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Partneriaeth
Cydwasaethau
Shared Services
Partnership



NHS WALES SHARED SERVICES PARTNERSHIP

Integrated Medium Term Plan

2023-2026



NHS Wales Shared Services Partnership Integrated Medium Term Plan 2023-26

*Delivering Value, Innovation and
Excellence through Partnership*



If you require additional copies of this document, it can be downloaded in both English and Welsh from our website.

If you require the document in an alternative format, we can provide a summary of this document in different languages, larger print or Braille.


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Message from the Chair and Managing Director

Welcome to our 2023-2026 Integrated Medium-Term Plan for the NHS Wales Shared Services Partnership (NWSSP). This plan sets out in detail our key operational priorities for the year ahead 2023-2024 and provides an indicative roadmap of future work planned over the next three years.

Our plan has been developed in collaboration with our partners and describes who we are, what we do and how we are going to support the NHS in Wales by **Delivering Value, Innovation and Excellence through Partnership**.

During 2022-23 we have continued to support Welsh Government and our partner NHS organisations across Wales in the delivery of Ministerial Priorities and the wider Programme for Government at a national level, balanced with the local needs of individual organisations. We continued to build on our strong organisational performance receiving positive feedback at our regular performance meetings with the Welsh Government. We also distributed **£2M** cash savings back to our partners as a contribution towards the challenging financial position.

In terms of delivery against our own plan, during 2022-23 we provided essential support to the retention and recruitment challenges faced by NHS Wales. The volume of recruitment activity increased significantly compared to prior years. This included:

- ▶ the delivery of an ambitious international nurse recruitment campaign.
- ▶ the continued roll out of the Single Lead Employer model for junior doctors, pre-registration pharmacists and trainee dentists.
- ▶ investment in a new bilingual student nurse bursary system.
- ▶ procurement of a single occupational health software provider.

These initiatives were in addition to our planned work to modernise existing recruitment processes: to automate more and reduce the time taken to hire by stretching such targets. This included the introduction of digital pre-employment checks in place of face-to-face checks and further improvement initiatives will continue into 2023-24.

Our Pharmacy Technical Unit and Supply Chain Logistics and Transport teams have continued to adapt and change to the ongoing booster and immunisations campaigns for Flu and COVID-19 vaccinations. We now consider this to be a recurrent, commitment requiring appropriate funding, to provide ongoing support to this public health priority.

We also made further progress on the implementation of the Scan4Safety programme across NHS sites. Scan4Safety uses a barcode and scanning technology to improve patient safety and data quality in patient records. Our Medical Examiner service, which provides independent scrutiny of deaths, began to share trend analysis at an All Wales level with Welsh Government and Health Boards. Both initiatives demonstrate that NWSSP has an important role to play in supporting NHS organisations to minimise harm and improve the quality of care received by patients.

The lessons learnt from the COVID-19 pandemic continue to be embedded in our operational planning arrangements. And our Legal and Risk Services team are providing advice and guidance to NHS organisations in their preparation for the COVID-19 Public Inquiry.

During the year we have invested in the health and wellbeing of our workforce with a range of activities and support initiatives being made available to them. Our staff health and wellbeing conference in September 2022 was very well attended with a range of workshops aimed at supporting physical, mental, and financial wellbeing.



Message from the Chair and Managing Director (continued)

In November, our senior leadership team with members of our Partnership Committee, invested time to consider the longer-term goals of NWSSP. The value of continuing with a strong partnership arrangement across NHS Wales was evident. And our primary purpose to deliver economies of scale, efficiencies and increase the consistency of quality and processes also remains relevant to the challenges faced by the NHS Wales of today. However, we also acknowledged that NWSSP has constantly adapted and changed to meet the urgent and emerging needs of the Welsh Government and NHS Wales since we were established in 2011. We have emerged as a reliable and resilient organisation, that is now taking the lead on several national initiatives.

We asked ourselves how NWSSP will continue to adapt and change and considered what more we can do to support the increasing demands on health and social care in Wales. We have therefore made some changes to our NWSSP Strategy Map, included in this plan, and more work is planned with our partners for 2023-24 to define our longer-term roadmap.

We have also taken on board the feedback on our prior year IMTP plan and in this plan have clarified what impact the work we do has for our customers.

NWSSP is not immune from the pressures faced by other NHS organisations in Wales. We too need to consider the job roles and skills we need to fill for the short term as well as those that need to be developed for the future. The current economic crisis means that we will find it challenging to continue to build upon our track record of delivering savings year on year. And the demand for us to innovate and deliver excellence will require investment in our equipment, estate, and digital infrastructure; at a time when capital resources are scarce.

Consequently, there will be the need for us to prioritise the work we do, and that may require difficult choices and some degree of compromise amongst our partners to deliver the best outcome for Wales. We are confident that by working in partnership, in an open and transparent way, and with the continued determination of our staff and support of our Partnership Committee we will be able to deliver the excellence and innovation required.



Professor Tracy Myhill OBE,
Chair of the Shared Services
Partnership Committee



Neil Frow,
Managing Director
NHS Wales Shared Services
Partnership





Executive Summary



Executive Summary

Delivering Value, Innovation and Excellence through Partnership

NHS Wales Shared Services Partnership (NWSSP) delivers a wide range of high quality, professional, technical, and administrative services to the NHS Wales working with wider public services, including the Welsh Government.

We are an integral part of the NHS Wales family, supporting delivery of services to the staff and patients of Health Boards, Trusts, and Special Health Authorities in Wales. We also provide a range of services to primary care: GP practices, dentists, opticians, and community pharmacies. From 1 April 2023 we will also provide services to the newly created Citizen Voice Body, to be called Llais, via a service level agreement.

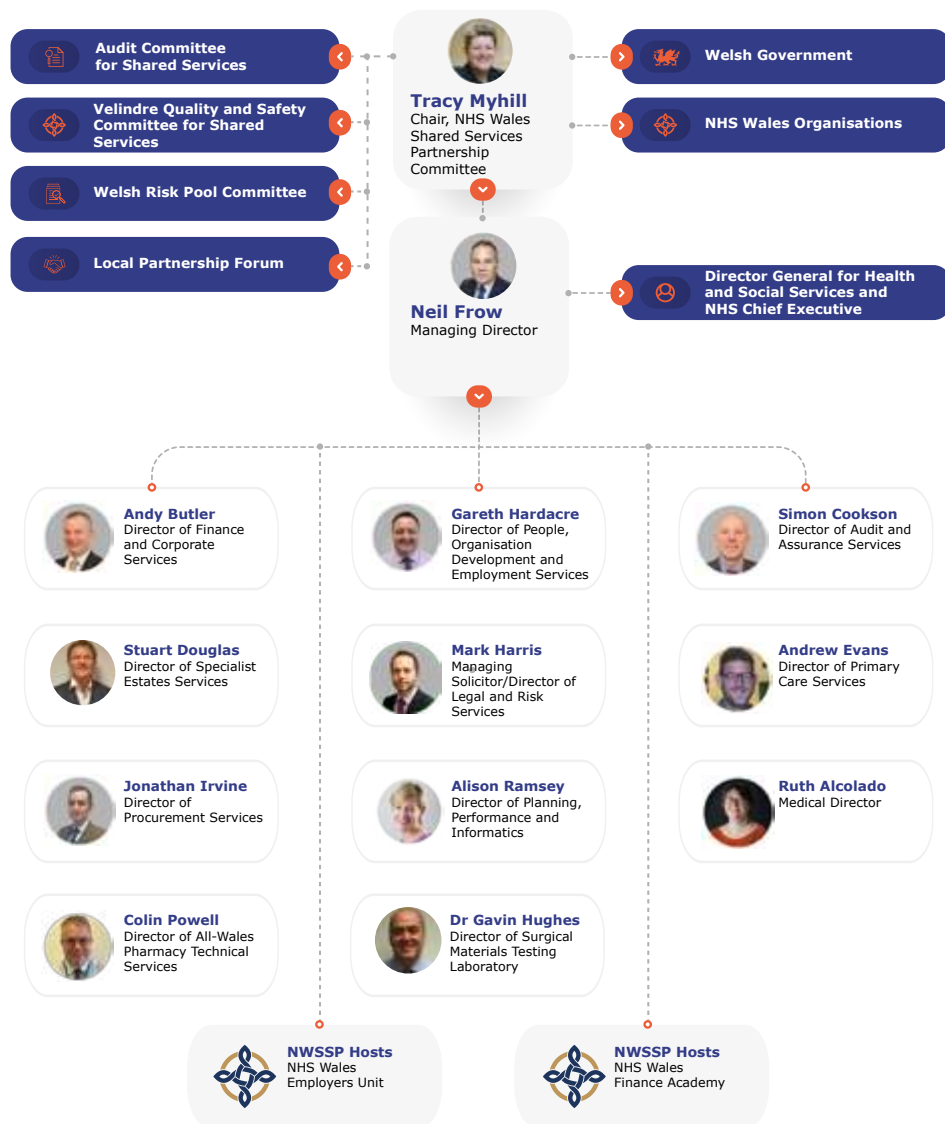
Our Services

- | | | |
|--|---|---|
|  Audit and Assurance Services |  Laundry Services |  Finance and Corporate Services |
|  Accounts Payable |  Lead Employer for medical, dental & pharmacy trainees |  Planning, Performance and Informatics |
|  Counter Fraud Wales |  Legal and Risk Services |  People and Organisational Development |
|  Central E Business Team |  Medical Examiner |  Surgical Materials Testing Laboratory |
|  Digital Workforce Solutions |  Primary Care Services |  Salary Sacrifice |
|  Employment Services |  Procurement and Supply Chain Services |  Student Awards Services |
|  e-Enablement |  Pharmacy Technical Services |  Welsh Risk Pool |
|  Finance Academy (hosted) |  Specialist Estates Services |  Wales Infected Blood Support Scheme |
|  Health Courier Service | | |

As a hosted organisation we operate under the legal framework of Velindre University NHS Trust. Our Managing Director, Neil Frow, is accountable to other NHS organisations through the Shared Services Partnership Committee (the Partnership Committee) which is comprised of representatives from the NHS organisations that use our services and the Welsh Government. The Partnership Committee is chaired by Tracy Myhill and meets bi-monthly. We also have several sub committees and advisory groups.

Underpinning this three year Integrated Medium Term Plan (the IMTP) are more detailed delivery plans for every Division and area of service. Progress against our plan is reported quarterly to the Partnership Committee and a copy of this report is also shared with the Welsh Government. Quarterly performance reviews with each area of service are held during the year. These review meetings are an opportunity to mitigate risks to delivery, approve changes to the divisional plans and adapt the plans to changing demands and emerging priorities.

During the year, we also have at least two scrutiny meetings with Judith Paget, the Chief Executive of NHS Wales, and members of her senior team in Welsh Government. The purpose to these meetings is to discuss performance against our plan, and to consider risks and opportunities we have identified.



Our plan sets out how we will deliver **value, excellence and innovation** in our services. It captures the key policy requirements that apply to NHS Wales and aims to embed them throughout, including the principles of A Healthier Wales, the Wellbeing of Future Generations Act, and Prudent and Value Based Healthcare. We also have a lead role in adding professional influence and momentum to address decarbonisation and climate change across the NHS in Wales.

As an enabling organisation that works at a national and local level across Wales, we meet regularly with Health Education and Improvement Wales (HEIW) and Digital Health and Care Wales (DHCW).

This is to ensure our respective plans are aligned and to identify potential opportunities for us to collaborate on shared goals.

During autumn 2022-23, we kicked off a series of workshops with our Partnership Committee members and Senior Leadership Team. These will focus on our longer-term goals over the next ten years; aligned to A Healthier Wales and Ministerial Priorities. The initial outcome has been to reshape our Strategic Objectives, as captured in this plan. Further workshops are planned for 2023-24; where we will focus in on defining longer term outcomes, qualitative and quantitative measures, and key priorities for future years.

This IMTP has been collated based upon the Welsh Government National Planning Framework for 2023-2026. In line with the direction from the Minister for Health and Social Care, we too recognise the need to focus on a smaller number of priorities in this coming year. We have therefore agreed with our Partnership Committee the following key priorities for the next 12 months, which form the basis of Year 1 of our three-year IMTP.



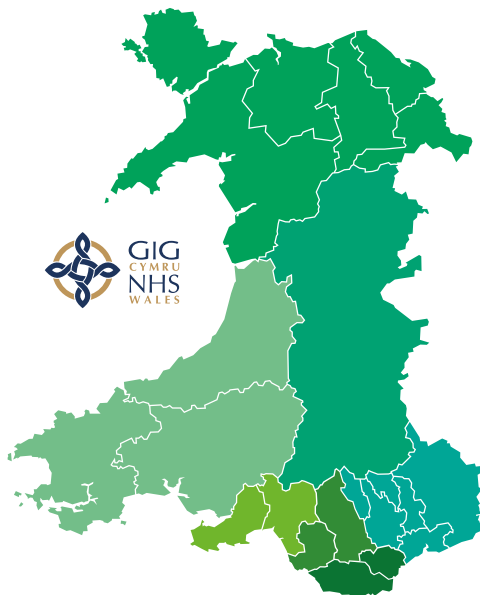
Key Priorities for 2023-24



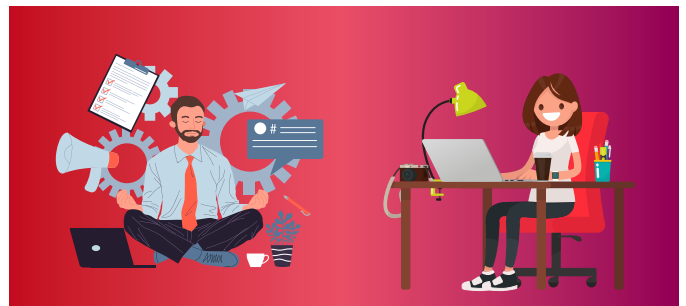
1. Good financial governance - We are committed to a balanced budget, compliance with our breakeven duty and a targeted re-investment plan for those NWSSP services that directly support NHS recovery and Ministerial Priorities.



2. Decarbonisation and Climate Change - We will provide whole system leadership to the NHS in Wales through the provision of expert guidance to others in delivering their local Decarbonisation Action Plans and support to the national Health and Social Care Climate Emergency Programme.



3. Implementation of our new Digital Strategy - With digital as a critical enabler, we will drive innovation, adopt new technologies and ensure secure ways of working that enhance the digital workplace for our staff. We will be more data driven, automate more and improve system performance and reliability, in partnership with Digital Health and Care Wales.



4. Employee Wellbeing - We will continue to provide support to all our staff to support their physical, mental, and financial wellbeing. We will continue to adopt a strong partnership approach with our Trades Unions as we navigate future change, to ensure the voices of our staff are heard and acted upon.

We are determined to optimise opportunities to further improve our standards of quality, and ensure consistency, across the full range of services we provide. Delivery of our plan will be challenging, with continued uncertainty around the wider economic environment and the ensuing level of risk to the assumptions in our financial plan particularly. However, we feel there remains sufficient stretch in our plan to delivery innovation and excellence in the services we provide.

NWSSP Strategy Map

Delivering Value, Innovation & Excellence through Partnership

Our Values



Listening & Learning

To continually reflect upon and improve the quality and effectiveness of all we do.



Taking Responsibility

For brave and compassionate decisions and making the right things happen.



Working Together

Inclusively with colleagues, customers, and suppliers.



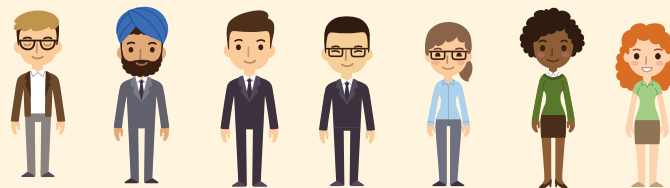
Innovating

To be courageous and creative through continuous improvement.

Our Strategic Objectives

Our People

Working together to be the best that we can be



Outcomes

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

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

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

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

Our Services

Driving the pace of innovation and consistently providing high quality services



Outcomes

We will enable our customer facing teams to close the majority of enquiries at first contact, by improving service speed, quality, and experience.

We will drive innovation, setting the standard for good practice, and enhance our processes through automation.

We will cultivate partnerships with industry leaders and academic institutions and seek University status.

We will be data driven, sharing intelligence with our partners to influence decision making across NHS Wales.

Our Value

Maximising the benefit, efficiency, and social impact of what we do for our partners



Outcomes

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

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

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

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

Achievements and Innovation

Throughout 2022-23 we have responded to the changing environment and demands placed on our services, to highlight some of this work we have developed a series of case studies which showcase some of the highlights our teams have put forward to celebrate achievements and innovations.



1

[Power BI Dashboard in Audit & Assurance](#)



2

[Financial System Management Disaster Recovery Exercise](#)



3

[Recruitment Modernisation – Phase 1](#)



4

[All Wales Laundry Staff Wellbeing and Health & Safety Initiatives](#)



5

[Men's Mental Health Initiatives](#)



6

[The Primary Care Quality Assurance Registration Team](#)



7

[Zero carbon, Zero Waste Solutions](#)



8

[Semi-Automated Manufacturing Device](#)



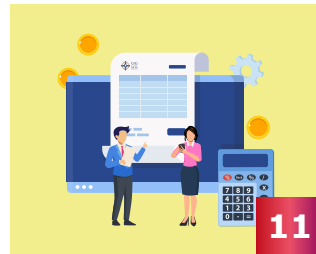
9

[Specialist Estates Team Sharing Knowledge and Good Practice](#)



10

[COVID-19 Autumn Booster Programme](#)



11

[Digital Solutions in Single Lead Employer](#)



12

[All Wales International Recruitment Programme](#)



13

[Surgical Materials Testing Laboratory World Bank Project](#)



14

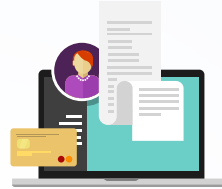
[All Wales Certificate of Sponsorship – Newly Qualified General Practitioners](#)

Key figures:

With a budget of over **£640m** (excluding COVID-19 related expenditure) and **5,561** people in 2022* we were able to:



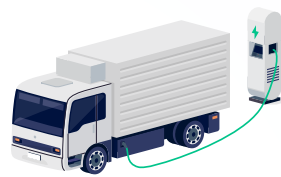
Achieve **£94m** in professional influence savings



Sent **21,000** conditional recruitment offers



Handled over **19m** items of laundry



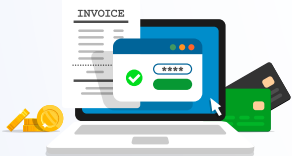
Saved circa **94,560kg** of CO² by increasing our electric fleet vehicles



Processed more than **55m** prescriptions



Prepared **10,000** ready to administer injections



Processed more than **1.5m** invoices



Packed **476,450** vaccine doses and issued them to community pharmacies and GPs (to Nov)

Since March 2020 we were able to:



Deliver more than **1.6b** Personal protective equipment



Deliver **6.9m** vaccine doses to over **110** locations

**as at 31 November 2022*



Our IMTP Approach

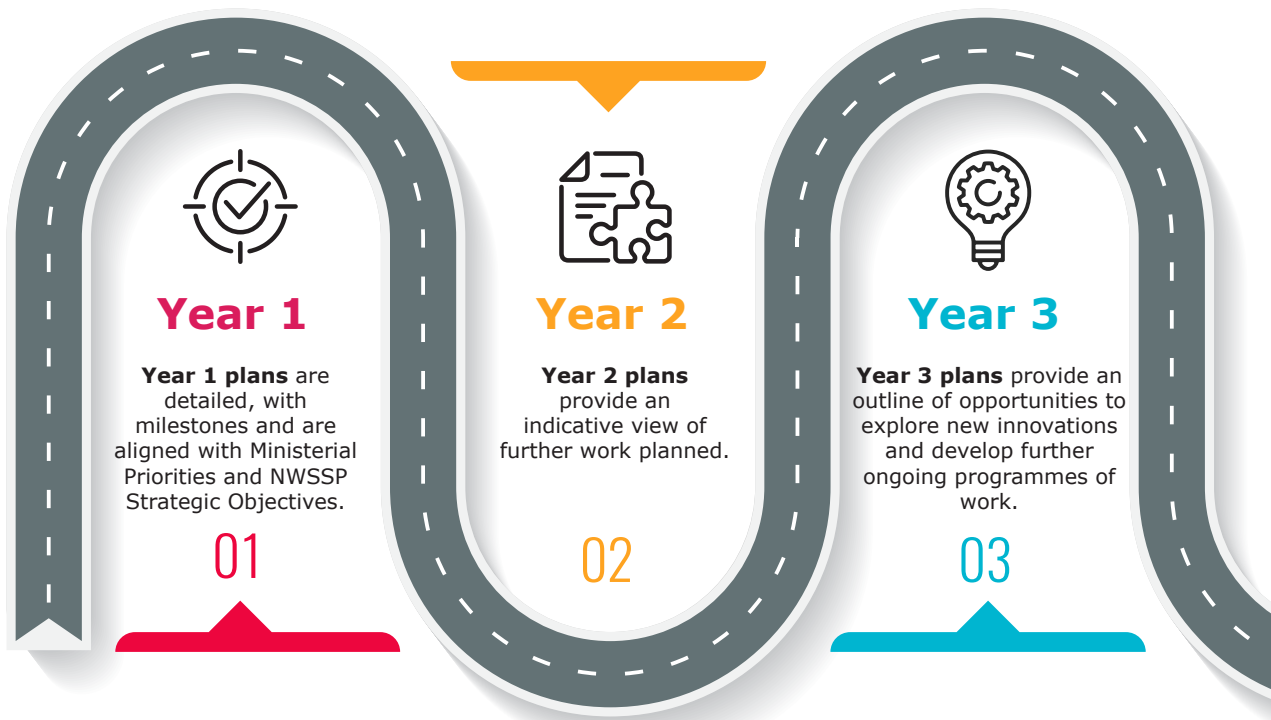


Our IMTP Approach

In developing our IMTP plans for 2023-2026 we have worked closely with our partners to develop plans that are collaborative and forward thinking in the rapidly changing environment.



All our Divisions have completed a 3-year IMTP for their area of service in line with the road map below. These plans are available separately as Section 2 of our published IMTP. We have structured our Divisional Plans so that our objectives are clearly defined by a customer impact statement, a baseline, key milestones for each quarter, key risks and the desired outcome aligned to our strategic objectives.



Our year 1 plan for 2023-24 has been summarised into a plan on a page which is included on [page 17](#) of this document. Key elements of our plans are aligned to our Strategic Objectives and the Ministerial Priorities. Year 1 will inform the pace of change and capacity for our year 2 and 3 plans which are summarised in **Appendix E**.

Our plans also include additional information that can be found in the appendices:

- Appendix A Our Digital Plan – Digital as an enabler
- Appendix B Our Financial Plan
- Appendix C Our People Plan
- Appendix D Key Performance Indicators
- Appendix E Year 2 and 3 plans

Monitoring progress against our plan

NWSSP has a quarterly review process in place that is the main mechanism by which we monitor our organisation's performance, in line with our Performance Management Framework.

Quarterly meetings with every Division are used to assess our progress against the IMTP divisional objectives, Key Performance Indicators (KPIs), risk registers, and financial performance. They are also an opportunity to review proactive work relating to supporting and developing our people by Division.

Our Divisional plans are monitored against Section 2 of our published IMTP through a live tracking tool, utilising Microsoft Lists. This provides a consistency in our approach to monitoring as well as realising the return on investment in Microsoft Office 365.

This information is fed into our Quarterly Performance Review process which supports our ability to report, adapt to changing demands and apply flexibility across all Divisions.

Our KPIs are reviewed as part the Quarterly Review process to ensure that they are still relevant, ambitious yet achievable and measurable for any new objectives identified. As part of this process, we also identify lead indicators for each of our Divisions and services to provide a high-level summary of our performance.

We continue to align our KPIs to our Strategic Objectives and ensure these are reported to our stakeholders utilising Microsoft Business Intelligence (BI) functions. A summary of our current Key Performance Indicators can be found in **Appendix D**.

We are in the process of establishing a new Performance and Outcomes Group (POG) to support development and delivery of outcome reporting across NWSSP. The group will also be responsible for identifying common overarching outcomes and divisional outcomes which are aligned to NWSSP strategic objectives, Ministerial Priorities and 'A Healthier Wales' quadruple aims. The group will also identify quantitative and qualitative measures to demonstrate outcomes are being achieved.



Year 1 plan

Delivering Value, Innovation and Excellence through Partnership



| 2023-24 Key Deliverables



Our People

Working together to be the best that we can be

Develop our Health & Wellbeing offering to staff through collaborative working.

Improve medical, dental and pharmacy trainee experiences within Single Lead Employer.

Future proof our All Wales Laundry Service through succession planning, inclusive of apprenticeships.

Embed equality and diversity into our workplace culture and thinking.

Be the employer of choice through 'This our NWSSP: Our People' programme.

Developing our workforce capability to meet the changing needs of the organisation and NHS Wales.

Increase the use of the Welsh Language in our work environments and instil confidence to use and learn the language.



Our Services

Driving the pace of innovation and consistently providing high quality services

Lead on the development and implementation of the Electronic Staff Record Transformation Programme.

Improve Supply Chain, Logistics and Transport operations and infrastructure to reduce carbon emissions.

Create a consistent approach to Fire Safety Management across NHS Wales.

Support the establishment of the Citizens Voice Body for Health and Social Care Wales - Llais.

Lead on the All Wales International Nurse Recruitment Programme whilst developing a more streamlined model.

Support the proposed introduction of the national Ophthalmic contract for Wales.

Drive the implementation of the e-prescribing programme together with our partners DHCW.



Our Value

Maximising the benefit, efficiency, and social impact of what we do for our partners

Support NHS organisations with delivery of their Decarbonisation Action Plans.

Expand the range of drugs offered through our Pharmacy Technical Services to reduce purchase and distribution costs for Health Boards.

Deliver the agreed Foundational Economy workplan for NHS Wales.

Lead the implementation of the Duty of Candour across NHS organisations in Wales.

Improve candidate experience through a modernised recruitment service.

Implement our Digital Plan to enable a digital workplace and drive innovation.

Removal of single use plastic from within the laundry production process.

Lead the TRAMs programme to reconfigure Pharmacy Technical Services across Wales into a single shared service.



Our Strategic Objectives for 2023 - 2026



Our Strategic Objectives for 2023 - 2026

Our Strategic Objectives for 2023-26 reflect our key priority areas for the next three years. We continue to embed within our Divisional Plans, robust and realistic deliverables aligned to Ministerial Priorities and the wider Programme for Government as well as ensuring we are meeting the needs of our customers and partners.

Value

Maximising the benefit, efficiency, and social impact of what we do for our partners.

We will ensure efficient and effective use of our resources to increase resource capacity, time, and money, for our partners to improve patient care. Key examples of work this year are summarised below which evidence the range of work we have planned against this key objective.



TRAMS (Transforming Access to Medicines Service)

What will this mean to our customers?

We are creating cost effective resilience within our medicines supply.

We are continuing to lead on this comprehensive programme of people, process, and capital investment to reconfigure Pharmacy Technical Services across NHS Wales into a single shared service.

This transformation will demonstrate improvements in quality, safety, and regulatory compliance with the main benefit being patient equity across Wales in terms of access to medicine and the associated cost recharges.

TRAMS Programme is referenced in the Wales Cancer Action Plan as a key enabler for securing supply of Systemic Anti-Cancer Therapies.

Work planned for 2023 – 2026 will include:

- Continue the organisational change processes with full staff engagement.
- Stabilise the existing service and work in partnership with Health Education and Improvement Wales to develop a training programme to develop and expand the current workforce.
- Select the preferred localities for our hubs, progress design work, and prepare Business Cases to support investment decisions.
- Begin building the first of three regional medicine preparation hubs.
- Working in partnership with Digital Health and Care Wales, development, and deployment of digital and stock control systems.
- Work in partnership with the other UK Nations on standardisation of the product catalogue, stability research, and sharing best practice.



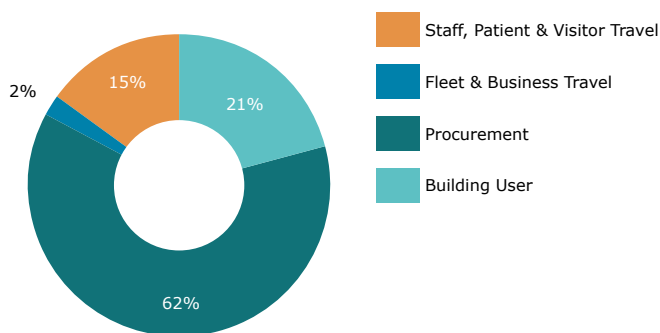
Decarbonisation

What will this mean to our customers?

We are supporting our partners to meet the decarbonisation targets and deliver on their local decarbonisation action plans.

NWSSP has a vast contribution to make to support Welsh Government's ambition of a net zero public sector by 2030. This is best illustrated with reference to the following graph and noting that NWSSP is responsible for all NHS procurement and has a significant influence on transportation and the built environment.

NHS Wales Carbon Footprint by Category 2018/2019



Source: NHS Wales Decarbonisation Strategic Delivery Plan 2021-2030

The NHS Wales Decarbonisation Strategic Delivery Plan 2021-2030¹ (the 'Plan') identifies six activity streams: Carbon Management; Buildings; Transportation; Procurement; Estate Planning and Land Use; and Approach to Healthcare.

These activities contain 46 initiatives, of which 19 are being led by NWSSP including all the procurement initiatives, most of the transport initiatives (excluding those directly associated with Welsh Ambulance Service NHS Trust) and a number of others distributed across the remaining activity streams.

Examples of NWSSP led initiatives include the development of carbon management best practice guidance and the formation and integration into the design and build process of a net zero building standard.

NWSSP procurement activity includes 8 specific initiatives as set out in the Plan. Procurement is actively engaged with Welsh Government Energy Services to transition to a market-based approach for supply chain emission accounting. Currently this is calculated using Tier 1 methodology i.e., expenditure based.

In addition to accounting for carbon emissions, NWSSP is looking at specific areas to mitigate carbon emissions. There is ongoing work to identify specifics within 3 priority areas but not limited to: Pharmaceuticals; Continued Healthcare and Funded Nursing; and Medical Equipment and Supplies.

The Foundational Economy and Social Value opportunities are also key areas for NWSSP, maximising value to the local supply chain, where possible, whilst maintaining high standards for goods and services.

NWSSP continue to collaborate with internal and external stakeholders and work with procurement teams pan Wales and with individual Health Organisations to meet the decarbonisation targets as set out in the Plan.

¹<https://www.gov.wales/sites/default/files/publications/2021-03/nhs-wales-decarbonisation-strategic-delivery-plan.pdf>

NWSSP also supports Health Organisation led initiatives by undertaking key enabling and support functions. For example, NWSSP commissioned a low carbon heating guide, which will provide Health Organisations with a methodology for delivering Initiative 7 – Progress low carbon heat generation for all non-acute sites larger than 1000m² by 2030.

In addition to these national initiatives NWSSP has also established its own Local [Decarbonisation Action Plan](#) which has a more internal focus, aimed at reducing our carbon footprint.

Some key successes include:

- the successful purchase and operation of a fleet of 22 battery electric vans and we are trialling the use of integrated Photovoltaics (PV) panels on a van,
- the rollout of Electrical Vehicle Charging Points to all our sites,
- completion of feasibility studies assessing the viability of solar panels at our larger sites; and
- a programme of replacing traditional lighting with LED. A recent project at IP5, our largest distribution centre, reduced electricity demand from 650 kWh to less than 100 kWh, delivering not only carbon savings but financial savings as well.

NWSSP is looking to expand its influence and is currently growing its decarbonisation dedicated capacity. As capacity develops NWSSP will be able to help drive forward more of the Plans' initiatives, building on, for example, the recently established Transport Task and Finish Group.

This group is initially focusing on All Wales solutions for Initiative 17 - NWSSP will work with Health Organisations to develop the best practice approach for EV charging technology, procurement, and car park space planning – this will include consideration of NHS Wales' own fleet, staff vehicles, and visitor EV charging.





Supporting our Foundational Economy

What will this mean to our customers?

Our aim is to increase resilience in the supply chain and increase the expenditure and contracts awarded to Welsh Suppliers.

NWSSP recognises that our procurement services have an obligation to provide patients and the community with the best quality service, ensuring the right product, provision or service has been sourced and supplied efficiently and at the right price for all of Wales.

Our commitment as a service is to source, supply and deliver the best value products and services through collaboration with our customers and partners across Wales in the challenging times ahead, both economically and financially, and to provide reinvestment into the Welsh economy.

Our procurement strategy embraces the Wales first principles nurturing local supply chains and provides opportunities via competitive tendering to promote economic regeneration, by ensuring equal opportunities via local, regional, and national strategies on all contracts for goods and services.

Previously known as the Transformation Hub, the Sustainability Team has worked closely with procurement to continuously improve spend within the local economy and understand the value the spend has created. We are continuing to pursue the four key workstreams that include:

- Foundational economy training and support to the buying and sourcing procurement teams.
- Engagement and direct support to Welsh suppliers.
- Improvements to Procurement Services' data and reporting.
- Ambitions to drive innovation and best practice.

We have seen several contracts awarded to local suppliers resulting in various benefits to the Welsh economy by using the Social Value Assessment Tool that has been deployed across the organisation with a mandated 15% weighting for the total award criteria for tendering activities.

As this work continues and further evaluations are conducted the Sustainability Team are also working closely with Welsh Government to set objectives and determine a simplistic way forward to evaluating value from spend within the local economy whilst also linking in with the Wellbeing of Future Generations Act to recognise any additional value and supporting the Welsh Government's Net Zero public sector target.

To ensure the Welsh economy continues to prosper amid COVID-19 recovery and cost of living crisis, growing the foundational economy is imperative to ensure jobs and the pound remain within Wales.

We have also undertaken several activities supporting the Foundational Economy through our widening access agenda and focusing on growing on our future workforce from within the communities we serve, work includes:

- Our Single Lead Employer services, trainee doctors are now able to secure personal financial and employee benefits, including salary sacrifice schemes, access to Employee Assistance Programme and expenses and easier access to mortgages and loans, thus providing ability to spend and remain working in Wales.
- Developing a service to undertake all work associated with GP practices becoming employer sponsors for newly qualified GPs. We have secured funding from Welsh Government to assist with the costs, encouraging employment of the GPs to stay in Wales. To date 15 practices have been approved and 5 are in the process of approval.
- Our Medical Examiner Service has created new employment within Wales in terms of 20 full time posts and 30 sessional based posts.
- Eight Kickstart Trainees who have been at a disadvantage due to the COVID-19 Coronavirus pandemic have now received valuable experience and employability skills development whilst working within NWSSP. Those who wish to continue their careers in NWSSP have been supported into roles or on to the staff bank.

The focus on Foundational Economy has supported procurement teams across NHS Wales in awarding approximately £22m worth of NHS Wales contracts to suppliers based in Wales from April to November 2022.

These contracts, combined with agreements secured in previous years, and other activities, concentrated on improving procurement's Foundational Economy outcomes and have all helped direct over £657m of NHS Wales's non-pay expenditure to suppliers based in Wales. On this performance, NHS Wales will continue to achieve high levels of investment in the Foundational Economy in 2022-23, delivering much-needed funding to Wales-based businesses as they support our national recovery and support against the cost-of-living crisis.





Prudent and Value Based Healthcare

What will this mean to our customers?

Value based and prudent healthcare initiatives will continue to ensure that the avoidance of unnecessary variation in patient care is supported across Wales, facilitating a high quality and equitable health service.

We are helping to make value based and prudent healthcare happen for NHS Wales, through both our system leadership and support roles.

There are an increasing number of products and services from NHS suppliers that have been selected based on their ability to reduce costs along the cycle of care and improve outcomes that matter to patients, for example improved quality of life. This approach can help align NHS Wales and suppliers around a common goal of improving outcomes that matter to patients.

Our procurement services can evidence how this is achieved, as we adopt a value-based approach. Benefits from work we have already done include:

- Product price reductions.
- Savings on nurse time.
- Reduce waits on supply.
- Improved patient experience and outcomes with products delivered on time when needed.
- Patients receiving care closer to home.
- Reduced waste following improved stock inventory systems.



Duty of Candour

What will this mean to our customers?

Duty of candour is embedded consistently across NHS Wales Health Organisations.

The duty applies when a person who is in receipt of health care suffers an adverse outcome and the health care provided was or may have been a factor. A person is determined to have suffered an adverse outcome if they experience, or could experience, any unintended or unexpected harm that is more than minimal. We already consider the harm that some of our services could cause. We use certain metrics in our Laundry and Pharmacy Technical Services and have implemented controls to minimise the risks of harmful events occurring.

The Welsh Risk Pool team will be leading the implementation of the Duty of Candour across NHS organisations in Wales throughout 2023-2024, delivering accessible learning and specialised training for local leads and staff, including the use of Datix Cymru functionality for Primary Care providers to report Duty of Candour events. The team will assess the implementation of the Duty of Candour to ensure sustainability across Wales.

Duty of Quality

Health services will need to show that delivering excellent quality of care is at the heart of all they do. They must ensure a system-wide approach to achieve quality of care in a way that secures continuous improvement in quality and improved outcomes for the population. The Duty of Quality focuses on the 6 domains of quality: Safe, Effective, Person centred, Timely, Efficient, Equitable care:



It seeks to strengthen these domains across a maturing Quality Management System. The Duty of Quality applies to all clinical and non-clinical health service functions in Health Boards, NHS Trusts and Special Health Authorities.

In line with the Duty of Quality, NWSSP will use the lens of the 6 domains of quality when making decisions to transform services. NWSSP will use these quality domains to assess the services we provide to our partners and the public as a component of the outcome reporting we are establishing.





Welsh Language

What will this mean to our customers?

Our partners can have confidence that the services we provide on their behalf are compliant with the Welsh Language Standards.

NWSSP has an established Welsh Language Unit providing Welsh language advice, guidance, and support to all our Divisions and hosted programmes as well as translation services. We have seen a significant increase in the demand for Welsh Language translation services whilst we continue to support many of our partner organisations. As a result, we have established a bank of translators to support us with our work and to meet the requirements of the Welsh Language standards.

We have supported, and continue to support, our partners and NWSSP with the following:

- Provision of the Student Streamlining Service in Welsh.
- Provision of bilingual patient information leaflets for consent to treatment/procedures.
- Collaboration with Betsi Cadwaladr University Health Board in providing an educational module for clinicians across NHS Wales on the importance of engaging and communicating with patients in Welsh as part of the consent and capacity course.
- Continuing to work with the TRAC recruitment system to ensure the interface is updated consistently in Welsh and English.

- Providing translation of easy read patient information leaflets for Welsh Risk Pool and Health Organisations from English to Welsh.



Recruitment Modernisation

What will this mean to our customers?

An improved candidate and customer experience through a modernised service, and a reduced time to hire.

NHS Workforce Directors have agreed to the principles of our Recruitment Modernisation Programme.

The programme aimed to modernise our services through technology and improved workflows is now well underway with several key milestones being reached within 2022-23. This included the introduction of a proposed start date in offer letters and a reduction of mandatory pre-employment checks prior to start dates. Ten NHS organisations began benefiting from improvements made to our processes in 2022, including streamlining and improving candidate experiences, with the remaining organisations adopting the changes in December 2022.

During 2023-24 we will be focusing on technology, utilising all functionality within the Trac recruitment system, to include, talent pools, (a database of suitable top candidates that have already been interviewed, for future recruitment activities) redeployment, and social media advertising. We will continue to engage with our partners through education sessions and feedback opportunities to inform improvements to the service.





Our People

Working together to be the best that we can be.

We understand that rewarding employment and career opportunities will have a positive effect on the population of Wales. Our People plan set out in **Appendix C**, has been developed with the health and wellbeing of our people at the heart and is building upon the strong foundations we have already created.

Health and Wellbeing

Over the last year we have developed our Health and Wellbeing offering to our people through the launch of our Health and Wellbeing Framework. We are continuing to enhance and improve our Mental Health support provision through collaborative working with partners, including Remploy (now operated by Maximus) and Mind and through an increase in, in-house Mental Health First Aid training through investing in 'train the trainer'.

Our work continues in line with our Health and Wellbeing Framework 2022-2024 and our Health and Wellbeing Partnership Group, where we are focusing on:

- an Employee Value Proposition, to understand what different cohorts of staff need from us to support their work life balance, and
- reviewing the Employee Assistance Programme to ensure it remains fit for purpose in light of the past two years (COVID-19 pandemic) and the associated impact on mental health.

We are continuing to provide support to staff in light of the cost of living crisis to ensure their financial wellbeing is at the centre of our activity, and it was the focus of our second health and wellbeing conference held in 2022.

In 2023-2024 we will continue to implement our Health and Wellbeing framework to further support a healthy and engaged workforce in conjunction with further activities featured within 'This is our NWSSP' and agile working programmes, as set out in **Appendix C**. We will provide a working environment that enables our people to thrive, by continuing to offer support for staff through wellbeing awareness and stress awareness workshops, further development of financial wellbeing provision and building upon access to health and employee benefits.



Equality and Diversity

NWSSP recognises individual differences and the importance of embedding diversity and inclusiveness into our culture and thinking, and empowering our people to thrive, and this forms an essential component of the 'This is our NWSSP' programme. We continue to develop a programme of activity that offers opportunities to groups within the population who are underrepresented and ensuring all are welcomed and encouraged to consider a career with us.

This work includes the recruitment of a dedicated diversity and inclusion lead to drive forward our action plans, as detailed below, and support NWSSP to embrace activities in line with national priorities such as the race quality action plan as well as employee driven priorities.

Our implementation action plans focus on:

- Leadership
- Training and development
- Attraction and recruitment
- Engagement and support



Single Lead Employer

What will this mean to our customers?

Improved medical, dental and pharmacy trainee experience leading to improved retention across NHS Wales.

The Single Lead Employer is an arrangement that was put in place to manage and support all Medical and Dental trainees across Wales in collaboration with Health Education Improvement Wales. The roll out of the model to the remaining trainees has now been completed and business as usual arrangements are now in place with Health Boards.

Throughout 2023-24 we will be focussing on improving and streamlining the Single Lead Employer model by implementing any actions falling out from a stakeholder review that is due to be completed in February 2023. The review will focus on speaking with trainees about their experiences with the current processes we have implemented, and how we can make improvements through understanding the opportunities and risks the findings reveal. Subsequently, we will also be looking for opportunities to expand the model as appropriate in NHS Wales.

We will be agreeing and implementing KPIs for all partners (NWSSP, HEIW and NHS host organisations) to work towards. We will also be supporting the implementation of the new national pay terms and conditions of employment and updated contractual arrangements for junior medical staff in training once agreed.



Laundry Apprenticeship

What will this mean to our customers?

Ensuring the provision of a resilient NHS laundry service is future proofed and skilled work available in local communities.

As part of the All Wales Laundry Service (AWLS) initial inception, surveys were carried out which reported key risks around the ageing and out of date operating equipment, this coupled with the inability to recruit skilled engineers due to competitive labour market salaries within the private sector created a risk to the service, therefore, succession planning in house has been a priority for the team.

An alternative approach has been adopted with the AWLS team and they have now successfully recruited and commenced training apprentices at the North Wales, Swansea and at the Green Vale Laundry Production Units. In partnership with local colleges the apprentices have been enrolled on a 4-year scheme, spending one day a week in college and the rest on site in the laundries gaining invaluable experience.

The apprentices are training towards multi-skilled level of engineering, beginning with an electrical bias across 4 years and then doing a conversion course in their final year to become a mechanically qualified engineer. Three apprentices have begun their schemes and are working within the existing engineering teams gathering invaluable experience which will put them on the path of a successful engineering career within the AWLS team and ensure that the production of linen for the NHS in Wales continues.



Green Vale Laundry



Services

Driving the pace of innovation and consistently providing high quality services.

We understand that effective use of data and a clear focus on outcomes, leads to service improvement for patients and the wider population. Our case studies on page 12 highlight recent innovation and we intend to build upon this through driving further innovation, the use of technology and partnership working.

New Surgical Materials Testing Laboratory Facility at IP5

What will this mean to our customers?

Increased testing capacity to expand into new testing areas and strengthen resilience in existing services.

The Surgical Materials Testing Laboratory (SMTL) has been based at the Princess of Wales Hospital in Bridgend for over 22 years. The facility has served SMTL well for many years, however due to unprecedented demand on testing services during the pandemic it was evident that additional capacity and resilience was required to manage the extra work whilst maintaining the United Kingdom Accreditation Service (UKAS) accredited high level of service.

NWSSP has supported SMTL to expand its services by purchasing new equipment and establishing a new testing laboratory in Newport. This new satellite laboratory will complement the current facility at Bridgend and will enable us to test medical devices such as surgical gowns, medical masks and respirators for the Welsh NHS, UK Health Service and the medical device and Personal Protective Equipment industry. To be able to provide these tests, the appropriate test method needs to be developed and integrated into the SMTL quality management system. Test method development has commenced with the intention to have these validated and fully available once additional testing staff have been recruited in 2023-2024.





Fire Safety Improvement Programme

What will this mean to our customers?

A consistent approach to fire safety management across NHS Wales, and improved engagement with statutory authorities.

A Fire Safety Improvement Programme to provide a more consistent approach to the management of fire safety obligations across NHS Wales will continue to be implemented. This programme of work will ensure that the Fire Safety Improvement Programme is aligned with new legislation and the recommendations of the Grenfell review and will create a better understanding of essential investment requirements across NHS Wales thereby promoting a risk-based targeted investment approach ensuring value for money.

In addition, to actively sharing and promoting best practice, the Fire Safety Improvement Programme will include focussed support to enhance the technical competencies of NHS Wales fire safety specialists.



All Wales Laundry Programme

What will this mean to our customers?

An efficient, resilient and flexible All Wales laundry service.

We are continuing to drive forward modernising the All Wales Laundry Service with the newly formed central management service working well in driving standards and outputs, whilst offering greater flexibility and consistency during the maturity of the transformation process.

The new operating model will continue to drive forward safety and quality whilst ensuring value for money for NHS Wales. The objective remains to ensure that we continue to provide all NHS Wales organisations with an efficient and flexible model whilst the Laundry Programme progress the business cases for the two new facilities and one refurbished facility that will provide assurance to the new clean and safe laundry standards BS EN 14065 as a primary objective. Secondary objectives include increased value for money, consistency in supply and a lower carbon footprint along with improved facilities for our staff.

Work planned for 2023 – 2026 will include:

- Actions on identified health and safety improvements reducing risks.
- Mature the introduction of BSEN14065; quality controls, including the recording and monitoring of potential biocontamination hazards.
- Plans to minimise supply disruption and risk from aged plant and equipment.
- Finalise scrutiny of the Outline Business Case towards Full Business Case approval on all three hubs.
- Implementation maturity of the new All Wales Operating Model.
- Commencement of decommissioning of the existing sites alongside ongoing robust engagement and support for front line staff.



All Wales International Recruitment Programme

What will this mean to our customers?

Development of a streamlined model for international nursing recruitment that will provide an improved customer and end user experience.

NWSSP was commissioned to deliver an All Wales International Recruitment Programme in November 2021.

A commitment to recruiting 422 Registered Nurses across six participating Health Boards was made with a total of 413 offers made to International Nurses as part of a high-volume mass-recruitment exercise (Phase 1) in 2021-22.

Throughout 2023-24 we will continue to onboard (Phase 2) candidates into Health Boards whilst scoping alternative recruitment models to drive efficiency savings. We will continue to support Certificate of Sponsorship applications. We will introduce:

- All Wales principles for the delivery of pastoral care;
- Objective Structured Clinical Examination (OSCE) training i.e. observation of overseas staff competencies such as communication skills, in a clinical setting; and
- the development of an accreditation system.

We will be working closely with Welsh Government to explore new, alternative, and innovative delivery models for international recruitment to deliver further efficiencies for NHS Wales.



Llais – the Citizens Voice Body

An independent national body, the Citizen Voice Body for Health and Social Care in Wales (to be known as Llais), was established in 2022 and will be fully functional from 1 April 2023. The Citizen Voice Body provides a unique and exciting opportunity, independent of government, the NHS and local authorities to represent the voices and opinions of the people of Wales in respect of health and social care services. Through the remit of the new organisation, it can help ensure that people's lived experiences shape the design and improvement of services.

NWSSP is providing a wide range of support to the Citizen Voice Body Implementation Programme on the preparations for the establishment of the new body.

This support includes:

- Dedicated programme management support.
- Establishment of a range payroll, pension, recruitment and finance services and systems.
- Provision of dedicated technical expertise to several the programme workstreams including People and Organisational Development, locations and finance, in addition to the provision of procurement advice and support.



Medicines Value Unit

We are establishing a Medicines Value Unit to take forward commercial procurement activity aimed at securing new and innovative pharmaceuticals and therapies for NHS Wales and the patient population. The activity will be clinically led and grounded in evidence-based approaches to secure outcomes that matter to patients.

The highest value therapies, approved by the National Institute for Health and Care Excellence (NICE) and the All Wales Medicines Strategy Group, will therefore be accessed through an accelerated commercial procurement process. The goal is to adopt a disease specific approach to securing better value for money from the procurement of medicines.

NWSSP will be leading on this initiative with the Procurement and Pharmacy Technical Services Divisions working together to deliver against a range of targeted pharmaceutical therapies.

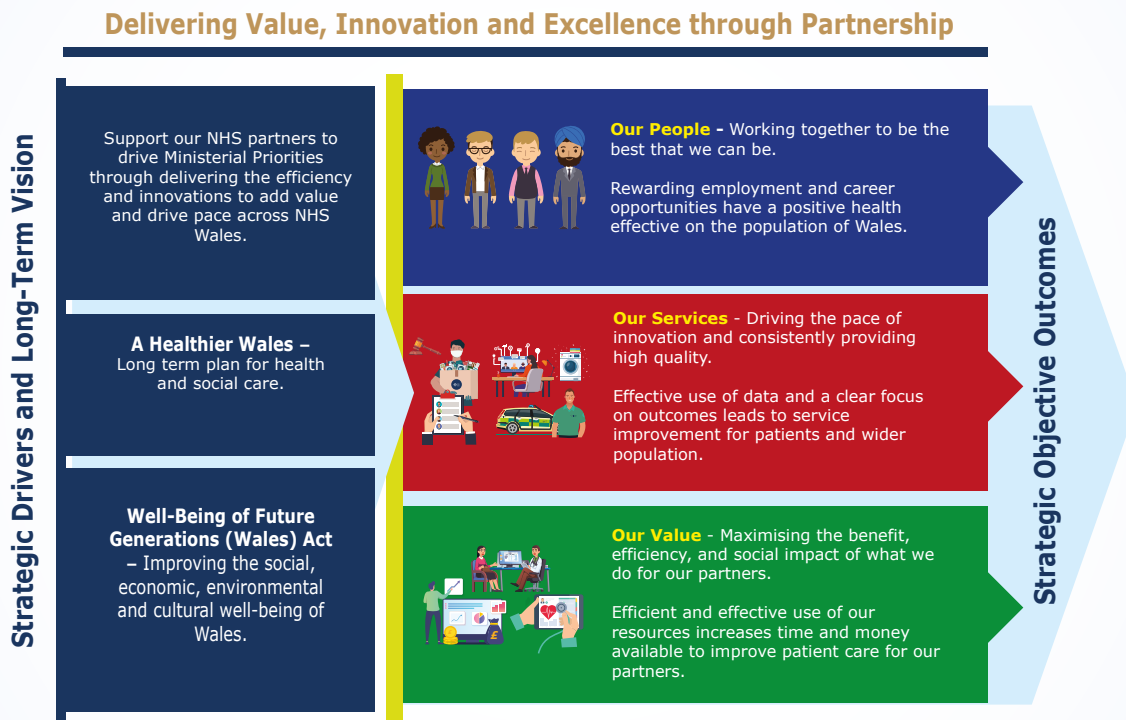




Ministerial Priorities



Whilst the Ministerial Priorities in the 2023-26 Planning Framework are primarily directed at local Health Boards, we have considered how our plans will contribute and provide support to these priorities through the work we have already highlighted as part of achieving NWSSP's Strategic Objectives.



National Workforce Implementation Plan

As part of the National Workforce Implementation Plan, NWSSP are supporting a number of key areas already highlighted, including International Recruitment, ESR Transformation and Recruitment Modernisation. We will also work with the Welsh Government on the development of a volunteer 'passport' which will aid the movement of volunteers around NHS Wales Organisations.

National Ophthalmic Contract for Wales

We are supporting the proposed introductions of the National Ophthalmic Contract for Wales, through negotiating and agreeing an ophthalmic contract to be in place by March 2024.

The implementation will build on the direction outlined in a Healthier Wales and the progress already made since the launch of the together for Health-Eye care.

As a key stakeholder we will ensure all decisions made follow the key principles of NHS Wales Eye Health Care-Future Approach for Optometry Services.

The process of implementation of new service pathways is beginning, which will support improvements to enable the monitoring, management and treatment of more patients in primary care, therefore reducing demand in secondary care and improving access for patients.

An Implementation Board will approve and oversee the delivery of all key objectives in preparation for contract implementation by April 2024.



Electronic Prescribing Service

The development of an Electronic Prescribing Service in Wales and its introduction will mean that the system is no longer reliant on paper prescriptions moving between the prescriber and the dispenser, with the consequent link to NWSSP for re-imburement.

NWSSP, through our Primary Care Services team, will need to adapt our systems and processes to accommodate the electronic transfer of claims. We will also manage the Smart Card arrangements that are part of the wider Electronic Prescribing system.

As an integral part of this wider system, NWSSP will be working closely with Digital Health and Care Wales to deliver these changes in line with their Electronic Prescribing Service Programme timetable.



Booster and Vaccination Distribution

NWSSP Procurement and Supply Chain, Logistics and Transport services continue to distribute COVID-19 vaccinations and are supporting the booster programmes alongside others including flu, Mpox and other vaccines across Wales.

8.5 million vaccines and associated consumables have been delivered by our teams since the start of the pandemic. We have delivered to 32 Health Board Immunisation Centres and 271 participating General Practice surgeries, 21 Hospital pharmacy sites and 164 community pharmacies, an increase to 488 site locations. With a 180% increase in demand for service and a 200% increase in demand in delivery locations we have continued to fulfil this demand and have received positive feedback from all our partners.

The NHS Wales National Immunisation Framework for Wales was announced in October 2022, with a view to transition to new arrangements expected during 2023 and 2024. This means NWSSP is engaged in ongoing planning discussions to determine how we can distribute supplies stored in Wales as part of pre-planned ongoing seasonal immunisation campaigns for COVID-19, Flu, Shingles etc. We are working on solutions for the potential need for a Spring and Autumn Seasonal Covid campaign in 2023, likely to mirror the programme delivered in 2022.

The resourcing of this programme of work needs to be resolved as currently the service is funded on a non-recurrent basis, with staff only able to be retained on a non-recurrent and fixed term basis.





COVID-19 Public Inquiry and litigation

Our Legal and Risk teams will continue to support NHS organisations in Wales in relation to litigation arising from the COVID-19 pandemic. This includes legal claims, concerns investigated under the Putting Things Right Regulations and preparation for the UK COVID-19 public inquiry.

Hospital acquired COVID-19 infection investigations are being carried out across Wales and we will continue to advise and support NHS organisations in applying the necessary and complex legal tests to the findings of these difficult investigations.

We are very mindful of the financial burden the COVID-19 public inquiry will place on the NHS in Wales, the cost in terms of staff time, and the potential emotional impact on those staff and families involved. We will seek to work together with every NHS organisation across Wales to share learning and minimise the impact on NHS staff and patients.



Working with Regional Partnership Boards

Whilst NWSSP is not a member of any Regional Partnership Board (RPB), the introduction of the RPBs as part of the requirements of the Social Services and Wellbeing (Wales) Act 2014, has impacted local procurement teams, and continues to do so. Mainly in the sourcing activity to support the development of services to secure better joint working between local Health Boards, local authorities and the third sector; and to ensure effective services, care and support that best meet the needs of our population.

The experience of COVID-19 has strengthened the necessity of developing and implementing joined up models of care and support that are person-centred and not organisation-centred, are focused on wellness, wellbeing and independence and enable the partnership to deliver a 21st century health and care system. We will continue to consider, contribute, and support NHS organisations in delivering the priorities laid out in Planning Framework, and through access to Health Board surge capacity plans, we will be able to flex our own capacity and demand accordingly.



Core Supporting Functions



Core Supporting Functions



Digital Innovation, Technology and Transformation

New Digital Strategy

What will this mean to our customers?

We are creating a robust and resilient digital provision for our services, to encourage innovation and efficiency.

During 2022-23 we unveiled our NWSSP Digital Strategy; setting the direction on the future provision of digital services, the approach and methodology we will adopt and the outcomes we seek to achieve.

The scope of this strategy will include the delivery, hosting, service management and assurance of digital solutions that are: -

- Owned and operated by NWSSP
- “National” solutions operated on behalf of other NHS Wales organisations
- Procured under framework agreements for operation by other NHS Wales organisations (where the responsibility of NWSSP in the digital arena is mostly limited to assurance)

It is important to recognise that our sphere of influence or control over the direction of solutions that are considered national or where we are the procuring authority only, may be significantly different to those where we operate and / or own the solution.

The strategy promotes a common approach to delivery but reflects the varying responsibilities for NWSSP.

Cyber resilience

We have undertaken significant work in the field of cyber security to ensure that we are vigilant to cyber threats and continue to review and enhance our infrastructure. We have worked with the Cyber Resilience Unit, Internal Audit and Audit Wales with recommendations made to enhance our Cyber Resilience Plan and rolled out a mandatory Cyber Awareness training package for all staff.

Use of automation

We have invested heavily in robotic process automation (RPA), developing principles for using suitable tools that can replicate and automate repeatable human tasks, freeing our people to undertake more value-added work.



ESR Transformation Programme

What will this mean to our customers?

A flexible, agile system that is more responsive to the needs of NHS Wales which interfaces seamlessly to other NHS Wales e-systems.

We are leading on the development and implementation of the Electronic Staff Record (ESR) Transformation Programme. This Transformation Programme will run throughout the three-year term of this IMTP. The contract with the current service provider ends in 2025 and the Oracle e-business suite on which ESR is built moves to 'end of support' in 2033. Procurement activities will continue in year one to support the development of a Full Business Case by Summer of 2024 (year 2).

Following the contract award, all NHS Wales organisations will migrate to the new solution by 2030. This transformation programme will provide a robust, intuitive, agile workforce system that meets the evolving needs of NHS Wales.

In year 1 we will be continuing procurement activities, commencing an optimisation work programme and engaging closely with our stakeholders and the NHS Business Service Authority in England. In year 2 we will have awarded a contract and the design, build and migration work will commence with early adoption organisations agreed. In Year 3 we will commence the transfer of users to the new platform and we will continue to engage through the developed governance programme.



Scan for Safety

What will this mean to our customers?

We are seeking to make NHS Wales one of the safest and most transparent health care systems, through product traceability.

The rollout of the Scan for Safety programme across the NHS in Wales is gathering pace and our work continues with this modernisation programme, which seeks to make the NHS Wales one of the safest and most transparent health care systems in the world, through complete traceability of products, such as implantable medical devices.

In November 2022 we saw c£3m per month of purchases being generated through the Inventory Management Systems automating c40,000 transactions. These figures are forecast to increase to around £4.5m and 50,000 transactions by the start of the next financial year 2023 and continue growing throughout the term of the 2022-2026 IMTP.

Benefits of over £377,000 have been recorded to date and over £2m is targeted for next financial year alongside the roll out of SupplyX (inventory management system) across hospital theatres and wards.



Oracle Cloud Financial Management System

What will this mean to our customers?

Provision of a stable and secure financial management system with increased cyber resilience.

The NHS Wales Central Team eBusiness Services (CTES) provide a central point of excellence to the finance, procurement and supply chain communities across all NHS organisation systems in Wales, collectively known as the Financial Management Systems (FMS).

The Oracle Cloud FMS is going to be decommissioned with a move to Oracle Cloud Infrastructure. This will resolve issues currently being experienced by our customers relating to the current FMS hardware and is in line with the move towards accessing services via Cloud provision and Welsh Government Digital Strategy. This will also remove the reliance on local NHS Wales data centres to support local servers and aids the carbon reduction "footprint" locally.



Student Awards System

What will this mean to our customers?

An improved process that enhances the end user experience.

The Student Awards Service is responsible for implementing the NHS Wales Bursary Schemes which provide funding for healthcare students on NHS funded courses in Wales. In June 2019 the Government announced that the NHS Wales Bursary scheme would be extended and remain in place for students commencing study in the academic year 2020-21, thus requiring the service until at least 2029.

Our current Student Award System is due to expire on 31st March 2023 and throughout 2021-22 a Project Team has been working to procure a new system with implementation of the new system from 31 March 2023.

The new system will improve the journey for students, Universities and Health Education and Improvement Wales (HEIW), reduce the administrative burden and provide a more efficient service for bursary assessments.

Financial Sustainability

The financial outlook for NWSSP is very challenging and the financial plan, whilst balanced, contains several significant risks and income assumptions. Identified pressures and priorities of 37.409m for 2023/24 will be met from additional income generation, cash releasing savings, efficiency savings and Welsh Government income.

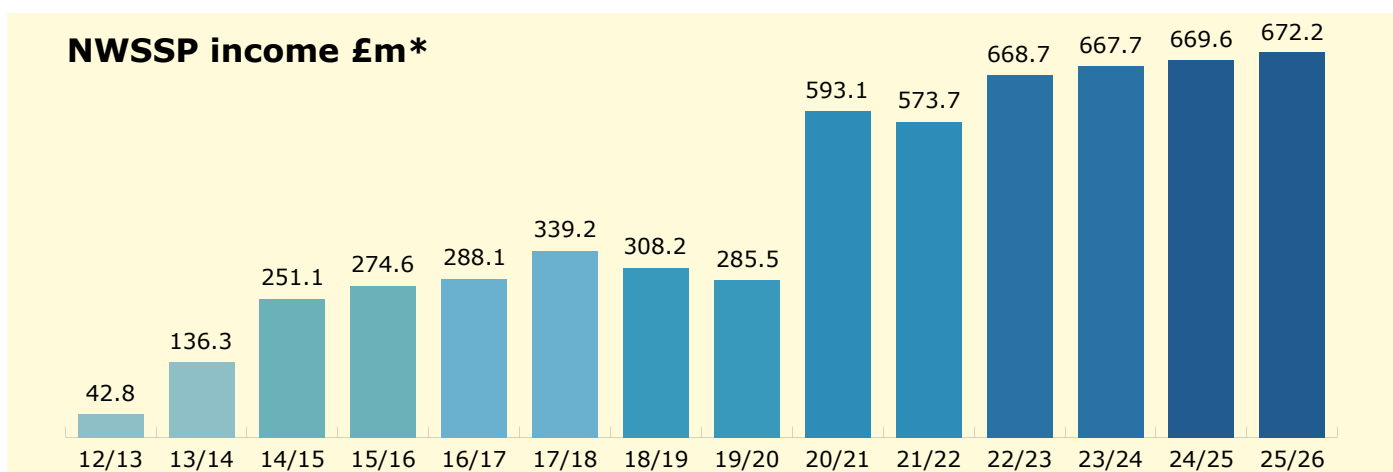
2023/24 Pressures / Priorities	£m
Priorities	3.899
Pressures	2.587
Service Development	6.727
Covid	19.301
Energy	4.895
Total	37.409

Key risks included in our plan relate to assumptions of funding from Health Boards and Trusts for the significant energy pressures within laundry services and the exponential increase in activity that is being processed by our transactional Services including Payroll, Recruitment and Accounts Payable.

We will invest in a number of priority areas including the Foundational economy, decarbonisation, the new digital strategy and our contact centres. Such investment will improve the quality and efficiency of the services provided to NHS Wales. The plan also includes further investments in the Medical Examiner Service and the Single Lead Employer service. In addition, funds have been earmarked to respond to the Covid-19 Public Inquiry and address certain estate related Health and Safety matters.

Income streams will be in excess of £667m for 2023-2024 rising to £672m by 2025-2026. Covid-19 will continue to materially impact NWSSP income and expenditure with £19.301m Welsh Government funding anticipated to continue to support Personal Protective Equipment (PPE) management and distribution, the mass vaccination programme and the issue of PPE to Primary and Social Care.

The Single Lead Employment arrangements materially impact our income streams, with £246m income of our total £667m income attributable from this service alone in 2023-2024. Continued income growth across several Service areas is forecast through to 2025-2026.



*Excluding any movement in Welsh Risk Pool Provisions.

The Welsh Risk Pool claims settlements of £135.929m in 2023/24 will require a risk share contribution of £26.494m from Health Boards and Trusts. Capital investment of £228m is required for the five-year period to 2027/28. Major investments are included for the All-Wales Laundry Reconfiguration and the Pharmacy Technical Services projects.

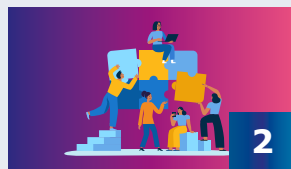


People

Within our People and Organisational Development Plan we focus on the seven strategic priorities as part of 'THIS OUR NWSSP: Our People, Our Organisation, Our Plan.'



1
Organisational Design



2
Organisational Development



3
Resourcing



4
People Analytics



5
Employee Relations



6
Welsh Language



7
People and Organisational Development Excellence

As the first year of the plan was designed as a discovery phase for each of these areas, 2022-23 has seen us design and implement several programmes to support the development of a high-performing organisation, increasing its effectiveness and facilitating personal and organisational growth and well-being. We will further build on this in 2023-24.

Our aim is to make NWSSP a great place to work and to support the Health and Wellbeing of our staff in line with the plan for 'A Healthier Wales' through a commitment to enable our people to feel engaged, connected and share in our purpose. We are committed to the principles of the Foundational Economy and as such, our widening access agenda focusses on growing our future workforce from within the communities we serve across Wales.

Within each of our strategic priorities, we have aligned our planned work to the Ministerial priorities and wider programme of the Welsh Government. Our detailed plan can be found in **Appendix C**.



Risk Appetite

We routinely manage the risks and opportunities that could impact the planned delivery of our IMTP. We have a corporate risk register that is reviewed by our Senior Leadership Group, Partnership and Audit Committees. We work with Directors and Heads of Service to ensure that risks are recorded accurately and updated regularly within local divisional registers. As part of our Performance Management Framework Quarterly Reviews, we discuss the planned actions at divisional level to mitigate risks.

Towards the latter part of 2022 we have taken the opportunity to review our risk appetite with both NWSSP Senior Management and the Partnership Committee. The outcome of this, particularly driven by Committee members, is that NWSSP needs to take more risk and become bolder in its operations and activities.

NHS Wales organisations are looking for NWSSP to take the lead in helping them to solve some of their problems through both delivering efficient and innovative working practices and using data to provide NHS Wales Health Organisations with meaningful and targeted information.

In Judith Paget's letter confirming acceptance of the IMTP in July 2022 she stated that "NWSSP needs to become the catalyst for change in leading the transformation agenda from the front". This more proactive role is one that we are keen to take on, but NHS Wales organisations need to ensure that they remain supportive when justified change to existing practice is required on an All Wales basis.

All the activities that we undertake, and the innovations that we introduce, need to support the twin aims of growing the Foundational Economy through sourcing goods and services within Wales where possible, and promoting the Decarbonisation agenda to help achieve the Welsh Government's goal of being carbon-neutral by 2030.



Our Key Corporate Risks

Lack of staff capacity to meet the increasing demands of NHS Wales and Welsh Government.

We have expanded our Bank arrangements to deploy a flexible workforce to meet peaks in demand and have employed many staff on fixed-term contracts, particularly to support Covid-related activity, such as the vaccination booster campaigns. However, Welsh Government funding has still not been confirmed to support these posts and we face the risk of losing these staff to more secure employment, leaving us unable to deliver the services that are expected of us.

In other areas, such as accounts payable and employment services, significantly increased and sustained levels of activity are being met only through the working of substantial levels of overtime. This is putting increasing strain on staff, and we closely monitor and investigate any spikes in sickness absence rates including stress-related absence. We are proactive in trying to find smarter ways of working e.g., use of robotics and chatbots to reduce the demands on staff, but these require funding which in the current climate is difficult to secure.

Lack of staff capacity to lead transformational change and service improvement

Whilst we have continued to adapt to meet the growth in our services, we anticipate further increases in demand from our customers, and our capacity to do everything well is currently stretched. We need to invest also in our corporate functions and management capacity to support and lead the drive for transformational change and service improvement. These have not kept pace with our organisational growth, and now are a key constraint.

We have been asked to take a national lead on key programmes linked to the Ministerial priorities including the foundational economy and decarbonisation and climate change action plans. We are recruiting for new and additional skills to ensure resilience in our ability to deliver longer term sustainability and transformational change.

Like many other NHS organisations, we have some challenges in recruiting to more specialist professional roles such as engineering and audit, and we have highlighted to our partners HEIW the need to capture these important skills in the national work they do.

We have a strong track record of implementing new ways of working and being innovative in our approaches to drive up quality standards, making good use of technology and automation. However, we will require additional recurrent revenue support to bring in the right staff with the right skills to continue to do so at the pace required.

Service developments cannot be taken forward due to a shortfall in capital funding

Access to capital funding is a key enabler however several planned service improvements and new major service developments are reliant on capital investment. The Laundry Service and Transforming Access to Medicines (TRAMS) are major programmes for NWSSP, both requiring substantial capital investment. It has long been recognised that the existing five laundries do not comply with legislative requirements and that four need to be closed, with one substantially refurbished and two new laundries built. Similarly, the TRAMS service will deliver substantial potential savings across the whole of NHS Wales but requires significant upfront capital investment to develop the service. Both programmes run the risk of insufficient and/or delayed capital funding.

We have a strong track record of achieving service excellence and recognition through awards and accreditation. Our ability to deliver innovation is proven, but we will require investment to be able to continue to do so and plan to work with Welsh Government and partners to prioritise our service improvements and investment decisions.

Working together across organisational boundaries pace of change

There are a number of All Wales opportunities that we can offer NHS Wales organisations building on the principles contained within a healthier Wales to improve efficiencies and value for money. Our NHS Wales partners, through their representatives on the Partnership Committee have given us a clear mandate to lead from the front, to be bolder and to take more risk. This is a pleasing and positive message, and we are in a unique position to drive forward change but there is sometimes a lack of equal commitment and pace amongst partners to achieve this to pick up the pace of change needed.

We welcome the Ministerial drive that supports collaboration and promotes NWSSP as a catalyst for change. We look forward to fulfilling that aspiration for NWSSP with the support of our NHS Wales partners.

Our Digital Plan: Digital as an enabler

Appendix A



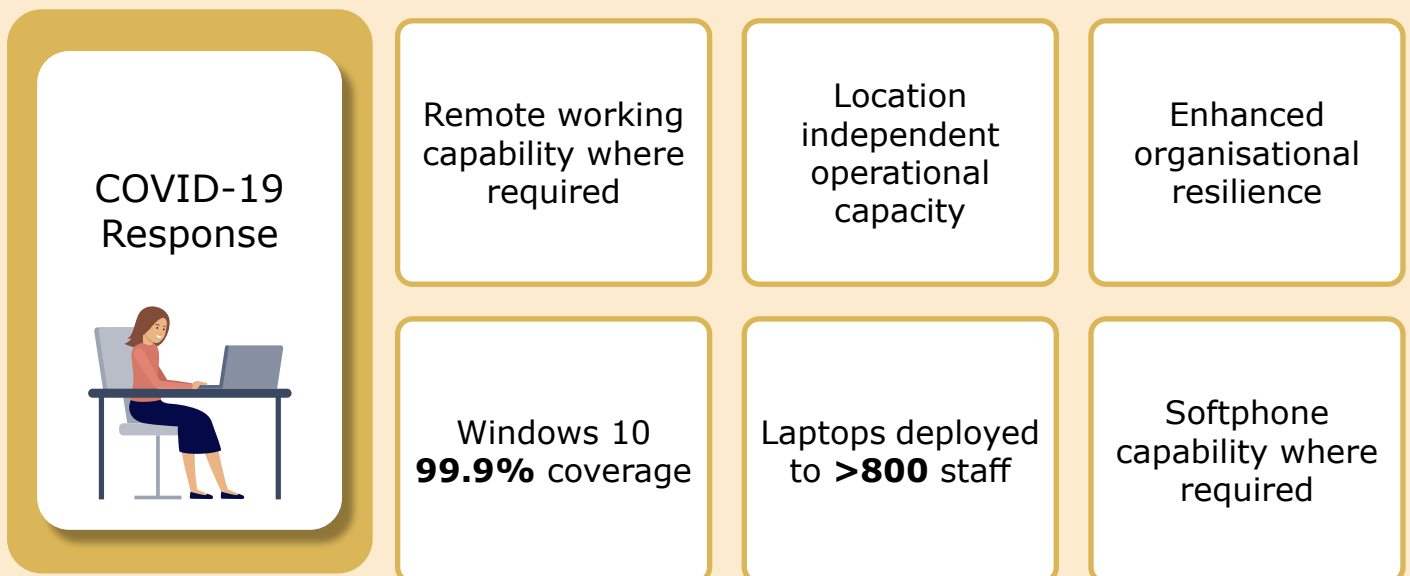


Appendix A - Our Digital Plan – Digital as an enabler

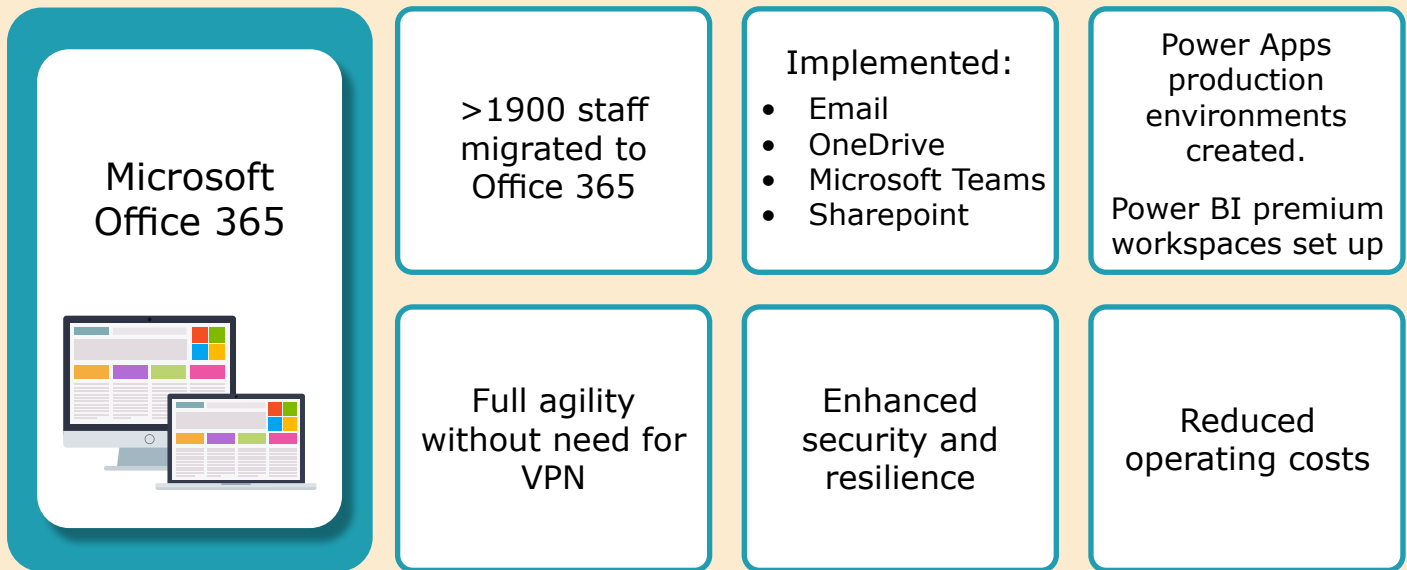
Digital technology plays a pivotal role in achieving our corporate objectives and delivering value to our customers. From the formation of the NWSSP in 2011, we have embarked on a digital modernisation journey to:

- Enable a digital workplace
- Adopt new technologies
- Adopt new ways of working
- Drive innovation

The journey has underpinned our service modernisation programme and estates strategy. Our COVID-19 response in 2020, jump started our digital estate modernisation.



As part of an All Wales enterprise agreement, we have invested circa £1m in Microsoft Office 365.



We have undertaken significant work in the field of cyber security to ensure that we are vigilant to cyber threats and continue to review and enhance our infrastructure. We have worked with Cyber Resilience Unit, Internal Audit and Audit Wales with recommendations made to enhance our Cyber Resilience Plan and rolled out a mandatory Cyber Awareness training package for all staff.

We have also invested heavily in the robotic process automation, developing principles for using suitable tools that can replicate and automate repeatable human tasks freeing our people to undertake more value-added work.

During 2022, we invested in a new role of Chief Digital Officer with the responsibility for shaping, implementing, and delivering a digital strategy for NWSSP. A key driver to the creation of this role was to work more collaboratively across all Divisions within NWSSP, and with our critical delivery partner Digital Health and Care Wales and wider health system to:

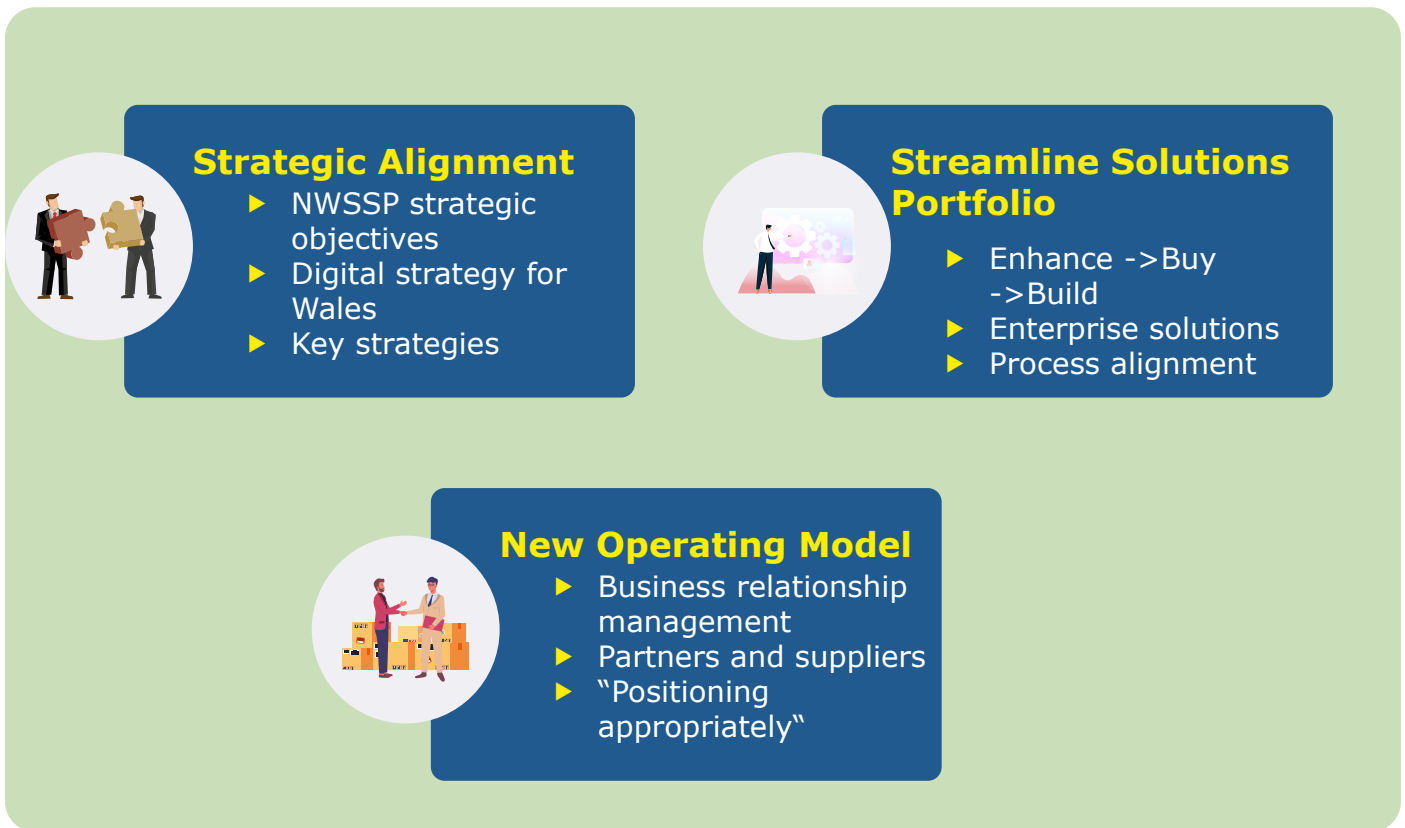
- Identify opportunities to share appropriate data with other parts of the NHS system
- To support innovation through new and emerging technologies
- To ensure organisational strategies and delivery plans are aligned to the NWSSP IMTP and digital strategy

Digital Strategy and Future Roadmap

Our future digital planning must align to the priorities of this IMTP and seek out synergies between the elements of the plan that require digital solutions, identifying opportunities for cohesive, streamlined delivery. The next stage in our journey is to become more focussed on delivering solutions at an enterprise level that ensure we promote consistency, simplicity, and leverage economies of scale to deliver our desired outcomes

During 2022-23 we unveiled our NWSSP Digital Strategy; setting the direction on the future provision of digital services, the approach and methodology we will adopt and the outcomes we seek to achieve. Our strategy is designed to recognise that the principal role of digital services is to enable the delivery of this IMTP and our divisional plans.

The strategy has three key themes:



It aims to deliver optimised digital investment by streamlining our solution portfolio through aligning solution delivery processes to service demand and service design. This will ensure that we implement customer-centric solutions to deliver value and improve user experience.



The focus of the strategy is 'digital as an enabler' and it sets out key objectives as a set of five digital goals:



Customer Experience

Streamline customer experience. Enable customer facing teams to close majority of enquiries at first contact. Majority of interactions via self-service portals.

Delivery Excellence

Improve product and service delivery speed. Enhance product and service delivery quality. Ensure high levels of service performance and reliability. Automate processes.



Operational Excellence

Become more data driven, providing meaningful service metrics to stakeholders. Maximize use of data to drive performance and quality, benchmark and quantify benefits to drive process improvement.

Digital Assurance

Ensure that services are delivered securely with appropriate controls, are protected from cyber threats, and monitored appropriately.

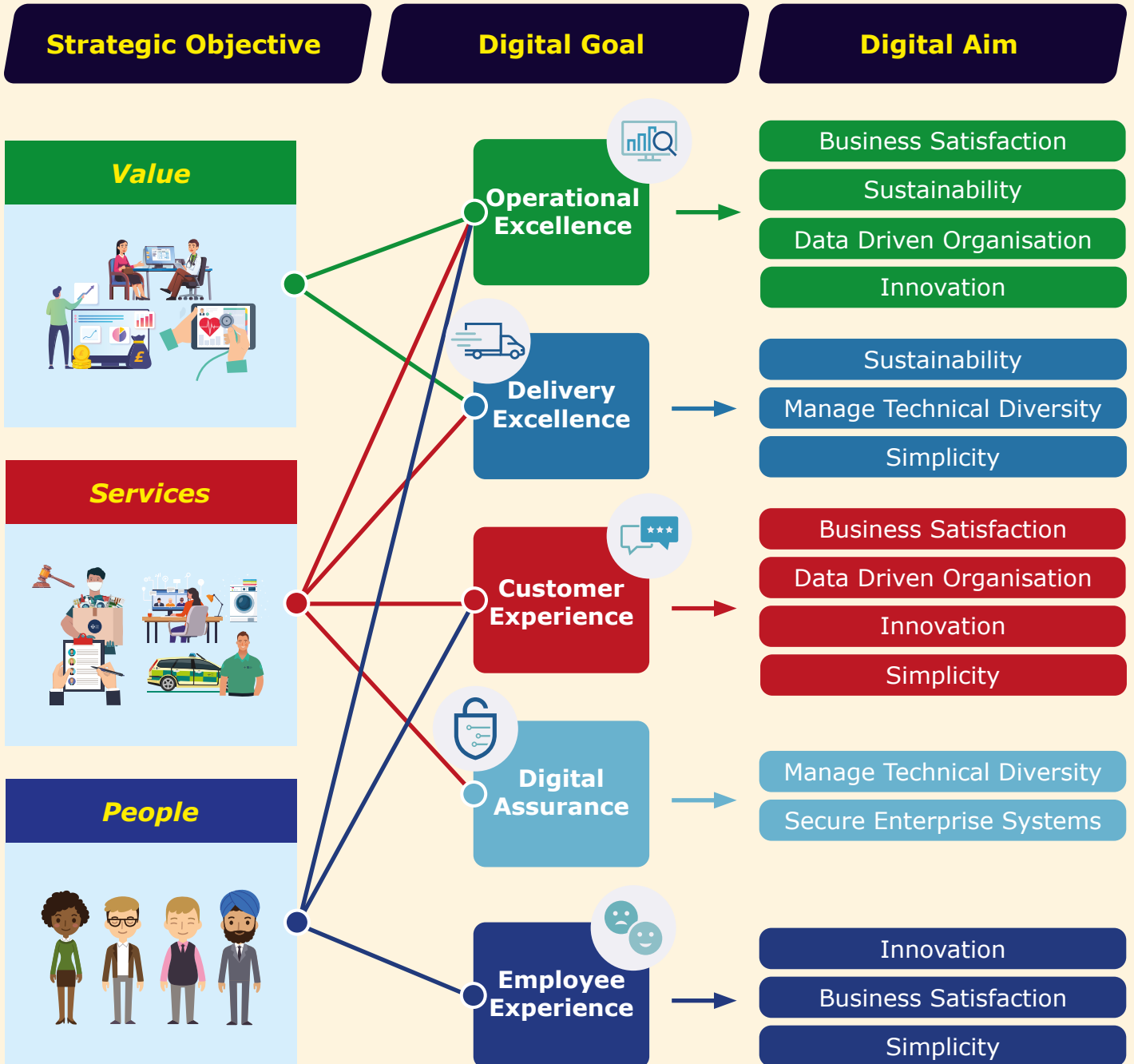


Employee Experience

Provide tangible benefits to employees including the right tools to enable them to focus on their main tasks and training them to use those tools effectively.

The 5 digital goals underpin the NWSSP corporate objectives and values and align to the missions within the Digital Strategy for Wales. They also reflect the core principles of other strategic initiatives such as the All Wales Infrastructure Programme.

Each of the digital goals is designed to underpin one or more of our strategic objectives. In turn the digital aims underpin one or more of the goals:



To deliver the streamlined solution portfolio, a new target operating model will be introduced that moves the focus of NWSSP digital teams away from operational delivery. We will place more reliance on partners and suppliers in this area allowing the development of a business partner model which will enable NWSSP to position itself appropriately alongside other national service providers.

We will move to the proposed new Target Operating Model by delivering projects within a programme of work that fit broadly into three categories: -

1 Stabilisation – activities to designed to address gaps or risks in the existing model.

- Provision of a robust hosting environment
- Provision of a robust and comprehensive digital asset and configuration management solution
- Remedial actions identified in the NWSSP Cyber Assessment Framework report
- Recruitment to address capacity and capability gaps in solution sourcing and cyber assurance.

3 Sustainability – activities designed to ensure that we have a clearly defined model to support continuous improvement cycles and provide a targeted set of digital solutions that are robust and secure.

- Expansion of agreements with partners to deliver enterprise and data architecture services
- Underpinning solutions to support enterprise and data architecture services
- Development of partnership arrangements to deliver bespoke development and legacy application support
- Recruitment to fully support business change delivered through the business partner model.

2 Optimisation – activities designed to realise the Target Operating Model and design process to deliver a continuous cycle of service improvement.

- Enhancement of the service catalogue to provide a holistic, service-based view
- Expansion of the agreements with partners to remove any legacy reliance on NWSSP staff for change, release, problem and availability management
- Recruitment to embed support for service leads to enact business change underpinned by digital solutions through the business partner model
- Implementation of the fundamentals of demand management and digital gateway process
- Provision of enhanced flexibility in the hosting environment leveraging cloud first principles.

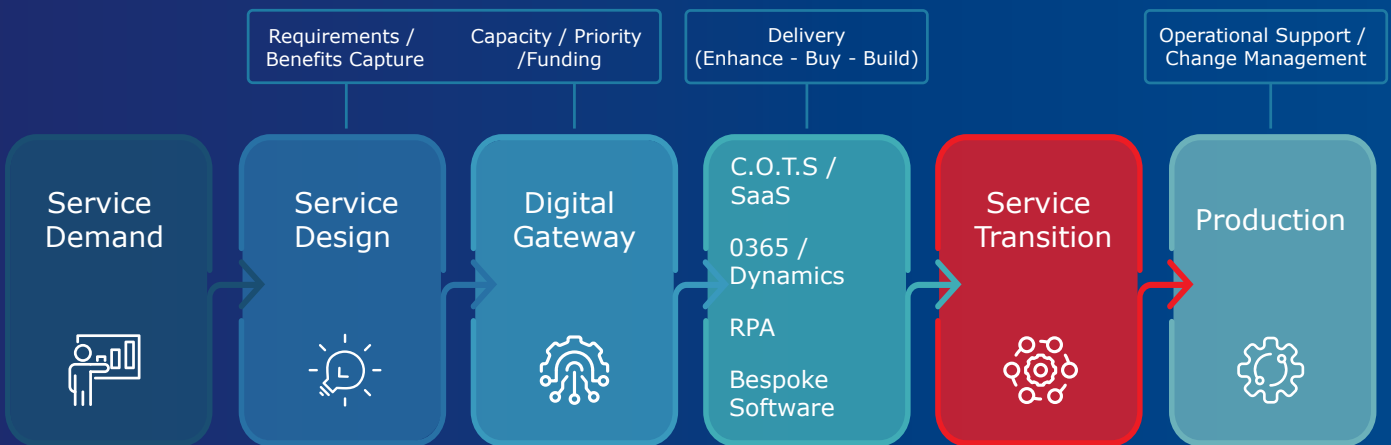


What we are aiming to do during 2023-26

In summary there are three common themes within Divisional operational plans:

- Automation - to improve efficiency and resilience.
- Digitisation - to improve user experience.
- More effective use of data - to leverage maximum added value from the data that we collect through our processes for our customers and end users.

To support these common themes, we will optimise digital investment and streamline our solution portfolio to ensure that we implement customer-centric solutions to deliver value and improve user experience. We will put service demand, business change and service design at the forefront of our solution delivery process to ensure that we select the most appropriate delivery model, leverage our existing digital investment and enable smooth transition into resilient and secure operating environments.





Customer focus and operational excellence

We will empower our customers through self-service capabilities and omni channels. We will implement secure customer-centric solutions, leverage data and provide actionable insights / timely access to information, where and when required.

We will improve operational excellence by working with stakeholders to develop efficient, streamlined, and cost-effective systems and services.



Partnerships and collaboration

We will build on our partnership and collaborative work with the Welsh Government, DHCW and NHS Wales Health Boards/Trusts.

Working with Health and Care partners (including social care), wider public sector and industry partners, we will leverage opportunities to co-create value and harness the benefits of new technologies and digital solutions.



Staff development and succession planning

We will upskill our staff to support new digital technologies and build capability to harness the benefits of new technologies across NWSSP. We will be working closely with HEIW as they develop further the All Wales Digital Skills Framework.

We will identify capacity gaps and invest in staff development opportunities, succession planning and ensure that we have the right number of people with the right skills to support organisational objectives.



Process Automation

Robotic Process Automation (RPA) principles are about using suitable tools that can replicate and automate repeatable human tasks performed on systems to assist staff, freeing them to undertake more value-added duties. We have invested in RPA for several years and continue to do.

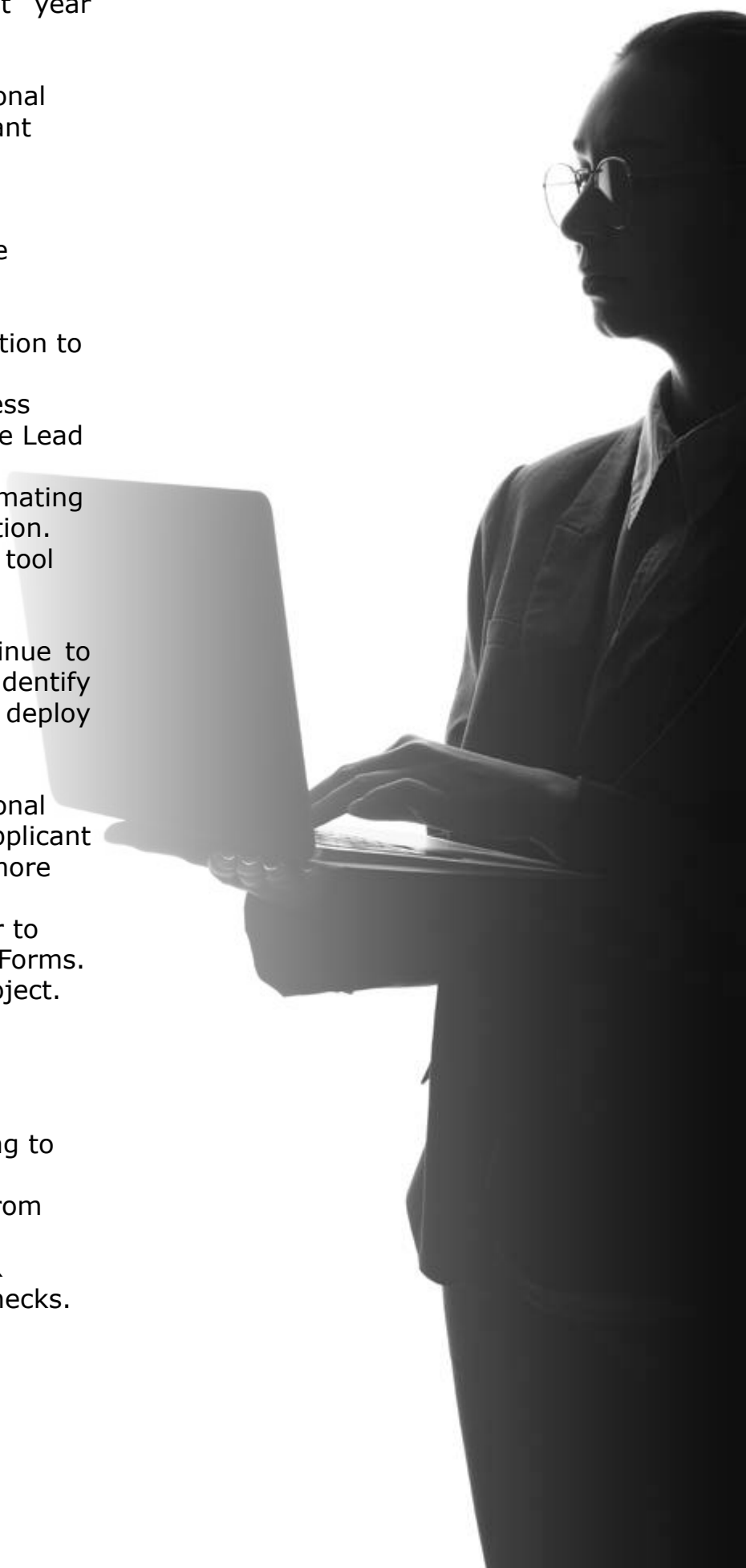
We are currently expanding the capacity in the team to cater for increasing demand whilst also extending its' capabilities into the sphere of the Microsoft Power Platform.

Processes developed in the last year include:

- Single Lead Employer Rotational Hires - inputting New Applicant Form data into ESR.
- Health in Wales dispensing exceptions process and post payment verification distance calculations.
- Contact Centre Management reporting, uploading information to Qlikview.
- Enhanced reporting of sickness and other absences for Single Lead Employer service.
- Employment Services - automating issue of contract documentation.
- eEnablement Apex reporting tool through Oracle financials.

The plan for next year is to continue to support live processes and to identify automation opportunities and deploy solutions in the following areas: -

- Single Lead Employer Rotational Hires – adjusting the New Applicant Form data input to make it more efficient.
- Automating the data transfer to ESR from New Appointment Forms.
- Supporting TRAMs digital project.
- Supporting Power Apps developments.
- Supporting Power Automate developments.
- ESR Vacancy input and linking to TRAC recruitment system.
- Booking start dates in ESR from New Appointment Forms.
- Update ID checks within ESR following pre-employment checks.



Cyber Resilience

The threat of cyber security attacks is recognised as a key corporate risk that we actively manage. We remain vigilant and continue to review and enhance our digital infrastructure to ensure that it remains robust in the context of the ever-changing threats we face.

In 2021-22 NWSSP was subject to an assessment under the Cyber Assessment Framework (CAF). CAF is a process for assuring Welsh Government of organisations' compliance with the Network and Information Systems Regulations 2018 (NIS).

In response to the recommendations in our assessment, we have developed a programme of work which aims to deliver enhanced assurance in four categories:

People – ensuring that our staff are fully aware of their responsibilities around cyber assurance and are appropriately trained including:

- Clear definition of responsibilities and accountability for roles that have “enhanced” levels of impact on cyber assurance
- Suitable accreditation for staff in “sensitive” roles
- Continuous training and education for all staff

1

Processes - ensuring that our processes are continually improved to deliver business and cyber resilience including:

- Asset management
- Business impact assessment
- Business continuity, disaster recovery and IT continuity
- Security monitoring, investigation, forensics and threat management capability
- Embedding cyber assurance into system lifecycle management from sourcing and procurement through to decommissioning

2

Technology – ensuring that optimal cyber technical solutions are in place to support our processes including:

- Network monitoring
- Security incident and event monitoring
- Firewall enhancement

3

Accreditation - as well as ensuring continuing compliance with the Cyber Assessment Framework, we will assess the value of accrediting our organisation to industry standards, which may include: -

- The UK Government Cyber Essentials scheme
- ISO27001 Information security management

4



Our Financial Plan

Appendix B





Appendix B - Our Financial Plan

The financial plan sets out our financial strategy, which enables and aligns with the delivery of the service development strategy outlined in this plan. Together with NHS Wales, NWSSP continues to face significant challenges 2023-24 to enable major service changes to be delivered within our financial resources to ensure high quality services are provided. We have a key role to play to enable NHS Wales to deliver their required changes and the financial plan aims to reflect this. The delivery of the plan is extremely challenging in the current environment with continued significant increases in the volume of transactions we are processing across NWSSP.

The financial plan for 2023-2026 whilst balanced, contains a number of significant risks and assumptions around income from Welsh Government, Health Boards and Trusts.

Finance supports and enables change through the management and control of budgets across our three key areas:

- NWSSP Core Services – these have been distinguished between our baseline services and additional COVID-19 services we will provide
- All Wales Risk Pool
- Capital

NWSSP Core Revenue Budgets

2022-23 has seen several developments and changes to Services provided within NWSSP including:

- Completion of the rollout of the Single Lead Employer model for core and speciality medical trainees in May 2022
- Expansion of the payment of ad hoc locum shifts through the Single Lead Employer model providing significant benefits to medical trainees
- The continued provision of All Wales COVID-19 support services to facilitate the procurement, management, storage, and distribution of PPE to NHS Wales and to Primary Care and Social Care
- Continued support to the mass vaccination programme for the creation and distribution of vaccination packs
- Continued business case developments within the Pharmacy Technical Services and All Wales Laundry build projects
- Significant and continued increases in demand and transaction volumes in Payroll, Recruitment and Accounts Payable services

Finance once again enabled significant change within NWSSP during 2022-23, through the planned reinvestment of funds within service priority areas to provide greater capacity to support, enable and accelerate the delivery of change across NHS Wales.

Looking ahead, 2023-24 will see business cases for the All Wales Laundry and Pharmacy Technical Services progressed and the further expansion of a number of our service areas. It has been assumed that the current support to the All Wales COVID-19 response will continue throughout 2023-26 and the impact of this has been identified within our financial plan.

The table below summarises the revenue income requirement for 2023-2026 to enable the priorities identified within service delivery plans.

NWSSP Revenue Position	2023/24 £m			2024/25 £m			2025/26 £m		
	Core	Covid	Total	Core	Covid	Total	Core	Covid	Total
Welsh Government Allocation									
NWSSP Core Services	75.736	-	75.736	75.736	-	75.736	75.736	-	75.736
Welsh Risk Pool Service (incl. Redress)	109.435	-	109.435	109.435	-	109.435	109.435	-	109.435
Total Allocation	185.171	-	185.171	185.171	-	185.171	185.171	-	185.171
Other Core invoiced income	436.751	19.301	456.052	438.255	19.301	456.556	437.829	19.301	456.130
WRP risk sharing agreement income	26.494	-	26.494	27.911	-	27.911	30.857	-	30.857
Total Income	648.416	19.301	667.717	651.337	19.301	669.638	653.857	19.301	672.158



NWSSP Core Services

This area incorporates the income and expenditure budgets associated with the running of the main services we provide. An element of this income is received through our top-slice funding allocation with Welsh Government, with the remainder generated through invoicing which is detailed in the table below.

NWSSP Core Revenue Position	2023/24 £m	2024/25 £m	2025/26 £m
Welsh Government Core Allocation	75.736	75.736	75.736
Other Core Invoiced Income			
All Wales Collaborative Bank	0.500	0.750	1.000
All Wales Laundry	11.700	11.934	12.173
All Wales Relocation Expenses	1.150	1.150	1.150
All Wales System Recharges	9.832	10.097	8.256
Covid PPE warehousing/ distribution	5.467	5.467	5.467
Additional transactional Covid Recovery activity	0.605	0.000	0.000
Depreciation	7.610	8.799	9.252
Energy	4.439	3.604	2.650
Foundational Economy	0.277	0.277	0.277
GP Indemnity FLS & ELS Claims	6.444	6.766	7.105
Health Courier Service	7.366	7.513	7.664
Lateral Flow Testing/Delivery	0.230	0.230	0.230
Legal & Risk Charging	5.559	6.059	6.559
Mass vaccination	1.604	1.604	1.604
Medical Examiner	4.076	4.076	4.076
Medicines Unit	2.886	2.953	3.094
Other Core Income	7.031	5.862	5.836
Pharmacy Rebate Scheme	53.460	53.460	53.460
Single Lead Employer	246.275	246.275	246.275
SMTL	0.605	0.605	0.781
Social & Primary Care PPE issues	12.000	12.000	12.000
Stores recharges	60.163	60.163	60.163
WIBSS Claims	6.773	6.912	7.058
Total Invoiced Income	456.052	456.556	456.130
Total Core Income	531.788	532.292	531.866



The Welsh Government allocation has been taken from the 2023-24 Health Board Revenue Allocation (Table 3 – Shared Services Funding top-slice). Per the Welsh Government planning assumptions, no estimates of any pay awards have been included in our plan, which once agreed will be fully funded by Welsh Government. In addition, no core uplift funding has been assumed from 2024-25 per the planning assumptions shared by Welsh Government. It has been assumed that Welsh Government will continue to pay the additional 6.3% superannuation charges centrally during 2023-24. SLA and chargeable income inflation of 2% has been assumed within the plan.

A significant pressure for the continued increased energy costs of £4.895m has been included based on the estimated increased market prices above 2022-23 budget. This doesn't incorporate any benefit from the 2023-24 Energy Billing Relief Scheme which was announced on 9th January 2023 as currently future market prices are below the thresholds to qualify for any discount from the scheme.

Energy costs are primarily incurred within the laundries that transferred to NWSSP in 2021-22. These forecast costs and their potential significant variability represent a significant risk within our plan. We will review the Laundry SLA charges with UHBs to address the energy funding shortfall, and income to cover the increased energy pressure above the budget transferred from UHBs has been anticipated within our financial plan.

The COVID-19 income assumed within our plan has been included based on the following assumptions from 2023-2026 and in accordance with our PPE strategy:

- stores issues of PPE will continue to be delivered and charged to NHS Wales.
- the current level of support to the mass vaccination programme will continue.
- we will continue to supply PPE to primary and social care and this will be funded by Welsh Government.
- we will continue to incur increased operational costs for the storage and distribution of PPE in managing the 16-week stockpile.

The **£19.301m** of income assumed within the **2023-24** plan to support COVID-19 includes:

Covid Costs	Covid Activity £m	Recovery £m
Mass vaccination - preparation/distribution of packs	1.604	-
PPE distribution/storage/testing	5.467	-
Primary/Social Care PPE	12.000	-
Lateral flow testing/delivery	0.230	
Recovery activity	-	1.246
Total	19.301	1.246

In addition, we are forecasting that we will incur additional costs of £1.246m in 2023-24 to support the ongoing and significantly increasing activity that is being processed through our Transactional Services including Payroll, Recruitment and Accounts Payable. This is due to the significant additional activity that has arisen from the Covid-19 recovery response which has exacerbated the demand on these Services across NHS Wales.

We have identified savings of £0.641m to contribute towards this pressure and will aim to maximise savings as far as possible. Our plan includes the assumption that £0.605m will need to be recharged to UHBs/Trusts following a review of activity in 2023-24.

In setting budgets for 2023-26 we will absorb several cost pressures and make investments in relation to cost growth, demand/service growth and local cost pressures as identified in our delivery plans. These are summarised in the table below, together with a summary of how these will be funded.

Pressures	2023/24 £m	2024/25 £m	2025/26 £m
B/f Deficit	1.246	0.000	0.000
Pay	0.060	0.050	0.050
Non Pay	0.829	0.810	0.755
Demand/Service Growth	9.516	6.742	6.083
Covid	19.301	19.301	19.301
Energy	4.895	3.948	2.866
Local/Service	1.562	0.777	0.767
Total Pressures	37.409	31.628	29.822
Funded by			
Income Generation	-6.728	-4.569	-3.376
Welsh Government Funding	-27.355	-24.841	-24.116
Savings	-3.326	-2.218	-2.330
Net Pressures	0.000	0.000	0.000

Identified saving schemes are attributable to pay savings from the review of posts as we refine structures and greater utilise technology and non-pay savings resulting from a review of budgets and accommodation costs. We have established an internal re-investment reserve within NWSSP to facilitate investments in our key priorities.

The Welsh Government funding assumptions are detailed in the table below.

Welsh Government Funding Assumptions	2023/24 £m	2024/25 £m	2025/26 £m
RECURRENT:			
Core Uplift *	1.034		
SLE Expansion Support	0.527		
Foundational Economy	0.277		
International Recruitment	0.101		
NON-RECURRENT/IN YEAR ALLOCATION:			
Covid	19.301	19.301	19.301
Medical Examiner Service	4.076	4.076	4.076
Service Development	0.477	1.003	0.394
IP5 Funding Shortfall (incl energy)	0.562	0.461	0.345
Non Recurrent allocation	1.000		
TOTAL	27.355	24.841	24.116

*No further core uplift funding has been assumed in 2024-25 and 2025-26 per Welsh Government planning guidance.

Note: The funding assumption for COVID-19 relates to the ongoing service provision for PPE & Mass vaccination. We have fixed-term staff employed in these areas that gained substantive employment rights during 2022-23. Additional funding will need to be provided for unavoidable staff costs if these programmes do not continue throughout the three-year planning period.



The **2023-24** pressures and investments identified within the financial plan align to the key priorities detailed within service plans and can be summarised as:

2023/24 Summary	Priorities	Pressures	Service Development	Covid	Energy	Total
Pay - increments/pay related issues		0.060				0.060
Energy					4.895	4.895
Microsoft Licences		0.139				0.139
Fuel & other non pay inflation		0.690				0.690
Additional Decarbonisation support	0.050					0.050
Foundational Economy	0.429					0.429
Laundry/Pharmacy Technical Services Transition	0.621					0.621
IT/Digital/Automation/Cyber	1.164					1.164
Contact Centre & Digital implementations	0.400					0.400
Health, Safety & Wellbeing	0.148					0.148
Planning/Projects	0.153					0.153
Training	0.102					0.102
Estates - Accommodation Strategy & RAAC	0.219					0.219
Medical Examiner			4.076			4.076
Single Lead Employer			0.527			0.527
Legal Services - increased demand			1.341			1.341
SMTL Expansion of testing services			0.222			0.222
International Recruitment			0.101			0.101
Service Development	0.426		0.460			0.886
Increased demand on transactional services		1.246				1.246
Covid Inquiry		0.250				0.250
Counter fraud	0.018					0.018
Loss of income - IP5		0.202				0.202
Succession Planning/ Resilience	0.169					0.169
Covid				19.301		19.301
Total £m	3.899	2.587	6.727	19.301	4.895	37.409

Other notable risks within our plan relate to the new Pharmacy Technical Service and the need for non-recurrent investment in the transition years on the assumption that these costs will be funded from budgets when services transfer. Investment in this priority area will be the first call on any additional savings as previously agreed by the Shared Services Partnership Committee to support the longer-term vision for the Transforming Access to Medicines programme of which the new Pharmacy Technical Services is a key element. Other notable pressures within the plan relate to additional revenue costs we are incurring from cloud-based IT system replacements.

If any additional savings are achieved these will be repatriated to individual NHS bodies in line with the allocation contribution formula summarised in the table below:

Health Board /Trust	%
Aneurin Bevan	9.85
Swansea Bay	8.80
Betsi Cadwaladr	11.98
Cardiff and Vale	10.49
Cwm Taf Morgannwg	10.60
Hywel Dda	7.77
Powys	1.95
Velindre	1.17
Welsh Ambulance	1.28
Public Health Wales	0.87
Welsh Government	35.25
TOTAL	100

All Wales Risk Pool

The All Wales Risk Pool Service (WRPS) manages the process of reimbursement of payments made by NHS Wales in respect of successful claims for compensation. The Welsh Risk Pool (WRP) reimburses NHS organisations for claims paid after applying an excess of £25,000.

The Welsh Government provides NWSSP with two distinct funding streams in respect of the WRPS:

- **Departmental Expenditure Limit** (the DEL) to meet in year costs associated with settled claims arising within Health Boards (HBs) and Trusts e.g., a lump sum or periodic payment order.
- **Annually Managed Expenditure** (the AME) to meet the costs of accounting for the long-term liabilities of claims i.e., the provision for the future costs of claims.

If the annual revenue allocation from the Welsh Government is not sufficient to meet the value of forecast in year expenditure i.e., the DEL, then the service bears the risk of any variation from the estimate and the excess will be subject to an agreed risk sharing agreement with the NHS Wales member organisations.

The WRPS receives a core annual allocation (DEL) to fund cases settled during the financial year. Expenditure above this resource limit will be recovered via the Risk Share mechanism.

The cost of clinical negligence is forecast to continue to rise over the next three years. It is anticipated that the risk-sharing agreement will be invoked in each year relating to core claims growth and the increasing average cost per case. The forecast has been compiled based on the current claims values and estimated settlement dates in our database. This is sensitive to a variety of factors and changing assumptions as cases progress to settlement and is reviewed on a monthly basis.



The table below identifies the 2023-2026 high level forecast position at November 2022 for annual expenditure with the forecast outturn for 2022-23:

	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m
Welsh Risk Pool Service – core allocation from Welsh Government	109.435	109.435	109.435	109.435
Risk Sharing Agreement income – Member NHS organisations	25.345	26.494	27.911	30.857
Total WRP Income	134.780	135.929	137.346	140.292

The risk share model will be applied to any in-year expenditure above the level of the indicative Welsh Government allocation. The indicative apportionment between NHS organisation members based on the current risk sharing agreement are shown below:

	Risk Share	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m
Aneurin Bevan	16.80%	4.261	4.455	4.693	5.188
Swansea Bay	16.38%	4.150	4.339	4.571	5.053
Betsi Cadwaladr	19.71%	4.997	5.224	5.503	6.084
Cardiff & Vale	14.43%	3.657	3.823	4.028	4.453
Cwm Taf Morgannwg	13.15%	3.332	3.483	3.670	4.057
Hywel Dda	10.74%	2.722	2.845	2.997	3.314
Powys	4.51%	1.143	1.194	1.258	1.391
Public Health Wales	1.34%	0.339	0.354	0.373	0.412
Velindre	1.10%	0.278	0.290	0.306	0.338
Welsh Ambulance Service	1.84%	0.466	0.487	0.513	0.567
Digital Health & Care Wales	0.00%	-	-	-	-
Digital Health & Care Wales	0.00%	-	-	-	-
Total	100.00%	25.345	26.494	27.911	30.857

These indicative figures are currently based on 2021-22 cost drivers pending full year data for 2022-23. Based on 2021-22 data, DHCW and HEIW do not currently trigger any apportionment of the risk share, however this could change if any new cases are received during the period of the IMTP.

The apportionment of the total risk share quantum will change in 2023-24 following a refresh of the cost drivers in the risk share agreement. The updated apportionments will be recalculated once the final 2022-23 information is available in September 2023.

Asset and Capital expenditure plan

Our plan identifies a capital investment requirement of £227.927m over the 5-year period 2023-2028. The majority of this expenditure relates to the major transformation Pharmacy Technical Services project. The projections included for the Pharmacy Technical Services hubs are based on preliminary high-level costings of potential options under consideration. The detailed projections will be developed as part of the Outline Business Cases. The indicative figures included for the All Wales Laundry Reconfiguration are subject to more detailed review and inclusion in a new Business Case in 2023-24.

Several service development and strategic projects are also identified that will not only ensure business continuity for the services that we provide to NHS Wales but will enable modernisation, automation and decarbonisation to facilitate the achievement of a number of key priorities within our plan.

The service development projects are major investments which cannot be covered by our discretionary capital allocation.

As the major projects set out above become operational, there will be additional requirements for discretionary capital. We cannot currently quantify these, and we will need to review and discuss further with Welsh Government.

Discussions are being held with Welsh Government in respect of our future capital requirements.

The future funding required during the plan period is as follows:

Capital Scheme	23/24 £m	24/25 £m	25/26 £m	26/27 £m	27/28 £m	Total
Approved						
Discretionary - approved	0.528	0.528	0.528	0.528	0.528	2.640
IP5 Discretionary - approved	0.220	0.220	0.220	0.220	0.220	1.100
Scan for Safety	0.069	-	-	-	-	0.069
LED Lighting	0.210	-	-	-	-	0.210
Unapproved - Prioritised						
Additional Discretionary Laundry requirement	0.400	0.400	0.400	0.400	0.400	2.000
Additional IP5 Discretionary requirement	0.130	0.130	0.130	0.130	0.130	0.650
Workforce Reporting/ Performers List Software	0.460	-	-	-	-	0.460
EV Feasibility/Charging Infrastructure	0.125	0.050	0.050	0.050	0.050	0.325
Vehicle Replacement Programme	1.137	0.479	0.750	0.521	0.579	3.466
Server/IT Refresh Programme	0.496	0.706	0.711	-	-	1.913
IP5 Solar Panels/Roof Overlay structure	3.355	0.349	0.281	0.281	0.281	4.547
Medicines Unit Equipment	0.085	-	-	-	-	0.085
Warehousing reconfiguration	0.426	-	-	-	-	0.426
Workforce/Employment Services Software	0.690	1.000	-	-	-	1.690
IP5 Generator	1.000	-	-	-	-	1.000
Case Management System	-	0.250	-	-	-	0.250
LIMS Replacement	-	-	-	0.140	-	0.140
Unapproved - Major Capital Projects						
All Wales Laundry Reconfiguration	5.000	7.000	-	-	-	12.000
Pharmacy Technical Services - South East	4.838	23.805	42.303	21.186	-	92.132
Pharmacy Technical Services - South West & North	0.500	-	-	45.000	45.000	90.500
Warehousing additional storage	12.324	-	-	-	-	12.324
Total Capital Funding Requirement	31.993	34.917	45.373	68.456	47.188	227.927

Capital investment is a key enabler for the delivery of improved efficiency and service improvement. All capital schemes will deliver revenue benefits in terms of cash releasing savings, cost avoidance, reduced carbon emissions, improved quality and/or health and safety developments.

Review of annual spend requirements indicate that our ongoing discretionary capital need is a minimum of £1.000m per annum. The need for this has increased further since the transfer of the All Wales Laundry Service from April 2021. No additional capital allocation was provided although the assets transferred included ageing and end of life equipment posing an increased risk and need for capital investment in the short term to ensure business continuity. The current discretionary allocation is no longer sufficient to support service development, increasing automation, ageing equipment, estate upgrades and IT infrastructure replacement. An increase to our allocation is required to support ongoing business need and modernisation.

We will continue to produce business cases for large specific projects as well as continuing to review the potential alternative sources of funding for example Invest to Save. These management actions would mitigate but not remove the impact of increased capital funding not being available.

It should be noted that we have limited funding for depreciation and additional non-cash funding will be required from Welsh Government over and above the baseline

Our People Plan

Appendix C





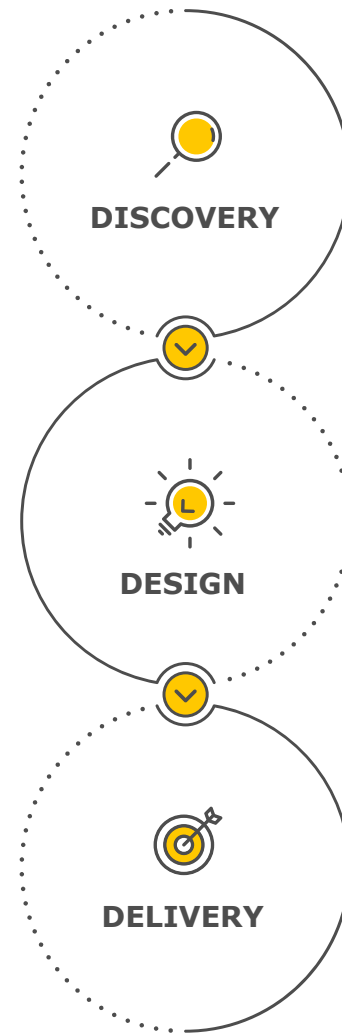
Appendix C – Our People Plan

We are committed to enable our people to feel engaged, to be connected to and share in our purpose; to feel enriched, empowered, and inspired; and to feel they are supported and valued so that they are enabled to make a difference for the people of Wales. We are also committed to the principles of the Foundational Economy and as such, our widening access agenda focusses on growing our future workforce from within the communities we serve across Wales. Our aim is to make NWSSP a great place to work and to support the Health and Wellbeing of our staff in line with the plan for 'A Healthier Wales'.

As such, our seven strategic priorities within People and Organisational Development (People and OD) remain:

1. Organisational Design
2. Organisational Development
3. Resourcing
4. People Analytics
5. Employee Relations
6. Welsh Language
7. People and OD Excellence

As the first year of the plan was designed as a discovery phase for each of these areas, 2022-23 has seen us design and implement several programmes to support the development of a high-performing organisation, increasing its effectiveness and facilitating personal and organisational growth and wellbeing. We will further build on this in 2023-24.



Within each of our strategic priorities, we have aligned our planned work to the Ministerial priorities and wider programme of the Welsh Government.



Organisational Design

During the COVID-19-19 Pandemic we were all required to adapt quickly to continue delivering our services to customers, whilst adjusting to new ways of working. We have since made several changes to how we carry out our roles and have retained many aspects of agile working.

Following an organisational staff survey in September 2022, with a total of **877 respondents**, most staff **(81%) told us that they have a good life-work balance** working in an agile way.

This is evidenced in how effective our staff feel they are, with **86.5% of staff** and **84% of managers telling us teams are as productive working in an agile way** as they are on site.

Over the last year, we have not only seen favourable productivity levels, along with continued service growth, but **our absence rates remain well below our target of 3.3%** as at 31 October 2022.

As an organisation, we continue to embrace the principles of agile working and during **2023-24** we will therefore:

- Work towards 30% of our workforce continuing to adopt agile working principles to further support the Welsh Government's climate change commitments and ambitious targets on carbon reduction, as well as improving our inclusivity supporting the widening access agenda to attract and retain people from different socioeconomic, geographic and cultural backgrounds as well as those who are unable to work standard hours.
- Continue to work with all Divisions to understand which roles align themselves with business agility and determine what governance arrangements may prohibit such agility.
- Improve the Job Description and Job Evaluation process to enable role agility between teams, through the introduction of a NWSSP Job Description library and revised refinement process.
- Continue to refine the success we have had to our agile working approach, considering how it can be shared and implemented in non-office orientated services such as Supply Chain and our Laundry Service.
- Continue to work in partnership with trade unions and other colleagues across NHS Wales to ensure our approach to agile working complements and reflects the national approach to agile and flexible working.



Organisational Development

2022-23 saw us move through the 'Design' and 'Delivery' phases of several actions that had been identified in the 'Discovery' phase of the '**This is Our NWSSP**' programme, the aims of which are to:

1. Develop a positive culture in NWSSP.
2. Embed a collective and compassionate approach for the development of a leadership strategy and associated projects.
3. Promote and support collective leadership to enable NWSSP to:
 - a. Support a healthy and engaged workforce
 - b. Enable staff to show compassion; to speak up; to continuously improve; and to learn
 - c. Develop appropriate individual and collective competence
 - d. Recognise individual differences and needs to increase autonomy, and create a clearer sense of belonging
 - e. Deliver high quality services and value for money

We have further increased the number of Culture Change Champions from across the organisation to support the implementation of the programme and to be ambassadors for compassionate and inclusive leadership approaches. During the Discovery Phase, the Champions were instrumental in facilitating focus groups and interviewing our senior leaders, before analysing the data that they gathered.

Now that an action plan has been developed the Champions have been consulted on new leadership and management learning materials and resources, contributed to an appreciative enquiry exercise on the ways in which we engage with our colleagues, and worked with the People and OD Team on the development of a behaviour framework that is aligned to the organisation's values. The Culture Change Champions are active in their Divisions, speaking to senior leadership teams and colleagues alike to update them on the programme and to hear their views. To support them we have established a development programme for all champions to further enable and empower them in their role.

Following insights gained from the Discovery Phase of the programme in 2021-22, the following achievements have been gained in 2022-23:

- ✦ A monthly New Manager's Induction commenced in April 2022 which is aimed at enabling participants to learn about NWSSP's approach to compassionate leadership and healthy working relationships. This is offered to all new managers and to all those who join the organisation to undertake a people management role. The course was completed by 64 managers in the first six months of the programme.
- ✦ A Managers' online toolkit – a one stop shop providing our managers with information on the practicalities of management and leadership as well as approaches and development opportunities.
- ✦ Development of a Behaviour Framework to align with the organisation's Values, and a refresh of the values straplines and imagery to reflect the voices and perspectives of our colleagues.

- The development of an Equality, Diversity and Inclusion group to drive forward the inclusion agenda.
- Stakeholder engagement to inform future plans for the following pieces:
 - An Innovation Network to enable and encourage a supportive and collaborative environment in which to share and inspire each other to deliver
 - A Rising Stars programme which aims to recognise and develop talent and promote cross-divisional working.

During **2023-24** this programme will focus on the following:

- A series of engagement events to involve the organisation through "You said, we did" and programme evaluation work.
- Further development of our leadership programmes providing 60 places on our Leading for Excellence and Innovation Programme, provision of additional themed masterclasses and an accompanying learning library.
- Development of Compassionate Leadership Case Studies.
- Launch of NWSSP's Innovation Network to foster learning and collaboration.
- Launch of a Rising Stars programme.



Support a Healthy and Engaged Workforce

Great strides have been made over the last year in the development of our Health and Wellbeing offering, including:

- The launch of our Health and Wellbeing Framework.
- Continued growth of our mental health first aiders and Health and Wellbeing Champions.
- Development of two mental health first aid trainers who now have the skills to train any new Mental Health First Aiders and ensure those who currently practice are re-accredited.
- A men's mental health support group.
- A series of men's mental health talks for our colleagues in our facilities areas such as laundry and warehousing.
- Menopause support through our Menopause café and additional resources and events
- The development of a financial wellbeing plan.
- A second Health and Wellbeing conference with a focus on financial wellbeing considering the cost-of-living crisis. The conference was attended by 312 colleagues on the day, and the videos of each session were made available to colleagues to provide a more flexible means of accessing the event.
- A series of live learning events to support wellbeing and resilience.
- Corporate sickness absence rates remain below target at 3.07% in October 2022, compared with 3.54% in October 2021.

In 2023-24, we will further our support of a healthy and engaged workforce, ensuring our people have a voice and that we listen to that voice. In conjunction with other activities within the 'This is Our NWSSP' and Agile Working programmes, we will provide a working environment that enables our people to thrive. With this in mind, we will:

- Implement our **Health and Wellbeing framework** with our Health and Wellbeing Champions.
- Sign the Menopause Pledge to demonstrate support to colleagues who are directly or indirectly affected by effects of the menopause.
- Develop physical and social wellbeing action plans to support the Health and Wellbeing Framework.
- Further development of financial wellbeing provision.
- Continue to offer support for staff through wellbeing awareness and stress awareness workshops.
- Enhance our Mental Health First Aid provision to ensure people on all sites have access to support.
- Develop an accredited training centre for Mental Health First Aid to ensure the provision of ongoing expertise and support to the organisation's trained and practicing mental health first aiders.
- Continue to enhance our **Mental Health support** provisions through collaborative working with partners such as Mind, Silver Cloud, Time to Change Wales, and Headspace, among others.
- Build upon access to health & wellbeing employee benefits.
- Strive for the achievement of the **Healthy Working Wales Award** when this replaces the Corporate Health Standard in 2023.



Recognise Individual Differences and Need to Increase Autonomy, and Create a Clearer Sense of Belonging

Embedding diversity and inclusiveness into our culture and thinking, and empowering our people to thrive, forms an essential component of the 'This is our NWSSP' programme.

- It is our continuing aim to develop a programme of activity that offers opportunities to **groups within the population who are under-represented** in NWSSP, raising the profile of our organisation in the wider community, and ensuring that all are welcomed and encouraged to consider a career with us.

During 2022-23 we have:

- Provided learning and awareness sessions including sign language and deaf awareness, dyslexia awareness, and unconscious bias training.
- Participated in physical and virtual Pride events
- Initiated a Women in Leadership development programme
- Engaged with the Employer's Network for Equality and Inclusion (ENEI) as a member organisation, providing learning opportunities and resources to every member of staff
- NWSSP was recognised in the Annual Inclusivity Excellence award in 2022 with a Highly Commended award in Enhancing Wellbeing and Belonging at Work

- Undertaken the Talent, Inclusion and Diversity Evaluation benchmarking activity to inform the development of our equality, diversity and inclusion action plans.

In **2023-24** we will:

- Recruit a dedicated Diversity and Inclusion lead to drive forward our action plans and support NWSSP to embrace activities in line with national priorities such as the Race Equality Action Plan as well as employee driven priorities.
- Implement action plans in the following areas:
 - Leadership
 - Training and development
 - Attraction and recruitment
 - Engagement and support



Develop Appropriate Individual and Collective Competence

Finally, we will continue to ensure our people have the knowledge, skills, and experience to fulfil their individual needs and aspirations; as well as those of the organisation.

During 2022-23 we:

- Set up a system to gather the **development requirements** of individuals, teams, and leaders.
- Prepared a People Learning and Development Strategy to support continued development and performance excellence.

in **2023-24** we will:

- Implement NWSSP's Learning and Development Strategy in a phased approach ensuring that colleagues have access to flexible, accessible and collaborative development opportunities.
- Develop a People Development Hub where colleagues can access a range of learning opportunities to support their personal and professional growth.
- Support the Decarbonisation agenda through the collaborative development of learning materials accessible to all colleagues.
- Work in partnership with Trade Union colleagues and access the Wales Union Learning Fund to support the development of essential skills including literacy and digital inclusion.
- Develop digital capability to support access to systems and learning opportunities as well as online resources.



Resourcing

Recruitment

As an NHS organisation we continue to find ourselves challenged by the offerings of competing private and public sector organisations for the best talent, especially in areas such as Procurement, Audit and Specialist Estates. If anything, the volume of vacancies in today's labour market has led to recruitment becoming more of a challenge and we still find ourselves in a candidate's market.

Whilst we may not be able to compete on a financial basis with our competitors, many of whom are offering introduction bonuses, we know that we may be able to compete if our employee value proposition is appealing to the multi-generational workforce.

Last year, we focussed on understanding what our current employee value proposition is and how we might be able to attract and retain talent in a more innovative way; focussing on the short term wins we realised that we needed to make it easier for people to join us and to promote what we had to offer as an employer.

To further complement this work and ensure that we remain visible as an employer of choice to applicants, this year we will prioritise:

- ▶ Training our managers in our new approach to recruitment and selection, focussing on four discreet modules; Preparing to Recruit, Inclusive Recruitment, Selection and Interview and Welcome to NWSSP which looks at their recruitment and induction experience.
- ▶ The creation of a dedicated recruitment site and benefits portal to showcase NWSSP at its best.
- ▶ Working in partnership with our Trade Union colleagues to understand how we could better recruit and retain staff.



Workforce Planning and our Temporary Workforce

The COVID-19 pandemic and the associated approach to agile working has demonstrated a need to truly understand our workforce. This coupled with the multi-generational workforce and the change in importance that staff attach to different employer offerings, means that we need to now more than ever, horizon scan and understand what our future workforce might look like, especially in light of the continued growth of digital technology and its pace of change.

We therefore need, to continue to establish the future skills required for the organisation and how we can bring these into NWSSP, including the use of our temporary workforce and appropriate workforce planning tools. To do this, in 2023-24, we will:

- Work with each division to build an appropriate workforce plan, that takes account of entry routes, promotion, career pathways and the pace of change in digital technology,
- Introduce a workforce planning dashboard to support the development of the workforce plans,
- Further reduce our agency spend by 30% year on year and increase the use of our temporary bank workers to compliment the substantive workforce.
- Work with our Trade Union partners and Divisional Senior Management Teams to ensure those engaged on temporary contracts of 12 weeks or more, can transition into Fixed Term or Permanent contracts in line with funding availability and service requirements.



Widening Access

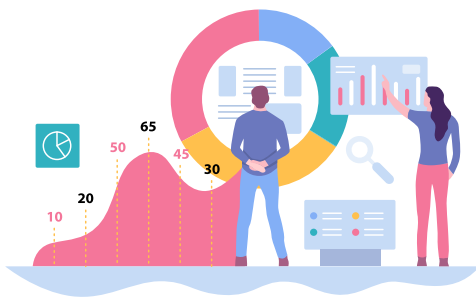
NWSSP is committed to the widening access agenda and to ensure that we provide opportunities for employment and growth to those in the communities we serve.

In 2022-23 we focussed on the following:

- Revision of the work experience process to expand opportunities for placements to a wider cross-section of the community.
- Recruitment of a Specialist OD Facilitator for widening access.
- Recruitment of eight Kickstart Trainees to create opportunities for 16 to 24-year-olds on Universal Credit. Trainees were given the opportunity of participating in a learning programme and applying for roles in the organisation.
- Recruitment of four additional Network 75 students.
- Recruitment of three Apprentices in Laundry Services.
- Development of a careers booklet to be used at events such as Careers Fairs.
- Scoping the provision of career promotion activities and building relationships with community partners.

In **2023-24** we are committed to the development of a Widening Access Strategy, focussing on:

- Increasing the numbers of staff that join us with protected characteristics.
- Grow the Welsh Language skills of our substantive workforce to ensure we are representative of the communities in which we work.
- Further developing access to NWSSP through career entry routes such as apprenticeships, Network 75 and traineeships.
- Promotion of opportunities through career events in partnership with education and other organisations including charities and agencies who support access to inclusive work placements.



People Analytics

People analytics enables us to measure and report key workforce concepts, such as performance, well-being, productivity, innovation, and alignment, in turn enabling more effective evidence-based decisions to inform our future planning, and modernisation and transformation plans.

In the last 12 months we have continued to review how we analyse and publish our data. We have provided revised People and OD reports to all Divisional Senior Management Teams, focussing on the 'Moments that Matter'. Moments that Matter are used to describe moments that are more likely to have a significant impact on the employment relationship and the overall employee satisfaction with NWSSP. We have therefore focussed our Moments that Matter on our recruitment and attraction activity, our corporate engagement projects and divisional updates.

Additionally, we have built a prototype dashboard that will enable Divisions to workforce plan more effectively and we have also created Business Intelligence (BI) training. These interventions will enable Divisions to work with their People and OD Business Partners, to introduce relevant interventions to support their staff and operations and ensure that managers have the tools to understand their ever-changing staff profiles.

To support the growing demand for data, the People and OD team will continue to listen to feedback about the reports provided to our customers and launch the Business Intelligence training, alongside a library of supporting tools for managers, to ensure that people managers are confident and capable in accessing information about their staff.



Employee Relations

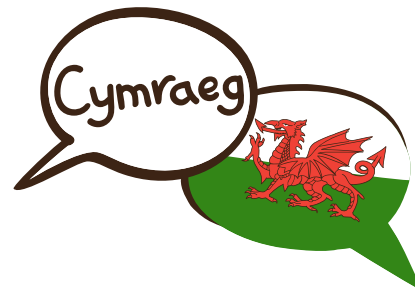
We continue to work with our people managers to ensure they are applying the principles of a just and learning culture, focussing on restorative justice and compassionate leadership. Over the last year we have increased the amount of support available to all those engaged in employee relations activity and listened closely to feedback around our processes.

The volume and intensity of work encountered during the last few years, have not lessened and this, set against the landscape of increasing complex mental ill health cases, means our approach as an organisation must ensure these principles are at the forefront of our activity and that the length of time our processes take to conclude reduce.

Therefore, we will continue to focus on individual and collective relationships in the workplace and working in partnership with our Trade Union colleagues, we will continue to support the development of positive trust-based relationships through open and honest interactions.

In **2023-24** we will:

- Maintain positive, trust-based relationships with our local Trade Union colleagues at the NWSSP Local Partnership Forum (LPF), against the backdrop of a difficult industrial relations climate.
- Maintain a positive relationship with the Welsh Partnership Forum.
- Improve the understanding and use of the informal toolkits within the All Wales Respect and Resolution Policy, ensuring colleagues can have professional conversations and use the principles of early resolution.
- Work in partnership to develop materials and relevant learning interventions that enable all staff to understand what a Just and Learning Culture means within NWSSP.
- Work in partnership with our Trade Union colleagues to introduce a policy group, to ensure our governance arrangements, appropriately support our staff, whilst protecting the organisation.
- Introduce workshops across Wales to work with all staff, to ensure our employee relations processes, causes minimal negative impact and provide relevant and timely support to all those involved.
- Introduce training for non-managers in relation to Healthy Working Relationships.



Welsh Language

The Welsh Language Unit at NWSSP sits within the People and Organisational Development Directorate in NWSSP and supports all NWSSP Divisions and hosted programmes to deliver on the regulatory requirements of the Welsh language standards to deliver our services through the medium of Welsh as well as satisfy the requirements of the More Than Just Words Strategy. Our focus is also on the use of the Welsh language in the workplace, instilling confidence, and up-skilling Welsh language communicative skills across all of our business areas.

We have devised a protocol for recruiting managers to advertise vacancies bilingually and all our job descriptions and person specifications are available in Welsh and English. Recruiting Managers at NWSSP will receive training with regards to recruitment and within this training will be a matrix to determine whether a vacancy should be advertised as Welsh essential or Welsh desirable.

The demand for translation, proof-reading, Welsh media, and quality assurance services continues to grow, and we now provide support to:

- All NWSSP Divisions and hosted services
- Public Health Wales NHS Trust
- Digital Health and Care Wales
- Velindre University NHS Trust
- Health Education Improvement Wales

The demand for translation services across the whole of NHS Wales increases annually and the shortage of qualified and experienced translators is presenting to be a challenge. During 2023-2024 we will collaborate with other Health Organisations to scope the needs and demands across NHS Wales with a view to procure an All Wales translation memory software for NHS Wales organisation to help manage the demand.

In 2023-2024 the current Service Level Agreement provision is set to increase by 100% from current provision.

We continue to support All Wales programmes and projects and continue to support on the translation of patient information leaflets.

The Welsh Language Unit is also advising on Welsh language matters on specific projects including the procurement, development and delivery of a new Contact Centre and Telephony programme; Student Awards Service and Student Streamlining System; All Wales Occupational Health System, Wales National Workforce and Reporting System (WNWRS), Performers List Solution Refresh project; Digital Identification Application, part of our recruitment process; and the new workforce management system (ESR replacement) due to be upgraded in 2025. We continue to support the bilingual interface of the TRAC recruitment system.

The work, in supporting NHS Employers Wales on All Wales Workforce and Organisational Development Policies has continued, as has the work of translating national job descriptions as and when submitted from the NHS Employers also continues.



People and OD Excellence

The People and OD Team must be seen as a credible, trusted partner to our internal and external customers. To measure this, we need to listen our customers regularly.

As an internally facing corporate service, we commit to putting people at the heart of our operations and we commit to upholding our professional values; putting our customers first, working collaboratively, providing expert advice and opinion, being impactful and being innovative in our approach.

The People and OD team will continue to work on our service excellence by:

- ✎ Listening to customer feedback and ensuring that 70% of our internal customers tell us that they receive a good or excellent experience from People and OD
- ✎ Demonstrating credibility and innovation through being shortlisted for at least one recognised professional award.
- ✎ Continue to work towards an appropriate 'Employer of Choice' accreditation such as Investors in People, or 'The Best Companies' award.

Key Performance Indicators

Appendix D





Appendix D - Key Performance Indicators

Set out below are our Key Performance Indicators (KPIs) for 2023-24 and where applicable proposed targets for 2023-26.

We continue to align our KPIs to our Strategic Objectives and we regularly report divisional KPIs to the Partnership Committee, Welsh Government, and our customers through our quarterly performance reporting. We review our KPIs on a cyclical basis to confirm they are meaningful and measurable and relevant. In addition targets are adjusted to ensure they remain ambitious yet attainable.

We continue to refine the format of our performance monitoring report, adopting a dashboard approach utilising Microsoft BI, and use statistical process control (SPC) charts to study changes in the process over time. We have implemented a standard approach to measuring our Customer Satisfaction by applying standard core questions to our annual divisional surveys so that we can benchmark between divisions and share knowledge and good practice where needed.

2023-24 will be the first year we should be in a position to report on this revised approach due to the differing annual satisfaction survey cycles that exist within divisions.

We also measure the progress on a number of new initiatives referenced in the last IMTP including as examples:

- ▶ Measuring progress against our decarbonisation and climate change action plan; and
- ▶ Monitoring the impact of our adoption of agile working for the longer term.

Whilst we have agreed initial areas of focus, we are still working on setting baseline figures to measure performance against some of the measures.

During 2023-24 we plan further work, with more emphasis on developing outcome measures that will complement our traditional and largely transactional KPIs. We have setup a Performance and Outcomes group with representatives across NWSSP do develop these measures. In turn this dataset will sit alongside reporting progress against this IMTP to the Partnership Committee, Welsh Government and our customers.

Appendix D - Key Performance Indicators

Key Focus Area (KFA)	Description of Key Performance Indicator	Responsibility	Frequency	2023-24	2024-25	2025-26
Corporate Services						
Our Value	Financial Position	NWSSP	Monthly	Breakeven	Breakeven	Breakeven
Our Value	Planned Distribution	NWSSP	Annual	£750k	£750k	£750k
Our Value	Adding Value (Professional Influence Benefits)	Both	Annual	£110m	£110m	£110m
Our People	Staff Engagement - Staff Survey *	NWSSP	Annual	Baseline to be set	Baseline to be set	Baseline to be set
Our People	Attract and retain people/talent - Staff Attrition *	NWSSP	Annual	Baseline to be set	Baseline to be set	Baseline to be set
Our People	Attract and retain people/talent - Exit interview *	NWSSP	Quarterly	Baseline to be set	Baseline to be set	Baseline to be set
Our People	Business Travel *	NWSSP	Quarterly	Continued Reduction	Continued Reduction	Continued Reduction
Our Services	Customer Satisfaction - How satisfied are you with the quality of service?	NWSSP	Annual	Continued Improvement within Services	Continued Improvement within Services	Continued Improvement within Services
Our Services	Customer Satisfaction - How Satisfied are you with the response times from [Directorate]?	NWSSP	Annual	Continued Improvement within Services	Continued Improvement within Services	Continued Improvement within Services
Our Services	Customer Satisfaction - I found the staff professional and courteous?	NWSSP	Annual	Continued Improvement within Services	Continued Improvement within Services	Continued Improvement within Services
Our Services	Customer Satisfaction - How easy did you find it to contact the [Directorate]?	NWSSP	Annual	Continued Improvement within Services	Continued Improvement within Services	Continued Improvement within Services

***Agile Working KPIs have been agreed and process will be implemented to capture information with targets to be set.**



Appendix D - Key Performance Indicators

Key Focus Area (KFA)	Description of Key Performance Indicator	Responsibility	Frequency	2023-24	2024-25	2025-26
Our Services	Customer Satisfaction - If you've ever raised a concern/query/problem with [Directorate] about the service they provide, how satisfied were you with how it was resolved?	NWSSP	Annual	Continued Improvement within Services	Continued Improvement within Services	Continued Improvement within Services
Accounts Payable						
Our Services	Public Sector Pay Performance – Non NHS	Both	Monthly	95%	95%	95%
Laundry						
Our Services	Orders dispatched meeting customer standing orders	NWSSP	Weekly	85%	85%	85%
Our Services	Deliveries made within 2 hours of agreed delivery time	NWSSP	Weekly	100%	100%	100%
Our Services	Microbiological contact failure points	NWSSP	Weekly	85%	85%	85%
Our Services	Inappropriate items returned to the laundry including Clinical waste items	Customer	Weekly	<5	<5	<5



Appendix D - Key Performance Indicators

Key Focus Area (KFA)	Description of Key Performance Indicator	Responsibility	Frequency	2023-24	2024-25	2025-26
Central Team						
Our Services	Achieve a customer satisfaction index of satisfied (90%) or better on an annual basis	NWSSP	Annual	90%	95%	95%
Our Services	All incidents (except Priority 1 (P1)) raised with the Central Team are responded to within 2 hours between the times of 9am-5pm	NWSSP	Monthly	92%	94%	94%
Our Services	P1 incidents raised with the Central Team are responded to within 20 minutes between the times of 9am-5pm	NWSSP	Monthly	90%	90%	90%
Our Services	P1 incidents raised with the Central Team are resolved within 8 hours between the time of 9am-5pm, within capability	NWSSP	Monthly	95%	95%	95%
Our Services	BACS Service Point tickets received before 14.00 will be processed the same working day unless issues are identified and the requestor is not available to address them. The remaining tickets will be processed the next working day.	NWSSP	Monthly	95%	95%	95%
Counter Fraud						
Our Value	Increase in financial recoveries for NHS Wales via CFS Wales and LCFS consistent application of enhanced AFI financial recoveries	NWSSP	Quarterly	Continued improvement in numbers of referrals and recoveries.	Ongoing - increased referrals	Ongoing - increased referrals



Appendix D - Key Performance Indicators

Key Focus Area (KFA)	Description of Key Performance Indicator	Responsibility	Frequency	2023-24	2024-25	2025-26
Digital Workforce						
Our Services	% of Calls Answered	NWSSP	Monthly	85%	85%	85%
Our Services	% of live chat responses	NWSSP	Monthly	90%	95%	95%
Our Services	% customer satisfaction year on year	NWSSP	Monthly	90%	90%	90%
Digital Learning						
Our Services	% of Calls Answered	NWSSP	Monthly	85%	85%	85%
Our Services	% of live chat responses	NWSSP	Monthly	90%	90%	90%
Primary Care						
Our Value/ Our Services	KPI 1 - Primary Care Payment files sent to Accounts Payable within 5 working days of payments being made	NWSSP	Monthly	100%	100%	100%
Our Services	KPI 2 - Patient assignment actioned within 24 hours of receipt of request	NWSSP	Monthly	100%	100%	100%
Our Services	KPI 4 - Urgent medical record transfers actioned within 2 working days	NWSSP	Monthly	100%	100%	100%
Our Value/ Our Services	KPI 7 - Category A Cascade alerts to be issued within 4 hours of receipt	NWSSP	Monthly	100%	100%	100%
Our Value/ Our Services	KPI 12 - Prescription Accuracy Rates compliant with SLA (99%)	NWSSP	Monthly	99%	99%	99%
All	KPI 16 - Retain Customer Service Excellence accreditation	NWSSP	Annual	Retained	Retained	Retained



Appendix D - Key Performance Indicators

Key Focus Area (KFA)	Description of Key Performance Indicator	Responsibility	Frequency	2023-24	2024-25	2025-26
Procurement						
Our Value	Savings against Plan	Both	Monthly	£22m	£40m	£50m
Our Value	Value of additional NHS Wales expenditure within the Foundational Economy*	Both	Monthly	£10m	tbc	tbc
Our Services	Volume of transactions captured through Scan4Safety implementation	Both	Monthly	330,000	1,000,000	1,500,000
Our Services	Number of nationally stocked product lines	NWSSP	Monthly	250 additional lines	250 additional lines	tbc
Surgical Materials Testing Laboratory						
Our Services	% of incident reports sent to regulatory authority within 50 days of receipt of form	NWSSP	Monthly	90.00%	90.00%	90.00%
Our Services	% delivery of audited reports on time (Commercial)	NWSSP	Monthly	90.00%	90.00%	90.00%
Our Services	% delivery of audited reports on time (NHS)	NWSSP	Monthly	90.00%	91.00%	92.00%
Our Services	% delivery of Technical assurance evaluations on time	NWSSP	Monthly	89.00%	90.00%	91.00%
CIVAS@IP5 Medicines Unit						
Our Services	Service Errors	NWSSP	Monthly	<0.5%	<0.5%	<0.5%
Specialist Estates						
Our Services	Timeliness of advice	NWSSP	Monthly	95% of initial business case scrutiny responses returned to WG by the agreed date.	95% of initial business case scrutiny responses returned to WG by the agreed date.	95% of initial business case scrutiny responses returned to WG by the agreed date.
Our Services	Customer Satisfaction: % of customer satisfaction based on survey information	NWSSP	Annual	95% satisfaction Survey to be completed November 2024.	95% satisfaction Survey to be completed November 2025.	95% satisfaction Survey to be completed November 2026.



Appendix D - Key Performance Indicators

Key Focus Area (KFA)	Description of Key Performance Indicator	Responsibility	Frequency	2023-24	2024-25	2025-26
Our Services	Issues and Complaints – deal with the same in line with the requirements of the Issues and Complaints Management Protocol (number of complaints)	NWSSP	Monthly	0 complaints.	0 complaints.	0 complaints.
Our Value	Professional Influence Benefits	NWSSP	Monthly/Quarterly	£2,175,000	£2,900,000	£3,325,000
Audit & Assurance						
Our Services	Audit plans agreed/ in draft by 31 March	NWSSP	Annual	100%	100%	100%
Our Services	Audit opinions delivered by 31 May	NWSSP	Annual	100%	100%	100%
Our Services	Audits reported vs. total planned audits	NWSSP	Monthly	> 95%	> 95%	> 95%
Our Services	Audits delivered for each Audit Committee in line with agreed plan	Both	Each Committee	80%	80%	80%
Our People	% of recommendations implemented and their impact	Both	Annual	in Head of Internal Audit Annual Opinion & Report	in Head of Internal Audit Annual Opinion & Report	in Head of Internal Audit Annual Opinion & Report
Medical Examiner						
Our Services	Total number of cases referred into MES	Both	Monthly	100%	100%	100%
Our Services	Never Events	NWSSP	Monthly	0	0	0
Our Services	Timelines - cases closed within 72 hours of receipt notes	NWSSP	Monthly	>90%	>90%	>90%
Our Services	Timeline - ME scrutiny within 24 hours of receiving notes	NWSSP	Monthly	100%	100%	100%
Single Lead Employer						
Our Services	% of calls answered	NWSSP	Quarterly	80%	95%	95%



Appendix D - Key Performance Indicators

Key Focus Area (KFA)	Description of Key Performance Indicator	Responsibility	Frequency	2023-24	2024-25	2025-26
Employment Services						
Our Services	Vacancy Creation to start date request (used to be unconditional offer)	Both	Monthly	71 days	71 days	71 days
Our Services	% of Vacancies advertised within 2 working days of receipt	NWSSP	Monthly	98%	98%	98%
Our Services	Vacancies advertised within 2 working days of receipt	NWSSP	Monthly	2 Days	2 Days	2 Days
Our Services	% of conditional offer letters sent within 4 working days	NWSSP	Monthly	98%	98%	98%
Our Services	conditional offer letters sent within 4 working days	NWSSP	Monthly	4 Days	4 Days	4 Days
Our Services	% of calls answered - Recruitment	NWSSP	Monthly	95.00%	95.00%	95.00%
Our Services	% of calls answered - Payroll	NWSSP	Monthly	95.00%	95.00%	95.00%
Our Services	% of calls answered - Student Award	NWSSP	Monthly	95.00%	95.00%	95.00%
Our Services	NWSSP % of pay accuracy in pay period	NWSSP	Monthly	99.60%	99.60%	99.60%
Our Services	Overall % Pay Accuracy	Both	Monthly	99.60%	99.60%	99.60%
Our Services	% of NHS Bursary Applications processed within 20 days	NWSSP	Monthly	100.00%	100.00%	100.00%

Appendix D - Key Performance Indicators

Key Focus Area (KFA)	Description of Key Performance Indicator	Responsibility	Frequency	2023-24	2024-25	2025-26
Legal and Risk						
Our Services	Timeliness of preliminary advice – within 3 business days	NWSSP	Monthly	95%	95%	95%
Our Services	Time from consideration by the Learning Advisory Panel to presentation to the Welsh Risk Pool Committee	NWSSP	Monthly	95%	95%	95%
Our Services	Case Closure Client Satisfaction response	NWSSP	Monthly	95%	95%	95%
Our Services	Annual Client Satisfaction Questionnaire response	NWSSP	Annually	Positive narrative responses	Positive narrative responses	Positive narrative responses
Our Services	Achieved successful Lexcel Accreditation	NWSSP	Annually	Achieve	Achieve	Achieve
Our Services	Achieved successful Customer Service Excellence Accreditation	NWSSP	Annually	Achieve	Achieve	Achieve
Our People	Meeting with the staff engagement group every month and produce newsletters following the outcome of the meetings.	NWSSP	Monthly	100%	100%	100%



Year 2 and 3 Plans

Appendix E



Year 2 plans provide an indicative view of further work planned and progress expected.

Delivering Value, Innovation and Excellence through Partnership



2024-25 Key Deliverables



Our People

Working together to be the best that we can be

Our Services

Driving the pace of innovation and consistently providing high quality services

Our Value

Maximising the benefit, efficiency, and social impact of what we do for our partners

Improve access to the legal profession with the introduction of legal apprenticeships.

Grow our talent pipeline programmes with our Specialist Estates Engineering and Real Estate teams.

Continue to improve our Single Lead Employer trainee experiences.

Monitor and adapt to the impact of agile and other new ways of working.

Train additional Counter fraud financial investigation officers.

Explore digital solutions to deliver an electronic passport for NHS recruitment.

Review and enhance our Audit Quality Assurance and Improvement Programme.

Expand product range from the NWSSP Pharmacy Technical Unit.

Scope provision of additional legal services including property litigation, charities law, and debt recovery.

Further deployment of Scan for Safety Programme.

Support the implementation of the National Medical Workforce Programme.

Continue to drive the momentum required for NHS Wales to achieve net zero carbon by 2030.

Increase the number of invoices processed by Accounts Payable via e-trading.

Modernise National Distribution warehousing, hospital inventory and logistics model for NHS Wales.

Continue the phased roll out of Datix Cymru and CIVICA Experience modules.

Year 3 plans provide an outline of opportunities to explore new innovations and develop further ongoing programmes of work.

Delivering Value, Innovation and Excellence through Partnership



2025-26 Key Deliverables



Our People

Working together to be the best that we can be



Our Services

Driving the pace of innovation and consistently providing high quality services



Our Value

Maximising the benefit, efficiency, and social impact of what we do for our partners

Continue to enhance and develop our Health and Wellbeing offerings to our people.

Digitise a wider range of e-learning opportunities to support Health and Social care workforce.

Support the Foundational Economy by creating opportunities within NWSSP for Network 75 students, apprentices, interns and others.

Expand and improve upon the NHS Wales staff benefit offerings, e.g., home electronics, cycles and low emission cars.

Influence preparations for the scheduled implementation of Electronic Staff Record replacement in 2026-27.

Explore other opportunities to expand the Single Lead Employer model to primary care and public health roles.

Investigate expanding our range of biological testing methods offered within our Surgical Materials Testing Laboratory.

Development of service desk support for Scan for Safety.

Improve Supply Chain, Logistics and Transport operations and infrastructure at all sites to reduce carbon emissions.

Benchmark with other internal auditor providers to ensure a fit for the future Audit and Assurance service.

Implementation of long-term case management solution within Legal and Risk.

Continued delivery of procurement contribution to the NHS Wales Decarbonisation strategic plan.



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