action Plan and Strategy, approved by Welsh Government.
- Audit and Assurance Services developed an in-house technical solution to replace the electronic audit working papers system.
- Expansion of use of Office 365 products to replace current technologies (e.g. automated testing).
- LED lighting upgrades at Denbigh Regional Stores, Matrix House, Charnwood Court HQ and IP5 Stores to modernise and improve the organisation's carbon footprint.
- Renewable Energy Guarantee of Origin (REGO) certificates continued to be secured as part of Electricity contract extension, supporting a globally responsible Wales.

Case Study: Electrification of Fleet HCS



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, including agile working.
- Surgical Materials Testing Laboratory (SMTL) procured a new Laboratory Information Management (LIMS) system in order to modernise the IT infrastructure, utilised health economic analysis for Evidence Based Procurement Board atraumatic diagnostic lumbar puncture (aDLP) project to demonstrate value for money, benefit patients and reduce long-term complications.
- Purchase and qualification of UK first semi-automated medicines preparation devices which allows automated batch manufacture of medicines for distribution across Wales.
- Welsh Infected Blood Support Service (WIBSS) implemented parity for beneficiaries in August 2021, ensuring fair and equitable rate payment for those in Wales.
- Revised the Audit and Assurance Services planning documentation to ensure consistency across teams and alignment with the Public Sector Internal Audit Standard (PSIAS).
- Digital Workforce led the Financial Management System (FMS) Oracle and Business Intelligence (BI) projects across Wales to assist organisations to realising benefits of utilising the systems available and implemented the National Nursing Workforce Group (NNWG) Dashboard.

- Innovative Robotics Process Automation for Primary Care Services' Registration Team Outstanding Medical Records (OSMR) process and the Payments Team delivered a new ophthalmic payment system, promoting collaborative working.
- Collaborative working with divisions to assist with the design and development of a robust modern online platform for Contractors wishing to join the Performers List in Wales.
- Introduction of microbiological testing to ensure the supply of clean safe linen at that point of use within the Laundry Services and measuring of activity metrics to facilitate local benchmarking.
- Introduction of Standard Operating Procedures and Action Cards to ensure all vaccines were transported in line with MRHA guidelines, securely and promptly to avoid waste and non-compliances. They improved the traceability and status of vaccine deliveries.
- Extended the use of Personal Digital Assistant (PDA) technology to allow our operational resources to instantly access information and guidance via an encrypted secure smartphone technology within Supply Chain, Logistics and Transport (SCLT).
- Modernising education and training contracts through inclusion of inter-professional education, Welsh Language provision, distance, and dispersed learning.
- Procurement of Identity Document Validation Technology for pre-employment document checking within Recruitment Services, to include supporting the NHS Wales International Recruitment Programme and NHS Jobs 3 implementation.
- The reduction in the administration function for District Nurses has allowed more time for clinical duties and the intention of the project is to recruit and retain international nurses for NHS Wales.

Case Study: Mass vaccination centre roll out

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

- Ongoing commitment to the Health and Well-being Staff Partnership.
- Expanding the number of trained Mental Health First Aiders within Services.
- Agile, flexible, and remote working approach adopted providing increased opportunities for staff to work pan-Wales and achieve a better work/life balance, supporting personal circumstances and well-being.
- Celebrated the sixth NWSSP annual Staff Recognition Awards virtually, in January 2022, promoting an inclusive approach where all staff could attend.
- Ongoing expansion of the Single Lead Employer Service Model to all Pharmacy, Medical and Dental Trainees (>3,000 trainees).
- Continued to offer in-house training opportunities, adapted for virtual delivery and commitment to staff development, promotion, and encouragement for staff to undertake professional training opportunities.
- Recruitment to Network 75 and Graduate Management Training Schemes, development of Apprenticeship and Work Placement Schemes.



- Recruitment of new workforce with in-house training to create a highly skilled medicines manufacturing workforce, an increased number of qualified Responsible Persons for Wholesale Dealer activities and enrolment of staff onto Pharmaceutical Technology and Quality Assurance within the Clinical Pharmaceuticals and Technical Services Group (CIVAS).
- Presence at All Wales University and careers fairs to attract a new source of staff and graduates to NHS Wales careers.
- Salary sacrifice schemes available to staff, including vehicles, electronics, and bicycles, promoting financial and physical well-being.
- Salary finance scheme enabling staff to take loans out safely and pay them directly from their salary in a low and safe way.

Case Study: Staff Health and Well-being Partnership

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 the financial year 2021-22.
 - NHS Wales Salary Sacrifice Car Scheme generated at least £1.6m in savings in 2021-22.
 - Once for Wales procurement of medicines, ensuring efficiency, value for money and resilience in medicines supply to partners.
 - Energy Price Risk Management Group (EPRMG) worked to market volatility in relation to purchasing strategy, leading to £33.8m of Energy Management Savings across NHS Wales.
 - Installation of a new water softening plant providing improved water quality extending plant life and delivering energy savings within Laundry Services and the commissioning of a new towel folder delivering increased plant throughput of 600 towels folded per hour.
 - Health Courier Services (HCS) introduced a model for the co-delivery of vaccine and associated consumables as part of a dedicated delivery day, to reduce unnecessary journeys, our carbon footprint and waste within Health Board.
 - Successful engagement of international nurses to substantive posts reduced nurse vacancies resulting in less spend with external nursing agencies, promoting increased value for money.
- 
- Substantive appointments and increased use of bank staff for temporary roles supported a reduction in agency costs.
 - Continuing the value-based approach to commissioning, promoting the well-being of patients through quality-of-care provision, enabling value for money and efficiency savings.
 - Established and built upon a number of process efficiencies through introduction of robotic and automated solutions.
 - Welsh Pound Income for Surgical Materials Testing Laboratory (SMTL) was £153k and the value of external commercial income earned was £620k.

Case Study: Once for Wales e-Systems Contract Award

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

- Certifications achieved including ISO 9001 Quality, ISO 45001 Occupational Health & Safety, ISO 14001 Environmental, ISO 27001 Information Security, Customer Service Excellence, STS Food Safety and Lexcel Accreditation.
- Continued positive feedback from Committee self-assessments, annual reviews and satisfaction and effectiveness surveys.
- Improved reporting of compliances against learning which offered greater governance and assurance for Health Boards in the transportation of items such as Blood Products, Specialist Pharmacy, Pathology and PPE.
- NHS Wales Salary Sacrifice Car Scheme up-take increased by 32% from 1,916 cars to 2,531 cars during the financial year.
- Surgical Materials Testing Laboratory (SMTL) published a Bougie Paper in Anaesthesia during December 2021, promoting best practice.
- Provision of 'ready to administer' medicines to improve nursing capacity in critical care.
- Post Audit Questionnaires issued following finalisation of Audit and Assurance Services work for organisations to provide feedback on satisfaction with the delivery of the audit and output.
- Key performance indicators within divisions monitored on a monthly basis for each NHS Wales organisation and at quarterly reviews, to maximise value for money and efficiency.
- Summarising Team within Primary Care Services won the Team of the Year Award in 2022.
- Primary Care Services' Quality and Assurance Team continued the quarterly capitation process for excellent customer service to support Practice resource.
- Greater customer engagement to inform services change and system tendering within Procurement Services.
- Procurement Services' Commissioning Team won Best Procurement Delivery at the Go Awards, in conjunction with Health Education and Improvement Wales.
- Introduction of an ActionPoint customer contact point within Laundry Services, in addition to an active measurement of product rewash rates and service reprovisions from North Wales to Southeast Wales for three days to facilitate a maintenance shutdown.
- Completed a programme to replace the All-Wales Supply Chain, Logistics and Transport Warehouse Lifting Equipment.
- Accounts Payable awarded Accounts Payable Association Quality Certification and a part of their Q Programme, only the second UK organisation to achieve this award.

Case Study: Supporting NHS Wales in Responding to the Pandemic



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

- Regular meetings with key stakeholder groups including Assurance Sub-group, Board Secretaries, Directors of Finance, Audit Committee Chairs and Audit Wales to discuss Audit and Assurance Services' approach, reporting and national work, linked to key issues.
- Across NHS Wales during 2021-22, 78% of the Salary Sacrifice car fleet were electric vehicles or ultra-low emission vehicles.
- Working in conjunction with Procurement services undertook Testing for All Wales Urology, Patient Temperature Management and Airway Management contracts.
- Worked with Department of Health and Social Care (DHSC) colleagues to reduce reliance on imported PPE and provide a sustainable source from UK manufacturers.
- Provided a Primary Care COVID-19 vaccination pack-down service and providing over 250,000 doses to Primary Care sites.
- Collaboration between Specialist Estates Services, Welsh Government, Health Board Project Boards and Capital Forums to embed consistency of approach and tackle key issues relating to decarbonisation.
- Developed the All-Wales International Recruitment Programme, an increase in substantive posts lead to a more consistent and professional delivery of nursing services enhancing the care offered to patients.
- Introduction of BS14065 Lite, providing training for staff in the delivery of clean disinfected linen within Laundry Services and the establishment of a microbiological testing process.

- Partnership working with Health Board Leads in scoping & planning additional service delivery requirements across the divisions.
- Sharing Health Courier Services' templates with other organisations to improve their governance around the transportation of medical items (e.g. Cat A & Cat B Pathology).
- Procurement Services worked collaboratively with Health Boards to deliver a procurement solution that will assist with reduction in patient waiting times.
- Development of All Wales Certificate of Sponsorship for newly qualified General Practitioners.
- Expansion of Student Streamlining to Allied Health Profession, Healthcare Sciences, Physician Associates and Midwifery Healthcare Graduates.
- Flexi-shift pathway supporting Out of Hours booking of General Practice Locums.
- Legal and Risk Services' Property Team advised on Ringland Super Surgery for Aneurin Bevan University Health Board, a £26m state of the art wellbeing centre that hosts GP services, dentistry, community health services. Also provided advice on a complex agreement of a £15m Genomics building, 'Wales Gene Park' to harness the potential of genomics to improve the health, wealth, and prosperity of the people of Wales.
- Once for Wales Inventory Management System with the ability to digitally capture product details to assist with traceability, prevention of inappropriate use and patient linkage for recall, should an alert be issued.

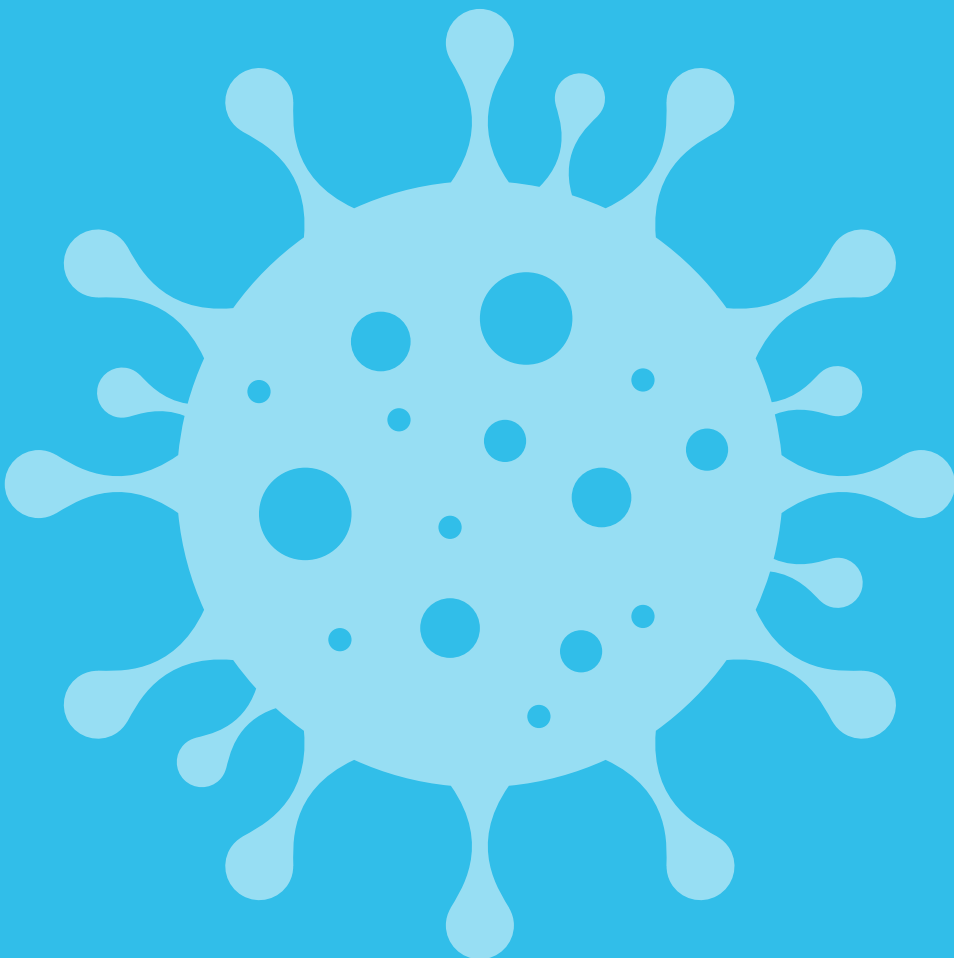
Case Study: Legal and Risk Services' Property Team

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

- National programme for the Once for Wales Concerns Management System successfully implemented and rolled out the new Datix Cymru System.
- Adoption of the Agile Working Toolkit across divisions and Agile Working Group identifying best practice, opportunities and lessons learned.
- Assurance Subgroup comprising representatives from Board Secretaries, Directors of Finance and Audit Wales, to discuss audit approach and national reviews.
- Supply Chain, Logistics and Transport worked to understand pressure periods within Health Boards with planning for support needed to deliver projects.
- Collaborative work with Transaction Services Team to assist with the transition to a new payments system to replace the National Health Application and Infrastructure Service (NHAIS).
- Laundry Services engaged the support of a specialist laundry consultant to increase the knowledge base through collaboration with specialist providers.
- Work undertaken with Health Boards and partners on the Decarbonisation Plan in relation to our fleet and the environment.
- Development of the COVID-19 Vaccination eLearning programme. Currently >40,000 learning activities have been completed by vaccinators in Wales.
- Collaboration with public and private bodies across primary and social care on support systems to aid recruitment.
- Audit and Assurance scoped audits consistently and considered of key findings across multiple organisations to enable identification of common issues and best practice across NHS Wales (e.g. budgetary control, declaration of interest and estates audits).
- Increased IT audit resource to deliver specialist and national work, including undertaking common audits across NHS Wales organisations to share good practice and lessons learned , including external benchmarking meetings for similar projects with key stakeholders and the All-Wales Governance Groups continue to review Audit and Assurance Services.
- Digital Workforce developed an All Wales COVID-19 Workforce Risk Assessment Tool, with 62,000 risk assessments undertaken to date.
- Establishing a Learning & Development Platform & Competency Framework for NHS Wales Finance Staff.

Case Study: All Wales COVID-19 Workforce Risk Assessment

COVID-19 Response



COVID-19 Response

In addition to working from home and adopting an agile hybrid model of working during the pandemic, we worked to make physical spaces COVID secure. Whilst staff continued to occupy NWSSP sites across NWSSP, the control measures continued to be in place to control the spread of COVID-19 throughout 2021/2022.

The main priority continued, which was to ensure that our sites continued to be COVID-secure and ensuring this remained a priority and we worked closely with the Building Management Group and Adapt and Future Change Group to achieve this.

Building Management Group

The Building Management Group (BMG) was set up during April 2020, and continued to meet in 2021/2022.

The BMG continued to discuss staff health, safety and welfare issues relating specifically to the adoption of social distancing regulations and effective buildings management in relation to COVID-19.

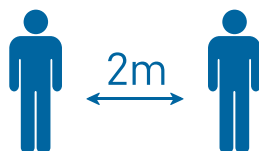
The group comprises site leads from across NWSSP's estates foot print and also has Union Representation. In addition, the Health and Safety Manager sits on the group to provide advice.

The group continued to meet on a regular basis in 2022.

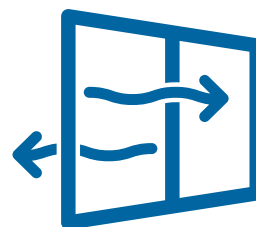
The following actions continued to take place during 2021/2022 to ensure the sites were **Covid-19 secure**:



Hygiene Measures



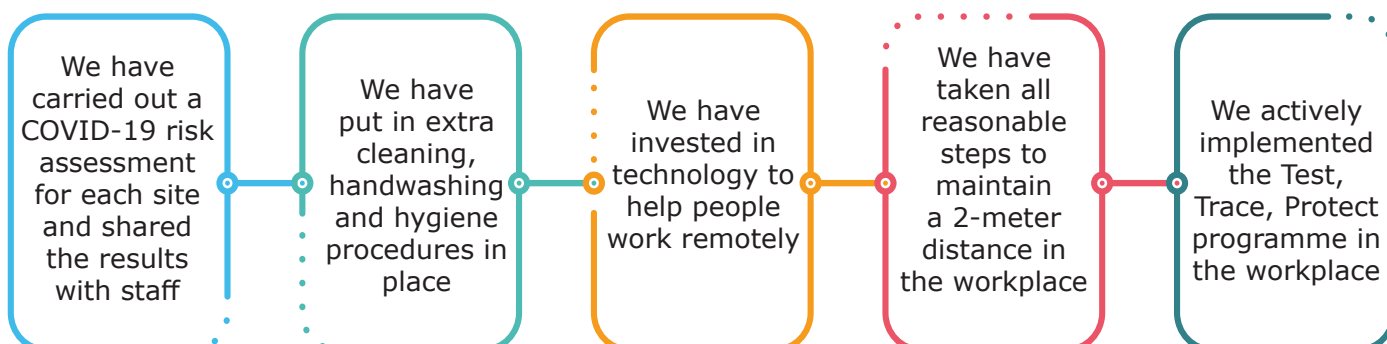
Social distancing



Ventilation

Five Steps to Safer Working Together

NWSSP issued the Pledge that we have compiled with the Welsh Government's guidance to managing the risk of COVID-19:



Our COVID-19 Measures

QR Codes and NHS app

All sites downloaded the QR code and placed in the main entrances. The NHS app was also communicated to staff to encourage to download.



Generic Safe System of Work

The generic Safe System of Work was devised by the Health and Safety Manager and continued to be updated throughout 2021/2022.



Space Planning Exercise

Continued to take place at sites to ensure 2m rule applied.

Vaccination

The importance of **Vaccination** was reinforced to staff.



Generic Risk Assessments

Generic risk assessments continued to be reviewed at sites on a regular basis.



Contractor Handbook

Continued to be undertaken to ensure contractors on site adhered to the control measures for Covid-19.

Information on access to testing and self-isolation

Issued to staff on regular intervals throughout the pandemic.



Working in Close Proximity Guidance

Working in close proximity guidance continued to be issued and where applicable a separate working in close proximity risk assessment continued to be reviewed/undertaken.

Site Checklist

The site checklist continued to be completed by site leads on a 3 monthly basis.



Our COVID-19 Measures

Posters and Signage – Social Distancing & Hand Hygiene

Posters and signage continued to be issued promoting good hand hygiene and social distancing.

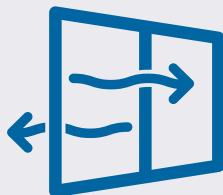
Guidance and Information

Continued to be vitally important during the pandemic and advice was regularly updated on the H&S webpages for COVID-19. A dedicated Covid-19 health and safety webpage continued to be promoted and updated regularly to ensure information was readily available to support staff and managers in relation to COVID-19 issues.

Ventilation Review

Ventilation review was undertaken by Specialist Estates Services at our leased site.

NWSSP continues to promote the requirement of good ventilation at sites and a poster was designed and issued.



Face Coverings



Information on how to wear a face covering continued to be issued to staff and all staff where required to wear a face covering when not at their desk or within close proximity, exemptions applied.

Guidance on Working From Home

Guidance continued to be issued to staff who could work from home during the pandemic.

First Aid PPE

Continued to be issued and monitored to all first aiders within NWSSP which was to be used during the pandemic and into the foreseeable future.

A power point presentation was undertaken to answer any questions specifically for first aiders within NWSSP.

Minimum Vehicle Cleaning Standards

Continued to be used across the sites.



Perspex Screen Protection/Mobile Screen Protection

A number of Perspex screens were placed strategically within offices/sites and remained in place.

Enhanced Cleaning



Regimes continued to be implemented across the sites.

Key Supply Chain, Logistics and Transport COVID-19 Statistics



Received, Picked, Packed & Distributed
1.3 Billion Items

Temperature Control Management:



Deliveries vs Orders Received:



Welsh Population Fully Vaccinated:



Additional Staff: **70%**



Additional Vehicles: **50%**



Vaccine Consumable PODS Delivered:

17,500+

Delayed or Failed Deliveries:



0%



7 million+

COVID Tests Transported in Wales



50,000+

Deliveries of PPE Across Wales

6.9 million+

Vaccines Delivered into Health Boards



Travelled:

2.4m
MILES in Wales COVID-Related



2.4m

Fully Vaccinated in Wales:



How We Continued to Support NHS Wales During COVID-19

Aligned with continuing to deliver our main 'business as usual' services to our customers, we carried 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 trainee 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 ensure compliance with the overarching NWSSP Governance and Assurance Framework.

Committee papers are published and available on our website.

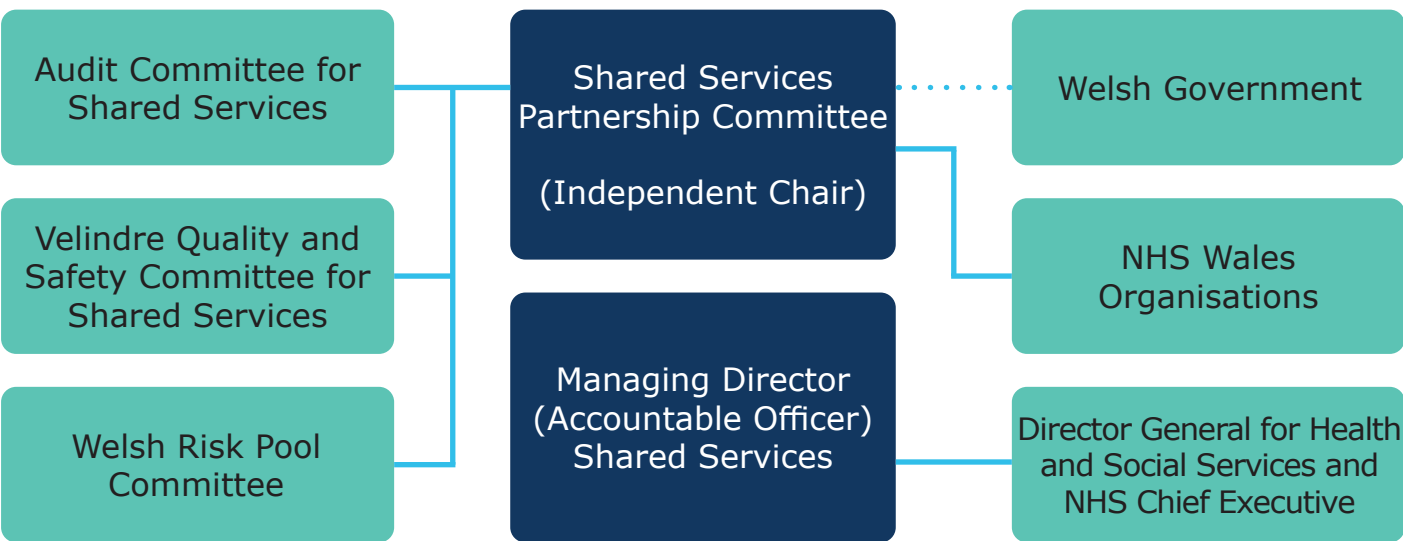
The SSPC membership comprises an Independent Chair, Managing Director of NWSSP and either the Chief Executive or another nominated representative, acting on behalf of each NHS Wales Health Board or Trust and Special Health Authority. The SSPC is responsible for ensuring NWSSP consistently follows the 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 2021-22 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 2021-22.

Our Structure



Health and Safety

During 2021-22, the main category of health and safety incidents were:

- Contact with an object;
- Manual handling;
- Slips, trips, and falls; and
- Violence and aggression.

An increase was seen on the previous year in relation to contact with an object, manual handling and slips, trips and falls. However, the figures for 2020-21 were significantly impacted by the pandemic, and the resultant substantial fall in numbers on site, and 2021-22 may be more reflective of a gradual return to something approaching business-as-usual. In addition, the expansion of NWSSP through taking on services such as Laundry Services, has also led to an increase in incidents. However, despite the increase, the objectives set for slips, trips and falls and violence and aggression, have been achieved.

A schedule of health and safety internal audits were undertaken by the Health and Safety Manager, Health and Safety Support Officer, at NWSSP during 2021-22. It should be noted that due to COVID-19 restrictions, a limited number of site visits were carried out. Eight sites received substantial assurance and one site received reasonable assurance. No sites received limited or no assurance.

In addition, the national programme for the Once for Wales Concerns Management System launched the new Datix Cymru system in NWSSP on 17 May 2021.

Read more about the system by reading our case study. ***Health and Safety Annual Report 2021-22***

Trend Category	2019-20	2020-21	2021-22	
Contact with Object	11	11	26	↑
Manual Handling	14	12	23	↑
Slips, Trips and Falls	13	6	15	↑
Violence & Aggression	14	10	10	→

Contact with an Object

NWSSP has not achieved its objective to reduce work related contact with an object, largely due to the introduction of the laundry service transferring to NWSSP in April 2021, and where 10 incidents were recorded in the year.

Manual Handling

NWSSP has not achieved its objective to reduce manual handling incidents in the workplace, due largely to the expansion in service activities.

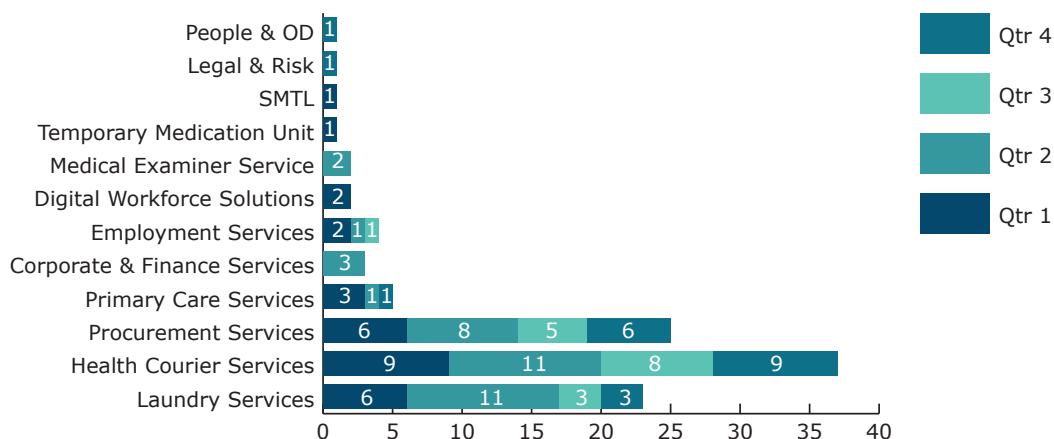
Slips, Trips & Falls

NWSSP has achieved its objective to reduce work related slips, trips and falls in the workplace, aspiring to the 10% reduction over two years (based on number of incidents per 1,000 employees)

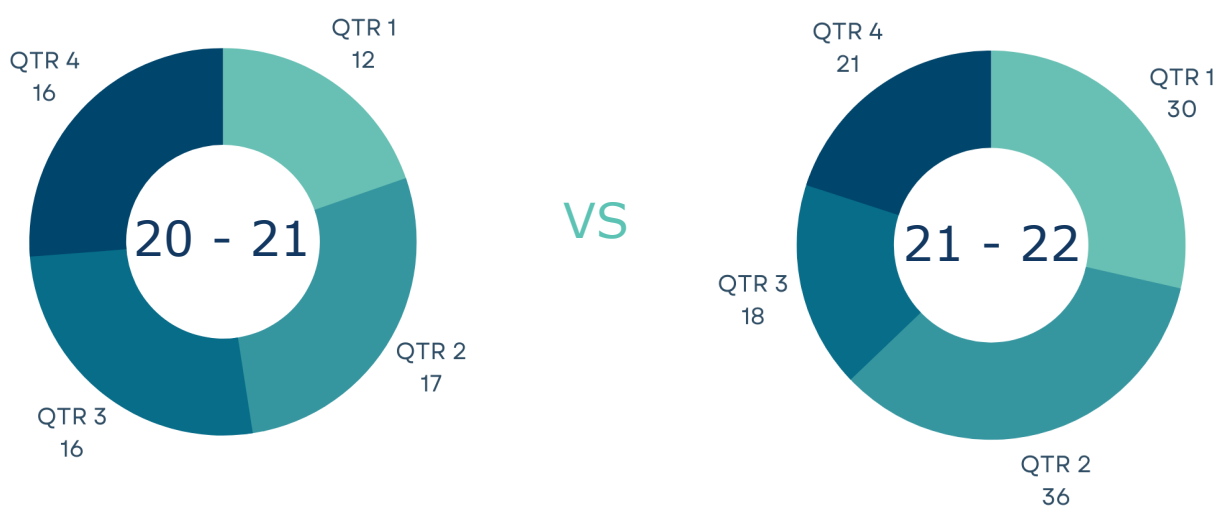
Violence & Aggression

NWSSP has achieved its objectives to reduce violence and aggression incidents, aspiring to the 30% reduction over two years.

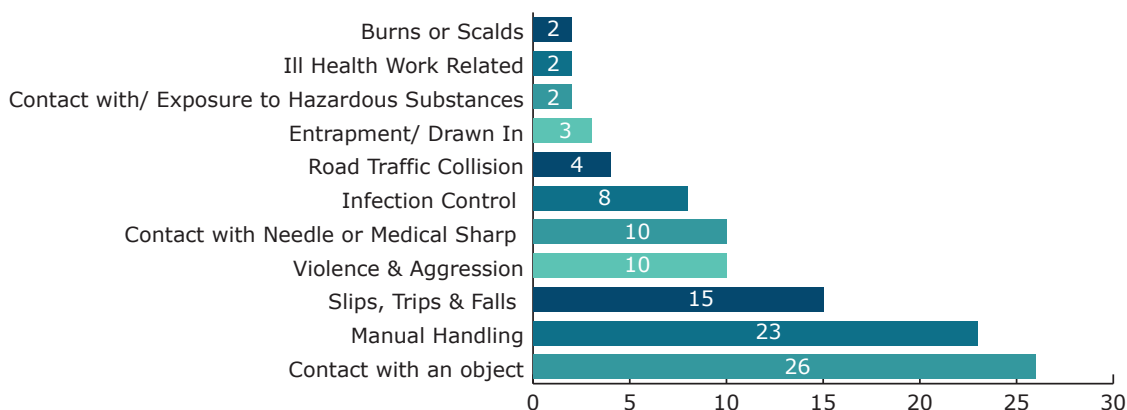
Health & Safety Incidents by Quarter for Service Group 2021-22



Health & Safety Incidents by Quarter 2020-21 vs 2021-22



Health & Safety Incidents by Type 2021-22





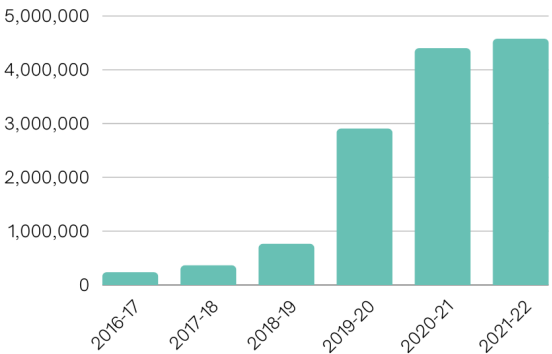
Welsh Language

Translation Support Services

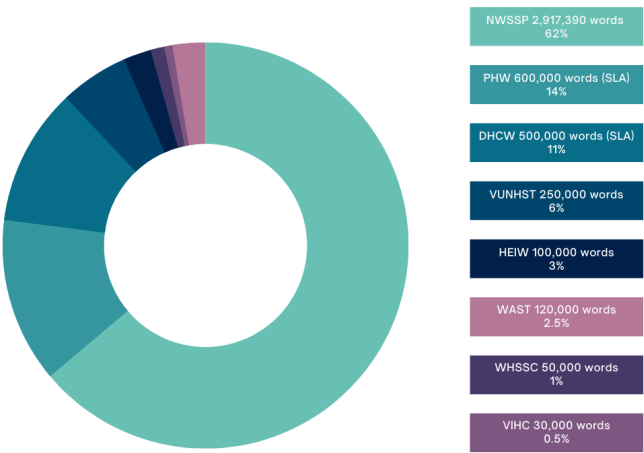
The Welsh Language Unit provided translation services for a number of NHS organisations during 2021/22, translating over 4.5m words.

Over the last six years there has been a significant increase in the demand for Welsh Language translation services and we intend to invest further in our translation resources in 2022/23 which will enable us to provide further support to NHS organisations in 2023/24 onwards.

Translation Demand



Services Provided to NHS Organisations



In addition to expanding translation support services, during 2021-22, the Welsh Language Unit delivered the following projects:

- Establishment of a Translation Bank
- Student Streamlining
- All Wales Patient Information Leaflets
- ESR Portlets available in Welsh
- Contact Centre Review Project
- TRAC Recruitment system updates
- Quality Assurance of Patient Information Leaflets for Welsh Risk Pool
- Informed Consent Course for NHS Wales Staff

Read more about the Welsh Language Service Delivery Projects listed above, [here](#).

Information Governance

During 2021/22, the following activities were delivered within the Information Governance function:



45

Face-to-face information governance classes were attended by staff

New Health and Social Care Records Management launched in February 2022

409

Actionpoint calls logged on the dedicated service platform



Clear desk, remote and agile working and other guidance provided and clear desk reviews undertaken

230

Employment Services staff attended tailored Data Quality sessions



83

Freedom of Information requests received

624 staff attended an information governance virtual classroom session (142 new staff, 482 staff attended for refresher)

SWAY newsletters, handouts and regular communications developed to provide updates on all IG topics

1,200+ Staff trained within two-year compliance target



86%

Average IG eLearning core skills compliance across NWSSP



97.6%

Compliance in responding to Freedom of Information requests within 20 working days

Substantial assurance with audit programmes

Launch of an Information Governance Staff Charter



Low numbers of Information Governance breaches with no severe incidents recorded

Privacy Impact Assessments completed included Legal & Risk Case Management, Primary Care Alternative Treatment Scheme, Performers list refresh and Data Management projects, Recruitment Digital ID checking, AW occupational health software.

100%

Completion of the All-Wales Information Governance assessment toolkit and substantial work completed on the improvement plan to complete

Read more here: [Information Governance Annual Report](#)

Communications



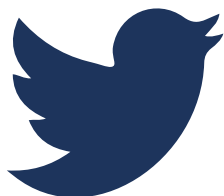
1,049,004
Website Hits

NWSSP's new external website was launched in June 2020 and is uniform in terms of branding in line with other health bodies in Wales. The website is fully bilingual and meets all W3C Accessibility Standards for visitors with disabilities. It continues to provide key information for our stakeholders including internal staff who may not have ready access to our internal platforms.

NWSSP's intranet site is a key channel of communication to staff aligned with our other internal channels. It continues to provide information regarding Coronavirus, health and well-being, divisional programmes and projects, individual staff initiatives and key corporate messaging.



1,034,004
Intranet Hits



4,274
Twitter Followers

NWSSP's corporate Twitter channel has over 4,200 followers to date. Our followers include key stakeholders such as internal staff, wider NHS Wales, Welsh Government, contractors/providers as well as members of the public.

In tandem with NWSSP's Twitter account, our LinkedIn channel enables us to share key corporate information with external stakeholders on a more formal basis as well as using as a recruitment tool to attract the best talent to NWSSP.



5,336
Linkedin Followers



Financial Performance

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 a requirement to ensure any capital spend is within the Capital Expenditure Limit provided by Welsh Government. Finally, the Public Sector Payment Policy (PSP) requires NWSSP to pay invoices to non-NHS suppliers within 30 days of an invoice being issued or the goods received. During 2021-22 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	Small Surplus	£11k surplus
Capital Financial Position	Remain within Capital Expenditure Limit	Achieved
Distribution of savings	£0.75m	£2.00m
NWSSP Public Sector Pay Policy %	95%	96%

NWSSP income and expenditure can be summarised as follows:

	2021-22 £m	2020-21 £m
Income	869.973	593.121
Expenditure	869.962	593.100
Surplus	0.011	0.021

Revenue Spend:

During the 2021-22 financial year, total expenditure was £869.962m, of which £218.429m was spent on pay costs, with £651.533m being spent on non-pay costs.

Revenue Spend		£m
Pay Costs		218.429
Non-Pay Costs		651.533
Total		869.962

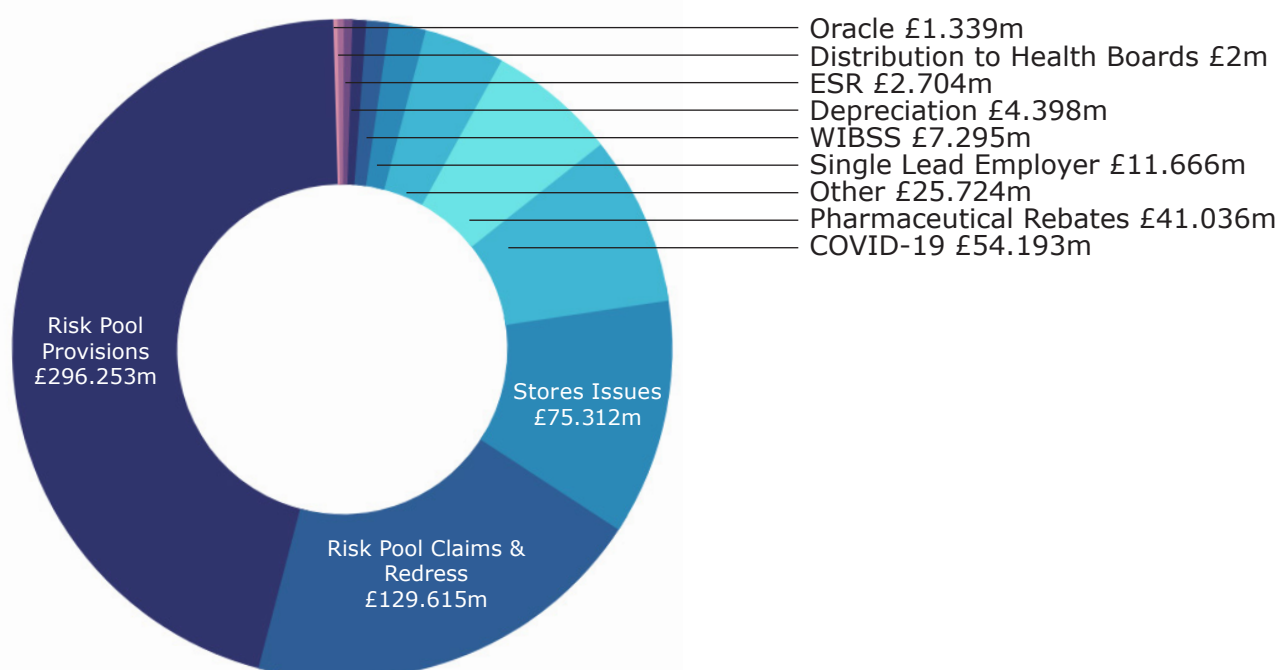
Pay Spend:

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

Pay Spend		£m
Pay		213.477
Bank		3.783
Agency		1.169
Total		218.429

Non-Pay Spend:

Non-pay spend for the 2021-22 financial year totaled £651.533m, including Welsh Risk Pool payments. The chart below shows the main categories of non-pay spend for the 2021-22 financial year with the 'other' spend broken down further in the table on the next page.



Section	£m
Rent, Rates & Utilities	5.909
Computer & Software Costs	5.689
Cleaning & Maintenance	3.680
Vehicles and Vehicle Running Costs	2.792
Intra NHS Charges	1.783
Printing & Stationary	1.156
Training & Conferences	1.028
Labratory Products	0.950
Trainee Doctors Relocation Expenses	0.829
Travel & Subsistence	0.648
Postage, Carriage, Packing & Storage	0.610
Office Equipment & Furniture	0.368
Other	0.284
Total	25.724

Capital investments:

During the 2021-22 financial year, a total of £17.018m has been invested by NWSSP across a wide range of capital projects. Significant investments were made to purchase Matrix House, our South West office hub in March 2022 (£4.934m), implement year 1 of the Scan 4 Safety project (£1.565m), commencement of the TRAMS & Laundry OBCs (£2.341m), Fleet replacement including the purchase of 22 electric vehicles (£1.450m), the build and commissioning of the SMTL laboratory expansion in IP5 (£0.663m) and decarbonisation investments in LED lighting and electric vehicle chargers (£0.669m). In addition, £3.353m of fixed assets were transferred to NWSSP as a result of the transfer of the All Wales Laundry service from 1 April 2021.

Discretionary capital categories	£m
IT	0.318
Equipment	0.055
Estates	0.164
Total	0.600

Additional Capital Schemes	£m
Laundry Services (OBC Fees)	1.411
IP5 - Discretionary	0.241
LARS Case Management System	0.348
TRAMS (OBC Fees)	0.930
Scan for Safety	1.331
Decarbonisation	1.185
Pharmacy Refrigerators and Access Port	0.025
Storage & Aseptic Medicines Production Services	0.026
Laundry S1 Assets	3.353
Additional DPIF Capital Allocations	0.481
Additional Funding November 21-22	1.425
Additional Funding February 21-22	0.633
ePQS Replacement	0.032
Matrix House	4.934
CTM Laundry Equipment	0.094
2020-21 Ventilator Transfer to CTM	-0.008
2020-21 Glidescopes Transfer to CTM	-0.023
Total	16.418



Key Performance Indicators

The table below outlines our key performance indicators and targets for the financial reporting period from 1 April 2021 to 31 March 2022. Where targets have not been met, an explanation has been provided overleaf.

Internal Indicators:

High level KPIs and targets	2021-22 Actual	2021-22 Target
Corporate & Finance		
Financial Position	£11k Surplus	Breakeven
Capital Financial Position	Balanced £17.0m	Within CRL £17.0m
Planned Distribution	£2m	£0.75m
NWSSP PSPP%	96%	95%
NWSSP Org KPIS Recruitment		
% of vacancies approved within 10 working days	66%	70%
% of vacancies shortlisted within 3 working days	49%	70%
% of interview outcomes notified within 3 working days	71%	90%
Workforce		
Staff sickness	3.00%	3.30%
PADR compliance	71.97%	85%
Statutory and mandatory training	85%	85%
Agency % to date	0.50%	<0.8%

External Indicators:

High level KPIs and targets	2021-22 Actual	2021-22 Target
Professional Influence		
Professional Influence Savings	£119m	£110m
Procurement		
Procurement savings	£24m	£22m
Accounts Payable		
All Wales PSPP – Non-NHS YTD	95%	95%
Accounts Payable % Calls Handled (South)	95%	95%
Employment Services		
Overall Payroll Accuracy (Inc Orgs)	99.7%	99.6%
Payroll % Calls Handled	77%	95%
Recruitment All wales Org KPIs		
All Wales - % of vacancy creation to unconditional offer within 71 days	51%	70%
All Wales - % of vacancies approved within 10 working days	72%	70%
All Wales - % of vacancies shortlisted within 3 working days	53%	70%
All Wales - % of interview outcomes notified within 3 working days	72%	90%
All Wales Organisation NWSSP KPIs - Recruitment Element		
% of Vacancies advertised within 2 working days of receipt	73%	98%
% of applications moved to shortlisting within 2 working days of vacancy closing	99%	99%
% of conditional offer letters sent within 4 working days	62%	98%
Recruitment % Calls Handled	93%	95%
Student Awards		
Student Awards % Calls Handled	92%	95%
% of NHS Bursary Applications processed within 20 days	100%	100%
Primary Care Services		
Primary care payments made in accordance with Statutory deadlines	100%	100%
Prescription - keying Accuracy rates	99.7%	99%
Urgent medical record transfers actioned within 2 working days	100%	100%
Category A Cascade alerts to be issued within 4 hours of receipt	100%	80%

High level KPIs and targets	2021-22 Actual	2021-22 Target
Audit and Assurance (June 21 - May 22)		
Audits reported % of planned audits	98%	95%
Report turnaround management response to draft report [15 days]	76%	80%
Report turnaround draft response to final reporting [10 days]	98%	80%
Specialist Estates Services		
Professional Influence Savings	£22m	£16m
Legal and Risk Services		
Savings and Successes	£74m	£65m
Timeliness of advice acknowledgement - within 24 hours	98%	90%
Timeliness of advice response – within 3 days or agreed timescale	96%	90%
Welsh Risk Pool		
Time from submission to consideration by the Learning Advisory Panel	100%	95%
Time from consideration by the Learning Advisory Panel to presentation to the Welsh Risk Pool Committee	100%	100%
Holding sufficient Learning Advisory Panel meetings	100%	90%
Surgical Materials Testing Lab		
% delivery of audited reports on time (Commercial)	97%	87%
% delivery of audited reports on time (NHS)	97%	87%
Central Team eBusiness Services		
P1 incidents raised with the Central Team are responded to within 20 minutes	100%	80%
BACS Service Point tickets received before 14.00 will be processed the same working day	100%	92%
Digital Workforce Solutions		
DWS % Calls Handled	74%	95%

During 2021-22, 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 2021-22, an overview of how we are addressing performance going forward is set out below.

Call Handling

To improve call handling within some of our divisions NWSSP has setup a full contact centre programme with 3 linked projects as follows:

1. Infrastructure - This Project has two phases; Phase 1 will establish a base telephony system to replace the current system that is due to become obsolete in March 2023, and Phase 2 will establish a Contact Centre Module that sits on top of the telephony system, utilising the Microsoft Office suite of products. The Contact Centre Module will reflect the requirements of the Contact Centre Model Project noted below.
2. Contact Centre Model - The Contact Centre Model Project will deliver a standard configuration for all Contact Centres operating within NWSSP so that there is a corporate consistency in the way that they are set up, accessed, and operated. This will include the technology that is used to underpin them, reflecting a "franchise" approach to local contact centre development within NWSSP.
3. Workflow Improvement - In recognition that many of the queries received from users of our services can be resolved without the need to speak to a Contact Centre Agent, this Project will look to identify the most frequently asked questions and establish a mechanism to provide automated responses and signposting where appropriate. The desired outcome is to reduce the number of avoidable calls dealt with by an Agent, thus allowing more capacity to deal with those calls that require human intervention.

Recruitment

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. The Recruitment teams have, and are still, experiencing unprecedented levels of demand, there has been a 33% increase in vacancies raised and 84% increase in offer letters issued in 2021/22 compared to 2018/19. Recruitment continues to work with recruiting managers through customer meetings and invited organisations to suggest any improvements specifically to the conditional and unconditional offer processes. In addition, the modernisation program is aiming to enhance the service we deliver.

Audit and Assurance

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. Our Heads of Audit continue to work closely with NHS organisations to help them improve their turn around on management responses. All progress on audit plans is discussed and agreed with Board Secretaries and Chairs of Audit Committee.

Health and Well-being



Organisational Context

NWSSP is fully committed to the promotion of health and well-being of its employees. As a health service, health and well-being applies as much to our employees as it does to the local population. We want to do as much as we can to enable our employees to be at their best, be energised, motivated and committed to their work.

It is important that we take proactive steps to ensure the human rights and well-being of our staff are fully supported and protected. This will enable our employees to flourish, reach their full potential both in and out of the workplace, while supporting NWSSP in achieving its strategic goals.

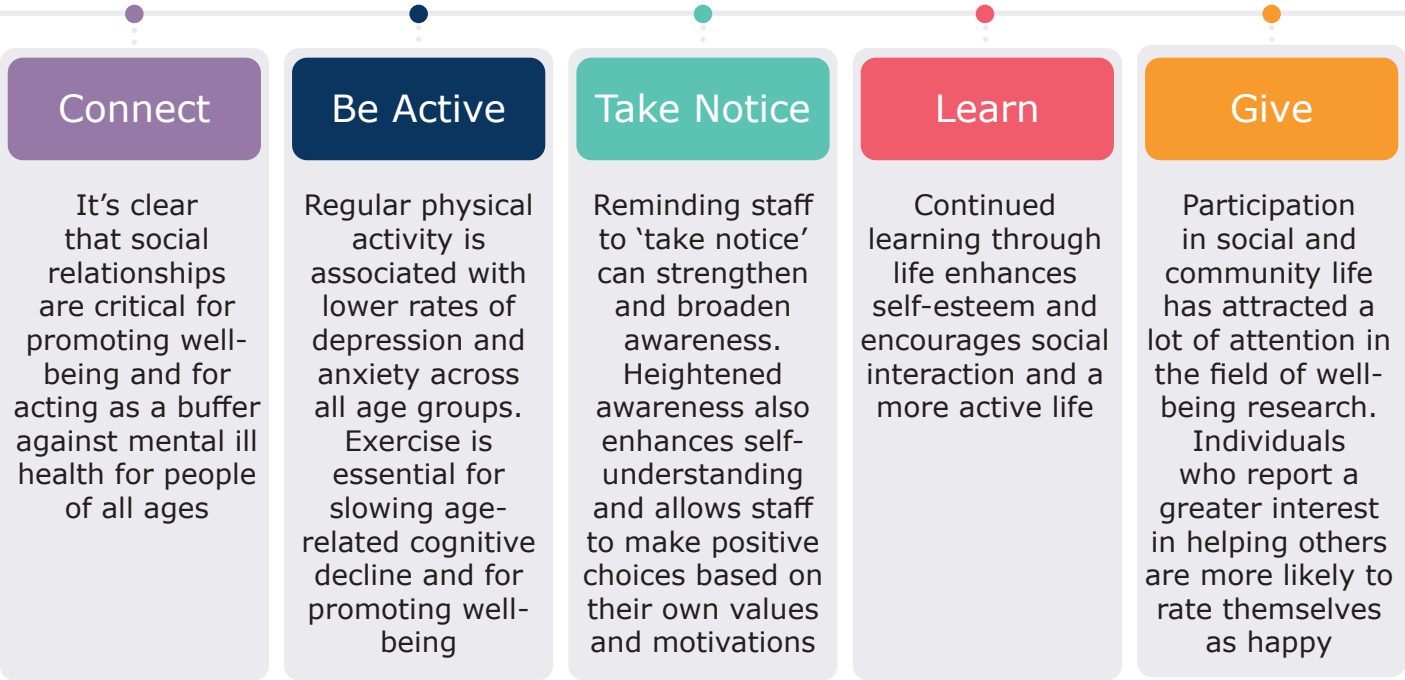
There is sound evidence to support the view that health, work, and well-being are closely linked. Research indicates that the workplace can have both a positive and negative impact on an individual’s health and well-being.

The Health & Well-being Partnership Group was established in 2019. The group supports the implementation of the framework through the development, monitoring and communication of well-being actions. It has wide membership from across the organisation, including Trade Union Partners to ensure management and staff are represented and have joint involvement in the delivery and development of the framework. Some actions have already been completed and have been positively received and the action plan will continue to build on this work.

The Organisation is working towards achieving the Healthy Working Wales Award in 2022. It is important that the achievement of this standard reflects the work that we are undertaking to put the well-being of our people at the forefront of our work and that employees still feel connected to the NHS, recognising that what they do has a significant impact on making patient care better.

Five Ways to Well-being

As an organisation we also promote the research by the New Economics foundations on the “Five Ways to Well-being”:



Well-being in the Workplace

Employees have a responsibility for their own health and well-being, as well as that of their colleagues. In addition, all leaders and managers have a responsibility for the well-being of employees whilst at work and must recognise the impact of good people management and leadership on service delivery and organisational performance.

Embedding good management and leadership practice across the organisation is key to staff feeling valued, motivated and happy in their workplace. This leads to increased satisfaction and a feeling of well-being. It is essential that line managers and leaders at all levels recognise the importance of their role in supporting staff well-being and ensuring they have the confidence and competence to question and support staff when concerns are raised.

Well-being Benefits

As identified through research and highlighted in this document, there is a clear link between well-being activity in the workplace and employee engagement. The following provides an indicative view of some of the benefits for NWSSP as an organisation, for employees and through these, for their customers:

Organisational Benefits



Achievement of NWSSP objectives and key performance indicators

Continuous improved attendance at work and reduction in sickness absence rates



Improved retention of valued staff, reducing the cost of organisational turnover and retaining skilled and experienced workers

Increased numbers of staff wanting to work for the organisation, resulting in a greater choice of candidates and higher quality of recruits

Enhanced reputation in the local and wider community.



Increased commitment and satisfaction from staff leading to increased productivity

Employee Benefits



Financial Well-being

Financial well-being is about a sense of security and feeling as though you have enough money to meet your needs. It's about being in control of your day-to-day finances and having the financial freedom to make choices that allow you to enjoy life.

Linked to our Health and Well-being Strategy, at NWSSP, ensuring our staff have access to tools to manage their financial well-being is essential. We have introduced a dedicated staff page with signposting to various resources and external support organisations to help staff manage their finances, as accessing help and advice early can help to avoid running into financial difficulty.

NWSSP has teamed up with Salary Finance to offer a new staff benefit, which includes money insights advice and affordable loans repaid directly from an employee's salary. Salary Finance offers box set education videos as well as webinars, calculators, tools and life guides created by Jason Butler, Head of Financial Education at Salary Finance and personal finance expert for the Financial Times. This financial education content is intended help staff better understand and manage their money.

Within NWSSP's Staff Benefit Team in Finance, we offer the following schemes for staff:

Staff Lease Vehicle Scheme

- The scheme is run in association with NHS Fleet Solutions and is designed to provide all permanent NWSSP staff with the option of access to vehicles of their choice at a very competitive prices, whilst at the same time providing savings for the organisation that will support the services provided to patients.

Cycle to Work Scheme

- The scheme is run in association with Cycle Solutions and is designed to provide all permanent NWSSP staff with the option of access to bicycles and associated accessories for cycling to work (e.g. helmets, clothing, etc) at very competitive prices, to encourage active travel and commuting back and forth work, whilst at the same time providing savings for the organisation that will support services provided to patients.

Home Electronics Scheme

- The scheme is run association with Home Electronic Solutions and is designed to provide all permanent NWSSP staff with the option of access to home electrical items of their choice at a very competitive prices from Currys/PCWorld, whilst at the same time providing savings for the organisation that will support the services provided to patients. There is no deposit and costs are fixed for all elements of the term.

Loans Repaid Through Salary

- The scheme offers loans at affordable rates with higher acceptance than banks, as an affordable alternative to credit cards and overdrafts, it could also be used to cover an unexpected expense or help to achieve long-term financial goals. Staff can apply even if they have a poor credit history, CCJs, have previously defaulted on a payment or taken payday loans and interest rates are very competitive.

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



Aligned 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. Developing a Foundational Economy within Wales not only helps to reduce the carbon footprint but provides greater resilience and promotes local businesses and jobs.

In July 2021, the Transformation and Policy Foundational Economy Team was formed, the remit of the team was to increase the amount of NHS spend in Wales and educate NWSSP staff on the benefits of the foundational economy. The team has been working with the Sell2Wales and MultiQuote platforms to increase the Welsh supplier base, so far they have increased registered Welsh businesses by 16%. They analyse pipeline opportunities from procurement teams and use this to promote forthcoming opportunities to Welsh businesses.

Going forward, in order to support the NWSSP procurement teams they will be undertaking a series of training sessions, to highlight the importance of including scored sustainability criteria, which includes questions on the foundational economy and more importantly how these questions are effectively and fairly assessed. To support the demands of the Health Boards, we are in the process of creating a suite of reports which will be distributed monthly.



One key achievement for 2021-22 is the publishing of our Decarbonisation Action Plan, which is written in direct response and support of the Welsh Government's ambitions for the public sector in Wales to be net zero overall by 2030. The Plan sets out six main activity streams, such as carbon management, buildings, transport, procurement, estates planning/land use and approach to healthcare and a thematic Work Plan of initiatives has been devised to achieve our goal. The Plan includes an indicative timeline to help the wider NHS Wales manage its activities over the period:

- Moving up a gear (2020-2022)
- Well on our way (2022 – 2026)
- Achieving our goal (2026 - 2030)

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

1. Maintaining certification to ISO14001:2015 for the environment, having been certified since 2014, we extended the scope to include IP5 and Surgical Materials Testing Laboratory (SMTL).
2. To expand upon our work supporting the Foundational Economy in Wales, working with Welsh suppliers.
3. Greater emphasis and consideration for the life-cycle perspective of waste associated with our activities from within divisions.
4. The ongoing project of implementation of solar panels at IP5 and other sites.
5. Reduction of emission limits across the Salary Sacrifice Car Scheme for vehicles to promote the attraction of electric vehicles.

Integration

1. Decarbonisation is embedded into the Integrated Medium-Term Plan (IMTP) planning process, Strategic Objectives, and key deliverables merge with our Well-being Goals; integration and embedding of the agenda; greater focus on integrated reporting.
2. Our carbon footprint monitoring is a well-integrated process and with the continued adoption of agile working, we are looking to create a new benchmark and improve the data collection and accuracy across all sites.
3. Strengthening links and aligning our Sustainable Development & ISO14001 agenda, including the Decarbonisation Action Plan, working in partnership with interested parties and key stakeholders to deliver the goals.
4. Annual Staff Recognition Awards Ceremony held with inclusion of Environmental Sustainability and Health and Well-being categories.
5. Equality Integrated Impact Assessments completed for Projects.

Involvement

1. Successful Health and Well-being Staff Partnership Group chaired by the Director of Finance & Corporate Services with regular communications published.
2. Director of People and Organisational Development acting in capacity as our Anti-Slavery and Ethical Employment in Supply Chain Champion signed our Ethical Employment Statement.
3. Staff Networks launched including LGBT+ Network and Menopause Cafes.
4. Opportunities for staff to get involved in the agenda and make a difference through becoming a volunteer Environmental Champion or Health and Well-being Champion. Staff Networks launched including LGBT+ Network and Menopause Cafes.
5. 10-year contract delivered to ensure sustainability of the NHS Wales workforce.
4. Working with mental health and well-being providers to deliver sessions for our workforce.
5. Collaborating with public and private bodies across primary and social care on support systems to aid recruitment.

Prevention

1. Sustainability Risk Assessments undertaken for all procurement activity over £25,000 and 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.
3. Recording of green energy sites, boasting zero carbon emissions from usage at Alder House, Charnwood Court, Denbigh Stores and Westpoint Industrial Estate.
4. Installation of additional Electric Vehicle Charging Points across sites.
5. The development of a consolidated plant and equipment risk register profiling areas of risk exposure during the transformational programme Laundry Services.

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 and 100% of the electricity purchased is from renewable sources

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 and welcomed additional sites onto scope. 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. Going forward, a new baseline will be established in line with embracing agile working and the Decarbonisation Strategic Delivery Plan and associated Local Work Plan will set the tone for the organisation's future Environmental Sustainability Objectives.

2021-22 saw a continuance of COVID-19 restrictions and this meant that 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.

Despite this, all our sites remained operational and therefore all required heating and lighting. Activity in IP5 and our 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 for the period. 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.

In light of these challenges, NWSSP has been able to demonstrate significant reductions in energy usage where it is possible to directly compare with the previous year, demonstrating an **overall reduction of 3.15%** in carbon emissions. Where we did not achieve our target for reduction of emissions, an explanation has been provided below*.

	Target	2017-18	2018-19	2019-20	2020-21	2021-22	Achieved
Electricity	3% ↓	18% ↓	11.5% ↓	27% ↓	15% ↓	4.42% ↑	✗
Gas	3% ↓	7% ↓	38% ↓	35% ↑	32% ↓	12% ↓	✓
Water	3% ↓	9% ↓	6% ↑	50% ↓	46% ↓	13.25% ↑	✗
Waste	70% ↓	95% ↓	89% ↓	94.68% ↓	N/A	N/A	—
Business Mileage	15% ↓	11% ↓	10% ↑	19% ↓	75% ↓	340% ↑	✗
Business Mileage Expenditure	15% ↓	15% ↓	11% ↑	14% ↓	71% ↓	390% ↑	✗
Overall Carbon Footprint		3.78% ↓	11.32% ↓	12.04% ↓	16.25% ↓	3% ↓	✓

*There was an increase in electricity usage at our IP5 and Mamhilad sites due to a significant increase in usage due to electric vehicle charging for our Supply Chain, Logistics and Transport fleet on site and an increase in Services offered from our IP5 site. Similarly there was an increase in water usage at IP5 due to an increase in activity and services provided on site and the increase in water for Companies House was due to a percentage of staff returning to the office post restrictions. Additionally, the quality and accuracy of data provided overall for this financial year has increased. A significant decline of waste generated at corporate sites was noted due to agile working and covid measures on sites. However, as waste data was not available for the previous year, we are unable to report an accurate reduction percentage. A project has been established to capture quality waste data from sites and as such, baseline figures will be reported for 2022-23. Business mileage and expenditure increased during the period due the inclusion of Laundry Services and Single Lead Employer, where they previously were not captured in our figures. It should also be noted that removal of Covid restrictions towards the end of the financial year, meant that staff were able to travel for meetings and events again.



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, 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 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



Appendix: Workforce data

A breakdown of our diverse workforce profile, as at **31 March 2022**, 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

NWSSP Staff in Post Headcount and FTE Summary

Division	Headcount	FTE
Accounts Payable Division	130	126.44
Audit & Assurance Division	49	47.09
Corporate Division	34	30.43
Counter Fraud Division	7	7.00
Digital Workforce Division	16	16.67
E-Business Central Team Division	14	13.45
Employment Division	384	347.11
Finance Division	19	18.57
Hosted Services Division	17	15.88
Laundry Division	133	122.30
Legal & Risk Division	148	139.88
Medical Examiner Division	48	26.62
People & OD Division	49	48.83
Planning, Performance and Informatics Division	32	31.19
Primary Care Division	296	278.03
Procurement Division	645	669.48
Single Lead Employer Division	2688	2564.82
Specialist Estates Division	49	47.95
Surgical Materials Testing (SMTL) Division	24	21.92
Temporary Medicines Unit Division	14	14.00
Welsh Employers Unit Division	6	4.83
Grand Total	4802	4592.47

NWSSP Age Profile Summary

Age Band	Headcount	%	FTE
<=20 Years	13	0.27%	14.27
21-25	626	13.04%	624.23
26-30	1117	23.26%	1096.27
31-35	1018	21.20%	947.46
36-40	520	10.83%	485.99
41-45	361	7.52%	341.60
46-50	323	6.73%	309.21
51-55	324	6.75%	315.46
56-60	297	6.18%	274.18
61-65	157	3.27%	145.59
66-70	32	0.67%	28.35
>=71 Years	14	0.29%	9.87
Grand Total	4802	100.00%	4592.47

NWSSP Assignment Category Summary

Assignment Category	Headcount	%	FTE
Fixed Term Temp	2876	59.89%	2788.21
Permanent	1926	40.11%	1804.26
Grand Total	4802	100.00%	4592.47

NWSSP Gender Summary

Gender	Headcount	%	FTE
Female	2689	56.00%	2490.34
Male	2113	44.00%	2102.14
Grand Total	4802	100.00%	4592.47

NWSSP Employee Category with Gender Split

Gender	Female	Male
Full Time	1996	1925
Part Time	693	188

NWSSP Marital Status Summary

Marital Status	Headcount	%	FTE
Civil Partnership	44	0.92%	40.55
Divorced	123	2.56%	116.71
Legally Separated	20	0.42%	18.25
Married	1443	30.05%	1330.11
Single	1258	26.20%	1213.22
Unknown	1307	27.22%	1263.35
Widowed	17	0.35%	15.76
(blank)	590	12.29%	594.52
Grand Total	4802	100.00%	4592.47

NWSSP Disability Status Summary

Disability Flag	Headcount	%	FTE
No	3784	78.80%	3613.86
Not Declared	180	3.75%	170.12
Prefer Not To Answer	1	0.02%	1.00
Unspecified	727	15.14%	701.35
Yes	110	2.29%	106.14
Grand Total	4802	100.00%	4592.47

NWSSP Sexual Orientation Summary

Sexual Orientation	Headcount	%	FTE
Bisexual	49	1.02%	46.80
Gay or Lesbian	59	1.23%	58.51
Heterosexual or Straight	2718	56.60%	2576.10
Not stated	256	5.33%	242.44
Unspecified	1718	35.78%	1666.63
Other sexual orientation not listed	2	0.04%	2.00
Grand Total	4802	100.00%	4592.47

NWSSP Religious Belief Summary

Religious Belief	Headcount	%	FTE
Atheism	779	16.22%	749.41
Buddhism	41	0.85%	39.79
Christianity	1395	29.05%	1310.63
Hinduism	90	1.87%	83.75
I do not wish to disclose my religion/belief	425	8.85%	409.53
Islam	321	6.68%	308.49
Judaism	3	0.06%	3.00
Other	256	5.33%	249.40
Sikhism	15	0.31%	14.33
Unspecified	1477	30.76%	1424.13
Grand Total	4802	100.00%	4592.47

NWSSP Ethnic Group Summary

Ethnic Group	Headcount	%	FTE
Blank	1132	23.57%	1122.21
BME	676	14.08%	647.65
Not Stated	163	3.39%	155.91
White	2831	58.95%	2666.70
Grand Total	4802	100.00%	4592.47

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.



01443 848585



shared.services@wales.nhs.uk



www.nwssp.wales.nhs.uk



@nwssp



NHS Wales Shared Services Partnership



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

This document was designed by the NWSSP Communications Team.
nwssp.communications@wales.nhs.uk



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