

Shared Services Partnership Committee

Thu 21 January 2021, 10:00 - 11:30

TEAMS



Agenda

10:00 - 10:05
5 min

1. Agenda

1.1. Welcome and Introductions

Margaret Foster

1.2. Apologies for absence

Margaret Foster

1.3. Declarations of Interest

Margaret Foster


1.4. Draft minutes of meeting held on 19 November 2020

Margaret Foster

 NWSSP Partnership Cttee Minutes - Part A - 2020. 11 - PS REVIEWED .pdf (10 pages)

1.5. Action Log

Margaret Foster

 1.5 Action Log January 2021.pdf (1 pages)

10:05 - 10:40
35 min

2. Service Updates

2.1. Health Courier Services

Tony Chatfield

2.2. Planning Update

Alison Ramsey

10:40 - 10:50
10 min

3. Chair/Managing Director's Report

3.1. Chair's Report

Verbal

3.2. Managing Director's Update

Neil Frow

 SSPC MD Update Jan 21.pdf (6 pages)

10:50 - 11:10
20 min

4. Items for Approval

4.1. Digital Workforce Systems Scheduling

Gareth Hardacre

 Final NWSSP Committee Paper Update on All Wales e-scheduling contract Jan 2021.pdf (5 pages)

4.2. Scan for Safety

Andy Smallwood

 SSPC Scan for Safety Wales.pdf (5 pages)

4.3. Once for Wales Concerns Management Database

Andrew Butler

 SSPC Update - Revised OfWCMS - Programme Board TOR V5-1.pdf (11 pages)

4.4. Amended Standing Orders

Andrew Butler

 Standing Orders Amendment Jan 21.pdf (3 pages)

11:10 - 11:15
5 min

5. Project Updates

5.1. PMO Highlight Report

Alison Ramsey

 PMO Monthly Update Dec 20v6final.pdf (14 pages)

11:15 - 11:30
15 min

6. Governance, Performance & Assurance

6.1. Finance & Workforce Report

Andrew Butler/Gareth Hardacre

 SSPC Finance and Corporate Services December 20 (2).pdf (27 pages)

6.2. Corporate Risk Register


Andrew Butler

 SSPC Corporate Risk Register Jan 2021.pdf (4 pages)

 Corporate Risk Register 20210115.pdf (5 pages)

6.3. Gifts & Hospitality Annual Report

Andrew Butler













 2019-20 SSPC Annual Report on Gifts, Hospitality & Sponsorship.pdf (5 pages)

11:30 - 11:30
0 min

7. Items for Information

7.1. Finance Monitoring Reports

Andrew Butler

-  NWSSP MMR October Narrative.pdf (11 pages)
-  NWSSP MMR October Table A Forecast.pdf (1 pages)
-  NWSSP MMR October Table A2 Risks.pdf (1 pages)
-  NWSSP MMR October Table B Monthly Positions.pdf (2 pages)
-  NWSSP MMR October Table C Savings.pdf (2 pages)
-  NWSSP MMR October Table C Savings Tracker.pdf (1 pages)
-  NWSSP MMR November Narrative.pdf (12 pages)
-  NWSSP MMR November Table A Forecast.pdf (1 pages)
-  NWSSP MMR November Table A2 Risks.pdf (1 pages)
-  NWSSP MMR November Table B Monthly Positions.pdf (2 pages)
-  NWSSP MMR November Table C Savings.pdf (2 pages)
-  NWSSP MMR November Table C3 Savings Tracker.pdf (1 pages)

11:30 - 11:30

0 min

8. Any Other Business



NHS WALES SHARED SERVICES PARTNERSHIP COMMITTEE

MINUTES OF MEETING HELD THURSDAY 19th NOVEMBER 2020

10:00 – 12:00

Meeting held on TEAMS

Part A - Public

ATTENDANCE	DESIGNATION	ORGANISATION
MEMBERS:		
Margaret Foster (MF)	NWSSP Chair	NWSSP
Neil Frow (NF)	Managing Director	NWSSP
Sarah Morley (SM)	Director of Workforce & OD	Velindre
Huw Thomas (HT)	Director of Finance	Hywel Dda
Chris White (CW)	Chief Operating Officer	Swansea Bay
Sue Hill (SH)	Executive Director of Finance	BCUHB
Christopher Lewis (CL)	Interim Director of Finance	Cardiff & Vale
Peter Hopgood (PH)	Director of Finance & IT Services	Powys THB
OTHER ATTENDEES:		
Andy Butler (AB)	Director of Finance & Corporate Services	NWSSP
Gareth Hardacre (GH)	Director of Workforce & OD	NWSSP
Alison Ramsey (AR)	Deputy Director of Finance	NWSSP
Peter Stephenson (PS)	Head of Finance & Business Improvement	NWSSP
Malcolm Lewis (ML)	Medical Director	NWSSP
Martyn Pennell (MP)	Finance	HEIW
Steve Elliot (SE)	Deputy Director of Finance	Welsh Gov.
Darron Dupre (DD)	Union Representative	Unison
Lindsay Payne (LP)	Head of Financial Management	NWSSP
Paul Beckett (PB)	Programme Lead	NWSSP
Gareth Price (GP)	Personal Assistant	NWSSP
PRESENTERS		
Andrew Evans (Item 2.1)	Director of Primary Care Services	NWSSP
Neil Davies (Item 2.2)	Director of Specialist Estates Services	NWSSP
Ian Rose (Item 2.2)	Head, Programme Management Office	NWSSP
Non Richards (Item 2.3)	Welsh Language Officer	NWSSP
Romano Provini (Item 4.2)	Deputy Head of Sourcing – Non-Medical & Maintenance	NWSSP

Item		Action
1. STANDARD BUSINESS		
1.1	Welcome and Opening Remarks The Chair welcomed Committee members to the November 2020 Shared Services Partnership Committee meeting.	
1.2	Apologies Apologies were received from: <ul style="list-style-type: none"> • Steve Ham, Chief Executive, Velindre; • Hywel Daniel, Interim Director of Workforce & OD, CTM UHB; • Eifion Williams, Director of Finance, HEIW; • Geraint Evans, Director of Workforce & OD, ABUHB; and • Chris Turley, Director of Finance, WAST. 	
1.3	Declarations of Interest No declarations of interest were disclosed.	
1.4	Minutes of Meeting held on 17th September 2020 Draft Minutes of meeting held on 17 th September 2020 were reviewed and accepted with no issues raised.	
1.5	Matters Arising from Meeting on 17th September 2020 All actions to be discussed are complete or on the agenda.	
2. Deep Dive		
2.1	Medical Examiners Service Andrew Evans, Programme Lead for the service provided a detailed update to the Committee. AE stated that all four regional offices are now operational, with the potential capacity to undertake the scrutiny of around 12,000 deaths per year. This represents 40% of all deaths in Wales and 75% of those that occur in acute hospital settings. The service has already covered some primary care deaths in addition to those in hospital. The main challenge to the operation of the service is the need for timely digital access to the patient's medical records and particularly that relating to the last episode of care. This can either be facilitated through direct access to local digitised records or alternatively through receiving scanned copies via e-mail. The current issue stems not from a lack of support at the corporate level from Health Boards and Trusts, but more that this support has not been communicated to those departments whose direct help is required in accessing this information.	

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	ML confirmed that the Medical Directors are all positive about the service, but that he would raise the issue again at the next Medical Directors' meeting, which was taking place on 20 November.	ML
2.2	<p>Laundry Services</p> <p>Neil Davies, Director of Specialist Estate Services and Ian Rose, Head of NWSSP Programme Management Office, provided an update. The business case was approved by Welsh Government Capital Infrastructure Board last week and is now with the Minister for final endorsement. There is now much to do with the next key milestone being the TUPE arrangements for Laundry staff to transfer to NWSSP by April 2021. The focus will be on migrating the existing services into NWSSP in a seamless manner, in order to minimise disruption to the existing services, and ensuring the laundry service continues to operate "as is" from April 1st 2021. Ian Rose set out a timeline for the remainder of the activity which is scheduled to complete in 2024. We will now be looking to appoint a Programme Lead to ensure the seamless transfer of the service.</p> <p>MF congratulated the team for achieving the business case and the excellent work undertaken to date.</p>	
2.3	<p>Welsh Language Update</p> <p>Non Richards, the Welsh Language Officer at NWSSP set out the conclusions from the recently published Annual Report of the Welsh Language Commissioner, and matched these to the progress with the Welsh Language within NWSSP. Good progress has been made both in terms of training staff and in translating documents, although COVID has had a significant impact. All web pages, documentation, signage and posters have been translated, and work has been undertaken within Procurement to ensure that Invitations to Tender can be made available in Welsh where required. Progress has also been achieved with translating job descriptions on an all-Wales basis but this has been slower than expected. This is not due to issues with translation, but rather within Workforce where the job descriptions need to be both standardised and made more concise. Workforce colleagues in the Committee recognised this concern, and further efforts were agreed to address it.</p>	
3. Chair/Managing Director's Report		
3.1	Chair's Report	

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	<p>The Chair and Managing Director had recently attended the Cwm Taf Morgannwg UHB Board meeting to update on developments within Shared Services. Although having only a short timeslot on the agenda, the update was well received. MF requested that all Health Boards, Trusts and Special Health Authorities should be extending similar invitations to herself and NF to present to them, even if only for a short time.</p> <p>The Chair also highlighted the recent Honours awards where two members of our staff had been recognised for their response to COVID.</p>	
3.2	<p>Managing Director's Update</p> <p>NF gave a detailed update looking into the key issues that have impacted upon, and the activities undertaken by NWSSP since the last Committee. The main issues reported were:</p> <p>TRAMS - The business case has been submitted to Welsh Government and the queries that have been raised as part of the 1st phase of the scrutiny process are currently being reviewed. The main concern relates to transitional funding and the revenue required to cover the gaps in the initial set-up phase. A further meeting was held recently with Welsh Government colleagues to review the business case in more detail. As a result of this, there are some required changes to the financial details which will then be re-submitted to Welsh Government in January with a view to it being taken through the Infrastructure Investment Board later in the month. The programme therefore remains on track for an April 2021 implementation.</p> <p>IP5 - Work continues and is progressing well on the build of the two laboratories to support the needs of both PHW and the UK Lighthouse Project. Discussions are on-going with Welsh Government with regards to the Strategic Outline Case that has been previously approved by the Committee. Welsh Government have also agreed to cover the running costs of the facility for the current financial year as part of the overall COVID and BREXIT contingency arrangements. News is awaited on further capital allocations to cover the costs of additional roller-racking for increased stock holding requirements. CW thanked the procurement team for the work with the recent Roche issue and the accurate daily feedback. NF stated that Welsh Government have been very helpful and flexible in providing support for IP5, PPE and COVID.</p>	

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	<p>Temporary Medicines Unit - The accreditation of the Unit has been achieved with the Contractors now fully signing the new build across to NWSSP. Testing is on-going but should be fully complete by the end of November. Work is ongoing with relevant stakeholders to ensure that all appropriate processes are in place and to determine the revenue requirements post the current financial year should the facility still be required. MHRA approvals are awaited with visits to be undertaken in mid-December after which the first product should be available for distribution to Heath Boards. Discussions are ongoing with Velindre concerning their requirements for assurances regarding their host status.</p> <p>Welsh Risk Pool Committee - Digital Health & Care Wales are to become a member of the Welsh Risk Pool Committee with effect from 1 April 2021.</p> <p>Staffing Changes – Paul Thomas has retired as Director of Employment Services, and the functional responsibilities for the Directorate are now the responsibility of Gareth Hardacre, Director of Workforce and OD. Recruitment is currently underway to appoint a Director of Planning and Performance which will be a new role for NWSSP.</p>	
4. Items for Approval/Endorsement		
4.1	<p>Operational Plan</p> <p>AR highlighted the key points of the NWSSP Winter Plan, setting out planned activities for Q3 and Q4, which was submitted to Welsh Government in mid-October. A meeting with the Finance Delivery Unit took place on 2 November 2020 to review in depth income streams and revenue and capital expenditure assumptions. A meeting with the Welsh Government Planning team is anticipated in the next few weeks. Q3 and Q4 presents in many ways an even greater challenge than earlier quarters, as NWSSP continue to deliver services through new ways of working, re-focus on planned service improvements for 2020-21, and support customers during the winter months whilst still living with the COVID-19 pandemic. However, the Senior Leadership Team believe NWSSP is well placed to meet the challenge.</p> <p>Welsh Government has yet to issue planning guidance for 2021-2024. However there is an indication that a one year operational plan may be required for 2021-22 rather than a three year IMTP. As agreed with the SSPC in September, there is a strong case to continue with the principal of a three year Strategic Plan alongside</p>	

Item		Action
	<p>a more detailed Operational Plan for 2021-2022. We have therefore begun our planning process</p> <p>A Staff Engagement event is planned for the afternoon of December 17 to progress this and all Committee members are encouraged to attend where possible. HT asked for 1:1's to be arranged for those who are unable to attend the event.</p> <p>The Committee NOTED the update and endorsed the Q3 & Q4 plan.</p>	
4.2	<p>Clinical Waste</p> <p>An update was provided on the current situation with clinical waste contracts across NHS Wales by Romano Provini. The current All-Wales Contract for Clinical Waste Collection and Disposal commenced in April 2017. Stericycle Ltd are the sole supplier of this service to NHS Wales. The UK clinical waste market has very few suppliers operating within it, and following the collapse of another significant contractor in 2019, this immediately placed pressure on Stericycle and other providers causing some performance issues which had to be managed.</p> <p>COVID19 has caused the type, make up and volumes of clinical waste to shift markedly. The NHS has seen a reduction in incinerated and offensive waste, but this has been countered by a huge increase in orange-bag waste (potentially infectious clinical waste for Alternative Treatment). This increase in orange bag waste has put enormous strain on the disposal network, and on many occasions, the volumes of waste generated are outstripping disposal capacity. A primary reason has been an unprecedented increase in the amount of disposable PPE being used. This has had a dual effect of increasing volume of waste created, but also (due to its often bulky and lightweight make-up) has significantly reduced the average weight of each waste container. As Stericycle are paid per tonne of clinical waste processed, this is significantly increasing pressure on their ability to deliver the contract.</p> <p>As a result, during early October, many HBs had to store significant volumes of waste on site. On 12th October, Stericycle informed NWSSP that it would be looking to utilise the support of a third party contractor (Mitie Ltd) to assist in clearing the backlog of waste at affected hospital sites. This arrangement is now in place and the collections to clear backlogs are continuing to take place between Stericycle and Mitie, but in some cases, these appear to have been problematic with issues such as short/missed collections</p>	

Item		Action
	<p>occurring. In addition, Stericycle were unable to service all such sites that needed collections, which resulted in some HBs seeking support from a third party contractor (Natural UK).</p> <p>To respond to the above, NWSSP began engaging with the Cabinet Office on putting in place its own contingency arrangements via a third party contractor (this also being Mitie Ltd) to protect against disruption over the coming winter months. NWSSP also commenced in discussions with other appropriate contractors in the market (Tradebe Ltd and Natural UK Ltd, both with bases within Wales) to support certain areas of NHS Wales on a similar basis.</p> <p>On Nov 10th a meeting was convened by UK Cabinet Office (Civil Contingencies Directorate) involving the main stakeholders from across NHS, government departments and waste regulators from across the UK. Essentially, the Cabinet Office view is that the service across the UK is extremely vulnerable, both from the challenges of rising waste from COVID19 patients, and from the weakness of the clinical waste disposal sector (with Stericycle reportedly most over-stretched across England and Wales).</p> <p>To protect services, it is considered necessary to put in place arrangements with alternative contractor(s) until at least the end of the current financial year to address the medium term requirements of NHS Wales, ensuring that Health Boards/Trusts remain supported for all their clinical waste needs.</p> <p>The Committee APPROVED this proposal.</p>	
4.3	<p>Primary Care Workforce Sustainability</p> <p>Following 'A Healthier Wales' and its adoption under the Primary Care Model for Wales, a critical component of modernising the primary care workforce infrastructure is understanding the workforce demographic and acting quickly to recruit into the multi-disciplinary teams. NWSSP-Employment Services is facilitating the implementation and management of a number of sustainability tools. The programme is sponsored and funded by Welsh Government. The various tools have been developed and implemented on a phased basis as follows:</p> <ul style="list-style-type: none"> Phase 1 - Implementation of a secure web based tool developed to capture practice staff information for all General Practices. 	

Item		Action
	<ul style="list-style-type: none"> Phase 2 – Creation of GP Wales website to enable Practices to advertise permanent GP workforce vacancies across NHS Wales. Phase 3 – Establishment and operation of the Scheme for General Medical Indemnity (GMPI) by Legal & Risk Services. <p>To assist with the management of the GMPI Scheme, NWSSP L&R requires swift access to workforce information. To address this, an open tender process was undertaken with the requirement of an on-line tool to facilitate data capture as well as providing benefits to Practices in Wales with the management of Locum shifts. This part of the online portal is known as Locum Hub Wales. Going forward, Welsh Government have identified the opportunity to extend the development of the Locum Hub Wales to provide additional support to the OOH/111 Service.</p> <p>The Committee:</p> <ul style="list-style-type: none"> NOTED the update on progress with the Primary Care Sustainability programme. ENDORSED the proposed next steps to work with the OOH and 111 Service to adapt the Locum Hub and develop a new portal to support those services. 	
5. Project Updates		
5.1	<p>PMO Highlight Report</p> <p>The Committee reviewed the Programme and Projects Highlight Report. There is one project (Student Awards Service) where the risk rating is currently red, but the Committee was reassured that existing systems in this area remain robust and viable.</p>	
6. Governance, Performance & Assurance		
6.1	<p>Finance & Performance Report</p> <p>As at the end of September 2020, NWSSP are reporting a break-even position. Welsh Government has been invoiced for £2.2m for Q1 COVID expenditure and confirmed the funding for Q2 expenditure of £1.66m. Funding for future periods, however, has not been guaranteed, with total COVID operational costs forecast to exceed £8m for the full financial year. An additional distribution to NHS Wales and Welsh Government of £1.250m will be made in 2020/21 bringing the total distribution to £2.000m which is in line</p>	

Item		Action
	<p>with 2019/20. However, the charges imposed by the Department for Health & Social Care for the operation of the ESR contract are being significantly increased, resulting in a potential additional cost of £939k in the current financial year which will need to be recharged to Health Boards and Trusts. Reference was also made to the STRAD CIP fund which stood at £1m and would need to be redistributed to Health Boards and Trusts in the event that it was not utilised in this financial year.</p>	
6.2	<p>Audit Wales Management Letter</p> <p>The Committee reviewed the Management Letter which provides independent assurance of the integrity of the systems operated by NWSSP to support and provide services to NHS Wales. The Management Letter is very positive with no significant concerns raised.</p>	
6.3	<p>Corporate Risk Register</p> <p>PS confirmed that the register still contains four red risks. These relate to:</p> <ul style="list-style-type: none"> • The replacement of the NHAIS system which has had some technical difficulties due to COVID but is still on-track to go live with parallel running now underway; • The potential impact on services and supplies in the event of a no-deal BREXIT; • The need to replace the Ophthalmic Payments system where work is on-going to develop an in-house system but contingency arrangements are in place to cover any delays; and • The implications for the financial position if NWSSP are not fully funded for all COVID-related expenditure. 	
6.4	<p>BREXIT Risk Assessment</p> <p>The NWSSP BREXIT Risk Assessment has been reviewed and updated where necessary, including from lessons learned and actions taken in response to, COVID-19. The NWSSP BREXIT Mobilisation Team is meeting on a regular basis to consider the risks. For now, despite much work taking place in terms of building up stock levels, the current level of risk in the supply chain is shown as very high. This is due to the political factors outside of NWSSP control. It is hoped that the measures that have been put in place will reduce the impact of any disruption, but this will obviously also be significantly impacted by the position with COVID and the potential for an effective vaccine.</p>	

Item		Action
7. Items for Information		
7.1	Health & Safety Annual Report The Health & Safety Annual Report for 2019/20 was received for information.	
7.2	Welsh Language Annual Report The Welsh Language Annual Report for 2019/20 was received for information.	
7.3	Review of Nationally Hosted Systems The annual audit of Nationally Hosted Systems demonstrated that all previous findings had been fully addressed.	
7.4	Audit Committee Annual Report The Audit Committee Annual Report for 2019/20 was received for information.	
7.5	Audit Committee Highlight Report The report relating to the October 2020 meeting of the Audit Committee was provided for information.	
7.6	Counter Fraud Annual Report The Counter Fraud Annual Report for 2019/20 was provided for information.	
7.7	Finance Monitoring Reports The reports covering Months 5 & 6 were provided for information.	
8. ANY OTHER BUSINESS		
8.1	There were no further items raised.	
DATE OF NEXT MEETING: Thursday, 21st January 2021 from 10:00-13:00 By Teams		

Item 1.5

ACTION LOG

SHARED SERVICES PARTNERSHIP COMMITTEE (SSPC)

UPDATE FOR 21 JANUARY 2021 MEETING

List No	Minute Ref	Date	AGREED ACTION	LEAD	TIMESCALE	STATUS JANUARY 2021
1.	2020/11/2.1	November 2020	Medical Examiner Service ML to remind Medical Directors of need to ensure that Health Board staff comply with requests for patient records from service.	ML	January 2021	Complete This was brought up in the November Medical Directors meeting and followed up by individual e-mail where appropriate.



GIG
CYMRU
NHS
WALES

Partneriaeth
Cydwasaethau
Shared Services
Partnership

AGENDA ITEM:3.2

21 January 2021

The report is not Exempt

Teitl yr Adroddiad/Title of Report

Managing Director's Report

**ARWEINYDD:
LEAD:**

Neil Frow – Managing Director

**AWDUR:
AUTHOR:**

**Peter Stephenson, Head of Finance &
Business Development**

**SWYDDOG ADRODD:
REPORTING
OFFICER:**

Neil Frow – Managing Director

**MANYLION
CYSWLLT:
CONTACT DETAILS:**

Neil.frow@wales.nhs.uk

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

To provide the Committee with an update on NWSSP activities and issues since the last meeting in November.

Llywodraethu/Governance

**Amcanion:
Objectives:**

To ensure that NWSSP openly and transparently reports all issues and risks to the Committee.

**Tystiolaeth:
Supporting
evidence:**

N/a

Ymgynghoriad/Consultation :

Shared Services Partnership Committee

Adduned y Pwyllgor/Committee Resolution (insert √):

**DERBYN/
APPROVE**

**ARNODI/
ENDORSE**

**TRAFOD/
DISCUSS**

√

**NODI/
NOTE**

√

**Argymhelliad/
Recommendation**

The Partnership Committee is to **NOTE** and **DISCUSS** the report.

Crynodeb Dadansoddiad Effaith: Summary Impact Analysis:	
Cydraddoldeb ac amrywiaeth: Equality and diversity:	No direct impact.
Cyfreithiol: Legal:	No direct impact.
Iechyd Poblogaeth: Population Health:	No direct impact.
Ansawdd, Diogelwch a Profiad y Claf: Quality, Safety & Patient Experience:	No direct impact.
Ariannol: Financial:	No direct impact.
Risg a Aswiriant: Risk and Assurance:	This report provides an assurance that NWSSP risks are being identified and managed effectively.
Safonau Iechyd a Gofal: Health & Care Standards:	Access to the Standards can be obtained from the following link: http://www.wales.nhs.uk/sitesplus/documents/1064/24729_Health%20Standards%20Framework_2015_E1.pdf .
Gweithlu: Workforce:	No direct impact.
Deddf Rhyddid Gwybodaeth/ Freedom of Information	Open

Introduction

This paper provides an update into the key issues that have impacted upon, and the activities undertaken by, NWSSP, since the date of the last meeting in November.

Financial Position

NWSSP continues to forecast a break-even position assuming that COVID operational costs will be funded in full. An additional distribution of £1.250m was declared and approved by the Committee in November to bring the total 2020/21 distribution to £2.000m which is in line with last year's distribution.

At the end of November, the WRP forecast outturn for 2020/21 remains at £120.955m per the IMTP forecast provided in January 2020, with the continued expectation that £13.779m will be funded under the risk sharing agreement with contributions from health organisations. Directors of Finance continue to be updated on a regular basis in terms of the WRP risk sharing position and their level of contribution.

IP5

The IP5 facility has given NHS Wales a number of strategic benefits over the past 12 months which in particular has proven to be invaluable during the first and second waves of the COVID pandemic together with adding the important resilience during the BREXIT preparations. The Minister has recently endorsed our proposals within the overall IP5 Programme Business Case and has also agreed to cover the additional running costs on a recurrent basis which is excellent news. Work on the PHW laboratory is almost complete and final checks are being worked through. The SLA for the support to the UK Lighthouse Laboratory has finally been agreed.

PPE

The PPE Winter Protection Plan had a target of building up a 24-week stock holding of the main PPE items by 30 November 2020. In developing the plan NWSSP were also required to supply PPE for Social Care and independent Primary Care Contractors. Delivering such a plan has represented a major challenge and required significant quantities of additional stock to be ordered and additional temporary warehousing capacity to be procured to supplement the existing storage locations.

The number of items of PPE issued across Health and Social Care in Wales since the 9th of March totals in excess of 426m. With the exception of FFP3 masks and gloves the current PPE situation continues to be stable, with sufficient stock and orders placed to meet current and projected demand from health and social care sectors over the winter period and the potential implications from the recent Brexit deal.

Audit Wales are currently undertaking a detailed review of the procurement of PPE over recent months. This review is being undertaken in response to a similar review undertaken by the National Audit Office in NHS England, and draft findings from the Audit Wales review is expected early in early 2021.

TRAMs

The TRAMS Programme Business Case (PBC) has been endorsed by the Chief Pharmacists Group and subsequently approved at the Committee for submission to Welsh Government. We over the last two months been in dialogue with Welsh Government colleagues regarding a number of initial queries from the Capital Team and wider policy leads. These have now all been addressed and reviewed by the TRAMS Programme Board and the PBC will be presented to the Welsh Government Infrastructure Investment Board at the end of January 2021 for formal scrutiny as part of the government approval process.

Temporary Medicines Unit

The NHS Wales Temporary Medicines Unit (TMU), which has been established with Welsh Government funding in response to the COVID-19 outbreak, has now produced its first batches of product. This follows many months of hard work by staff from across NHS Wales and a rigorous inspection from our statutory regulator, the Medicines and Healthcare products Regulatory Agency (MHRA) which has been required from a governance perspective to properly license the Unit.

As a result NWSSP has been granted a wholesale distribution license as well as a production license at IP5. This service will initially supply key medicines needed for Health Board critical care units in ready to use syringes. Capacity is for 2,600 syringes a week to be supplied, ensuring continuity of supply and saving significant hours of nurse time to be redirected towards patient care, across all of Wales. The unit has also been involved in supporting the additional distribution of COVID vaccines and related consumable supplies, as part of the national contingency response. Welsh Government have also confirmed funding for the Unit for the next two years.

Laundry Services

Following ministerial endorsement of the Programme Business Case in November, the project can now continue with the next phase of the outline business cases for each of the preferred options. Work has also continued in parallel in respect of the TUPE process of 200+ staff and reviewing the resource allocations that need to be transferred into NWSSP to support the service from 1st April 2021. A separate programme is being established to ensure the smooth transition to the new arrangements and the appointment of a Programme Director is in process to oversee this.

Medical Examiner Service

We now have a firm commitment from all HBs to provide scanned notes and we are working with the appropriate departments to enable this. In addition, all Medical Examiners now have access to the Welsh Clinical Portal via their NADEX accounts, which has enabled records to be scrutinised remotely across the whole of Wales. It is very pleasing to see the tangible difference that the service is making reinforced by the very positive feedback we are receiving from the bereaved, Coroners Offices, Registrars and Health Boards. This in turn is creating a virtuous circle of support and help which enables us to refine further our systems and processes to deliver a better service more quickly and efficiently. Given some of the challenges that COVID has brought the Medical Examiners have been able to use some of the temporary changes to processes which has allowed them to help save valuable time for front line doctors during the death certification process.

NHAIS

The replacement of the GMS systems continues to be on track and we are now undertaking the checking process for validation of the new system. A period of dual running is due to commence shortly to ensure the accuracy of the new system, with a partial go-live scheduled for March for Swansea Bay UHB. Full go-live for all Health Boards will commence from 1 April. The planned implementation of the Capita system in NHS England is also due to go-live on 1 April but Capita have asked NHS Digital for six months of continued contingency cover. If there were therefore any issues with the Northern Ireland system, we would have a further six months to resolve them.

The in-house development of the replacement Ophthalmology Payments system is also on track, and a number of Health Boards went live with this before Christmas. The remaining Health Boards will go-live by 31 March.

Single Lead Employer

Following the successful implementation of the single lead employer arrangements for GP trainees, NWSSP have worked in partnership with HEIW colleagues in respect of the introduction of Single Lead Employer Scheme for Pre-registration Pharmacists, Foundation Doctors, Foundation Dentists, Speciality Paediatric Trainees and Radiology trainees. There are now circa 1,300 trainees employed under this arrangement which is set to rise to 3,345 by May 2022.

The Governance framework to support the expansion of the SLE Model was signed off at Committee in September and Employment Management Agreements have been issued to Host Organisations including Health Boards, and Dental Practices as well as Pharmacies.

A draft roll-out plan for the appointment of the remaining trainees to be covered by the SLE model has been developed in partnership with HEIW, Health Board colleagues and staff organisations. The expansion plan sees all core and specialty trainees employed within the SLE Model by May 2022.

All Wales Collaborative Bank

The roll-out of the collaborative bank partnership model, with registered nursing bank staff in Swansea Bay and Cwm Taf Morgannwg, continues with 128 workers enrolled on the collaborative bank and 303 shifts worked to November 2020. Expansion of the pilot has been hampered by the limitations on cross boundary shift working due to Covid-19. The delay in the expansion has enabled the processes and the recharge mechanism to be reviewed on a smaller scale to support the expansion when required.

Staffing Changes

As stated verbally at the last Committee meeting, Alison Ramsey has been now been formally appointed as the Director of Planning, Performance and Informatics.

Gareth Tyrell, Head of Pharmacy Technical Services in Hywel Dda has been appointed as the TMU Accountable Pharmacist to replace Paul Spark when he retires in April 2021.

**Neil Frow,
Managing Director, NWSSP,
January 2021**



GIG
CYMRU
NHS
WALES

Partneriaeth
Cydwasaethau
Shared Services
Partnership

AGENDA ITEM:XX

21st January 2021

The report is not Exempt

Teitl yr Adroddiad/Title of Report

Update on the procurement of an All Wales District Nurse E-scheduling system

ARWEINYDD: LEAD:	Angela Jones, Assistant Programme Director, Digital Workforce Solutions team.
AWDUR: AUTHOR:	Matthew Dance, Project Manager, Digital Workforce Solutions team.
SWYDDOG ADRODD: REPORTING OFFICER:	Gareth Hardacre, Director of Workforce & OD

Pwrpas yr Adroddiad:

Purpose of the Report:

To provide an update on the procurement of an All Wales District Nurse E-scheduling system

Llywodraethu/Governance

Amcanion: Objectives:	<p>To secure an E-scheduling system contract for the District Nursing workforce in Wales that provides better Value for Money, standardisation of systems/ contracts and releases cash efficiencies through economies of scale.</p> <p>To subsequently work in partnership with NHS Wales to develop standard operating procedures, performance metrics, policies and guidance that promotes Excellence and utilises NHS resource (staff and workers) in the most efficient way.</p>
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Ymgynghoriad/Consultation :

Dr Andrew Goodall (Director General Health and Social Services) communicated the intentions for NHS Wales to adopt a Once for Wales E-scheduling system contract for District Nursing in his letter to Health Boards on 4/11/2020.

Supplementary discussions between stakeholders undertaken/planned:

- NWSSP & Director General Health and Social Services: 10 December 2020
- NHS Wales leads: 18 & 22 Jan 2021
- SSPC for approval to award 21 Jan 2021

Adduned y Pwyllgor/Committee Resolution (insert v):

DERBYN/ APPROVE		ARNODI/ ENDORSE	v	TRAFOD/ DISCUSS		NODI/ NOTE	
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Argymhelliad/ Recommendation	The Committee is asked to: endorse the proposal to pursue a single tender action direct award to Maliko to support the implementation of an All Wales District Nurse E-schedule system
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Crynodeb Dadansoddiad Effaith: Summary Impact Analysis:	
Cydraddoldeb ac amrywiaeth: Equality and diversity:	No direct Impact
Cyfreithiol: Legal:	No significant impact
Iechyd Poblogaeth: Population Health:	No direct Impact
Ansawdd, Diogelwch a Profiad y Claf: Quality, Safety & Patient Experience:	<ul style="list-style-type: none"> • Technology facilitates improvements in organisation and efficiency of district nursing teams thus enhancing patient care and safety. • Ability to national and locally monitor district nurse team performance • Support Nurse Staffing Programme work
Ariannol: Financial:	<ul style="list-style-type: none"> • Alignment of contracts across Wales provided better Value for Money and releases cash efficiencies through economies of scale. New All Wales price structure agreed • Anticipated efficiencies related to subsequent efficiency work streams to realise further savings •
Risg a Aswariant: Risk and Assurance:	All risks recorded and managed via Project procurement tender documentation (not included with update)
Safonau Iechyd a Gofal: Health & Care Standards:	No direct Impact
Gweithlu: Workforce:	Proposed implementation and migration monitored through working group
Deddf Rhyddid Gwybodaeth/ FOIA	CLOSED [confidential commercial information enclosed]
Situation	
<p>In March 2019, the Health, Social Care and Sport Committee held a one day inquiry into community and district nursing. The following August the Committee published a report on that inquiry and on 20 September 2019 the Minister for Health and Social Care accepted nine of the ten recommendations made; one of which was to support a national roll out of e-scheduling software across NHS Wales organisations.</p> <p>Following a pilot undertaken at Cwm Taf Morgannwg University Health Board, Powys Teaching Health Board and Aneurin Bevan University Health Board an 'Evaluation of the Neighbourhood District Nursing Pilot in Wales' was undertaken in Nov 2020, where the benefits of using e-scheduling system (Malinko) system was made clear.</p> <p>The e-scheduling system (Malinko) utilised during the pilot has reportedly given District Nursing teams an opportunity to work more safely and efficiently, reducing non-clinical contact time and duplicate visits; and</p>	

also the opportunity to interface mileage usage to Selenity expense system supporting direct and accurate payment of expenses with reduced administration.

Dr Andrew Goodall (Director General Health and Social Services) therefore communicated the intentions for NHS Wales to adopt a Once for Wales E-scheduling system contract for the District Nursing in his letter to Health Boards on 4/11/2020. He requested the Health Boards work collaboratively with NWSSP towards the central procurement of the e-scheduling system (Malinko) for NHS Wales. The request was supported with agreed revenue funding to support the national roll-out (revenue to be spent 2020/21).

Whilst it was recognised that this funding was to support the establishment of the District Nursing caseload e-scheduling, it is anticipated that it could also benefit other community based services in the longer term.

Health Boards/Trusts have confirmed acceptance of the revenue funding and, in doing so, have agreed to collaborate towards a Once for Wales procurement exercise, and that caseload e-scheduling will be mainstreamed using core funding within UHBs/Trusts IMTPs.

The following UHBs/Trusts are currently contracted with Malinko as a current supplier.

	AB	BCU	CTM	HDda	C&V	Powys	Swansea Bay
Malinko	yes	yes	yes	yes	no	no	no

Benefits & Constraints

- A. Moving to a single e-scheduling system provides the ability to harmonise scheduling principles across organisations in Wales and deploy best practice
- B. Cost savings of contract list prices with the novation of all existing contracts to a single contract start date
- C. Potential to develop robust reporting and benchmarking of District Nursing activity/performance across NHS Wales

Funding consequences

NHS Organisations are due to receive confirmation of revenue funding from Welsh Government to work collaboratively to implement a caseload e-scheduling system. Revenue must be spent 2020/21.

Initial discussions with Malinko confirm that the WG funding **will** cover the procurement of the system for the first 12 months. Through the acceptance of the funding, UHBs/Trusts have agreed that recurring funding to support caseload e-scheduling will be mainstreamed using core funding within their IMTPs.

It is anticipated that following negotiations, savings on an All-Wales rate will be realised (as opposed to locally negotiated contracts).

The e-scheduling contract will be managed centrally by NWSSP for the durations, with cross-charge arrangements agreed with UHBs/Trusts. Costing schedules/SLAs will be prepared and disseminated to both Finance and Procurement colleagues to support internal Board approval processes.

UHBs/Trust leads will be fully engaged in future contract renewals/awards.

Next Steps

Given the constraints on the revenue funding, and the limited time to fully engage with the market, it is recommended that NWSSP will enter into a single tender action direct award with Malinko for the provision of the e-scheduling system on behalf NHS Wales.

A direct award will ensure continuity of service for existing UHBs/Trusts whose contracts will expire end of March 2021.

Dependant on the commercial offering from Malinko it is proposed that NWSSP will enter into a short-term contract, which will enable NHS Wales to explore the market further and to enter into a competitive procurement exercise, exploring additional efficiencies/service improvements through the development of a technical specification, and opportunities for further cost savings via economies of scale.

The next steps are to:

- Obtain agreement (via SSPC today) from all Health Boards to enter into a single All Wales contract.
- Enter into discussions to agree All Wales pricing, contract terms and duration with Malinko.
- Procure Malinko for all Health Boards/Trusts in Wales including the novation of existing contracts into a single contract.

Recommendation

The Committee is asked to: endorse the proposal to pursue a single tender action direct award to Maliko to support the **implementation of an All Wales District Nurse E-schedule system**



Supporting information


Current Contractual landscape

	Aneurin Bevan	Betsi Cadwaladr	Cwm Taf	Hywel Dda	Cardiff and Vale	Powys	Swansea Bay
Malinko system in place	yes	yes	yes	yes	no	no	no
Current contract expiry date	31/3/2021	31/3/2021	31/3/2021	18/8/2023	n/a	n/a	n/a

District Nurse workforce (potential number of licences needed)

There are 160 District Nursing Teams in Wales with a head count of 1646 (including administration staff)

	RN	HCSW	Admin	Totals
Swansea Bay	191.0	84.0	22.0	0.0
Aneurin Bevan	287.0	55.0	22.0	364.0
Betsi Cadwaladr	432.0	135.0	21.0	588.0
Cardiff and Vale	216.0	49.0	14.0	279.0
Cwm Taf	253.0	82.0	15.0	0.0
Hywel Dda	215.0	36.0	4.0	255.0
Powys	110.0	40.0	10.0	160.0
Totals	1704.0	481.0	108.0	1646.0

 GIG Cymru NHS Wales Partneriaeth Cydwasaethau Shared Services Partnership	AGENDA ITEM:xx 21 January 2021
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The report is not Exempt

Teitl yr Adroddiad/Title of Report

Inventory Management Solution in support of the Scan for Safety Wales Programme

ARWEINYDD: LEAD:	Jonathan Irvine, Director of Procurement Services
AWDUR: AUTHOR:	Andy Smallwood, Assistant Director of Procurement Innovation Systems
SWYDDOG ADRODD: REPORTING OFFICER:	Andy Smallwood, Assistant Director of Procurement Innovation Systems
MANYLION CYSWLLT: CONTACT DETAILS:	Andrew.smallwood@wales.nhs.uk 07771795513

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

To seek approval to submit a Full Business Case to Welsh Government in relation to the Scan for Safety Programme funding and the requirement to contract for an Inventory Management Solution.

Llywodraethu/Governance

Amcanion: Objectives:	Excellence – to develop an organisation that delivers a process excellence through a focus on continuous service improvement
Tystiolaeth: Supporting evidence:	Regular reporting arrangements through the Project Team/Programme/Board structure with output in the form of minutes and updates against exceptions, actions, risks and progress.

Ymgynghoriad/Consultation :

Full involvement of the Project Board including key stage approval



S4S Wales Project
Board Terms of Refer

Adduned y Pwyllgor/Committee Resolution (insert ✓):							
DERBYN/ APPROVE	✓	ARNODI/ ENDORSE		TRAFOD/ DISCUSS		NODI/ NOTE	
Argymhelliad/ Recommendation	The Committee are asked to APPROVE submission of the completed FBC to Welsh Government prior to 31 st January 2021.						

Crynodeb Dadansoddiad Effaith: Summary Impact Analysis:	
Cydraddoldeb ac amrywiaeth: Equality and diversity:	No impact
Cyfreithiol: Legal:	No impact
Iechyd Poblogaeth: Population Health:	Improvements to patient safety through tracking of medical devices to ensure the right product is provided to the right patient and that products can, where required, be swiftly identified and recalled in the event of product safety alerts
Ansawdd, Diogelwch a Profiad y Claf: Quality, Safety & Patient Experience:	The product information captured at patient level will improve patient flow, drive best clinical practice and enhance the ability to swiftly identify and address product safety issues.
Ariannol: Financial:	Technical and Financial analysis is of the tender returns are still underway and will be completed by 28 th January 2021. However, whilst the original paper estimated a cost over 5 years of £7,999,401, the likely result of the project will be below £5m (possibly lower depending upon tender evaluation).
Risg a Aswiriant: Risk and Assurance:	Risk – WG fail to support and make funding available within the timescale required. Health Boards’ commitment to the project and implementation. Assurance – Project Board structure to manage and mitigate risks as they arise. Full Business Case highlights the risk to WG of not being able to satisfy the legal requirements of the Medicines and Medical Devices Bill.
Safonau Iechyd a Gofal: Health & Care Standards:	Access to the Standards can be obtained from the following link: http://www.wales.nhs.uk/sitesplus/documents/1064/24729_Health%20Standards%20Framework_2015_E1.pdf Governance, Leadership and Accountability

Gweithlu: Workforce:	There will likely be a requirement to redesign workflow at Theatre/Theatre stores level and other locations within Health Boards to maximise the benefit of the S4S system. The business case will request additional funding for posts within NWSSP for both the implementation as well as the ongoing management and analytics for continuous improvement.
Deddf Rhyddid Gwybodaeth/ Freedom of Information	Open. The information is disclosable under the FOI. Patient Identifiable Information captured through S4S will be subject to GDPR and Health Board data protection and data security protocols.

Inventory Management Solution in support of the Scan for Safety Wales Programme

1. CEFNDIR/BACKGROUND

In January 2020, Dr Frank Atherton recommended to Chief Executives that NWSSP proceed with a project to deliver a Full Business Case for a Scan for Safety Programme to be implemented across NHS Wales. This was agreed by CEOs and funding for the project to commence was allocated.



20200121 -
NHSWEB(56)09 - Sca



20200121 -

NHSWEB(56)09 - Sca

Unfortunately, due to COVID-19 all staff associated with the project, from both WG and NWSSP, were re-assigned to COVID preparations. Prof Chris Jones re-engaged with the project in September 2020 and issued the attached letter to Medical Directors calling for nominations for a Project Board. NWSSP subsequently established a Project Board who have guided the project through.



2020.09.03 DCMO
letter to Medical Direc

2. CRYNODEB/SUMMARY

This paper outlines progress to date and seeks approval for the Full Business Case to be submitted to WG once completed prior to 31st January 2021. This is not in line with our procedures, as it will not afford the time for a full review by the Committee.

Following a delay in November and a change of specification to remove an objection from the Assistant Directors of Informatics, the project team are in the final stages of tender evaluation and will complete the exercise next week in time to submit to WG before the end of January. The change in specification mandated additional standards to allow for easier interfacing with the National Data Resource at NWIS, as well as providing LHBs with flexibility around system integration. Consequently, time is of the essence, as WG will need the time to review the FBC before the current session of the Senedd closes ahead of the election. A full copy of the FBC will be made available upon completion.

Changing factors

1. Legislation

Since submitting the original WG paper, the underlying drivers for delivery have altered slightly. As the membership of the European Union has ended, the Medical Devices Regulations will not come into force in Wales. However, relevant to this project is the legislation currently passing through the UK Parliament - Medicines and Medical Devices Bill:

Main requirement in relation to this project (section 18(5)) is that medical devices be tracked to patients and the information made available to the Secretary of State or person appointed e.g. NHS Digital ...

The descriptions of information specified in the provision mentioned in subsections (2)(a), (3)(a) and (3)(c)(i) may include—

- (a) Unique identifiers associated with medical devices;*
- (b) Information in relation to individuals mentioned in subsection (1)(b);*
- (c) Information about any procedure carried out in relation to a medical device (including information about any person involved in carrying out the procedure).*

Delivery of an Inventory Management Solution (IMS) in support of the Scan for Safety Programme will allow the unique device identifiers to be captured via a scan or a barcode and be automatically linked to patient notes in order to collate the required information to meet the legislation.

The IMS will provide the LHBs with the flexibility as to how they collate the required data feeds as the specification provides the ability to hold the collated record from within the solution. Alternatively, as requested, the IMS will interface with LHB systems and the NDR.

2. NHS pressures

Additionally, COVID-19 cannot be overlooked, as this was not an issue in Wales when the original paper was submitted. The delivery of an IMS in support of the Scan for Safety Programme will facilitate accurate, real-time stock visibility and management, providing essential information to prevent stock shortages of essential PPE and equipment.

Procurement

9 suppliers were approached via the NHS Commercial Solutions Framework for Inventory Management Systems, 5 have returned tenders and are undergoing analysis by a Panel consisting of NWIS, LHB, Logistics, CTES staff. All bids are below £5m over the 5 year initial period (option to extend for 3 further years) and therefore the FBC will be significantly below the original estimate for c£8m for 5 years.

The preferred supplier will be known following a demonstration session of 3 shortlisted suppliers on Tuesday 26th January 2020 and the relevant financial and operational details will be added to the FBC before the deadline.

3. LLYWODRAETHU A RISG/ GOVERNANCE & RISK

A final draft of the FBC will be submitted to the Project Board for approval at a meeting on 29th January 2020.

4. ARGYMHELLIAD/RECOMMENDATION

The Committee are asked to **APPROVE** submission of the completed FBC to Welsh Government prior to 31st January 2021.

ONCE FOR WALES CONCERNS MANAGEMENT SYSTEM – Governance arrangements	
CIRCULATION	NHS Wales Shared Services Partnership Committee
DATE	24/11/2020
PREPARED BY	Maria Stolzenberg, Principal Systems Lead
RESPONSIBLE HEAD OF SERVICE	Senior Responsible Owner - OfWCMS Steve Ham (CEO – Velindre University NHS Trust)

PURPOSE OF REPORT

The paper is intended to provide an update on the progress of the ToR for the Once for Wales Concerns Management System National Programme Board

ACTIONS

Colleagues are asked to note the report and to undertake specific actions:

- Note the report
- Ratify the revised TOR V5.1

Background

The programme was commenced by Welsh Government in 2016 as part of the response to the report by Keith Evans “The Gift of Complaints”. The Evans report highlighted that whilst all organisations are utilising different versions of the Datix system, the setup and configuration means that the data is not comparable, and the systems drive local processes in different ways.

Data in relation to incidents, complaints and the wider concerns sector is not generally comparable across NHS Wales organisations. Despite the efforts of the Welsh Government Healthcare Quality Team and the Once for Wales team, quarterly submissions in respect of complaints remain unassured. The workstream to address this is recommencing following a pause related to Covid-19.

The programme has made steady progress, with a successful all-Wales procurement of a new system that replaces the existing DatixWeb systems in a cost-effective way. Whilst the successful provider is RLDatix Ltd, it is important to remember that the new system is an entirely new product with many new and advanced features.

The use of Datix systems across NHS Wales is diverse – with the system being used for a range of topics. This means that the system, its features and operations, are of considerable interest to many groups within each health body.

Governance arrangements

The SSPC is the lead body for this programme. The programme is hosted by the Welsh Risk Pool and comprises of a small central team who are responsible for the All-Wales elements.

Following the successful procurement process and in preparation of the implementation and roll-out phase, the governance arrangements have been reviewed. The programme leadership felt that a Chief Executive would be ideally placed to be the Senior Responsible Owner and Steve Ham, of Velindre University NHS Trust has taken up this role. With the natural link between the Trust, NWSSP and the WRP, along with operational liaison with all health bodies, Steve is ideally placed to guide the programme to deliver success.

The role of the Share Services Partnership Committee is key in the governance of the programme. The unique role of SSPC enables decisions on cost charges and procurement to be made on an all-Wales basis in a clear and consistent way, with visibility to all parties. Issues requiring escalation for decisions by organisations can also be escalated to the Chief Executives Management Team.

The procurement phase has been led by a steering group / programme board, which comprised of key colleagues from the concerns sector across NHS Wales. As the programme enters the implementation phase, it is felt that the programme board should be separated from the steering group – to allow the steering group to focus on operational delivery and the programme board to provide strategic oversight. The terms of reference have been updated to reflect this change.

The creation of a more strategic Programme Board necessitates identification of appropriate individuals to be members. Nominations have been sought from each Chief Executive. The first of the new style of meetings was held on 24th November 2020 and all organisations were represented.

Delivery & Implementation

The programme is the subject of a two-phase implementation plan, with different functions of the system being implemented in different phase.

Phase 1 is intended to be available from 31st March 2021

Phase 2 is intended to be available from 31st March 2022

The initial implementation plan for phase 1 included complaints, redress, mortality and safeguarding. Following meetings with Welsh Government, the programme has been requested to deliver more functionality in phase 1 – specifically ensuring incident reporting functionality is included, to support the roll out of the revised all-Wales serious incident framework.

Phase 2 still involves the Risk Management functionality and the further development of Inquests, Incidents and Claims functionality. The claims function needs to link effectively with the Legal & Risk Case Management System (which is currently at procurement phase).

The roll out into each organisation needs to be carefully considered and each organisation has been requested to work with the national programme team to agree and implementation plan which delivers the system adoption in a suitable pattern.

Engagement & Participation

Effective communications are the key challenge and key benefit of this programme. Each organisation has identified Single Points of Contact who act as a conduit between an organisation and the programme team.

The programme is formed into a number of workstreams, each tackling a function, organisational development or technical activity that needs to be delivered. The majority of the workstreams are formed from existing networks, groups and all-Wales services. Where no such group already exists, a bespoke group has been formed specifically for this programme.

Recommendation

The National Programme Board have approved the revised ToR at its meeting on the 24/11/20 and recommend that the SSPC ratify these.

ENC: Revised TOR V5.1 for ratification



System Rheoli Pryderon
Unwaith dros Gymru

Once for Wales Concerns
Management System

Once for Wales Concerns Management Programme Board

Terms of Reference

Version No. 5.1

Status: Approved by National Programme Board

Author: Maria Stolzenberg

Approvers: Steve Ham, Mark Harris

Date: 24/11/2020

Next Review Date: 01/08/2021

1 DOCUMENT HISTORY

1.1 Revision History

Date	Version	Author	Revision Summary
30/10/2019	1.0	Maria Stolzenberg	First Version following NWSSP Partnership Committee
25/11/2019	2.0	Maria Stolzenberg	Established version following Board meeting and review of post-meeting comments
10/01/2020	2.1	Maria Stolzenberg	Review following comments from DoN forum
28/01/2020	2.2	Maria Stolzenberg	Final adjustments at National Programme Board
28/02/2020	3.0	Maria Stolzenberg	Revisions to include reporting arrangements for Local System Leads Forum and briefings for Single Points of Contact plus separation of informatics and IG roles
01/07/2020	4.0	Maria Stolzenberg	Revisions to reflect changes to programme team structure including new SRO
01/10/2020	5.0	Maria Stolzenberg	Revisions to reflect revised governance structure agreed with Chief Executives Management Team
24/11/2020	5.1	Maria Stolzenberg	Minor revisions to reflect discussions at Programme Board during ratification

1.2 Reviewers

Date	Version	Review Arrangements
11/11/2019	1.0	OFWCMS National Programme Board First Meeting
25/11/2019	2.0	Chair of National Programme Board review
23/01/2020	2.1	SRO and Chair of NPB review
28/01/2020	2.2	National Programme Board Meeting
28/02/2020	3.0	WG, SRO and Chair of NPD review
01/07/2020	4.0	WG, SRO and Programme Director
24/11/2020	5.0	National Programme Board Meeting
24/11/2020	5.1	National Programme Board Meeting

1.3 Authorisation

Author's Name:	Maria Stolzenberg
Role:	Principal Systems Lead - OfWCMS, Welsh Risk Pool
Approver's Name:	Steve Ham
Role:	Senior Responsible Officer - OfWCMS
Approver's Name:	Mark Harris
Role:	Programme Director - OfWCMS

1.4 Document Location

Type	Location
Electronic	National Programme Board records

2 TERMS OF REFERENCE

2.1 Purpose of the National Programme Board

The National Programme Board acts with the authority on an all-Wales basis of the NHS Wales Shared Services Partnership Committee.

The Board will monitor the overall aims & objectives of the Once for Wales Concerns Management Programme, which will include to:

- **OB 1:** Implement the Once for Wales Concerns Management System
- **OB 2:** Agree and implement a standardised set of national codes for concerns
- **OB 3:** Support organisations in preparing for the adoption of the OfWCMS processes
- **OB 4:** Facilitate, direct and support the work of the
 - Programme Steering Group
 - Local System Leads Forum
- **OB 5:** Evaluate the implementation of the OfWCMS system

To undertake this responsibility effectively, the Programme Board will:

- Provide overall strategic direction and management of the programme
- Be accountable for the overall success of the programme -with the responsibility and authority to achieve the success of the programme within agreed time, cost and quality expectations
- Approve the programme stage plans, including reviewing progress reports
- Approve and sign off the Programme Initiation Document (PID) and project plan with time scales
- Ensure the quality of the programme products
- Authorise actions required to improve communications with and engagement of relevant staff
- Support the management of risks and issues and maintain a risk log
- Review and approve change controls
- Escalate areas of concern to SSPC, CEMT or other groups as required
- Ensure that the programme assurance processes take place
- Meet on a frequency that is required by the programme
- Receive reports from the principal systems lead and monitor progress
- Ensure the programme has a robust communication and engagement process
- Provide guidance to organisations in preparing for the changes required by the introduction of the system

2.2 Meetings

2.2.1 Frequency

Programme Board meetings will be held approximately every two months. The frequency may need to be increased or decreased as the demands of the programme change. Legacy arrangements, on conclusion of the implementation, will be implemented by the Share Services Partnership Committee.

2.2.2 Quorum

For decision-making, the Chair or a deputy and a minimum of 3 members of the group should be in attendance.

2.2.3 Format

Minutes of each meeting will be taken and approved at the next meeting.

A highlight report will be developed by the Principal Systems Lead and this will be the assurance report to Shared Services Partnership Committee (SSPC).

The highlight report will also be shared with other key stakeholder bodies - Chief Executives Management Team (CEMT) Listening and Learning from Feedback Group (LLFG), All Wales Nurse Directors Forum (AWND) and Welsh Government (WG).

Standing agenda items will comprise:

- Minutes from the previous meetings and outstanding actions
- Exception and progress report from Programme Steering Group
- Programme Risks & Issues Log
- Content of programme highlight report - reporting on progress
- Agenda items as pre-agreed by the Chair
- AOB

2.3 Membership

2.3.1 Chair

The SRO will chair the Once for Wales Concerns Management System National Programme Board

2.3.2 Deputy Chair

The Deputy Chair of the national programme board is the Programme Director

2.3.3 Attendance

It is expected that all members attend the programme board meetings. Where this is not possible through annual leave, sickness, or other circumstances members are expected to ensure they appoint an appropriate deputy to represent them and contribute to decision making should they be unable to attend board meetings.

2.3.4 Secretariat

The Welsh Risk Pool Operations team will provide administrative support to the project.

2.3.5 Other Representatives

When specialist input is required, other colleagues will be asked to attend the programme board.

2.3.6 Briefings and engagement with organisations

The programme board will ensure that suitable arrangements are in place to provide briefings to Single Points of Contact established in each organisation and ensure that engagement and facilitation arrangement are established to ensure it is sighted on the requirements and needs of organisations.

2.3.7 Membership of the Programme Board

The National Programme Board membership comprises of:

Programme Role	Programme Role/Responsibilities	Name	
Senior Responsible Officer & Chair of Programme Board	Provide strategic leadership to the Programme Team and Chair the National Programme Board. Provide updates to NHS Wales Shared Services Partnership Committee.	Steve Ham, <i>Chief Executive of Velindre University NHS Trust</i>	
Programme Director - NWSSP	Provide senior leadership to the Programme Team. Signatory of contractual and legal documents for the programme. Provide updates to NHS Wales Shared Services Partnership Committee.	Mark Harris, <i>Director of Legal & Risk Services and Welsh Risk Pool</i>	
WG Programme Oversight	Provide leadership and direction to the Programme, supports with the monitoring and reporting of progress; management of programme risks and issues	Prof Chris Jones, <i>Deputy Chief Medical Officer</i>	
Programme Sponsor	Provide leadership and direction to the Programme, supports the monitoring and reporting of progress; management of programme risks and issues	Jonathan Webb, <i>Head of Safety & Learning, Welsh Risk Pool</i>	
Representative of Directors of Nursing Forum	Provide strategic advice & guidance to the programme and ensure alignment with the all Wales strategy. Present updates and programme options to the Nurse Directors Forum as the portfolio owners for Putting Things Right.	Gill Harris, <i>Executive Director of Quality & Nursing, BCUHB</i>	
Principal Systems Lead & Programme Coordinator	Co-ordinates all aspects of management of the programme and underpinning work streams. To include the planning, monitoring and reporting of progress; management of programme risks & issues	Maria Stolzenberg, <i>OfWCMS Programme Coordinator, Welsh Risk Pool</i>	
Representative from NHS Wales Delivery Unit	Support the programme board with the experience of the DU	Jules McCabe <i>Asst Director – Quality & Safety</i>	
Representative from each Health Body	Represent their organization regarding discussions and ensure programme delivery is coordinated within the organization	ABUHB BCUHB CTMUHB CVUHB HDUHB HEIW PHW PTHB SBUHB VUNHST WAST	Tracey PartridgeWilson Matthew Joyes Debbie Bennion Angela Hughes / Carol Evans Mandy Rayani Dafydd Bebb Stuart Silcox Pete Hopgood Pam Wenger c/o Steve Ham Jonathan Turnbull-Ross

Additional membership will be drawn as necessary from the following:

Programme Role	Programme Role/Responsibilities	Name
Software Provider	Provides guidance on options for software adaptation and adjustment to meet the needs of NHS Wales. Coordinates software support and services.	Phil Taylor <i>Chief Digital Officer, RLDatix</i> Claire Aldred <i>Commercial Director - Europe, RLDatix</i>

2.4 Programme Steering Group

The programme board commissions a Steering Group which is formed of all stakeholders and contributors who support the programme. The Chair of the Steering Group is the Programme Director.

The objective of the Steering Group is to provide a forum for the engagement of key stakeholders in delivering the programme.

The board will agree the work plan of the steering group.

The membership of the Steering Group is comprised of:

Programme Role	Programme Role/Responsibilities	Name
Programme Director – NWSSP [CHAIR OF STEERING GROUP]	Provide senior leadership to the Programme Team. Signatory of contractual and legal documents for the programme. Provide updates to NHS Wales Shared Services Partnership Committee.	Mark Harris, <i>Director of Legal & Risk Services and Welsh Risk Pool</i>
Programme Sponsor	Provide leadership and direction to the Programme, supports with the monitoring and reporting of progress; management of programme risks and issues	Jonathan Webb, <i>Head of Safety & Learning, Welsh Risk Pool</i>
Representative of Directors of Nursing Forum	Provide strategic advice & guidance to the programme and ensure alignment with the all Wales strategy. Present updates and programme options to the Nurse Directors Forum as the portfolio owners for Putting Things Right.	Gill Harris, <i>Executive Director of Quality & Nursing, BCUHB {Interim CEO – will send deputy}</i>
Principal Systems Lead & Programme Coordinator	Co-ordinates all aspects of management of the programme and underpinning work streams. To include the planning, monitoring and reporting of progress; management of programme risks & issues	Maria Stolzenberg, <i>OfWCMS Programme Coordinator, Welsh Risk Pool</i>
Lead for Risk Management	Contributes to the development of a standard set of workflows, data fields and grading processes. Highlights all functional and business requirements for this functionality	Pam Wenger, <i>Director of Governance – SBUHB</i> Peter Stephenson, <i>Head of Finance & Bus Dev, NWSSP</i>
Lead for Service User Feedback Functionality	Contributes to the development of a standard set of workflows, data fields and grading processes. Highlights all functional and business requirements for this functionality	Jeff Bowen <i>Head of Service User Experience, Hywel Dda UHB</i>
Lead for System for Wales Public Voice Body	Contributes to the development of a standard set of workflows, data fields and grading processes. Highlights all functional and business requirements for this functionality	Daniel Price, <i>Deputy Chief Officer, Vale of Glamorgan CHC</i>
Welsh Government Representation	Provide support and guidance around Welsh Government requirements and link to Evans Review recommendations. Provide liaison with other digital and healthcare quality programmes.	Cath Bridges Teresa Bridge <i>Welsh Government Healthcare Quality Team</i>
NHS Wales Delivery Unit Representation	Provide guidance and support in relation to the analysis of all-Wales data and incident information	Jules McCabe Melanie Harries <i>NHS Wales Delivery Unit</i>
Chair of National Listening & Learning from Feedback Group	Contributes to the development of a standard set of data codes and workflows in relation to the Service User Feedback sector. Highlights all functional and business requirements and provides guidance and support in respect of national data requirements.	Angela Hughes, <i>Assistant Director, Cardiff & Vale UHB</i>

Programme Role	Programme Role/Responsibilities	Name
Representative of Local System Leads	Contributes to the development of a process for training Datix Administrators and establishment of materials to support local training programmes for users of the system within organisations	Scott Taylor <i>Head of Health & Safety – Aneurin Bevan UHB</i>
Information Governance Support	To advice on IG process and to facilitate engagement with IG specialists in NHS Wales organisations and Welsh Government. To act as a link for cyber security and data management specialist advice.	Tim Knifton, <i>Information Governance Mgr, NHS Wales Shared Services Partnership</i>
Project Management Support	Assists in the design and development of Project Documentation. Offers expertise in PMO processes	Gill Bailey, <i>NHS Wales Shared Services Partnership</i>
Procurement Support	Provides specialist advice on specification and procurement processes to achieve the most economically advantageous solution for NHS Wales	Hywel Jones, <i>Deputy Head of ICT Sourcing, NHS Wales Shared Services Partnership</i>
NHS Wales Informatics Service	Acts as a link between the programme team and the NWIS services which need to support the initiative.	TBC
National Leads for Technical, Organisational and Functional Workstreams	Contribute to the design and development of all-Wales fields and workflows for each functionality. Coordinate engagement with national groups for functionalities.	Workstream List
Software Provider	Provides guidance on options for software adaptation and adjustment to meet the needs of NHS Wales. Coordinates software support and services.	Alysia Atkinson <i>Professional Services Manager, RLDatix Ltd</i> Ian Stevens <i>Project Manager – DatixCloudIQ Implementation, RLDatix Ltd</i>

2.5 Governance

The programme benefits from a governance structure which enables it to work in an adaptable manner. The direct reporting of the National Programme Board is via the Shared Services Partnership Committee. Additionally, to aid the support to each organisation, exception reporting is via the Chief Executive's Management Team.

Links with the Directors of Nursing Forum and key groups in relation to the patient safety and experience sector have also been established, including the Listening and Learning from Feedback Group and the National Quality & Safety Forum. Engagement with other groups and networks will also be managed by the programme team.

A diagrammatic outline of the governance structure is shown in Fig 1

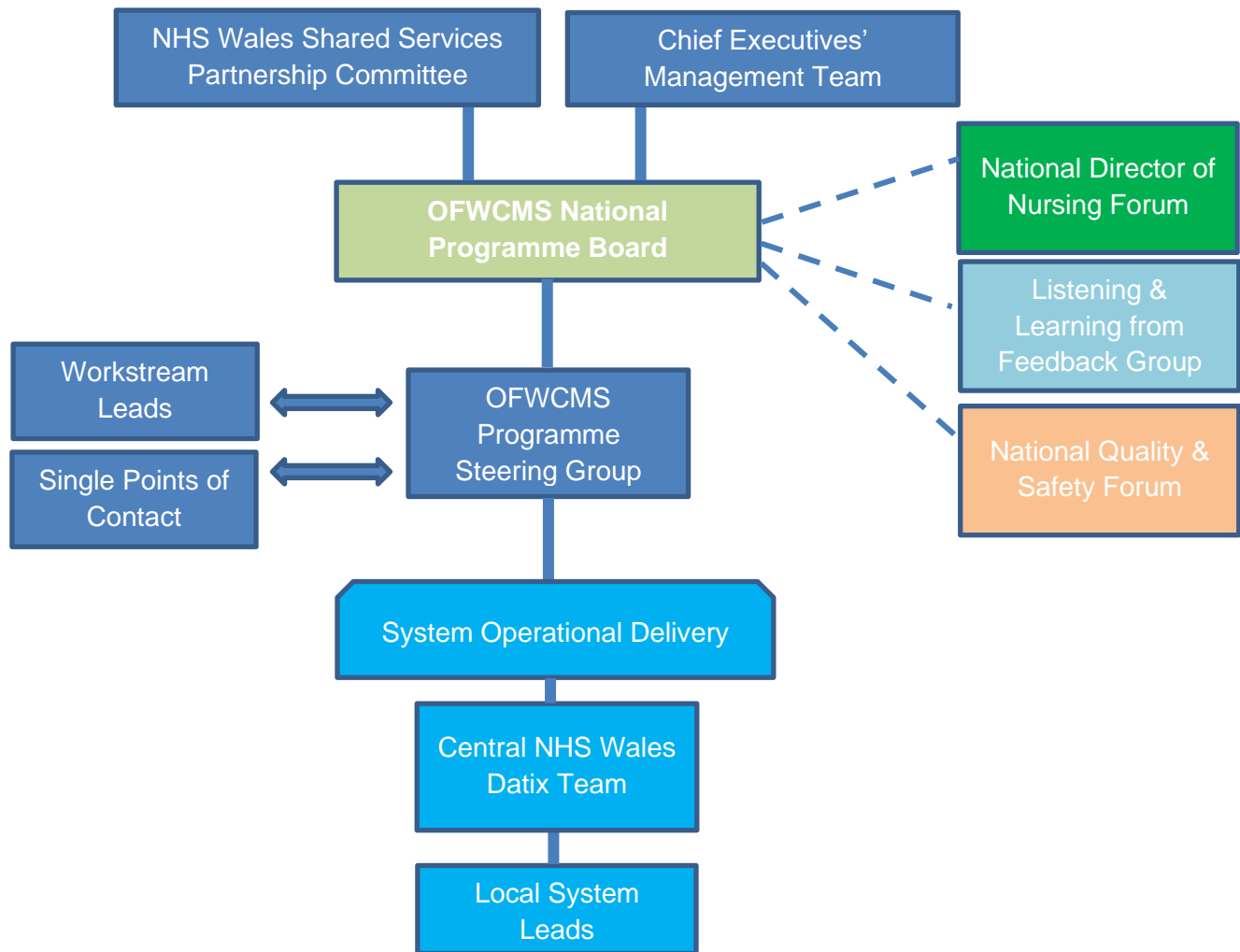



Fig1. Programme Board Governance Structure

 GIG Cymru NHS Wales Partneriaeth Cydwasaethau Shared Services Partnership	AGENDA ITEM:xx 21 January 2021
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The report is not Exempt

Teitl yr Adroddiad/Title of Report

Amendment to Standing Orders

ARWEINYDD: LEAD:	Andy Butler, Director of Finance & Corporate Services
AWDUR: AUTHOR:	Peter Stephenson, Head of Finance & Business Development
RESPONSIBLE DIRECTOR:	Andy Butler, Director of Finance & Corporate Services
MANYLION CYSWLLT: CONTACT DETAILS:	Andy.butler@wales.nhs.uk

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

To gain Committee approval of necessary amendments to the NWSSP Standing Orders, prior to formal approval by the Velindre University NHS Trust Board.

Llywodraethu/Governance

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

Ymgynghoriad/Consultation :

N/a

Adduned y Pwyllgor/Committee Resolution (insert ✓):

DERBYN/ APPROVE	✓	ARNODI/ ENDORSE		TRAFOD/ DISCUSS		NODI/ NOTE	
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Argymhelliad/ Recommendation	
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Crynodeb Dadansoddiad Effaith: Summary Impact Analysis:	
Cydraddoldeb ac amrywiaeth: Equality and diversity:	No impact.
Cyfreithiol: Legal:	No impact.
Iechyd Poblogaeth: Population Health:	No impact.
Ansawdd, Diogelwch a Profiad y Claf: Quality, Safety & Patient Experience:	No impact.
Ariannol: Financial:	No impact.
Risg a Aswiriant: Risk and Assurance:	No impact.
Safonau Iechyd a Gofal: Health & Care Standards:	Access to the Standards can be obtained from the following link: http://www.wales.nhs.uk/sitesplus/documents/1064/24729_Health%20Standards%20Framework_2015_E1.pdf Governance, Leadership and Accountability
Gweithlu: Workforce:	No impact
Deddf Rhyddid Gwybodaeth/ Freedom of Information	The report is not exempt.

AMENDMENTS TO NWSSP STANDING ORDERS

1. CEFNDIR/BACKGROUND

1.1 Changes are required to the NWSSP Standing Orders to reflect the following:

- Specific changes to financial limits within the Schedule of Delegation; and

- Some minor correction of job titles and other less significant amendments.

2. CRYNODEB/SUMMARY

1.2 The Standing Orders have been sent in full as a separate document and all changes are shown using track changes. The changes relate to:

- Required Changes to the Schedule of Delegation as follows:

Page	Section	Change
73	Scheme of Budgetary Delegation	Inclusion of £5k limit for other senior finance staff.
74	Corporate Areas	Removal of table
75	Legal & Risk and Welsh Risk Pool Limits	Inclusion of £250k claims limit for Deputy Director of Legal & Risk and £100k for Head of Safety & Learning following WRP approval.
77	Procurement Service Limits	Inclusion of £25k limit for Assistant Directors of Procurement

- Other changes largely relate to less significant issues such as change in job titles.

3. LLYWODRAETHU A RISG/ GOVERNANCE & RISK

The changes highlighted above have either been approved by the Welsh Risk Pool Committee and/or the Director of Finance and Corporate Services.

4. ARGYMHELLIAD/RECOMMENDATION

The Committee are asked to **APPROVE** the amended Standing Orders incorporating the Scheme of Delegation.



GIG
CYMRU
NHS
WALES

Partneriaeth
Cydwasaethau
Shared Services
Partnership

GIG Cymru Partneriaeth
Cydwasaethau

NHS Wales Shared
Services Partnership

PMO - December 2020



NWSSP Finance & Corporate PMO Monthly Update – December 2020

Prepared by: Ian Rose

Date: 15/12/2020

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Monthly Summary

The PMO is currently supporting **30** different schemes up one on last month, of varying size, complexity and providing a range of support from different points within the project lifecycle.

Within the PMO, we have **5** project managers supporting schemes all of which are at different points within the project or programme lifecycle.

We have 0 new work requests being assessed.

Within the **30** schemes the support is allocated as shown:

Nov	Small	Medium	Large	LargeXorg
	34%	55%	17%	10%
Dec	Small	Medium	Large	LargeXorg
	30%	47%	17%	10%

The **30** schemes have **18** different SRO/Project Executive Leads across 8 different NWSSP directorates.

Also within the **30** schemes the breakdown of scheme size ranges from:

- **60% All Wales** – Typically where the scheme covers multiple Healthboards, and the schemes seek to implement products utilised on a multi healthboard or all wales basis.
- **7% Healthboard** – Typically supporting schemes for Healthboards but where NWSSP play a role in the service provision
- **33% NWSSP** – Typically serving internal purpose for one or more NWSSP directorates

The high-level update displays the current status of the schemes where PMO are engaged at any level and attached in Appendix A is the current graphical performance and data set.

SSPC Recommendation

SSPC are asked to:

- Note the update on progress with key projects

Key Individual Project/Programme Updates

Project Name	Project Manager	Project Exec/SRO
Student Awards	Bethan Rees	Lisa Williams
Monthly Update (key/issues (blockages)/risks)		
Status –Time (Amber) Cost (Amber) Quality (Amber)		
<p><u>Update</u></p> <p>The single tender action has been signed by NWSSP Finance and is now awaiting Procurement sign off and the appropriate requisition raised. This will then allow Employment Services to sign the contract extension, resulting in arrangements with Kainos being extended to March 2022 under the new agreed terms and conditions.</p> <p>This reduces the immediate risk to the SAS service and provides time to compete the formal process for a new long-term solution.</p> <p>The BJC is being updated with focus on the case for change and benefits provided by a new solution and it is anticipated this will then need reapprove at ESMT before submission to SLT and the SSPC. Attempts are being to submit papers for the January sitting or each group.</p> <p>The software specification has also been drafted and the next step is for IT to review prior to approval from the Project Board.</p> <p><u>Main Blockers/Observations</u></p> <p>The DMZ servers are scheduled to move in December. This will improve the security levels in the short term. The hardening of the servers will take place when the pandemic has retreated to enable access to offices and release IT resources at Swansea Bay. Availability of funding is a risk to the project – alternative sources of funding to be investigated.</p> <p><u>Consequences</u></p> <p>If the extension is not signed off in time by the end of March 2022, we will continue to operate at risk with little or no support from April 21 and be completely reliant on internal IT resources, which are already overstretched.</p>		

Project Name	Project Manager	Project Exec/SRO
L&R Case Management System	Peter Elliott	Mark Harris
Monthly Update (key/issues (blockages)/risk assessments)		
<p><u>Status</u>- Amber Time</p> <p><u>Update</u></p> <p>Preferred option selected and funding path agreed, Capital cost of 348k and revenue cost of 158k per annum of which 79k is existing budget and 79k is new. NWSSP proposes to cover this from within existing arrangements and the proposed contract length is 6+3 years, which provides L&R with an optimal period to achieve benefits and aligns to the 365 licensing arrangements.</p> <p>The FBC currently being drafted for submission to Welsh Government by the 18th December.</p> <p>NWIS have confirmed they are able to resource implementation within the AZURE 365 tenancy, without additional cost but not until July 2021.</p> <p>Reasons are resources currently engaged managing renewal of Blaenavon data centre.</p> <p>There is no option to accelerate using other resources and this has been ruled out by NWIS.</p> <p>The team is exploring the options to bring forward up to 100k in the current financial year this is not guaranteed.</p> <p><u>Main Blockers/Observations</u></p> <p>Timescale is the main blocker, which could affect the ability to spend 100k in 20/21.</p> <p><u>Consequences</u></p> <p>Continuing to run on legacy systems up to the implementation date, which is yet not firm.</p>		

Project Name	Project Manager	Project Exec/SRO
Medical Examiner	Bethan Rees	Andrew Evans
Monthly Update (key/issues (blockages)/risks)		
Status – Green (Time) Red (Cost) Green (Quality)		
<u>Update</u> Small progress made with additional IT hardware deployed to the Medical Examiners in across the four regions. Further network ports installed in IP5 to support the team. Immediate focus on system access to the WCP and WPAS systems for MEs		
<u>Main Blockers/Observations</u> Four risks currently exist over the 15 threshold which are RED <ul style="list-style-type: none"> a. A lack of confirmation confirming full funding of Welsh model could mean insufficient fund to cover costs – at present the Letter of Assurance has not been received. b. Lack of available accommodation could affect service go live locations however; options exist to mitigate which are being explored. c. Risk to IT connectivity could disrupt service provision (WCP (Welsh Clinical Portal) / WPAS Welsh Patient Access Scheme). This is being progressed with NWIS. d. Lack of access to digital notes will compromise delivery of the service throughout the COVID period however, this can be mitigated through access to WCP in part but some areas will still need to use paper records. 		
<u>Consequences</u> Failure to provide suitable response to the existing risks can lead to funding problems, potential of accommodation being unavailable or unsuitable. And IT risks can prevent the service operation all of which would be damaging for NWSSP.		

Project Name	Project Manager	Project Exec/SRO
TRAM's Stage 1	Peter Elliott	Andrew Evans (Welsh Gov)
Monthly Update (key/issues (blockages)/risk assessments)		
<p><u>Status</u> – Amber(Time)</p> <p><u>Update</u></p> <p>The programme business case has been updated and reissued to the Programme Board with increases in Capital up to £65m.</p> <p>Intention on approval by the Programme Board will be to resubmit Welsh Government on the 18th Dec in advance of the Infrastructure Investment Board in January 2021.</p> <p>All of the previous scrutiny points have been addressed.</p> <p>Staff engagement continues with a number of HB's and Trust completed and the remaining HBs to be completed after Christmas. Initially the sessions have been generally well received.</p> <p><u>Main Blockers/Observations</u></p> <p>None observed and scheme ready to mobilise towards the required procurement stages at OBC when required.</p> <p><u>Consequences</u></p> <p>Is this is not approved it will fall to the Healthboards to progress their own separate cases independently.</p>		

Project Name	Project Manager	Project Exec/SRO
TMU	Peter Elliott	Andrew Evans (Welsh Gov)
Monthly Update (key/issues (blockages)/risk assessments)		
<p><u>Status</u>- Green (Re-Baselined)</p> <p><u>Update</u></p> <p>MHRA inspections expected on the 15th and 16th December, which is to be completed on a virtual basis.</p> <p>An initial certification has been issued to NWSSP, which allows packing of diluent of vaccines.</p> <p>Production is ready to commence on the approval from the MHRA.</p> <p>Project Board/Service Board have been advised of four outcomes possible.</p> <ul style="list-style-type: none"> • Unconditional Pass. • Pass after rectification. 		



- Pass with concurrent rectification.
- Fail.

It is hoped this will become clear by close of play on the 16th December

Main Blockers/Observations

None observed, progress being maintained.

Consequences

On track and to be reviewed post inspection.

Project Name	Project Manager	Project Exec/SRO
Single Lead Employer	Rhys Owen	Gareth Hardacre
Monthly Update (key/issues (blockages)/risk assessments)		
<u>Status</u> - Green		
<u>Update</u>		
Final Specialities for phase 1 have been on-boarded in December. Phase 1 complete.		
Phase 2 (Jan-September 2021) was approved for delivery at the November Programme Board. 9 new specialities will be on boarded with a final intake number onto the SLE model for this phase of 530 trainees.		
Specialities on boarded onto the SLE model during phase 1 will see rotations or new intakes of trainees during phase 2. This will total 3693 trainees moving through the SLE model during this phase.		
Resource		
Temporary resource supporting SLE workforce and Payroll teams at the moment with work currently in place with Finance Lead to look at how SLE scheme can be resourced longer term. Additional resource forecast has been submitted to HEIW.		
Occupational Health		
Progress has been made on the development of the Standard Operating Procedure and this is scheduled to be finalised in the new year		
<u>Main Blockers/Observations</u>		
Resource		
Risk still exists where resources in place within workforce, workforce systems and payroll services are significantly stretched to complete all the required checks and/or tasks on time; however, plans are in place to increase the capacity of the team.		
It is also worth considering the long-term impacts and requirements for in life operational teams as we increase the overall NWSSP headcount.		

Finance

Finance colleagues in Health Boards which are currently not paying on time require sight of a signed copy of the SLE SLA agreements to proceed to pay in line with the SLE payment schedule.

SLA agreements were approved by members of SLE Programme Board and SSPC as per the Programmes agreed governance structure.

There was an agreement at SSPC that SLAs did not need to be returned as signed as members of SLE Programme Board and SSPC have had sight of these and represent each Health Board across Wales. Currently this is proving to be a blocker as Finance Colleagues need assurance that this is the case and are particularly concerned that the current agreement for SLAs not being signed could be open to audit issues within their Health Board. This is being managed through the Finance workstream and the workforce leads contacting each Health Board to ensure compliance.

Consequences

Resource

The main consequences would be visible in failures to process payroll on time, delays in expenses and general process delays impacting trainees joining SLE and this would impact some benefits of the SLE scheme.

Finance

All Health Boards are making payments however a consequence of not all payments being received (SLA Payment schedule) on time could impact cash flow.

Project Name	Project Manager	Project Exec/SRO
NHAIS GP Payments	Gill Bailey	Neil Jenkins
Monthly Update (key/issues (blockages)/risk assessments)		
<p><u>Status</u>- Amber (Time) Behind schedule but plans in place to recover position.</p> <p><u>Update</u> GMS (GPs) Payments system: Due to a number of persistent issues, the Programme Board has agreed to a revised phased implementation from the 1st February 2021. As one of the key issues pertains to GP Practice access to the new system, a temporary back-up solution has been initiated. This will provide pilot Practices access to the UAT environment to enable valuable feedback. The data integrity issues continue to be resolved to enable further testing and comparison of outputs from the existing NHAIS system with the new one.</p> <p>Contractor Payments processed through Accounts Payable: Following the successful processing of pharmacy payments with Powys Teaching Health Board, the live roll out to other Health Boards is continuing.</p> <p>The two other schemes within the NHAIS programme are progressing but are not managed in depth or detail by the PM or PMO:</p> <ul style="list-style-type: none"> • Patient Registration – Support/Consultancy 		

- Data reconciliation continues in readiness for the new NHS England system that NHS Wales will use
- Delays with NHS England have pushed back the implementation to December 2021 as a minimum
- Primary Care NHAIS Ophthalmic – Support/Consultancy
 - Functionality completed
 - Live Payment run for Powys Teaching Health Board completed for December
 - Further roll-out to other Health Boards over next two months

Main Blockers/Observations

GP Practice access to the new system (ADFS integration) although temporary back-up solution implemented for a pilot exercise to progress.

Northern Ireland system code freeze during December and early January necessitated need to revise start date.

Resource points of failure have been identified and are being continually monitored.

Consequences

This scheme is critical however the revised plan still falls within the extension timeframe to the existing system.

Project Name	Project Manager	Project Exec/SRO
All Wales Laundry	Ian Rose	Neil Davies
Monthly Update (key/issues (blockages)/risk assessments)		
<u>Status</u> - Green		
<u>Update</u>		
<p>Resources being secured to mobilise the next stages of the process. Initial Transition workstream tasks underway with stakeholder identification and other initiation based tasks being completed.</p> <ul style="list-style-type: none"> ● Finance workstream engagement progressing with FSG reports from the majority of all Healthboards received ● H&S Workstream assessment principles devised and Laundry engagement to commence ● Logistics workstream devised and initial Greenvale initial data return captured with other HBs to follow. ● L&R initial workstream assessment and resources identified to cover Commercial, Employment and Property elements as required ● Workforce workstream progresses at pace with ongoing consultation and engagement at healthboard level. 		

Main Blockers/Observations

Resources remain the main blocker but plans in place to secure and HB support across all workstreams is critical but so far has been supported.

Consequences

None

Project Name	Project Manager	Project Exec/SRO
Primary Care Sustainability	Gill Bailey	Lisa Williams
Monthly Update (key/issues (blockages)/risk assessments)		
<p><u>Update</u></p> <p>Please note that no formal Project/Programme structure exists for this piece of work and support was/is provided Ad Hoc</p> <p>Encapsulated within Primary Care Sustainability consisting of:</p> <ol style="list-style-type: none"> 1. Primary Care Recruitment Platform (PCRP) 2. Locum Hub Wales (LHW) 3. Welsh National Workforce Reporting Tool (WNWRS) <p>Development of additional functionality to support Practices and allow Locums to record shifts for GMPI purposes has been completed.</p> <p>A request to expand the value of the contract to include specific functionality for OOH/111 shifts has been agreed by Velindre Board. GP Wales (Contractor) will shortly commence a discovery phase with the project team which has been expanded to include OOH/111 representation.</p> <p>The Primary Care Sustainability agenda is funded by Welsh Government in its entirety.</p> <p><u>Main Blockers/Observations</u></p> <ul style="list-style-type: none"> • The primary care workforce sustainability agenda is ever expanding; • As previously reported it appears that this is onerous contract which requires input from all key stakeholders to agree a way forward. <p><u>Consequences</u></p> <p>A recommendation has been made to establish a Steering Group to support this agenda moving forward to:</p> <ul style="list-style-type: none"> • Provide the governance wrap around • Assist with decision making that affects a number of NWSSP Services • Develop and agree the future strategic direction 		

Project Name	Project Manager	Project Exec/SRO
Cleric New System	Peter Elliott	Tony Chatfield
Monthly Update (key/issues (blockages)/risk assessments)		
<p><u>Status-</u> Amber (time)</p> <p><u>Update</u></p> <p>Procurement currently suspended as instructed by the SRO. It has been suspended on the basis that a bridging extension can be put in place with the current supplier as confirmed by procurement.</p> <p>The intention is also to bring the existing system up to a certain standard, which needs to be revisited and scoped for timescales and costs and viability and resources to implement.</p> <p><u>Main Blockers/Observations</u></p> <p>Completion of the bridging contract is now a pre-condition and IT Resources to complete any upgrade to the existing system.</p> <p><u>Consequences.</u></p> <p>Minimal as existing system working as expected and use of the existing system will continue until such a point where the new system is procured.</p>		

Project Name	Project Manager	Project Exec/SRO
Brexit / NSDR	Alison Lewis	Mark Roscrow
Monthly Update (key/issues (blockages)/risk assessments)		
<p><u>Status-</u> Green</p> <p><u>Update</u></p> <p>All systems in place and processes complete to support the NSDR should this be needed because of a No Deal Brexit. Resources in place and a rota to manage the processes post Dec, which provide coverage for 8 weeks. Further work on potential long-term resource requirements will be needed post Dec should a no deal scenario emerge.</p> <p><u>Main Blockers/Observations</u></p> <p>All main blockers have been removed or mitigated</p> <p><u>Consequences</u></p> <p>Consequences of not providing this process – in the event of no deal, would have removed the centralised co-ordination of the process and jeopardise a cohesive and</p>		

centralized procurement process for critical medical devices and clinical consumables. This would lead to a fragmented approach nationally.

Appendix A

Performance and Information



graphs Dec.docx



The report is not Exempt

Teitl yr Adroddiad/Title of Report

Finance, Workforce and Performance Update Report

ARWEINYDD: LEAD:	Andy Butler, Director of Finance & Corporate Services & Gareth Hardacre, Director of WODS
AWDUR: AUTHOR:	Finance and Workforce Team
SWYDDOG ADRODD: REPORTING OFFICER:	Andy Butler, Director of Finance & Corporate Services

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

The purpose of this report is to provide the SSPC with an update on finance, workforce and performance matters within NWSSP as at 30th November 2020.

Llywodraethu/Governance

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

Ymgynghoriad/Consultation :

Adduned y Pwyllgor/Committee Resolution (insert ✓):						
DERBYN/ APPROVE		ARNODI/ ENDORSE		TRAFOD/ DISCUSS		NODI/ NOTE ✓
Argymhelliad/ Recommendation	<p>The Committee is asked to:</p> <ol style="list-style-type: none"> 1. Note the financial position to 30th November 2020 including the proposed increased distribution for 2020/21 2. Note the significant level of professional influence benefits generated by NWSSP to 30th November 2020. 3. Note the performance against the high-level key performance indicators to 30th November 2020. 4. Note the forecast increased ESR recharges 5. Note the workforce data for the period. 6. Note the content of this update and seek further information if required. 					

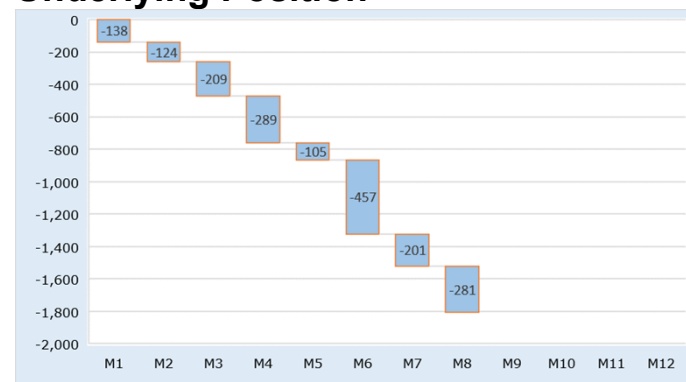
Crynodeb Dadansoddiad Effaith: Summary Impact Analysis:	
Cydraddoldeb ac amrywiaeth: Equality and diversity:	No direct Impact
Cyfreithiol: Legal:	No direct Impact
Iechyd Poblogaeth: Population Health:	No direct Impact
Ansawdd, Diogelwch a Profiad y Claf: Quality, Safety & Patient Experience:	No direct Impact
Ariannol: Financial:	Distribution to NHS Wales
Risg a Aswiriant: Risk and Assurance:	Consolidation of Financial & Workforce Risk
Safonau Iechyd a Gofal: Health & Care Standards:	No direct Impact
Gweithlu: Workforce:	No direct Impact
Deddf Rhyddid Gwybodaeth/ FOIA	Open

Dashboard Summary: Period 1st April 2020 to 30th November 2020

Summary Position

	Annual Budget £'000	YTD Budget £'000	YTD Expend £'000	YTD under/ overspend £'000
Income	-453,117	-373,217	-373,892	-675
Pay	118,639	76,219	74,998	-1,221
Non Pay	318,260	274,392	274,484	92
WRP – DEL	76,259	63,134	63,134	0
Distribution	750	0	0	0
Underlying Underspend	0	0	1,804	1,804
	60,791	40,528	40,528	0

Underlying Position



Covid Expenditure

Service	£000
Audit & Assurance Services	8
Procurement Services	2,156
Employment Services	138
Primary Care Services	107
Legal & Risk Services	4
Specialist Estates Services	52
Counter Fraud Services	1
Corporate Services	342
Health Courier Services	1,388
SMTL	87
Medical Examiner	32
Single Lead Employer	514
TOTAL	4,831

Underlying Position

The underlying underspend position as at the 30th Nov 2020 increased from £1.523m in M7 to £1.804m, an increase of £0.281m.

Forecast Position

After a review of the forecast position we have declared an additional £1.250m distribution to NHS Wales and have plans in place to manage the overall position to break even at year end.

Key Movements in month

The underspend in Employment Services has reduced this month as a result of a termination payment to an individual. The underspend in Primary Care Services continues to increase as a result of the delay to implementing the NHAIS replacement plus additional savings on vacancies and reduced postage costs. SMTL's income has increased again significantly in month and as such the underspend has increased further. As a result the forecast underspend for SMTL has increased by £108k this month.

Covid Expenditure

Cumulative Covid Expenditure as at the 30th November totals £4.831m. To date Welsh Government have funded Q1 and Q2 which was £3.855m. Future funding is not yet guaranteed.

Non-Recurring funding

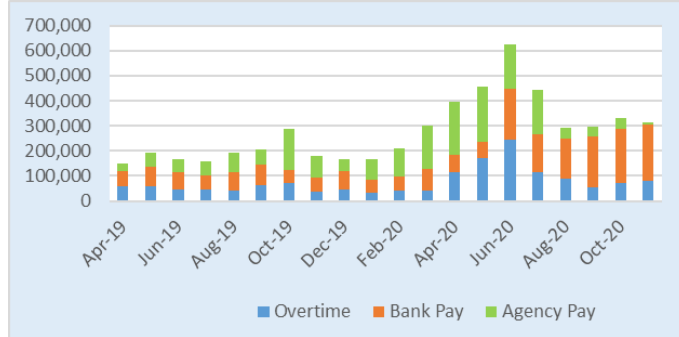
A total of £565k of non-recurrent funding has been provided to services. Services are reminded of the requirement to full utilise these funds by 31st March 2021.

Detailed Position

Service	Annual Budget £0k	In Month Budget £0k	In Month Expenditure £0k	In Month Variance £0k	YTD Budget £0k	YTD Expend £0k	YTD under/ overspend £0k	Forecast Position £0k
Audit & Assurance Services	2,671	250	243	-7	1,820	1,741	-78	-143
Corporate Services including AP	7,644	625	595	-30	3,058	2,825	-232	-367
Counter Fraud Services	451	38	36	-2	301	290	-11	-15
CTES	1,149	65	65	0	-24	-24	0	-1,008
Employment Services	10,583	904	939	35	7,137	7,108	-29	6
Health Courier Services	2,001	115	94	-22	1,792	1,622	-170	-303
Legal & Risk Services	3,267	250	218	-32	2,059	2,050	-9	-2
Medical Examiner Service	68	3	3	0	56	56	0	0
Primary Care Services	11,755	984	892	-93	7,857	7,310	-547	-755
Procurement Services	16,413	1,465	1,450	-14	11,329	11,145	-184	-222
Single Lead Employer (Inc GP's)	514	6	6	0	520	520	0	0
SMTL	766	60	-38	-98	518	293	-225	-206
Specialist Estates Services	3,067	255	252	-2	2,063	1,952	-112	-161
WIBSS	0	0	0	0	0	0	0	0
Workforce and OD	2,126	184	165	-19	1,423	1,213	-209	-226
Underlying Underspend	-63,224	-5,202	-4,919	284	-39,908	-38,102	1,806	0
Distribution	750	0	0	0	0	0	0	1,250
Corporate Reserves / Provisions	0	0	0	0	0	0	0	2,152
	0	0	0	0	0	0	0	0

Variable Pay Summary: Period 1st April 2020 to 30th November 2020

Total Variable Pay

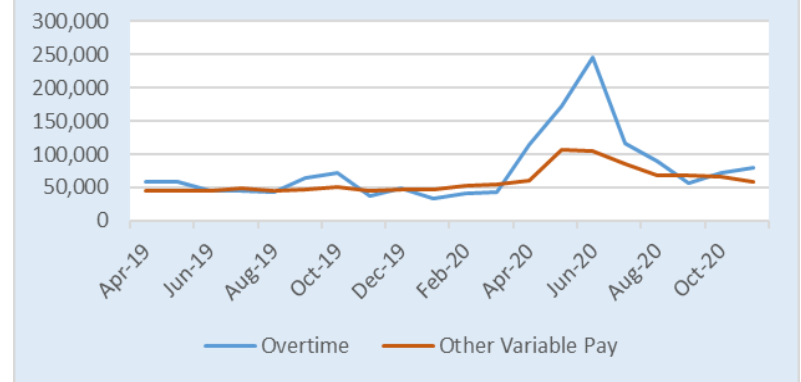


Variable Pay

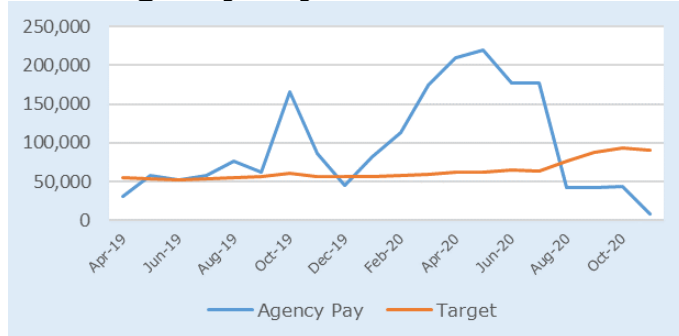
Agency pay has reduced further during November as a result of corrections to PO's receipted in previous periods.

Bank continues to rise slightly with overtime rising slightly with other variable pay costs marginally reducing.

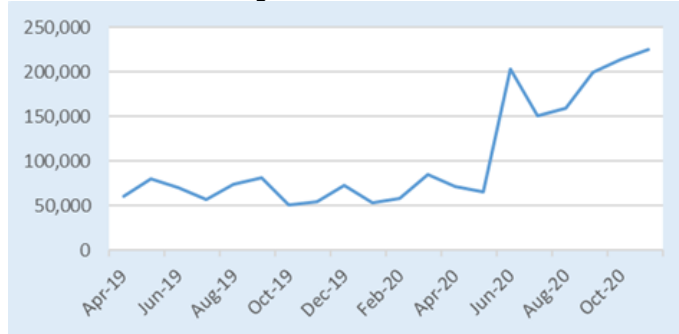
Total Overtime and Other Variable



Total Agency Pay



Total Bank Pay

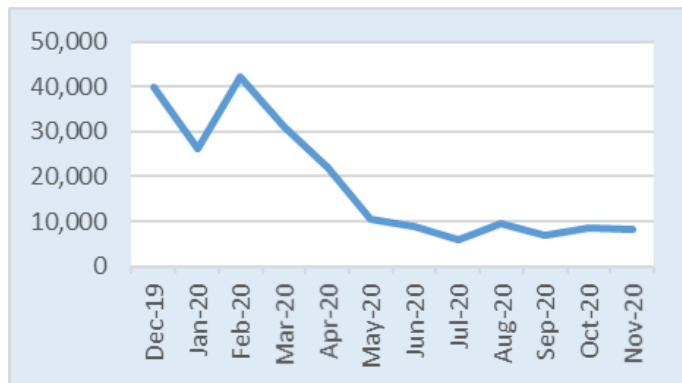


Total Variable Pay by Service

Service	Agency		Overtime		Bank	
	8 months to 30th Nov 2019	8 months to 30th Nov 2020	8 months to 30th Nov 2019	8 months to 30th Nov 2020	8 months to 30th Nov 2019	8 months to 30th Nov 2020
Accounts Payable	1,131	0	17,477	26,058	50,633	2,289
Audit & Assurance Services	249,154	8,476	0	0	929	3,332
Collaborative Bank	0	0	0	0	0	88,857
Corporate Services	88,102	31,515	0	6,512	48,865	11,327
Counter Fraud Services	0	0	0	0	354	0
CTES	15,661	793	0	23	0	0
E-Enablement	0	-4	809	0	0	0
Employment Services	22,563	4,941	108,264	193,615	115,296	48,367
Health Courier Services	31,004	463,351	109,778	271,793	51,064	614,928
Legal & Risk Services	11,146	37,850	0	2,077	56,363	103,438
Primary Care Services	0	0	42,077	21,333	31,566	7
Procurement Services	124,198	372,350	144,177	390,317	168,789	415,931
SMTL	0	0	0	16,982	3,967	1,096
Single Lead Employer	0	0	0	292	0	0
Specialist Estates Services	44,597	0	0	12,683	0	0
Student Awards	0	0	0	0	0	0
Workforce & OD	0	0	0	2,152	0	988
TOTAL	587,556	919,272	422,583	943,838	527,826	1,290,559
TOTAL PAY	55,157,533	74,998,105	55,157,533	74,998,105	55,157,533	74,998,105
% OF TOTAL PAY	1.07%	1.23%	0.77%	1.26%	0.96%	1.72%

Travel and PSPP Summary: Period 1st April 2020 to 30th November 2020

Travel & Subsistence Spend (Excl SLE)



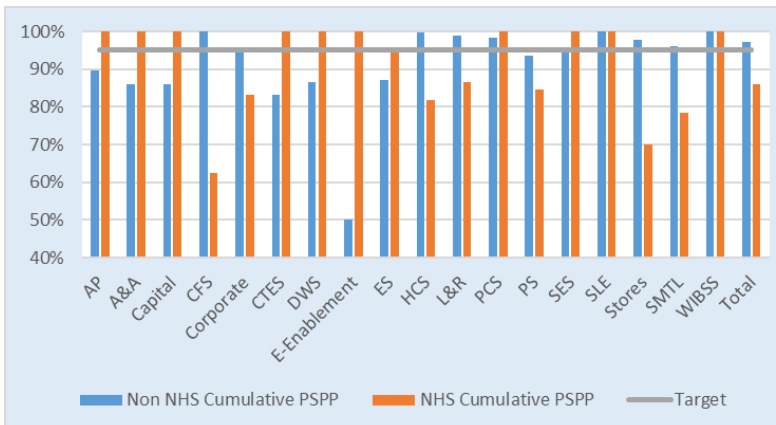
Travel & Subsistence

Travel spend remains lower than pre-Covid.

PSPP

Non-NHS PSPP was 97.82% in month and 97.20% cumulatively. NHS PSPP was 76.92% in month, the cumulative position remains below target at 86.13%.

Cumulative PSPP



Travel & Subsistence Spend by Service

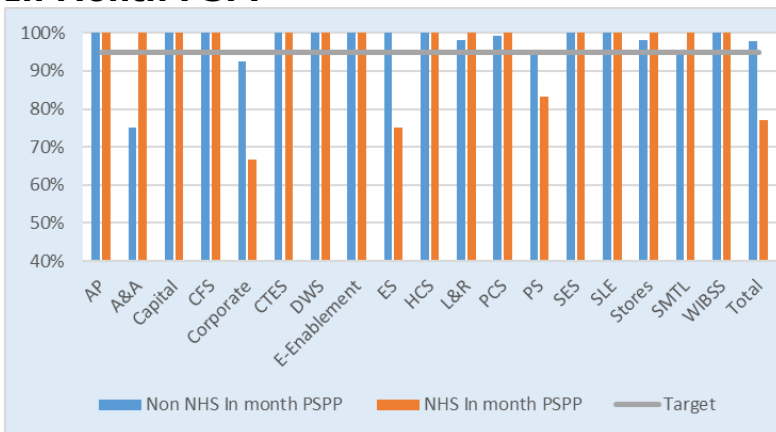
Service	8 months to 30th Nov 2018	8 months to 30th Nov 2019	8 months to 30th Nov 2020
Audit & Assurance Services	22,918	20,439	4,315
Procurement Services	42,110	40,893	19,225
Employment Services	56,404	32,303	8,086
E-Enablement	0	0	0
Primary Care Services	27,573	21,357	4,348
Legal & Risk Services	28,350	26,669	5,829
GMPI	0	0	212
Specialist Estates Services	49,695	44,301	17,209
E-Business Central Team Services	787	2,317	139
Counter Fraud Services	5,614	2,951	72
Non Medical Education and Training	0	0	0
Corporate Services	44,085	39,146	8,303
Accounts Payable	0	0	0
Student Awards	0	0	0
Health Courier Services	29,554	17,650	12,025
WIBSS	1,221	0	155
SMTL	1,991	949	510
TOTAL	310,301	248,974	80,430

Aged Debts

As at 30th Nov there were 9 NHS invoices outstanding over 17 weeks totalling £213k and 10 NHS invoices over 11 weeks totalling £142k. As of 10th Dec, 2 over 17 weeks and 2 over 11 weeks had been paid.

Most unpaid invoices are outstanding with Cwm Taf Morgannwg and we are liaising with them regarding confirmation of payment dates.

In Month PSPP



Welsh Risk Pool, Risks and Capital Summary: Period 1st April 2020 to 30th November

Welsh Risk Pool Position

Expenditure type	Position as at M8 2019/20 £m	Position as at M8 2020/21 £m
Claims reimbursed & WRP Managed Expenditure	45.285	51.245
Periodical Payments made to date	1.264	1.384
Redress Reimbursements	0.800	1.301
EIDO – Patient consent	0.062	0.062
Clinical Negligence Salary Subsidy	0.000	0.000
WRP Transfers, Consent, Prompt, CTG	0.000	0.016
Movement on Claims Creditor	2.277	9.126
Year to date expenditure	49.688	63.134

DEL Forecast 2020/21

Month 8 2020/21	£000s
Actual Spend to November 2020 (Excl Redress)	61,833
Settled cases - awaiting payment	4,963
JSM/RTM/Offer	18,840
PPOs to March 2021	13,866
Sub-Total	99,502
Future Estimated Costs	20,716
Mth 8 20/21 DEL forecast	120,218
IMTP DEL FORECAST 2020/21	120,955

Welsh Risk Pool

The DEL expenditure remains largely in line with budget at £121m. The risk share of £13.779m will be invoked this year.

Capital Allocation

Scheme	Allocation £000	YTD Spend £000	Balance Outstanding £000
Hardware / Software	315	182	-133
IP5	0	0	0
Premises / Accommodation	102	28	-74
SES	6	6	0
SMTL	47	3	-44
Temporary Medicines Unit	10	10	0
Contingency	120	0	-120
Discretionary Capital Total	600	229	-371
Covid 19	892	496	-396
Covid 19 National Assets	1,870	1,870	0
Hardware / Software	50	0	-50
National Workforce Reporting System	163	163	0
NHAIS Replacement Service	253	253	0
Temporary Medicines Unit	537	537	0
Additional Capital Total	0	0	0
Receipts	0	-164	-164
Additional Capital Total	3,765	3,155	-610
TOTAL CAPITAL ALLOCATION	4,365	3,384	-981

Capital

Welsh Government funded the previous shortfall in Covid 19 National Assets and also provided additional Covid funding for racking and a forklift at IP5.

Financial Risks

There remains a risk associated with the ESR Recharges to UHBs in 20/21 – a potential £0.968m increase from the original forecast. We are working with DHSC colleagues to ensure the forecast is robust

There is also the risk associated with the CTES SIP Fund which currently stands at c.£1m which will be returned to Health Orgs in 2020/21.

Finance, Workforce and Performance Update Report

INTRODUCTION

This report provides an update on the following to 30th November 2020:

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

NWSSP Financial position

NWSSP reported a break-even position at the close of Month 8:

Service	Annual Budget £0k	In Month Budget £0k	In Month Expenditure £0k	In Month Variance £0k	YTD Budget £0k	YTD Expend £0k	YTD under/ overspend £0k	Forecast Position £0k
Audit & Assurance Services	2,671	250	243	-7	1,820	1,741	-78	-143
Corporate Services including AP	7,644	625	595	-30	3,058	2,825	-232	-367
Counter Fraud Services	451	38	36	-2	301	290	-11	-15
CTES	1,149	65	65	0	-24	-24	0	-1,008
Employment Services	10,583	904	939	35	7,137	7,108	-29	6
Health Courier Services	2,001	115	94	-22	1,792	1,622	-170	-303
Legal & Risk Services	3,267	250	218	-32	2,059	2,050	-9	-2
Medical Examiner Service	68	3	3	0	56	56	0	0
Primary Care Services	11,755	984	892	-93	7,857	7,310	-547	-755
Procurement Services	16,413	1,465	1,450	-14	11,329	11,145	-184	-222
Single Lead Employer (Inc GP's)	514	6	6	0	520	520	0	0
SMTL	766	60	-38	-98	518	293	-225	-206
Specialist Estates Services	3,067	255	252	-2	2,063	1,952	-112	-161
WIBSS	0	0	0	0	0	0	0	0
Workforce and OD	2,126	184	165	-19	1,423	1,213	-209	-226
Underlying Underspend	-63,224	-5,202	-4,919	284	-39,908	-38,102	1,806	0
Distribution	750	0	0	0	0	0	0	1,250
Corporate Reserves / Provisions	0	0	0	0	0	0	0	2,152
	0	0	0	0	0	0	0	0

NWSSP Professional Influence benefits

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

The benefits, which relate to Legal Services, Procurement Services and Specialist Estates Services can now be allocated across health organisations for all areas other than construction procurement. This is not possible for construction procurement due to the mechanism utilised to capture the data. Detail for health boards and trusts is reported in the individual performance reports issued to health organisations quarterly.

The indicative financial benefits across NHS Wales arising in the period April 2020 – November 2020 are summarised as follows:

Service	YTD Benefit £m
Specialist Estates Services	16.13
Procurement Services	10.85
Legal & Risk Services	89.15
Total	116.13

PERFORMANCE

Performance Reporting – to Health Boards and Trusts

NWSSP performance reports continue to be produced and distributed on a quarterly basis. The Quarter 3 reports will be issued to the health organisations at the end of January. These reports reflect the ongoing developments in NWSSP performance reporting and incorporate feedback received to date.

Additionally, high level KPI data relating to the performance of each service for all Wales is detailed in the table below. This provides data for November 2020 (unless otherwise stated) along with comparison to the previous three periods.

KEY FINANCIAL TARGETS

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

Financial Position and Key Targets	Target		Position at 31-Aug	Position at 30-Sept	Position at 31-Oct	Position at 30-Nov
Financial Position – Forecast Outturn	Break even	Monthly	Breakeven	Breakeven	Breakeven	Breakeven
Capital financial position	Within CEL	Monthly	On Target	On Target	On Target	On Target
Planned Distribution	£0.75m	Annual	£0.75m	£0.75m	£2.00m	£2.00m
NWSSP PSPP NON-NHS % (In Month)	95%	Monthly	96.80%	96.32%	97.21%	97.82%
NWSSP PSPP NON-NHS % (Cumulative)	95%	Monthly	97.24%	97.11%	97.12%	97.20%
NWSSP PSPP NHS % (In Month)	95%	Monthly	77.78%	97.56%	93.06%	76.92%
NWSSP PSPP NHS % (Cumulative)	95%	Monthly	85.08%	86.61%	87.34%	86.13%

KEY PERFORMANCE MEASURES

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

High Level - KPIs November 2020 (unless stated otherwise)	Target		Position at 31 Jul	Position at 31 Aug	Position at 30 Sept	Position at 30 Nov
Internal Indicators						
Corporate						
NHS Debts in excess of 11 weeks – Value	<£100k	Monthly	£106k	£25k	£219k	£142k
NHS Debts in excess of 17 weeks – Value	£0	Monthly	£66k	£0k	£14k	£213k
Variable Pay – Overtime	<£43k	Monthly	£116k	£89k	£56k	£79k
Agency % to date	<0.8%	Cumulative	2.47%	2.00%	1.66%	1.23%
<u>NWSSP Org KPIs Recruitment</u>						
NWSSP - % of vacancies approved within 10 working days	70.00%	Monthly	63.00%	52.20%	60.00%	74.20%
NWSSP - % of vacancies shortlisted within 3 working days	70.00%	Monthly	40.50%	43.50%	60.90%	41.70%
NWSSP - % of interview outcomes notified within 3 working days	90.00%	Monthly	75.40%	68.20%	76.50%	75.00%
<u>Website & Social Media Reach</u>						
Internet hits per month	>100k	Monthly	68k	90k	74k	70k
Intranet hits per month	>75k	Monthly	76k	63k	75k	81k
Twitter Followers		Cumulative	3,479	3,506	3,547	3,643
Twitter New Followers	35	Monthly	52	35	41	23
Tweet Impressions	20k	Monthly	42k	13k	29k	22k
Tweets	20	Monthly	84	11	38	26
LinkedIn Followers		Cumulative	3,573	3,583	3,668	3,790
Professional Influence						
Professional Influence Savings	£110m annual target	Cumulative	£69m	£97m	£103m	£116m
Procurement Services						
Procurement savings *Current Year	£12.04m	Cumulative	£5.03m	£9.27m	£9.94m	£10.85m
All Wales PSPP – Non-NHS YTD	95%	Quarterly	Reported Quarterly	Reported Quarterly	95.10%	Reported Quarterly
All Wales PSPP –NHS YTD	95%	Quarterly	Reported Quarterly	Reported Quarterly	85.45%	Reported Quarterly
Accounts Payable % Calls Handled (South)	95%	Monthly	98.8%	99.7%	99.1%	100%
Employment Services						
Payroll accuracy rate (Added Value)	99.6%	Monthly	99.76%	99.76%	99.77%	99.70%
<u>All Wales Org KPIs Recruitment</u>						
All Wales - % of vacancies approved within 10 working days	70.00%	Monthly	69.70%	70.40%	67.10%	68.80%
All Wales - % of vacancies shortlisted within 3 working days	70.00%	Monthly	54.30%	52.50%	50.20%	50.60%
All Wales - % of interview outcomes notified within 3 working days	90.00%	Monthly	69.80%	71.20%	69.40%	66.40%
<u>All Wales Org - NWSSP KPIs recruitment element</u>						
Recruitment - % of Vacancies advertised within 2 working days of receipt	98.00%	Monthly	98.50%	99.00%	99.80%	99.30%
Recruitment - % of applications moved to shortlisting within 2 working days of vacancy closing	99.00%	Monthly	99.80%	99.90%	100.00%	99.70%
Recruitment - % of conditional offer letters sent within 4 working days	98.00%	Monthly	98.10%	99.60%	99.30%	98.60%

High Level - KPIs November 2020 (unless stated otherwise)	Target		Position at 31 Jul	Position at 31 Aug	Position at 30 Sept	Position at 30 Nov
Recruitment % Calls Handled		Monthly	89.6%	86.5%	88.3%	90.6%
Primary Care Services						
Payments made accurately and to timescale	100%	Monthly	100%	100%	100%	100%
Prescription - keying Accuracy rates (Payment Month)	99%	Monthly	99.79%	99.81%	99.61%	99.78%
Internal audit						
Audits reported % of planned audits	39%	Cumulative	4%	12%	18%	30%
% of audit outputs in progress		Cumulative	19%	18%	20%	31%
Report turnaround management response to draft report [15 days]	80%	Cumulative	50%	79%	85%	80%
Report turnaround draft response to final reporting [10 days]	80%	Cumulative	100%	100%	100%	100%
Legal and risk						
Timeliness of advice acknowledgement - within 24 hours	90%	Monthly	100%	100%	100%	95%
Timeliness of advice response – within 3 days or agreed timescale	90%	Monthly	100%	100%	100%	95%

COVID-19

The additional NWSSP operational Covid-19 spend incurred to 30th November 2020 is £4.831m, with the 2020/21 costs forecast to total £6.994m. Welsh Government have confirmed funding for costs incurred during the first six months of the year totalling £3.855m and it is assumed that ongoing costs will be funded at this time although this has not been confirmed. The expenditure incurred is summarised in the table below together with the full year forecast of Covid costs submitted:

Additional COVID Expenditure	YTD	Full Year Forecast
	£m	£m
Staff costs - bank and overtime	1.713	2.594
Staff costs - agency	0.769	0.830
Interim F1s	0.513	0.513
Transportation costs	0.766	1.270
Additional cleaning/equipment/security	0.361	0.657
Distribution of shielding letters	0.063	0.064
External laboratory testing	0.080	0.088
Loss of income	0.000	0.020
Temporary Medicines Unit	0.258	0.589
Oracle Licences/Bomgar Licences	0.175	0.175
Other non pay costs	0.133	0.194
TOTAL	4.831	6.994

2020/21 Capital Covid orders totalling £10.585m were approved to 30th November 2020. £1.870m of these are for expenditure on ventilators which will be treated as

national assets in the short term and capitalised within NWSSP. The remainder will be recharged to UHBs/Trusts during the financial year when the costs are incurred.

In addition to the NWSSP operational Covid support costs, we have also incurred All Wales non-stock revenue Covid costs for PPE, Equipment and Services as well as costs for TTP and mass vaccination which total £163.009m to 30th November 2020. The full year forecast of £271.740m is detailed in the table below.

	YTD	M9	M10	M11	M12	TOTAL
All Wales Non stock PPE	75.994	48.079	13.222	2.549	0.000	139.844
Social/Primary Care PPE	52.475	8.500	8.500	8.500	8.500	86.475
Pandemic Stock PPE	3.669					3.669
Mass Vaccination PPE	0.000	0.276	0.276	0.276	0.276	1.102
All Wales Covid Equipment/Services	20.639	0.827				21.466
TTP	5.402	1.486	1.976	1.186	1.184	11.234
Mass Vaccination (excl PPE)	0.000	0.244	0.238	0.238	0.238	0.956
NWSSP Operational Costs	4.830	0.654	0.497	0.503	0.510	6.994
TOTAL	163.009	60.065	24.708	13.251	10.707	271.740

Welsh Government have been recharged for all costs to date and have provided additional cash coverage for advance payments for both stock and non-stock purchases. There is a degree of risk associated with the forecast PPE costs for social & primary care due to assumptions regarding the levels of demand and the volume of issues to be made at zero value which we have communicated to Welsh Government. In addition there are issues to be resolved regarding the VAT/import duty on some of our larger PPE contracts and the write on value of stock at 31st March 2021 which has been funded centrally by Welsh Government.

2020/21 Additional Distribution

Following a review of our year-end forecast, the distribution of an additional £1.250m is proposed to bring the total 2020/21 distribution to £2.000m. This is in line with the 2019/20 distribution and the shares by organisation are detailed in the table below:

Health Board /Trust	%	PLANNED DISTRIBUTION £	ADDITIONAL DISTRIBUTION £	TOTAL DISTRIBUTION £	Agreed Recurrent Reinvestment £	TOTAL 2020/21 DISTRIBUTION £
Aneurin Bevan	9.85	73,844	123,125	196,969		196,969
Swansea Bay	8.80	66,029	110,000	176,029		176,029
Betsi Cadwaladr	11.98	89,815	149,750	239,565	-89,815	149,750
Cardiff and Vale	10.49	78,652	131,125	209,777		209,777
Cwm Taf	10.60	79,527	132,500	212,027		212,027
Hywel Dda	7.77	58,293	97,125	155,418	-58,293	97,125
Powys	1.95	14,598	24,375	38,973	-14,598	24,375
Velindre	1.17	8,781	14,625	23,406		23,406
WAST	1.28	9,580	16,000	25,580	-9,580	16,000
Public Health Wales	0.87	6,530	10,875	17,405	-6,530	10,875
Welsh Government	35.25	264,351	440,500	704,851	-264,351	440,500
Total	100%	750,000	1,250,000	2,000,000	-443,167	1,556,833

ESR Recharges

NWSSP undertakes the central role for NHS Wales with regards to the payment and recharging of ESR costs. NWSSP makes payment of the 6.1315% recharge for Wales of the total ESR contract administered by the Department of Health & Social Care (DHSC) and apportions costs and recharges to UHBs/Trusts. In year and full contract forecasts are received quarterly and these are subject to change dependent upon the level of enhancements and additional functionalities deployed. Recharges are levied to organisations apportioned on ESR assignment headcount in September of each year.

During October 2020 when the quarterly forecast was received a significant increase in the forecast recharge for 2020/21 was identified. This is summarised in the table below:

NHS Wales Forecast	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26
Initial Forecast at year end 27/02/20*	2,132,990	2,172,368	1,434,251			
Revised - Received 23/10/20	3,100,648	2,858,672	3,327,718	3,371,145	3,334,776	1,502,452
Variance	967,658	686,304	1,893,467	3,371,145	3,334,776	1,502,452

The ESR contract with IBM is due to expire in August 2022 and an extension to August 2025 is in the process of being negotiated by DHSC. In addition to additional costs being charged in respect of a significant data centre move in 2020/21, these negotiations also include additional payments to IBM from August 2020-August 2022 to cover contract losses in order to negotiate more realistic charges in the contract extension period.

We continue to meet regularly with DHSC colleagues to fully understand the additional costs and the risk surrounding the timing of these included in the forecast. A further update will be provided as soon as an updated position for 2020/21 is available. As an indicator, the potential impact per NHS organisation is summarised in the table below:

Organisation	Assignment Count	Sep 2020 Org %	Initial Forecast	Revised Forecast	Increase
Aneurin Bevan UHB	14,115	14.23%	303,530	441,230	137,700
Betsi Cadwaladr UHB	19,175	19.33%	412,341	599,404	187,064
Cardiff & Vale UHB	15,580	15.71%	335,034	487,026	151,992
Cwm Taf Morgannwg UHB	12,574	12.68%	270,392	393,059	122,667
HEIW	469	0.47%	10,085	14,661	4,575
Hywel Dda UHB	10,681	10.77%	229,685	333,885	104,200
Powys LHB	2,362	2.38%	50,793	73,835	23,043
Public Health Wales	1,996	2.01%	42,922	62,394	19,472
Swansea Bay UHB	13,452	13.56%	289,273	420,505	131,232
NWSSP	2,057	2.07%	44,234	64,301	20,067
Velindre Trust Exc NWSSP	2,826	2.85%	60,771	88,340	27,569
WAST	3,903	3.93%	83,930	122,007	38,076
NHS Wales	99,190	100.00%	2,132,990	3,100,648	967,658

Oracle SIP Fund

NWSSP hosts the Oracle Central Team e-Business Services which receives its funding via contributions from individual Health Boards and Trusts. The contributions received, as well as funding the operating costs of the team, are used to build up a fund for investment in Oracle and BI developments and future hardware acquisition. It is forecast that this fund will total circa £1m at the end of 2020/21. The utilisation of this fund was reviewed at the STRAD meeting on 24th November 2020 and the potential for these funds to be returned to health organisations at the end of the financial year was considered as a possible option.

It is now looking increasingly likely that these funds will be returned to health organisations in 2020/21, the likely share to each organisation based on their contribution percentages would be:

	SIP Fund share
Swansea Bay	151,298
Aneurin Bevan	145,496
BCU	173,592
C&V	130,974
Cwm Taf	83,771
Hywel Dda	114,187
Powys	29,763
PHW	45,812
Velindre	50,311
WAST	32,508
NWSSP	40,856
HEIW	9,494
TOTAL	1,008,062

Capital

The table below identifies the apportionment and year to date spend against our discretionary and additional capital allocations.

Scheme	Allocation £000	YTD Spend £000	Balance Outstanding £000
Hardware/Software Programme	300	182	-118
New Premises Fit Out	50	0	-50
Temporary Medicines Unit	10	10	0
EV Charging Points	28	28	0
Warehouse Management Equipment	24	0	-24
SMTL IT Equipment	7	3	-4

Scheme	Allocation £000	YTD Spend £000	Balance Outstanding £000
SMTL Air-Conditioning Replacement	22	0	-22
SES Decontamination Testing Kit	6	6	0
SMTL - Surgical Gown Testing & Climatic Chamber	18	0	-18
Timeware upgrade	15	0	-15
Contingency	120	0	-120
Discretionary Capital Total	600	229	-371
National Workforce Reporting System	163	163	0
NHAIS Replacement Service	253	253	0
COVID 19 Pharmacy Equipment 20/21	158	158	0
COVID 19 Pharmacy Equipment 20/21-Automated Syringe Filling Pumps	108	108	0
Pharmacy Equipment-Pre Prepared Sterile Medicines	271	271	0
COVID-19 IT Equipment	444	438	-6
COVID-19 National Assets	1,870	1,870	0
COVID-19 SMTL Testing Equipment	12	12	0
COVID-19 Picketston Storage Facility	296	46	-250
COVID-19 IP5 racking & forklift	140	0	-140
Medical Examiner IT Equipment	50	0	-50
Capital receipt from Sale of Land in Denbigh		-130	-130
Prior year capital credits		-34	-34
Additional Capital Total	3,765	3,155	-610
TOTAL CAPITAL ALLOCATION	4,365	3,384	-981

Discussions are ongoing with service colleagues to ensure that all capital funds allocated are utilised in full.

We continue discussions with Welsh Government regarding accessing any capital slippage funding in 2020/21 and have provided a prioritised list of additional requests for consideration.

Welsh Risk Pool – November 2020

Resource 2020/21

The indicative Welsh Government (WG) allocation for the year is **£107m** for clinical negligence and personal injury claims and a **£1.259m** allocation for Redress.

As at the end of Month 8 a total of **£63.134m** has been utilised by the WRP and a detailed breakdown is provided with the 2019/20 comparator.

The WRP creditor balance has reduced from **£127.4m** in M7 to **£113.3m** in M8 following reimbursements of £20m approved at the November WRP committee. Half of the value relates to reimbursements to just one Health Board. The creditor

balance remains high compared to previous years and is a reflection of the backlog of cases deferred or not yet submitted by the Health Boards due to the Learning from Events requirements.

Overall, expenditure is higher than it was at this point in 2019/20 although the DEL forecast has remained relatively stable over the past few months with an expected yearend outturn comparable to last year. The higher expenditure at Month 8 compared to 2019/20 is due to the expected timing of settlements during the year rather than an indicator of a significant increase in expenditure for 2020/21.

Expenditure above the core allocation is recouped via the Risk Share Agreement for core claims growth.

Prior to 2020/21, additional funds required for the change to the Personal Injury Discount Rate were provided via HM Treasury to the Welsh Government. From 2020/21 this will form part of the core allocation funded via Welsh Government.

DEL Forecast Expenditure 2020/21

The DEL forecast follows receipt of the Month 8 Health Board and Trust returns and a detailed review of high value cases expected to settle this year by L&Rs solicitors.

The forecast has remained relatively stable since Month 4 within a range of £120-£122M from the detailed review each month. Therefore, the forecast outturn and Risk Share assumptions remain unchanged from the IMTP values previously reported.

However, claimant preference might not yet be known or can change quite late in negotiations so there remains the risk of a significant overspend. High value cases in the forecast could potentially settle with a higher lump sum than estimated or on a lump sum basis only. We will continue to track this risk closely in the final quarter of the year and keep DoFs and Welsh Government informed of any changes to our assumptions on the forecast and risk share.

The assumptions in the forecast are as follows:-

- 100% provided for cases with RTM's planned or highly likely
- 40% provided for less certain high value cases
- 40% for cases with cashflows in year less than £200K
- 50% PPO assumption for high value cases

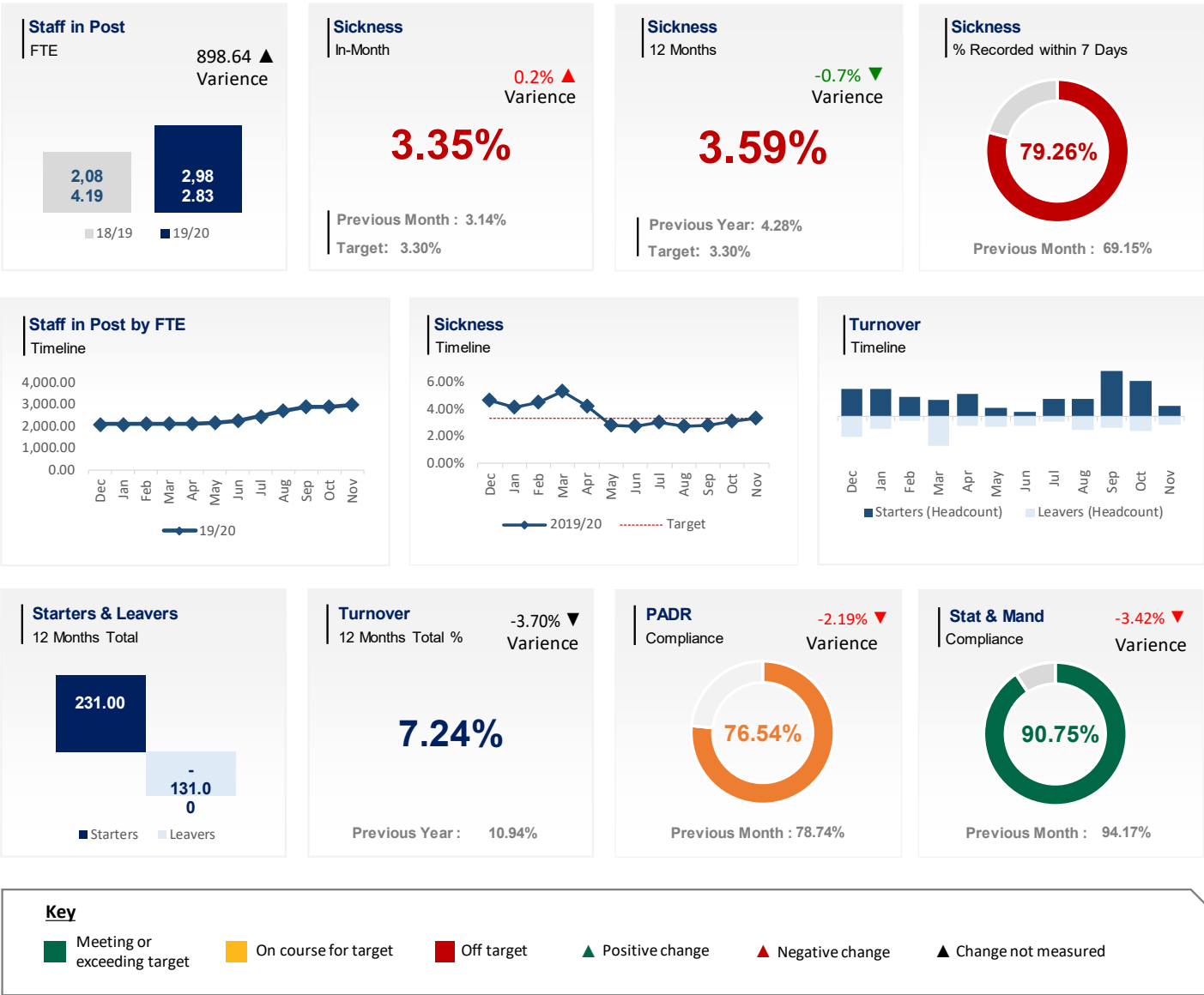
Individual high value cases over £200K are reviewed individually on a monthly basis to track case progression.

A summary of the key risks associated with the above forecast is set out below:

- Identifying and estimating the timing of settlements for individual high value cases to be included in the forecast for this year;
- Estimating the balance of lump sum to PPO within the overall quantum for each case. Larger lump sums than expected will add pressure to the DEL budget;
- The risk of settlements on a lump sum basis only when a PPO arrangement for at least part of the settlement had been expected;
- Identification of core growth vs PIDR impact as each are funded via separate funding streams;

WORKFORCE INFORMATION

Summary

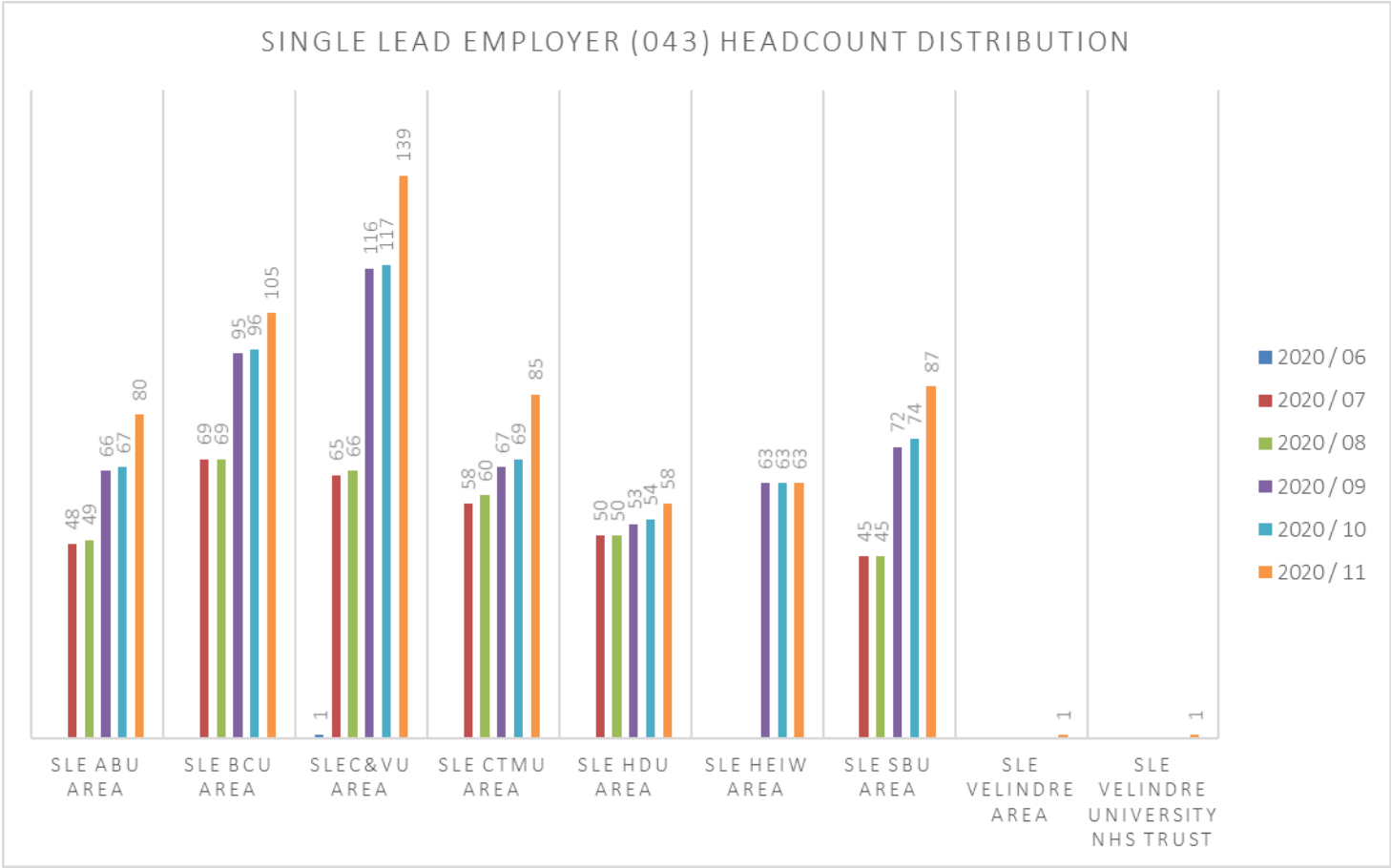


NWSSP STAFF IN POST

The table below outlines the directly employed contracted full time equivalent (FTE) and headcount figures for NWSSP as at 30th November 2020:

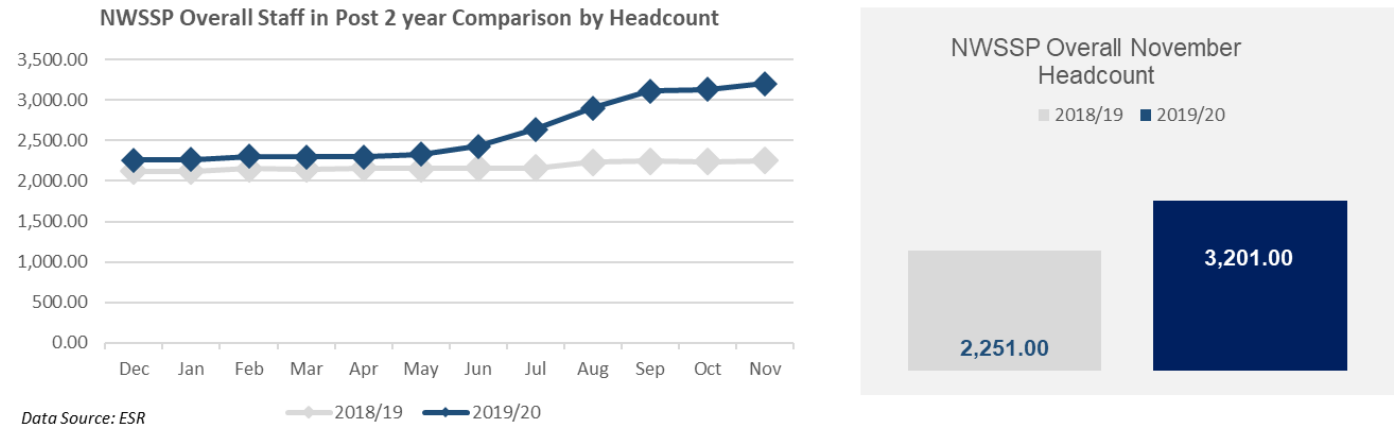
Section	Headcount		FTE		Headcount Change	
	Oct 20	Nov 20	Oct 20	Nov 20	Headcount Change +/-	Headcount Change +/- %
Accounts Payable Section	134	136	128.35	130.35	2.00 ▲	1.47%
Audit & Assurance Section	52	51	49.66	48.76	-1.00 ▼	-1.96%
Corporate Section	69	69	63.71	63.71	0.00	0.00%
Counter Fraud Section	7	7	7	7	0.00	0.00%
Digital Workforce Solutions Section	15	15	14.6	14.6	0.00	0.00%
E-Business Central Team Section	12	11	11.13	10.13	-1.00 ▼	-9.09%
Employment Section	358	358	326.45	326.77	0.00	0.00%
Finance Section	29	31	27.46	29.46001	2.00 ▲	6.45%
Single Lead Employer Section	1264	1335	1195.45	1263.2	71.00 ▲	5.32%
Legal & Risk Section	128	129	117.97	119.17	1.00 ▲	0.78%
Medical Examiner Section	31	31	11.30	11.3	2.00 ▲	6.45%
Primary Care Section	307	306	282.06	280.46	-1.00 ▼	-0.33%
Procurement Section	619	619	579.42	578.82	0.00	0.00%
Specialist Estates Section	49	48	48.11	47.11	-1.00 ▼	-2.08%
Surgical Materials Testing (SMTL) Section	20	21	18.32	19.32	1.00 ▲	4.76%
Welsh Employers Unit Section	4	4	3.80	3.8	0.00	0.00%
Workforce & OD Section	30	30	28.79	28.87	0.00	0.00%
NWSSP Overall	3128	3201	2913.58	2982.83	73.00 ▲	2.28%

The graph below shows the distribution of the SLE headcount by Health Board area:



Nwssp Overall Headcount Trajectory

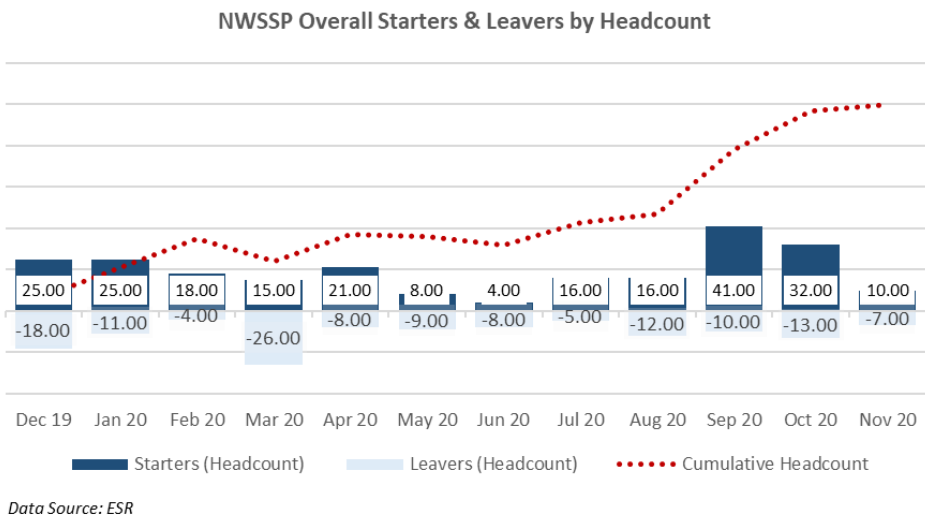
The graph below shows the rolling 12-month headcount trajectory compared to the same period for the previous year.



The significant increase in headcount is attributable to the growth in our Single Lead Employer activity within VPD 120.

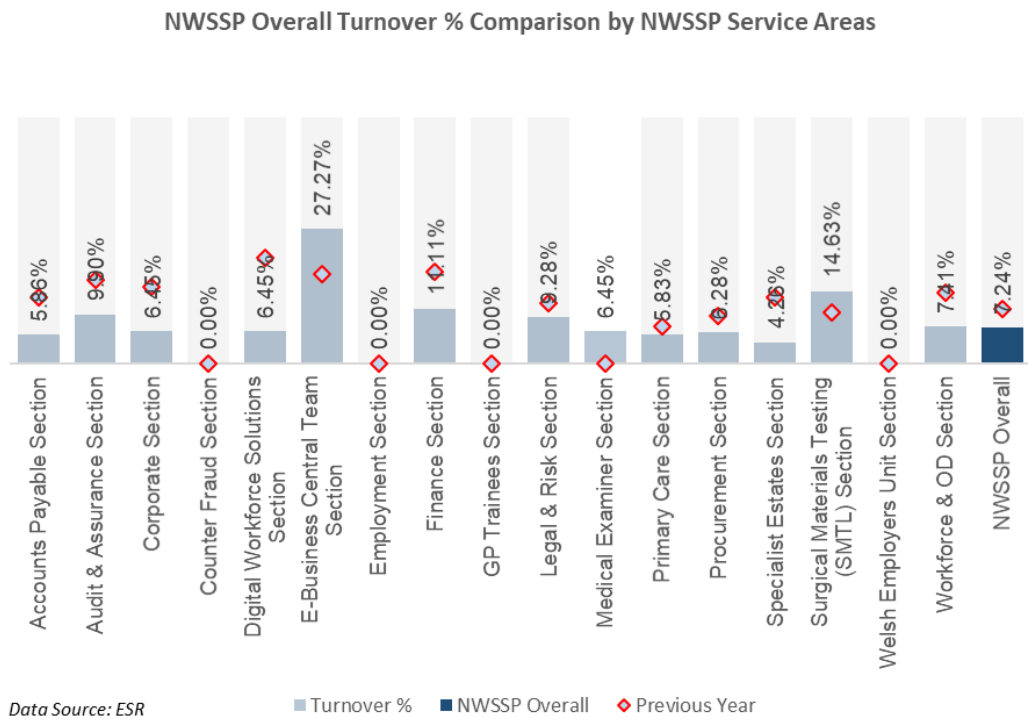
Staff Turnover

The turnover rate for NWSSP from 1st December 2019 to 30th November 2020 is **7.24%** compared to **10.94%** for the same period last year.



This graph shows the starters and leavers in NWSSP from December 2019 to the end of November 2020. GP Trainees and Bank workers are excluded from this

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



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

ing NWSSP over the last 12 months are:

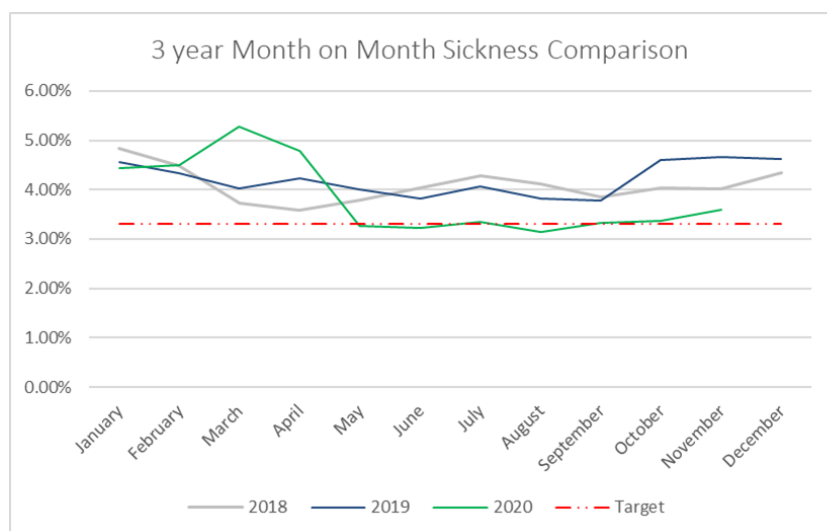
g Reasons		Headcount
	romotion	28
	ther/Not Known	25
3	Retirement Age	20

Other reasons for absence during this period include flexi retirement (9); relocation (8); and end of fixed term contract (7)

Of **131** staff that left the organisation between December 2019 and November 2020, **85** staff left through voluntary resignation, equivalent to **64%** of all terminations. **0** dismissals occurred in November 2020.

SICKNESS ABSENCE

The chart below shows the average sickness absence rate for NWSSP for the three years, 2018, 2019 and 2020:



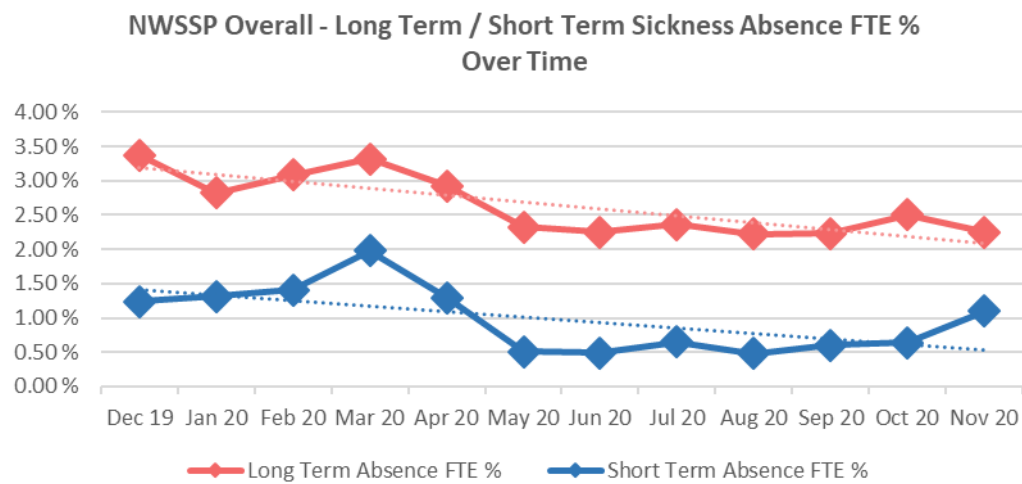
	2018	2019	2020	Target
January	4.83%	4.56%	4.44%	3.3%
February	4.48%	4.33%	4.50%	3.3%
March	3.72%	4.02%	5.29%	3.3%
April	3.59%	4.23%	4.79%	3.3%
May	3.78%	4.00%	3.26%	3.3%
June	4.04%	3.83%	3.22%	3.3%
July	4.28%	4.07%	3.36%	3.3%
August	4.12%	3.81%	3.14%	3.3%
September	3.86%	3.78%	3.33%	3.3%
October	4.04%	4.60%	3.38%	3.3%
November	4.02%	4.66%	3.60%	3.3%
December	4.34%	4.61%		3.3%

After a minor increase in July, which is consistent with previous years, there continues to be a downward trajectory from the previous two years – 4.02% in 2018 to 4.66% in 2019 and **3.60%** in November 2020.

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

The in-month sickness absence rate for November 2020 was **3.35%**, which is a **0.2% point increase** from the October 2020 position and **0.72% point increase** on September 2020. The 12-month absence to 30th November 2020 is however **0.7% lower** at **3.59%** (4.28% November 2019).

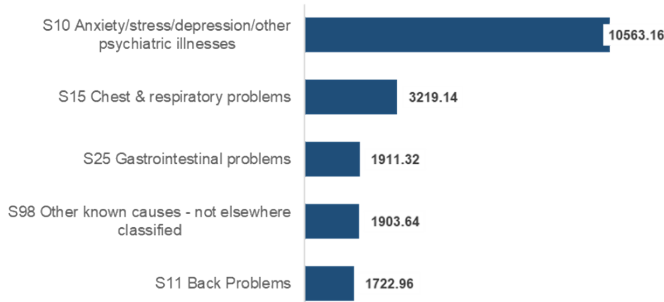
The 12-month trend in Long Term versus Short Term Sickness absence for the period 1st December 2019 to 30th November 2020:



Reasons for Sickness Absence

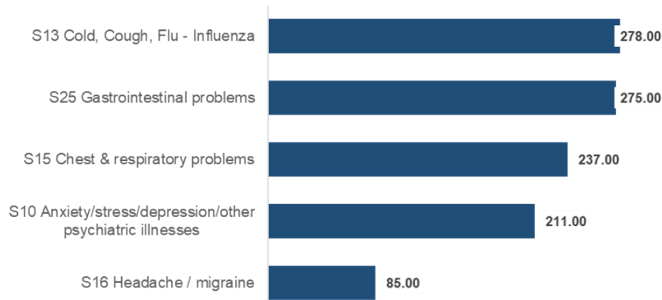
The charts below show the top five reasons for sickness absence (by headcount and FTE respectively) within NWSSP for the period 1st December 2019 to 30th November 2020:

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



Data Source: ESR

NWSSP Overall - Top 5 Absence Reasons by Headcount for 12 Months



Data Source: ESR

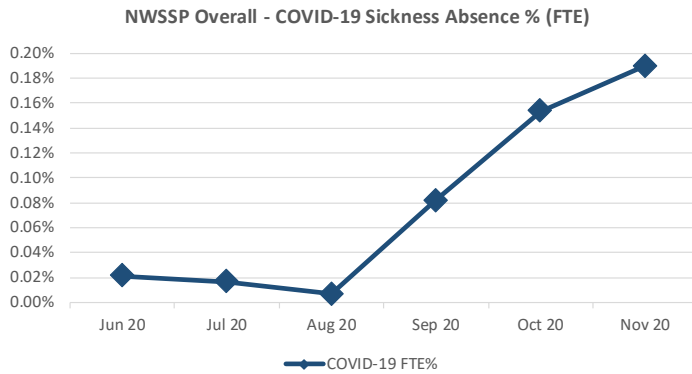
Anxiety, stress and depression continue to account for the greatest number of days lost due for sickness absence within NWSSP with just over 10,563 hours lost per annum. These hours lost could be reflective of the long term nature of such absences. It should be noted that there is a notable increase in this from the figures reported the previous month.

NWSSP has numerous avenues of support for those suffering with their mental health, including the introduction of the Mental Health First Aiders Programme; the Peer Support Programme for COVID-19; and our Employee Assistance Programme.

Interestingly, when you compare the hours lost to the number of absences by headcount, cold, cough and flu; and gastrointestinal problems account for the greater number of absences. This is further highlighted in the data that looks at occurrences over the last 12 months. These occurrences again may reflect the short-term nature of absences.

Covid-19 Absence

Analysis 6: This analysis shows COVID-19 sickness absence % (FTE)



Data Source: ESR

Please note: Infection Precaution and Medical Suspension are not classed as sickness absence and are not included when calculating sickness percentage.

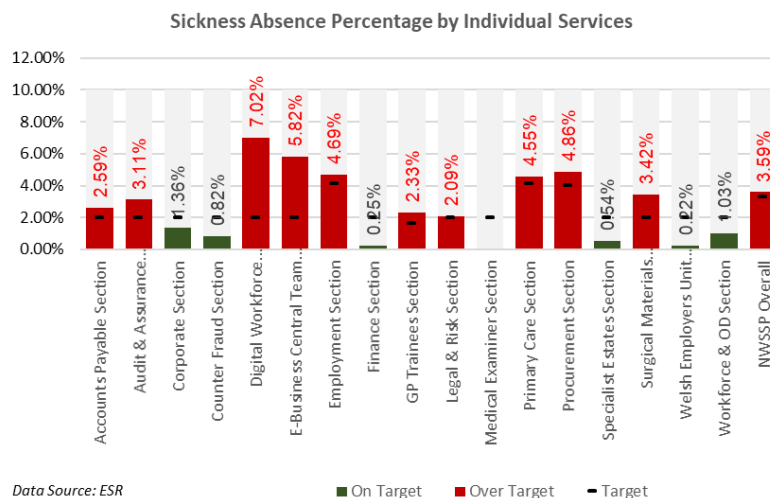
COVID-19 Related Absence at 30 November 2020	
Open Absence Infection Precaution	Open Absence Medical Suspension
14	2
Open Absence - COVID-19	Risk Assessment Compliance %
6	75.68%

As can be seen, Covid-19 related has increased substantially since August. It should be noted that in August 68 related COVID absences were reported. However, whilst figures for September and October represented infection precaution rates of 51 and 53 respectively, November has seen a dramatic reduction in these absences to 14. This difference does not resonate with the anecdotal feedback being provided by services, some of whom have seen service numbers reduced due to Track and Trace self-isolation guidance. There could however be delays in recording the absence due to increased pressures on the same services.

Those under medical suspension, has increased from 1 to 2 in the same monthly period. Related absences are still occurring, so we will continue to report on this over the coming months.

Sickness Absence by Service

The chart below shows the average sickness absence rate for each service from 1st December 2019 to 30th November 2020:

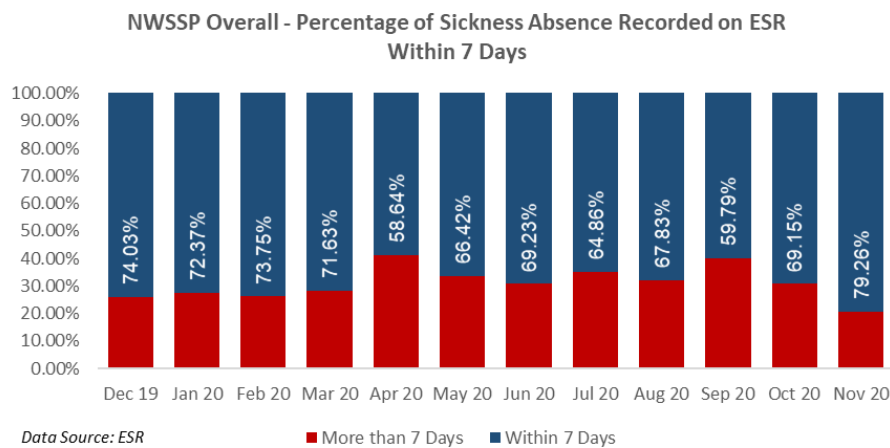


Data Source: ESR

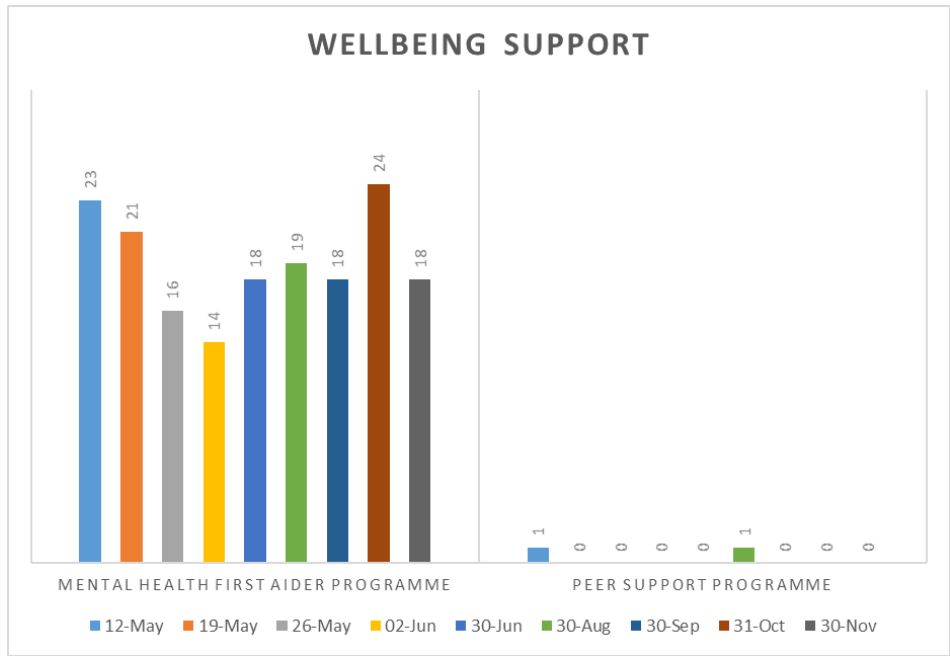
Percentage of Absence Entered Within 7 days

Much of the data presented in this report is correct at the time that it is drawn down from ESR. Figures in the next report for the same period may alter due to a lag time in the entering of this data.

The graph below shows the percentage of absences entered into ESR within 7 days of the first day of absence, in the period 1st December 2019 to 30th November 2020. Accurate and timely entry of sickness absence information into ESR is fundamental to ensuring accurate payment of staff and informed reporting. It should also be noted that this is a requirement of all managers as part of the NWSSP Core Organisational Objectives developed to support the application of the Pay Progression Policy.



Wellbeing Support



98.84% of our wellbeing support to date has been provided by the Mental Health First Aiders.

The Peer Support Programme is currently being reviewed due to see how this can increase its impact across the organisation.

All Wales Risk Assessment Completion

As of 14th December 2020, 64.63% of risk assessments have been completed. The table below provides a breakdown of completion rates per division. The table now includes data from VPD 043 aswell as VPD120. The SLE team are regularly chasing Trainees to complete their COVID Risk Assessments as all Trainees can now access their e learning accounts.

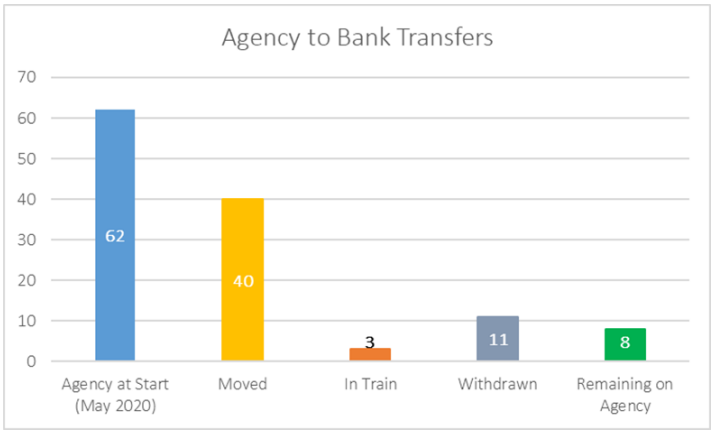
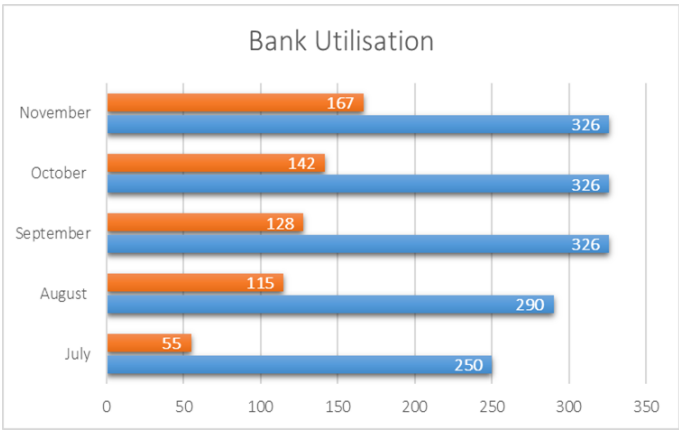
Service	No. in Service	No. Completed	% Completed per Service 14.12.20	% Completed per Service 18.11.20	% Change on previous period	Comments
043 Single Lead Employer ABU Area	82	2	2.44%			
043 Single Lead Employer BCU Area	109	1	0.92%			
043 Single Lead Employer C&VU Area	146	7	4.79%			
043 Single Lead Employer CTMU Area	88	4	4.55%			
043 Single Lead Employer HDU Area	57	3	5.26%			
043 Single Lead Employer HEIW Area	62	16	25.81%			
043 Single Lead Employer SBU Area	86	5	5.81%			
043 Single Lead Employer Vel Area	1		0.00%			
120 NWSSP Accounts Payable Section	137	134	97.81%	99.25%	-1.44%	Increase in staffing numbers of 3
120 NWSSP Audit & Assurance Section	51	49	96.08%	96.15%	-0.08%	Increase in staffing numbers of 1
120 NWSSP Corporate Section	65	62	95.38%	86.96%	8.43%	Reduction in staffing numbers of 1
120 NWSSP Counter Fraud Section	7	7	100.00%	100.00%	0.00%	
120 NWSSP Digital Workforce Solutions Section	15	13	86.67%	86.67%	0.00%	
120 NWSSP E-Business Central Team Section	11	11	100.00%	100.00%	0.00%	Reduction in staffing numbers of 1
120 NWSSP Employment Section	360	273	75.83%	73.33%	2.50%	Increase in staffing numbers of 2
120 NWSSP Finance Section	31	30	96.77%	93.10%	3.67%	Increase in staffing numbers of 2
120 NWSSP GP Trainees Section	673	368	54.68%	47.44%	7.24%	Reduction in staffing numbers of 6
120 NWSSP Legal & Risk Section	132	125	94.70%	91.47%	3.22%	Increase in staffing numbers of 2
120 NWSSP Medical Examiner Section	22	11	50.00%	47.83%	2.17%	Increase in staffing numbers of 8
120 NWSSP Primary Care Section	301	294	97.67%	96.74%	0.93%	Reduction in staffing numbers of 3
120 NWSSP Procurement Section	588	513	87.24%	74.11%	13.13%	Increase in staffing numbers of 3
120 NWSSP Specialist Estates Section	47	47	100.00%	97.96%	2.04%	Reduction in staffing numbers of 1
120 NWSSP Surgical Materials Testing (SMTL) Section	21	20	95.24%	95.00%	0.24%	Increase in staffing numbers of 1
120 NWSSP Welsh Employers Unit Section	4	1	25.00%	25.00%	0.00%	
120 NWSSP Workforce & OD Section	31	25	80.65%	80.00%	0.65%	Increase in staffing numbers of 1
Grand Total	3127	2021	64.63%	73.03%	-8.40%	Increase in staffing numbers of 12

BANK AND AGENCY

Bank Usage

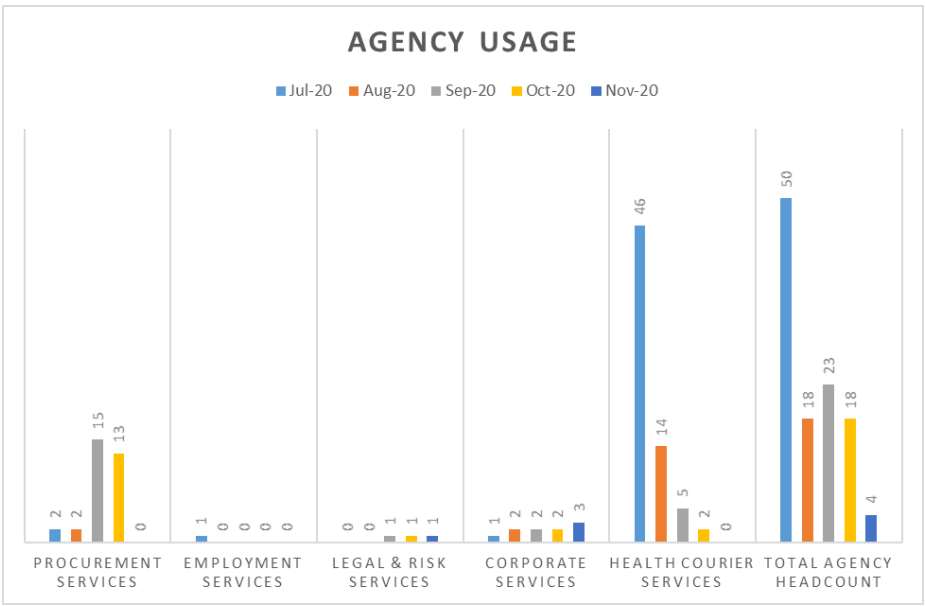
At present we have 326 Bank Workers on our books. Bank usage continues to grow with 167 Bank Workers being utilised in November 2020 an increase of 25 on the previous month.

Over the coming months we are likely to see an increase in the use of the Bank to support winter pressures and usual increases in demand across services at this time. The Winter plan requirements have been sent to the Head of the Bank who is formulating a plan on how these can be resourced. We also continue to receive requests on a regular basis for various posts and bands, therefore in order to meet these needs and provide a proactive service to NWSSP an external communication will be going out shortly on social media platforms promoting NWSSP bank and asking for any expressions of interest/CV's to be sent into the Workforce & OD Action Point.



Agency Usage

Data provided by Finance suggests that in November 2020 we engaged a total of 4 workers from Agencies, of those 3 were placed within Corporate Services, accounting for 75% of the total placements, and 1 within Legal & Risk Services (25%).





GIG
CYMRU
NHS
WALES

Partneriaeth
Cydwasaethau
Shared Services
Partnership

AGENDA ITEM:6.2
21 JANUARY 2021

The report is not Exempt

Teitl yr Adroddiad/Title of Report

NWSSP Corporate Risk Update – January 2021

**ARWEINYDD:
LEAD:**

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

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

Llywodraethu/Governance

**Amcanion:
Objectives:**

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

**Tystiolaeth:
Supporting
evidence:**

-

Ymgynghoriad/Consultation:

The Senior Management Team (SMT) reviews the Corporate Risk Register on a monthly basis. Individual Directorates hold their own Risk Registers, which are reviewed at local directorate and quarterly review meetings.

Adduned y Pwyllgor/Committee Resolution (insert ✓):

DERBYN/ APPROVE		ARNODI/ ENDORSE		TRAFOD/ DISCUSS		NODI/ NOTE	✓
Argymhelliad/ Recommendation		The Committee is asked to NOTE the report.					

Crynodeb Dadansoddiad Effaith: Summary Impact Analysis:	
Cydraddoldeb ac amrywiaeth: Equality and diversity:	No direct impact
Cyfreithiol: Legal:	Not applicable
Iechyd Poblogaeth: Population Health:	No impact
Ansawdd, Diogelwch a Profiad y Claf: Quality, Safety & Patient Experience:	This report provides assurance to the Committee that NWSSP has robust risk management processes in place.
Ariannol: Financial:	Not applicable
Risg a Aswiriant: Risk and Assurance:	This report provides assurance to the Committee that NWSSP has robust risk management processes in place.
Safonau Iechyd a Gofal: Health & Care Standards:	Access to the Standards can be obtained from the following link: http://www.wales.nhs.uk/sitesplus/documents/1064/24729_Health%20Standards%20Framework_2015_E1.pdf Standard 1.1 Health Promotion, Protection and Improvement
Gweithlu: Workforce:	No impact
Deddf Rhyddid Gwybodaeth/ Freedom of Information	Open. The information is disclosable under the Freedom of Information Act 2000.

NWSSP CORPORATE RISK REGISTER UPDATE November 2020

1. INTRODUCTION

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

2. RISKS FOR ACTION

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

Current Risk Rating	January 2021
Red Risk	3
Amber Risk	14
Yellow Risk	1
Green Risk	0
Total	18

2.1 Red-rated Risks

Risk A1 - Demise of the Exeter Software System

The replacement of the GMS systems continues to be on track and we are now undertaking the checking process for validation of the new system. A period of dual running is due to commence shortly to ensure the accuracy of the new system, with a partial go-live scheduled for March for Swansea Bay UHB. Full go-live for all Health Boards will commence from 1 April. The planned implementation of the Capita system in NHS England is also due to go-live on 1 April but Capita have asked NHS Digital for six months of continued contingency cover. If there were therefore any issues with the Northern Ireland system, we would have a further six months to resolve them.

Risk A2 – Threat of No-Deal BREXIT

The signing of a deal immediately prior to Christmas was good news but for the time being the risk will stay red while the implications of the deal are considered.

Risk A3 - NHS Digital were planning to withdraw the Ophthalmic Payment service from the end of March 2020.

The in-house development of the replacement Ophthalmology Payments system is on track, and a number of Health Boards went live with this before Christmas. The remaining Health Boards will go-live by 31 March.

2.2 New/Deleted Risks

One risk has been added since the last meeting of the SSPC. This relates to the transfer of approximately 250 laundry staff to NWSSP in April 2021 under TUPE arrangements.

3. RISKS FOR MONITORING

There is one risk that has reached its target score and which is rated as follows:

Current Risk Rating	January 2021
Red Risk	0
Amber Risk	0
Yellow Risk	1
Green Risk	0
Total	1

4. ASSESSMENT/GOVERNANCE & RISK ISSUES

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

5. RECOMMENDATION

The Committee is asked to:

- **NOTE** to the Corporate Risk Register as at January 2021.

Corporate Risk Register





Ref	Risk Summary	Inherent Risk			Existing Controls & Mitigations	Current Risk			Further Action Required	Progress	Trend since last review	Target & Date
		Likelihood	Impact	Total Score		Likelihood	impact	Total Score				
Risks for Action												
A1	The Northern Ireland model procured to replace the NHAIS system fails to deliver the anticipated benefits within required timescales impacting the ability to pay GPs (Original risk added April 2017)	4	5	20	Legal Counsel advice received. PMO Support Project and Programme Boards in place Heads of Agreement signed	3	5	15	Programme and Project Boards to review progress in lead-up to go-live date for GP payments. Sign off contract extension to March 2021 with NHS Digital.	Work is on-going with Northern Ireland to implement the new system to allow 3 months parallel running with a go-live date in April. Roll-out of the Capita system in England has again been delayed with the existing service being available until at least September 2021.	➡	31-mar.-21
	Escalated Directorate Risk									Risk Lead: Director of Primary Care Services		
A2	Risks to continuity of supplies and services to NHS Wales resulting from a no-deal Brexit (added Apr 2019)	5	5	25	Storage facility in place (IP5) that has been adequately stocked to cope with a no-deal Brexit. BREXIT Mobilisation Team BREXIT Group which includes WG representation.	3	5	15	Review of Critical Care Items being undertaken. Review of NSDR arrangements. Clinical Decision making arrangements to be raised with Medical Directors.	The signing of a deal immediately prior to Christmas was good news but for the time being the risk will stay red while the implications of the deal are considered.	➡	31-jan.-21
	Strategic Objective - Customers									Risk Lead: Director of Procurement Services		
A3	NHS Digital are withdrawing the Ophthalmics Payment service from the end of September 2020. (Added June 2019)	5	5	25	Contingency arrangements in place in the event of NHS Digital switching off services before new solution in place. Programme Board established.	3	5	15	Developing in-house solution making use of K2 software. This was used to develop the Student Awards Service. The decision to move to a bespoke development and not to engage with CAPITA relates mainly to the fact that WG sources suggest a move away from the	The in-house development of the replacement Ophthalmology Payments system is on track, and a number of Health Boards went live with this before Christmas. The remaining Health Boards will go-live by 31 March.	➡	31-mar.-21
	Escalated Directorate Risk									Risk Lead: Director of Primary Care Services		
A4	NWSSP's lack of capacity to develop our services to deliver further efficiency savings and introduce innovative solutions for NHS Wales and the broader public sector. The restrictions on availability of capital due to COVID may increase the profile of this risk. (Added April 2017)	4	4	16	IMTP Horizon scanning days with SMT and SSPC to develop services Established new Programme Management Office (PMO) IT Strategy Regular reporting to SMT and SSPC	2	4	8	1. Implementation of project management software (AB) 2. Invest in Robotic Process Automation (AB)	1. Procurement pilot project completed - currently being rolled out in NWSSP 2. RPA pilot in progress - update to July SMT and further update to Dec 2019 SMT	➡	31-mar.-21
	Strategic Objective - Service Development									Risk Lead: Director of Finance & Corporate Services		
A5	Suppliers, Staff or the general public committing fraud against NWSSP. (added April 2019)	5	3	15	Counter Fraud Service Internal Audit WAO PPV National Fraud Initiative Counter Fraud Steering Group Policies & Procedures Fraud Awareness Training Fighting Fraud Strategy & Action Plan	4	3	12	1. Make better use of NFI (PS 31/12/20) 2. Produce Action Plan from Audit Wales "Raising ourGame" report (PS 31/03/21)	Risk increased due to COVID-19 and significant increase in expenditure. Further Audit Wales report demonstrates that NHS Wales is in a good place for fraud prevention and detection compared to Central and Local Government but there are still further actions to be undertaken. Struggling to get access to NFI - being taken through DoFs.	➡	31-mar.-21
	Strategic Objective - Value For Money									Risk Lead: Director of Finance & Corporate Services		
A6	Risk of cyber attack exacerbated if NWSSP, or other NHS Wales organisations, run unsupported versions of software. (added Apr 2019)	5	5	25	Cyber Security Action Plan Stratia Consulting Review IGSG Information Governance training Mandatory cyber security e-learn introduced Dec 19 Internal Audit review - Reasonable Assurance (April 2020)	2	5	10	Follow up progress with Cyber Security Plan (PS On-going) Move all desktop devices to Windows 10 by the Windows 7 end of support (PS 31/03/21)	Nick Lewis presented update to October 2019 Audit Committee and August 2020 Informal SMT. E-learn introduced during 2020. Windows 10 migration delayed by COVID but almost complete as at Dec 20 HEIW have recently been the subject of a hacking attack.	➡	31-mar.-21
	Strategic Objective - Service Development									Risk Lead: Director of Planning, Performance & Informatics		
A7	The failure to engage with appropriate specialists (e.g. H&S/Fire Safety, Information Security/IG) sufficiently early enough when considering major developments may result in actions being taken that do not consider all relevant potential issues.	4	4	16	In-house H&S and Fire Safety Expertise Role of PMO	3	4	12	PMO to ensure that Project Officers consult appropriately at outset of project.	All organisations contributing towards a Fire & Evacuation Strategy for IP5.	➡	31-mar.-21
	Strategic Objective - Service Development									Risk Lead: Director of Workforce and OD		

A8	The transfer of approximately 250 laundry staff to NWSSP under TUPE arrangements many not proceed smoothly impacting the reputation of NWSSP in NHS Wales, and leading to further delays with the implementation of the Laundry Programme	4	4	16	All-Wales Programme Business Case Programme Board	3	4	12	Workforce workstream to oversee the TUPE arrangements.	PBC approved by WG in November 2020.Update provided to SSPC in November 2020.	✱	31-mar.-21
	Strategic Objective - Service Development									Risk Lead: Director of Workforce and OD		
A9	There is an increased fire risk with a consequence for protection of buildings at Alder House, Brecon House and Matrix House due to a lack of compartmentation in the roof space. (added Feb 2020)	2	5	10	Fire Safety Officer Risk Assessment - assessed risk to life as low - Update Paper to Feb, May and November SMTs.	2	5	10	Discrete fire risk assessments to be undertaken for each site and results reported back to February 2021 SLT.	Landlords consider any work on compartmentation to be our responsibility. SES reported to Nov 2020 SLT where it was agreed that the risk to life is very low. Further discrete risk assessments to be undertaken and reported back to Feb 2021 SLT.	➡	28-feb.-21
	Strategic Objective - Staff									Risk Lead: Director of Workforce and OD		
COVID-19 Risks												
CV1	The total quantum for funding for addressing Covid-19 across Wales remains fluid and uncertain. There is a risk that the organisation's operational cost of addressing the pandemic cannot be contained within available funding resulting in a potential breach of the planned outturn for 2020-21.	5	5	25	Financial modelling and forecasting is co-ordinated on a regular basis; Financial reporting to Welsh Government on local costs incurred as a result of Covid-19 to inform central and local scrutiny, feedback and decision-making; Oversight arrangements in place at SMT level, and through the command structure. Financial Governance Committee considers VFM in all expenditure	2	5	10	Ensure that the costs directly associated with COVID-19 are identified and accurately captured. Provide regular updates to Welsh Government.	WG have agreed funding of projected total expenditure of £8m for full financial year.	⬇	31-mar.-21
										Risk Lead: Director of Finance & Corporate Services		
CV2	By requiring our staff to continue working we expose them to a greater risk of being infected with COVID-19 which may cause them significant health problems.	5	5	25	All staff encouraged to work from home where possible. Risk Assessments undertaken for all staff. Social Distancing measures in place in each office. Any staff displaying any symptoms told not to come into office or go home immediately. Testing for front-line staff Weekly Site Leads' meetings to assess position in each office. Provision of hand sanitisers and soap. Enhanced Cleaning services Notices in all buildings reminding of good hygiene practices. Regular SMT walk-arounds of all sites. COVID-19 Adapt and Future Change Group More flexible building opening times	2	5	10	Continue to monitor effectiveness of current measures through Site Leads and the weekly Site Leads meeting.	Current measures seem to be effective. Large numbers of staff are working from home and social distancing measures are in place for those staff who need to continue to come into work. Daily reporting of absences shows that the numbers of staff reporting COVID-19 like symptoms continues to fall. The regular meetings of the Site Leads provide on the ground information in real time and the Site Leads Meeting includes direct representation from the COVID-19 Planning and Response Group so that matters can be escalated appropriately. Risk assessment exercises completed. 2nd Staff Survey reported in Dec and demonstrates that staff satisfaction with current arrangements is being sustained.	➡	31-mar.-21
										Risk Lead: Senior Management Team		
CV3	NWSSP are unable to procure sufficient orders of PPE, medical consumables and equipment resulting in clical staff being able to treat patients safely and effectively. This risk may be exacerbated due to the potential need to supply Social Care, Primary Contractors, Carers and even retailers and train passengers. The continuing global difficulties with China also increases this risk.	5	5	25	PPE Winter Plan Finance Governance Committee Streamlined arrangements for Trust Board and WG approvals Increased limits approved for Scheme of Delegation. Regular meetings with UK and Welsh Government. Active involvement in UK Mutual Aid Schemes. Deloitte undertook consultancy work on behalf of WG to assist in this area. Internal Audit Review (Sept 2020)	2	5	10	Review being undertaken by Audit Wales (AB 31 Jan 21) - draft letter of initial findings produced December 20.	The PPE plan has been developed in consultation with key stakeholders, and includes the arrangements to distribute PPE to the wider Family Care Practitioners and Social Care sectors. As services across Wales start to open back up, demand for such equipment is increasing in line with our expectations. The Welsh Local Government Association have been a key partner in helping us to take this agenda forward with Local Authorities	➡	31-mar.-21
										Risk Lead: Director of Procurement Services		
CV4	NWSSP are unable to continue to provide business-critical services due to having insufficient numbers of staff available and able to undertake the work.	5	5	25	Identification of all business-critical services Redeployment of staff to business-critical services Increased provision of laptops and VPN Roll-out of Office 365 Use of Bomgar service for PCS Daily monitoring and reporting of absence figures. Weekly IT Update meetings. IT Update also given to weekly COVID-19 Planning & Response Group	2	5	10	Updated BCP document covering response to COVID and possible impact of future waves presented to August SMT, and September SSPC. Further investment in laptops to ensure that PCS staff are able to work remotely. Increase investment in softphones.	The daily report on staff absence shows that absence rates are falling. The investment in hardware and software has allowed large numbers of staff to work remotely with minimal problems thus far.	➡	31-mar.-21
										Risk Lead: Senior Management Team		

CV5	Staff wellbeing is adversely affected through concerns arising from COVID-19 either directly in terms of their health and that of their families, or financially from loss of income of a family member.	5	5	25	Regular communications to all staff Reminders of how to access Employee Assistance schemes Mental Health First Aiders Formal Peer Group with phone surgery times (includes Trade Union Leads) Staff Surveys Virtual Coffee Mornings with SLT	2	5	10	Implement action plan to respond to findings from staff surveys - monitored and managed through Adapt and Future Change Group.	As previously stated, absence rates are falling linked to COVID-19 symptoms. Communications are being issued on a regular basis and all Directors and Managers are tasked with regularly checking the health and well-being of their staff. 2nd Staff Survey results suggest that arrangements in place still viewed as largely positive.	➔	31-mar.-21
CV6	Current uncertainty over the specific requirements for Field Hospitals is impacting on storage facilities within NWSSP impacting current and future plans for their strategic use.	4	4	16	IP5 Board Additional facilities secured at Picketston	2	4	8	Seek clarification from Welsh Government on future plans for Field Hospitals. Undertake wider consideration of the IP5 SOC alongside the future requirement for equipment needed to deal with emergency situations. Seek additional storage capacity - particularly for Medical Records.	Discussions are on-going with Welsh Government with regards to the Strategic Outline Case for IP5. Welsh Government have also agreed to cover the running costs of the facility for the current financial year as part of the overall COVID and BREXIT contingency arrangements. We are awaiting news on further capital allocations to cover the costs of additional roller-racking for increased stock holding requirements.	➔	31-mar.-21
CV7	The impact of the pandemic on workload and also travel restrictions has meant that staff have largely not taken annual leave in the first few months of the year and may be equally less inclined to do so over the summer. This stores up the potential for large numbers of staff to be looking to take high volumes of annual leave in relatively short timeframes towards the end of the year, impacting on service delivery.	5	4	20	Relaxation of carry-over rules that might lead to a flattening of the curve in terms of large numbers of staff being off at the same time. Updated guidance on annual leave approved by Planning & Response Group on 2 June.	1	4	4	Monitor taking of annual leave through directorate SMTs.	Trade Unions largely supportive of measures which are being introduced on an all-Wales basis.	➔	31-mar.-21
CV8	Lack of clarity regarding the requirements of HCS, and the timescale for delivery, of assisting with distributing vaccines leads to an inability to plan effectively for this service.	4	4	16	CNS & Saline being provided by UK Government leaving only medical consumables as risk. Staff Group & Picking Area ring-fenced. Rapid Staff Induction process for Bank/Agency QA Process to manage Pack Quality Spare Fleet in place and arrangements with hire companies for additional vehicles at short notice Work undertaken with specialists to address known security threats	3	4	12	Need to ensure that HCS staff are treated as Priority 1 for vaccinations so that they are able to undertake this work.	Pfizer Vaccine approved for use on 2/12/2020 and now being rolled out. Potential for HCS to be asked to deliver to Community Pharmacists - meeting being held 11/1 to discuss. Update on SSPC agenda 21/1/21.	➔	31-mar.-21
CV9	GP Trainees, who are employed by NWSSP, are exposed to a level of risk of risk of catching COVID-19 but are outside the direct control and influence of NWSSP.	5	5	25	Risk Assessments by Education Supervisor - leads to decision on what PPE is to be provided. Tripartite Agreement	2	5	10	This was raised at the SLE Project Board Skype call on 27 May. The tripartite 'duties' agreement goes a long way to emphasising the health and safety at work responsibilities of the host. This will be pointed out at the meeting in the context of Covid-19 risks with emphasis on the risk assessment process.	The tripartite agreement was agreed by the Project Board on 7/9/2020 and sets out the general duties of the host organisation for all trainees employed by NWSSP including the general duty to provide a safe working environment. Vaccination of front-line staff will further mitigate this risk.	➔	31-mar.-21
Risks for Monitoring												
M1	Disruption to services and threats to staff due to unauthorised access to NWSSP sites. (Added May 2018)	5	4	20	Manned Security at Matrix CCTV Locked Gates installed at Matrix. Security Review Undertaken (reported Dec 18) Increased Security Patrols at Matrix.	1	4	4	Continue to monitor, and reissue comms to all staff to remind them of need to keep buildings and information secure. (PS 31/08/2020 - complete)	Security Review undertaken and reported to SMT in Dec 2018. No major findings and all agreed actions implemented or superceded.	➔	
	Strategic Objective - Staff									Risk Lead; Director Specialist Estates Services/Director of Finance and Corporate Services		

Key to Impact and Likelihood Scores						
		Impact				
		Insignificant	Minor	Moderate	Major	Catastrophic
		1	2	3	4	5
Likelihood						
5	Almost Certain	5	10	15	20	25
4	Likely	4	8	12	16	20
3	Possible	3	6	9	12	15
2	Unlikely	2	4	6	8	10
1	Rare	1	2	3	4	5
	Critical	Urgent action by senior management to reduce risk				
	Significant	Management action within 6 months				
	Moderate	Monitoring of risks with reduction within 12 months				
	Low	No action required.				

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

	New Risk
	Escalated Risk
	Downgraded Risk
	No Trend Change



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Cydwasaethau
Shared Services
Partnership

AGENDA ITEM:
21 January 2020

The report is not Exempt

Teitl yr Adroddiad/Title of Report

**Annual Report of Gifts, Hospitality & Sponsorship Declarations
2019-20**

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

The purpose of this report is to provide the Partnership Committee with a summary of the Gifts, Hospitality and Sponsorship declared within the reporting period, 1 April 2019 to 31 March 2020.

Llywodraethu/Governance

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

Ymgynghoriad/Consultation:

The NWSSP Gifts, Hospitality and Sponsorship Procedure was reviewed in July 2020.

Adduned y Pwyllgor/Committee Resolution (insert ✓):						
DERBYN/ APPROVE		ARNODI/ ENDORSE		TRAFOD/ DISCUSS		NODI/ NOTE
Argymhelliad/ Recommendation		The Committee is asked to NOTE the report.				
Crynodeb Dadansoddiad Effaith: Summary Impact Analysis:						
Cydraddoldeb ac amrywiaeth: Equality and diversity:		No direct impact.				
Cyfreithiol: Legal:		The Velindre NHS Trust Standards of Behaviour Framework Policy outlines arrangements within the organisation to ensure that staff comply with requirements, including recording and declaring potential conflicts of interest and offers gifts, hospitality and sponsorship, regardless of whether these have been accepted or declined. It is important to note that any private interest(s) does not conflict with NHS duties.				
Iechyd Poblogaeth: Population Health:		No impact.				
Ansawdd, Diogelwch a Profiad y Claf: Quality, Safety & Patient Experience:		The provision of high quality, safe and reliable care is dependent on good governance, leadership and accountability, which feature as overarching principles of the quality themes outlined in the Health and Care Standards.				
Ariannol: Financial:		Not applicable.				
Risg a Aswiriant: Risk and Assurance:		This report provides assurance to the Committee that NWSSP has transparent and robust governance processes in place to report on offers of gifts, hospitality and sponsorship, whether declined or accepted.				
Safonnau Iechyd a Gofal: Health & Care Standards:		The provision of high quality, safe and reliable care is dependent on good governance, leadership and accountability, which feature as overarching principles of the quality themes outlined in the Health and Care Standards.				
Gweithlu: Workforce:		No impact.				
Deddf Rhyddid Gwybodaeth/ Freedom of Information		Open. The information is disclosable under the Freedom of Information Act 2000.				

Annual Report of Gifts, Hospitality & Sponsorship Declarations 1 April 2019 – 31 March 2020

1. BACKGROUND

The Velindre University NHS Trust [Standards of Behaviour Framework Policy](#) ("the Policy") outlines arrangements within the organisation to ensure that staff comply with requirements, including recording and declaring potential conflicts of interest and offers gifts, hospitality and sponsorship, regardless of whether these have been accepted or declined. It is important to note that any private interest(s) does not conflict with NHS duties.

Supplementary to the Policy referenced above, the NWSSP also has its own [Gifts and Hospitality Procedure](#), which was reviewed and updated during July 2020.

2. GIFTS, HOSPITALITY & SPONSORSHIP

All employees of the NWSSP should consider their position very carefully before accepting any personal gifts or offers of hospitality during, or outside of, office hours. They should avoid placing themselves in a position where acceptance of such gifts or hospitality might be perceived to influence their decision in respect of purchasing goods or services, awarding contracts, or making appointments. Anyone found to be in breach of this procedure could face disciplinary action.

If staff receive any offer over the value of £25 (or several small gifts, which value over £100, received from the same or closely related source in a 12-month period), whether accepted or declined, these are required to be recorded in the Gifts and Hospitality Register, held by Roxann Davies in Corporate Services. A summary of declarations received is presented to the Audit Committee at each meeting.

Summary of Declarations Received 1 April 2019 to 31 March 2020

Type	Declarations Received
Gifts	9 Declarations <ul style="list-style-type: none">• 8 Accepted• 1 Accepted (<i>donated to Velindre Cancer Centre Fundraising</i>)
Hospitality	12 Declarations <ul style="list-style-type: none">• 11 Accepted• 1 Declined
Sponsorship	0 Declarations
Total	21 Declarations

A detailed report of the completed Gifts, Hospitality and Sponsorship Forms received for 2019-20 period is presented at **Appendix 1**.

3. RECOMMENDATION

The SLT is asked to:

- **NOTE** the offers of Gifts, Hospitality and Sponsorship received during the period 1 April 2019 to 31 March 2020

Appendix 1 – Summary of Declarations Received 1 April 2019 to 31 March 2020

No.	Name	Job Title	Type	Date of Event	Source	Description	Value	Authorisation	Date of Acceptance or Decline
Gift									
1.	Kerry Flower-Fitzpatrick	Mental Health Support Advisor	Gift	10/10/2019	The Cawdor, Llandeilo, Cardiff Blues, The Marriott, Swansea, Stradley Park Hotel, Llanelli, Marks and Spencer, Boots, Bec the Bake	Raffle Prize Donations for World Mental Health Day Event; Night Away for Two, 2 x Home Game Tickets, Sunday Lunch for 4, Afternoon Tea for 4, M&S Gift Voucher, Bottle of Pink Gin, Hamper, Luxury Cupcakes	Approx. £69, Unknown, £50, £35, £15, £15, £25, £20	A Butler	Accepted 20/09/200
2.	Justine Kincaid	Service Improvement Officer	Gift	10/10/2019	Tesco Ruthin	Raffle Prize Donations; for World Mental Health Day Event; Bottle of Wine x2	Approx £20	A Butler	Accepted 21/09/2020
3.	Justine Kincaid	Service Improvement Officer	Gift	10/10/2019	Sainsbury's Rhyl	Raffle Prize Donations for World Mental Health Day Event; £10 Gift Voucher	£10	A Butler	Accepted 22/09/2020
4.	Justine Kincaid	Service Improvement Officer	Gift	10/10/2019	Empire Hotel, Llandudno	Raffle Prize Donations for World Mental Health Day Event; 2 Meals and Bottle of Wine Voucher	Approx £40	A Butler	Accepted 23/09/2020
5.	Justine Kincaid	Service Improvement Officer	Gift	10/10/2019	Talardy, St Asaph	Raffle Prize Donations for World Mental Health Day Event; 2 Meal Vouchers	Approx £30	A Butler	Accepted 24/09/2020
6.	Justine Kincaid	Service Improvement Officer	Gift	10/10/2019	Sheldon's, Colwyn Bay	Raffle Prize Donations for World Mental Health Day Event; 2 Cocktail Vouchers	Approx £20	A Butler	Accepted 25/09/2020
7.	Justine Kincaid	Service Improvement Officer	Gift	10/10/2019	The Beauty Rooms	Raffle Prize Donations for World Mental Health Day Event; Reflexology Treatment Voucher	Approx £30	A Butler	Accepted 26/09/2020
8.	Mary Swiffen-Walker	WIBSS Manager	Gift	31/07/2019	Anonymous WIBSS Beneficiary	Painting received from beneficiary of Welsh Blood Enquiry, to remain anonymous	Unknown (Estimated £100)	A Butler	Accepted 31/10/2019
9.	Maryam Page	Payment Officer, Accounts Payable	Gift	18/12/2019	Fresh Communications Leicester	£20 NEXT Gift Voucher as thanks for resolution of overdue invoice payment - Sent through Royal Mail and subsequently donated to Velindre Fundraising	£20	A Ramsey	Accepted but Donated to VCC Fundraising 19/12/2019

Hospitality									
10.	Dave Hopkins	Director of Primary Care Services	Hospitality	23/05/2019	Bridget McCabe, NI Medical	Welsh Pharmacy Awards 2019 at The Vale Resort	£25	A Butler	Accepted 03/05/2019
11.	Jonathan Simcock	Framework Manager	Hospitality	07/06/2019	Know & Wells	CEW 2019 Awards Dinner, Celtic Manner	£50	N Frow	Accepted 03/06/2019
12.	Clifford Randall	Senior Project Manager	Hospitality	01/06/2019	SP Services (UK) Ltd	30th Anniversary evening function of SP Services	£60	A Butler	Accepted 10/06/2019
13.	Rebecca Richards	Director of Finance Academy	Hospitality	09/07/2019	CIPFA	CIPFA President's Dinner, Overnight accommodation in Birmingham and attendance as a speaker at the conference on 9th July.	£575	A Butler	Accepted 24/07/2019
14.	Alison Walcot	Senior Solicitor at Legal & Risk	Hospitality	09/07/2019	Acumension	Costs training to be provided by costs draftsman to speak to smaller group following costs issues and decisions.	£15 per person	A Butler	Accepted 28/07/2020
15.	Mark Roscrow	Programme Director	Hospitality	05/12/2019	HFMA (Healthcare Financial Management Association)	Annual Gala Dinner and Awards Ceremony	£80	N Frow	Accepted 11/11/2019
16.	Mark Roscrow	Programme Director	Hospitality	05/11/2019	HFMA (Healthcare Financial Management Association)	HFMA Board Dinner at The Park House, Cardiff	£75	N Frow	Accepted 11/11/2019
17.	Lesley Cook	Lead Nurse Clinical Procurement	Hospitality	19/01/2019	GAMA Clinell, Hertfordshire	Travel to Watford for demonstration and viewing of HPV and UVC Decontamination System	£150	N Frow	Accepted 11/11/2019
18.	Neil Frow	Managing Director	Hospitality	29/01/2020	Canon Medical Carrington	Illuminate Event	Unknown	M Foster	Declined 10/01/2020
19.	Daniela Mahapatra	Team Leader, Senior Solicitor	Hospitality	04/06/2020	HPMA Committee, Wales Branch	HPMA National Conference in Belfast to represent Wales branch as Committee Member (2 day conference, awards ceremony with dinner and hotel stay)	£350	N Frow	Accepted 27/01/2020
20.	Sioned Eurig	Senior Solicitor	Hospitality	04/06/2020	HPMA Committee, Wales Branch	HPMA National Conference in Belfast to represent Wales branch as Committee Member (2 day conference, awards ceremony with dinner and hotel stay)	£350	N Frow	Accepted 27/01/2020
21.	Jayne Gibbon	Audit Manager	Hospitality	04/02/2020	Velindre University NHS Trust - Welsh Blood Service	Welsh Blood Service Public Awards Dinner for Doners at Village Hotel, Cardiff	£50	A Butler	Accepted 13/02/2020
Sponsorship									
There were no declaration received for the period 2019-20, relating to Sponsorship requests.									

NHS WALES SHARED SERVICES PARTNERSHIP MONITORING RETURN COMMENTARY FOR PERIOD 7 – OCTOBER 2020

This summary report provides a review of NHS Wales Shared Services Partnership's (NWSSP) performance for October 2020 and should be read in conjunction with the Monitoring Return tables submitted for Month 7.

Thank you for your letter of 28th October 2020 responding to the Month 6 monitoring return. The action points you have raised have been clarified within this return and additional information provided where requested.

Overview of Performance and Financial Position

NWSSP's financial position for Month 7 is reported at break-even. This is based on the assumption that the balance of all additional operational Covid19 related expenditure will be fully funded by Welsh Government. The Quarter 1 and 2 costs have been invoiced as agreed.

An additional distribution of £1.250m is being declared in Month 7 bringing the total 2020/21 distribution to £2.000m which is consistent with the 2019/20 distribution. This is set out in a paper that will be presented to the Shared Services Partnership Committee on 19th November 2020. The shares per organisation are summarised in the table below:

Health Board /Trust	%	PLANNED DISTRIBUTION £	ADDITIONAL DISTRIBUTION £	TOTAL DISTRIBUTION £	Agreed Recurrent Reinvestment £	TOTAL 2020/21 DISTRIBUTION £
Aneurin Bevan	9.85	73,844	123,125	196,969		196,969
Swansea Bay	8.80	66,029	110,000	176,029		176,029
Betsi Cadwaladr	11.98	89,815	149,750	239,565	-89,815	149,750
Cardiff and Vale	10.49	78,652	131,125	209,777		209,777
Cwm Taf	10.60	79,527	132,500	212,027		212,027
Hywel Dda	7.77	58,293	97,125	155,418	-58,293	97,125
Powys	1.95	14,598	24,375	38,973	-14,598	24,375
Velindre	1.17	8,781	14,625	23,406		23,406
WAST	1.28	9,580	16,000	25,580	-9,580	16,000
Public Health Wales	0.87	6,530	10,875	17,405	-6,530	10,875
Welsh Government	35.25	264,351	440,500	704,851	-264,351	440,500
Total	100%	750,000	1,250,000	2,000,000	-443,167	1,556,833

1. Movement of Opening Financial Plan to Forecast Outturn (Table A)

Table A has been populated with the recurring and non-recurring pressures, identified savings, net income generation and WG funding as detailed in our IMTP. These have been included using the profile from our IMTP and continue to show a break-even in year plan as reported in previous months.

The reserve for potential distribution and/or reinvestment has been amended in Month 7 to identify the £1.250m additional distribution, with an additional line added for the £0.850m balance of the £2.100m overachievement of savings. These will be utilised on planned investments in our services to accelerate improvements and efficiencies to benefit future financial years.

The over-achievement of savings has been reviewed and these are all non-recurrent savings in year so cannot contribute to the recurrent underlying funding shortfall related to the IP5 running costs (**Action Point 6.1**)

The table also continues to be populated with the amended profile of the additional costs and income assumed from WG in respect of additional Covid pressures. These include the costs that we have incurred and are forecast to incur for All Wales PPE and Equipment purchases, TTP, mass vaccination programme and increased operational costs being incurred within NWSSP to support Covid.

2. Overview of Key Risks & Opportunities (Table A2)

The table below identifies the calculation of the risk that we continue to report in respect of Covid costs that haven't yet been invoiced to Welsh Government:

	Total Costs	Invoiced M1-7	Net Risk
	£m	£m	£m
NWSSP Operational Covid Costs	7.898	-3.857	4.041
All Wales Covid costs	280.551	-274.000	6.551
TOTAL	288.449	-277.857	10.592

The figures included in the table above have also been reflected in Table E1.

Following a review of the year end forecast the risk of the non-achievement of income targets and the lack of capital funding leading to increased maintenance costs have both been reduced to zero.

Additional risks have been added in month in respect of uncertainty surrounding our year end PPE forecast. These include:

- PPE additional VAT/import duty charges not included in the forecast – this is calculated for orders for PPE that have been set up as zero rated but which we now believe will need to be paid with VAT due to the goods not being received, paid for or invoiced prior to 31st October 2020 when the VAT zero rating on PPE ended. There are a few circumstances where goods have been part paid in advance or funds transferred into Escrow accounts prior to 31st October 2020 where we are reviewing the VAT transition rules to enable us to assess any additional liability and increased costs
- Potential increase in PPE requirements for Social Care/Primary Care over forecast – the current forecast for PPE for social care & primary care for months 8-12 is based on the actual costs incurred in month 7. Following the letter to social care establishments advising all PPE should be provided through NWSSP we are anticipating that demand may increase. This also needs to be considered with the likelihood that some of the bulk purchase of PPE through the non-stock route may be issued to social care/primary care which would be at zero value which would impact the forecast expenditure. A 10% additional increase in demand has been included as a risk that we would look to Welsh Government to fund per the current arrangements.

Two additional opportunities have also been included at Month 7:

- PPE VAT savings on stock items being reviewed – as part of the ongoing balance sheet reconciliation of the significant number of stock transactions this financial year we have identified circa £14.616m of tax credits as a result of invoices for PPE with zero VAT being paid against orders that were originally set up with VAT as part of the inventory call off.
- PPE Valuation of Stock – this is a high level estimate of the potential value of the stock that we will have at year end that has been purchased through the non-stock route and written on to stock at zero value. In order to accurately value this stock and write this onto the balance sheet the equivalent credit would have to be transferred to the I&E. This forecast is based on a number of assumptions regarding value of stock and the demand over the next five months so will need some refinement during the remainder of the financial year before this can be quoted with any further accuracy (**Action Point 6.5**).

We are not including any risk with regard to any increase in the annual leave accrual. All staff have been requested to ensure their allocation is used and it is anticipated that any additional pressure can be managed within our break-even forecast.

NWSSP hosts the Central Team e-Business Services which receives funding from contributions from individual Health Boards and Trusts. The contributions received reflect the intention to build up a fund for future investment in oracle

developments and hardware requirements . It is forecast that this fund will total circa £1m at the end of 2020/21. The utilisation of this fund is to be reviewed at the STRAD meeting on 24th November 2020. If arrangements on how to manage this funding cannot be reached the funds may be returned to health organisations at the end of the financial year.

3. Actual Year to Date and Forecast Monthly Position (Tables B, B2 & B3)

The key points to note within the year to date position are:

- The overall forecast income of £700.312m has increased from the forecast reported in Month 6 due to the inclusion of forecast income to cover the mass vaccination programme support costs in addition to an increase to the stores income forecast for the remainder of 2020/21.
- The Welsh Government income for Month 7 was less than forecast at Month 6 due to a number of orders forecast to be delivered in October being delayed until November. The income has been deferred and the forecast expenditure has been reprofiled into November together with additional PPE orders that are expected in November to meet the 24 week stock holding requirement. We also received a credit of £1.1m from the Royal Mint for reduced material costs to manufacture visors which wasn't previously built into the forecast and reduced the income required from WG in month.
- The Welsh NHS income forecast continues to increase each month due to the planned expansion of the SLE model to other training specialties each month. The Welsh NHS income also increases materially in Months 11 and 12 in respect of income anticipated under the Welsh Risk Pool risk sharing agreement which it is envisaged will be invoked once the Welsh Government funding is fully utilised in line with our IMTP.
- Other income continues to be reported above normal levels due to the PPE recharges we have/will make to the Department of Health & Social Care, NHS Scotland and Northern Ireland for the provision of Type IIR masks. Other income increases on the quarters for Months 6, 9 and 12 in respect of the pharmacy rebate income that we invoice for.
- The inclusion of high level forecast costs for the mass vaccination programme of £9.474m in 2020/21 have been profiled into income, pay and non-pay from November to March. It should be noted that the forecasts very draft at this stage but have been included at the request of Welsh Government . The potential expenditure has been included based on a significant number of assumptions and without any formal

confirmation from UHBs of their requirements which may significantly impact the forecast.

- The increases in income due to PPE and equipment recharges are offset by equivalent increases in non pay where this expenditure is recorded.
- Increases in pay costs are profiled in line with the increased income anticipated for the Single Lead Employer, All Wales Collaborative Bank and Medical Examiner Programme. These increases can be seen in the Medical & Dental, Nursing & Midwifery, Professional & Scientific and Additional Clinical Services pay categories. The Medical & Dental forecast costs have been increased in line with the new proposed rollout expansion plan for the SLE.
- A large increase in the Medical & Dental pay costs can be evidenced in October due to the impact of the pay award plus arrears to 1st April 2020 that were paid in month. These costs relate to the SLE so will all be recharged back to UHBs/HEIW and are offset by an equivalent increase in NHS income.
- The income profile of the SLE is detailed in the table below. Due to the number of additional specialty cohorts still to join the SLE in 2020/21 we are not currently able to split the income assumptions by NHS organisation. We receive details of all the training posts in each specialty by NHS organisation from HEIW, however until the trainees actually commence we do not know the actual intake numbers and the actual trainee placements can change very close to the actual enrolment date. We will update the forecast each month when the first month of each specialty intake is paid and we can forecast the income by UHB (**Action Point 5.2**)
- Forecast depreciation charges of £3.012m are included which reconciles to our November non-cash submission. There is a drop in actual depreciation charges in Month 7 due to the year to date impact of the indexation exercise being adjusted for in the fixed asset register. The income above our depreciation baseline of £1.551m is anticipated in Table E1 (**Action Point 6.6**).
- £56.924m income and expenditure is included to Month 7 in relation to the WRP DEL budget and redress. This expenditure is reported separately on line 9 – Losses, Special Payments & Irrecoverable Debts with a full year forecast outturn of £123.289m (£120.955m WRP DEL per our IMTP plus £2.334m for redress). After a detailed review of all cases forecast to settle in 2020/21 the full year forecast remains at £120.955m that was included in our IMTP. The redress income of £2.334m is anticipated in Table E1 on the basis that this funding will be required as

the risk sharing agreement is forecast to be invoked. This is £1.075m over the £1.259m budget transferred for redress, as year 3 of the transitional funding arrangement agreed with Steve Elliot.

Our Learning and Support team which sits within the Legal and Risk Team continues to work with CTM to address the high number of claims that have yet to be submitted for reimbursement. The CTM Welsh Risk Pool Creditor balance is significant and amounts to £33.244m. Our Director of Legal and Risk Services has met with the CTM Nurse Director recently to better understand the internal challenges CTM are facing which is preventing progress being made. We have provided additional written guidance to them following this meeting. It is important that CTM address this issue as a matter of priority.

- Agency expenditure of £0.911m has been reported to the end of Month 7, £0.778m of which has been incurred to support additional Covid work. Agency expenditure for October is reported at the low levels also evidenced in August and September following reduced usage due to the number of staff we have transferred to the NWSSP bank. The agency forecast for Covid does increase from November due to the anticipated requirement for temporary staff to support additional workloads and meet key deadlines before the year end within our Audit & Assurance and Legal & Risk Services.
- Table B3 details the monthly actuals and forecast Covid additional expenditure totalling £288.449m. This has been collated and reviewed on a service by service basis within NWSSP and will continue to be monitored at this level. The forecast has been further revised in Month 7 to include a high level estimate of £9.474m for mass vaccination support costs. These are included in Table B3 on line 10 (£0.588m for picking, preparing and distributing vaccine packs) and Line 92 (£8.886m for non pay costs). The non pay costs have been reported together due to the very high level costing we have undertaken. This non pay cost forecast includes the cost of the vaccine packs, including all the consumables and PPE required. The forecast has been prepared on NWSSP assumptions of requirements and we await confirmation from UHBs on their planned delivery models which may significantly impact some of our assumptions regarding delivery requirements and the forecast costs.

TTP costs of £11.234m are included in Table B3 - £11.051m in Line 66 for the point of care testing kits and £0.183m in Line 80 for the swab sticks used for testing.

The All Wales Covid costs are reported on line 95.

The profile of the All Wales Covid costs and the NWSSP operational costs are shown in the table below:

	YTD	M8	M9	M10	M11	M12	TOTAL
All Wales Covid	142.397	64.619	18.823	11.335	11.335	11.335	259.844
TTP	5.284	2.324	1.153	0.827	0.826	0.819	11.234
Mass Vaccination	0.000	0.095	2.347	2.344	2.344	2.344	9.474
NWSSP Operational Costs	4.402	0.773	0.744	0.656	0.657	0.666	7.898
TOTAL	152.083	67.811	23.067	15.162	15.162	15.164	288.449

The detail of the £259.844m on the All Wales Covid line 95 is summarised in the table below (**Action Point 6.3**).

	YTD	M8	M9	M10	M11	M12	TOTAL
Non stock PPE	75.496	52.000	6.204				133.700
Covid Equipment (non capital)	18.622	1.284	1.284				21.190
Covid Services	0.266						0.266
Social Care & Primary Care PPE issues	48.013	11.335	11.335	11.335	11.335	11.335	104.688
TOTAL	142.397	64.619	18.823	11.335	11.335	11.335	259.844

Further to the development of the PPE Winter Plan which identifies the need for us to hold 24 weeks of PPE stock by the end of November, additional PPE orders were placed in October to ensure this stock level can be achieved which are included in the forecast above. The plan also identifies the need for additional recurring and non-recurring resource in respect of systems, data analyst support, PPE category management team and additional senior procurement management capacity. Estimated costs for these for 2020/21 have been built into Table B3, however discussions are ongoing regarding the recurrent and non-recurrent support required into 2021/22.

With regard to the Welsh Government request for a forecast of the total funding required for PPE, the summary below has been prepared:

	£m
PPE Non stock value of orders placed (excl mutual aid)	133.700
Primary/Social Care M1-7 actual (stores issues)	48.013
Primary/Social Care M8-12 forecast (stores issues)	56.675
Total Forecast 2020/21 per Monitoring Returns	238.388
Additional Adjustments	
Additional VAT exposure on existing orders	9.868
Stores VAT Tax Credits	-14.616
Vaccination programme PPE included in Packs	5.448
Primary/social care PPE - possible additional issues following letter (10%)	5.668
Pandemic Stock Replenishment to date	3.668
NWSSP Forecast PPE Costs prior to stock revaluation	248.424
Credit to I&E for Stock Revaluation	-46.643
Total NWSSP PPE Forecast	201.781

Please note the above forecast does not include the PPE funding requirements forecast for the UHBs/Trusts.

The cells highlighted in yellow have been included as risks in the Month 7 return and detailed in section 2. The PPE for the vaccination programme has been included with the vaccination costs in Table B3. The pandemic stock replenishment has not been included in the income & expenditure forecast at Month 7 due to the need to discuss the accounting treatment of this as we understand that the pandemic stock has previously been capitalised within Welsh Government and whether this needs to be differentiated from the Covid PPE recharges (**Action Point 6.2**). This can be included in future months if required.

To date cash has been drawn down from Welsh Government to cover both non-stock orders and stock orders where advance payments were required and where there is a time lag before any recharges are made to UHBs/Trusts. The cash position on all central Covid purchases is updated monthly and we will work closely with Welsh Government and Velindre as we approach year end with regards to the level of cash support required in respect of the increased stock balances.

It should be noted that the above represents our initial assessment and is subject to change. There a number of very significant assumptions that have been made to calculate this forecast position. . Further work is ongoing in a number of areas including the factoring of the updated Deloitte supply and demand model that was handed over on 6th November. A further exercise is being undertaken to value stock in view of the significant PPE price variations during the year . In addition and further work needs to be undertaken to forecast and triangulate the future issues to Health Boards. It is anticipated that a more accurate forecast will be able to be provided next month.

4. Savings (Table C, C1, C2 & C3)

The Savings Tracker, Table C3, has been updated in Month 7 to include the over achievement of savings forecast of £2.1m so that the overall reported position reconciles to the ledger position.

5. Welsh NHS Assumptions (Table D)

The NWSSP Table D submission to Welsh Government has been left blank as requested.

6. Invoiced Income Streams (Table E1)

Line 1 of this table has been populated with the budgeted income streams by organisation. Lines 2-25 have been populated with anticipated income streams which reconcile to our annual income forecast. There are a few amendments to this table in Month 7 with the key ones summarised as:

- DEL Non Cash Depreciation – the baseline surplus has been amended to adjust for the impact of the indexation. The strategic funding requirement has been amended to reflect the revised net depreciation requirements over the baseline funding of £1.551m and the baseline surplus
- SLE Expansion – The forecast income based on the amended intake profile for the remainder of 2020/21 continues to be included under other income whilst we assess the UHBs that each intake will transfer from
- All Wales Collaborative Bank – the forecast income has been reduced in month by the value that was invoiced in month 7.
- Covid operational and all Wales costs – these have been amended per the table provided in section 2 above
- Medical Examiner – the forecast income has been amended in line with the most recent expenditure forecast expenditure for the service

7. Cash Flow (Table G)

Not required for completion.

8. PSPP (Table H)

This table is not required for NWSSP, although it is pleasing to report that the NWSSP Non NHS PSPP achievement for Month 7 was 97.36%

9. Capital Expenditure Limit Management and Disposals (Tables I, & K)

Table I has been populated with the year to date and forecast achievement of our current CEL of £4.044m which was last updated on 25th August 2020.

Table J has been populated with the monthly expenditure to date and the forecast expenditure profile to the year end upon which the November non-cash submission was based.

The over commitment against the Covid 19 national assets of £0.131m is due to us awaiting our CEL to be increased in respect of the final costs of these ventilators of £1.870m. We have discussed this with WG capital colleagues who have agreed to amend our CEL during November.

We have submitted requests for funding for additional racking at IP5 to increase our storage capacity of PPE in addition to a request for additional vans/HGVs to support PPE distribution. We continue to await urgent confirmation of approval of these funds so that we can proceed to place orders to support our Covid efforts.

Table K has been updated in month 7 to reflect the sale of a strip of land at Denbigh stores. This land was valued at the end of March and we are working with Velindre to ensure that we are recording the revaluation and sale proceeds appropriately. For Month 7 the revaluation hasn't been actioned in the fixed asset register so the NBV recorded in table K is understated – there is likely to be a change to the reporting of this disposal in the November return which will impact the profit on disposal and the capital receipt.

10. Aged Debtors (Table M)

At 31st October it is pleasing to report that there weren't any NHS invoices outstanding for payment over 17 weeks (**Action Point 6.4**).

11. GMS (Table N)

Not required for completion by NWSSP.

12. Dental (Table O)

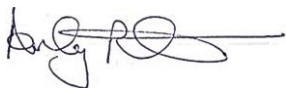
Not required for completion by NWSSP.

13. Other Issues

The financial information provided in this return is an accurate assessment of the NWSSP financial position at this point in time and aligns to the details provided in the NWSSP Partnership Committee and Senior Management Team reports.

The Shared Services Partnership Committee will receive the Month 7 Financial Monitoring Return, along with the Month 8 return at the January meeting.

14. Authorisation of Return



ANDREW BUTLER
DIRECTOR OF FINANCE AND
CORPORATE SERVICES

12th November 2020



NEIL FROW
MANAGING DIRECTOR
NWSSP

Table A - Movement of Opening Financial Plan to Forecast Outturn

This Table is currently showing 0 errors

Line 12 should reflect the corresponding amounts included within the latest IMTP/AOP submission to WG
Lines 1 - 12 should not be adjusted after Month 1

	In Year Effect	Non Recurring	Recurring	FYE of Recurring
	£'000	£'000	£'000	£'000
Underlying Position b/fwd from Previous Year - as per 3 year plan (Surplus - Positive Value / Deficit - Negative Value)	0	0	0	0
1 New Cost Pressures - as per 3 year plan (Negative Value)	-23,962	-15,693	-8,269	-8,269
2 Opening Cost Pressures	-23,962	-15,693	-8,269	-8,269
3 Welsh Government Funding (Positive Value)	4,106	2,803	1,303	1,303
4 Identified Savings Plan (Positive Value)	1,820	25	1,796	1,804
5 Planned Net Income Generated (Positive Value)	1,182	0	1,182	1,182
6 Planned Accountancy Gains (Positive Value)	0	0	0	0
7 Planned Profit / (Loss) on Disposal of Assets	0	0	0	0
8 Planned Release of Uncommitted Contingencies & Reserves (Positive Value)	0	0		
9 Provider income - new services	16,853	13,779	3,074	3,074
10 Planning Assumptions still to be finalised at Month 1	0	0		
11 IMTP / Annual Operating Plan	0	913	-914	-906
12 Reversal of Planning Assumptions still to be finalised at Month 1	0	0	0	0
13 Month 1 Planned Savings - Forecast Underachievement Due to Covid-19	0	0		
14 Month 1 Planned Savings - Other Forecast (Underachievement) / Overachievement	0	0	0	0
15 Additional In Year Identified Savings - Forecast (Positive Value)	2,100	2,100	0	0
16 Additional In Year & Variance from Planned Net Income Generated (Positive Value)	0	178	-178	0
17 Additional In Year & Variance from Planned Accountancy Gains (Positive Value)	0	0	0	0
18 Additional In Year & Variance from Planned Profit / (Loss) on Disposal of Assets	0	0		
19 Release of Previously Committed Contingencies & Reserves (Positive Value)	0	0		
20 Additional In Year Welsh Government Funding (Positive Value)	0	0		
21 Additional In Year Welsh Government Funding Due To Covid-19 (Positive Value)	288,449	288,449		
22 Operational Expenditure Cost Increase Due To Covid-19 (Negative Value)	-288,449	-288,449		
23 Planned Operational Expenditure Cost Reduction Due To Covid-19 (Positive Value)	0	0		
24 (Positive Value)	0	0		
25 Net In Year Operational Variance to IMTP/AOP (material gross amounts to be listed separately)	0	0		
26 Additional distribution	-1,250	-1,250		
27 Reinvestment within NWSSP to accelerate efficiencies	-850	-850		
28	0	0		
29	0	0		
30	0	0		
31	0	0		
32	0	0		
33	0	0		
34	0	0		
35	0	0		
36	0	0		
37	0	0		
38	0	0		
39	0	0		
40 Forecast Outturn (- Deficit / + Surplus)	0	1,092	-1,092	-906

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD	In Year Effect
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
1													0	0
2	-798	-798	-797	-792	-792	-792	-902	-902	-903	-903	-4,603	-10,980	-5,671	-23,962
3	-798	-798	-797	-792	-792	-792	-902	-902	-903	-903	-4,603	-10,980	-5,671	-23,962
4	342	342	342	342	342	342	342	342	342	342	342	344	2,394	4,106
5	156	156	155	150	150	150	150	150	151	151	151	151	1,067	1,820
6	98	98	98	98	98	98	98	98	98	98	98	99	689	1,182
7	0	0	0	0	0	0	0	0	0	0	0	0	0	0
8													0	0
9													0	0
10	202	202	202	202	202	202	312	312	312	312	4,012	10,386	1,521	16,853
11													0	0
12	0	0	0	0	0	0	0	0	0	0	0	0	-1	0
13	0	0	0	0	0	0	0	0	0	0	0	0	0	0
14	0	0	0	0	0	0	0	0	0	0	0	0	0	0
15	0	0	0	0	0	0	0	0	0	0	0	0	0	0
16	0	0	0	900	156	382	45	120	122	125	125	125	1,483	2,100
17	0	0	0	-139	-52	77	154	-16	-81	-6	-6	69	40	0
18	0	0	0	0	0	0	0	0	0	0	0	0	0	0
19													0	0
20													0	0
21													0	0
22	13,041	34,740	34,244	15,452	17,969	24,295	12,342	67,811	23,067	15,162	15,162	15,164	152,084	288,449
23	-13,041	-34,740	-34,244	-15,452	-17,969	-24,295	-12,342	-67,811	-23,067	-15,162	-15,162	-15,164	-152,084	-288,449
24	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25	0	0	0	0	0	0	0	0	0	0	0	0	0	0
26													0	0
27				-761	-104	-459	74						-1,250	-1,250
28							-273	-104	-41	-119	-119	-194	-273	-850
29													0	0
30													0	0
31													0	0
32													0	0
33													0	0
34													0	0
35													0	0
36													0	0
37													0	0
38													0	0
39													0	0
40	0	0	0	0	0	0	0	0	0	0	0	0	0	0

NHS Wales Shared Services Partnership

Period : Oct 20

This Table is currently showing 0 errors

Table A2 - Overview Of Key Risks & Opportunities		FORECAST YEAR END	
		£'000	Likelihood
Opportunities to achieve IMTP/AOP (positive values)			
1	Red Pipeline schemes (inc AG & IG)		
2	Potential Cost Reduction		
3	Total Opportunities to achieve IMTP/AOP	0	
Risks (negative values)			
4	Under delivery of Amber Schemes included in Outturn via Tracker		Low
5	Continuing Healthcare		
6	Prescribing		
7	Pharmacy Contract		
8	WHSSC Performance		
9	Other Contract Performance		
10	GMS Ring Fenced Allocation Underspend Potential Claw back		
11	Dental Ring Fenced Allocation Underspend Potential Claw back		
12	Turnover factor is less than budgeted	0	Low
13	Non achievement of income targets	0	Medium
14	Capital funding not received leads to increased maintenance costs	0	Medium
15	Fuel costs increase more than budgeted	0	Low
16	NWSSP Operational COVID 19 costs are not funded	(4,041)	Medium
17	All Wales Covid 19 costs incurred are not funded	(6,551)	Low
18	PPE additional VAT/import duty charges not included in forecast	(9,868)	Medium
19	Potential increase in PPE requirements for Social Care/Primary Care over forecast	(5,668)	Medium
20			
21			
22			
23			
24			
25			
26	Total Risks	(26,128)	
Further Opportunities (positive values)			
27	Turnover factor is greater than budgeted	500	Medium
28	Overachievement of savings schemes	2,100	Medium
29	PPE VAT savings on stock items being reviewed	14,616	Medium
30	PPE valuation of stock	46,643	Medium
31			
32			
33			
34	Total Further Opportunities	63,859	
35	Current Reported Forecast Outturn	(0)	
36	IMTP / AOP Outturn Scenario	(0)	
37	Worst Case Outturn Scenario	(0)	
38	Best Case Outturn Scenario	63,859	

NHS Wales Shared Services Partnership

Table B - Monthly Positions

YTD Months to be completed from Month: 1
Forecast Months to be completed from Month: 3

Period : Oct 20

This Table is currently showing 0 errors

A. Monthly Summarised Statement of Comprehensive Net Expenditure / Statement of Comprehensive Net Income		1	2	3	4	5	6	7	8	9	10	11	12	Total YTD	Forecast year-end position
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	£'000	£'000
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
1	Revenue Resource Limit	Actual/F'cast												0	0
2	Capital Donation / Government Grant Income	Actual/F'cast												0	0
3	Welsh NHS Local Health Boards & Trusts Income	Actual/F'cast	7,647	9,840	16,140	(537)	11,129	15,503	16,780	17,233	17,368	18,134	19,370	76,502	180,581
4	WHSSC Income	Actual/F'cast												0	0
5	Welsh Government Income (Non RRL)	Actual/F'cast	22,516	47,250	49,881	35,753	26,854	41,665	26,346	86,849	42,228	34,421	20,646	250,265	468,846
6	Other Income	Actual/F'cast	454	21,166	8,433	7,582	2,044	3,108	540	136	2,414	146	4,716	43,326	50,885
7	Income Total		30,617	78,256	74,454	42,798	40,026	60,276	43,665	104,218	62,010	52,702	53,953	57,336	700,312
8	Primary Care Contractor (excluding drugs, including non resource limited expenditure)	Actual/F'cast												0	0
9	Primary Care - Drugs & Appliances	Actual/F'cast												0	0
10	Provided Services - Pay	Actual/F'cast	7,850	7,772	8,124	7,994	9,574	10,786	11,577	11,566	11,738	12,585	13,008	63,677	125,939
11	Provider Services - Non Pay (excluding drugs & depreciation)	Actual/F'cast	18,943	64,124	55,765	20,033	25,481	39,530	23,955	79,242	36,743	26,564	27,392	247,831	448,192
12	Secondary Care - Drugs	Actual/F'cast												0	0
13	Healthcare Services Provided by Other NHS Bodies	Actual/F'cast												0	0
14	Non Healthcare Services Provided by Other NHS Bodies	Actual/F'cast												0	0
15	Continuing Care and Funded Nursing Care	Actual/F'cast												0	0
16	Other Private & Voluntary Sector	Actual/F'cast												0	0
17	Joint Financing and Other	Actual/F'cast												0	0
18	Losses, Special Payments and Irrecoverable Debts	Actual/F'cast	3,604	6,140	10,345	14,518	4,719	9,707	7,891	13,273	13,273	13,273	13,273	56,924	123,289
19	Exceptional (Income) / Costs - (Trust Only)	Actual/F'cast												0	0
20	Total Interest Receivable - (Trust Only)	Actual/F'cast												0	0
21	Total Interest Payable - (Trust Only)	Actual/F'cast												0	0
22	DEL Depreciation/Accelerated Depreciation/Impairments	Actual/F'cast	220	220	220	253	253	253	242	256	256	279	279	1,661	3,012
23	AME Donated Depreciation/Impairments	Actual/F'cast												0	0
24	Uncommitted Reserves & Contingencies	Actual/F'cast												0	0
25	Profit/Loss Disposal of Assets	Actual/F'cast							(120)					0	(120)
26	Cost - Total	Actual/F'cast	30,617	78,256	74,454	42,798	40,027	60,276	43,665	104,217	62,011	52,702	53,953	57,336	700,312
27	Net surplus/ (deficit)	Actual/F'cast	0	0	0	0	(0)	0	(0)	0	(0)	(0)	(0)	0	(0)

B. Assessment of Financial Forecast Positions

Year-to-date (YTD)	£'000	Full-year surplus/ (deficit) scenarios	£'000
28 . Actual YTD surplus/ (deficit)	0	33. Extrapolated Scenario	(0)
29. Actual YTD surplus/ (deficit) last month	0	34. Year to Date Trend Scenario	0
30. Current month actual surplus/ (deficit)	(0)		
31. Average monthly surplus/ (deficit) YTD	0		
32. YTD /remaining months	0		
	Trend ▼		

C. DEL/AME Depreciation & Impairments

		1	2	3	4	5	6	7	8	9	10	11	12	Total YTD	Forecast year-end position
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	£'000	£'000
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
DEL															
35	Baseline Provider Depreciation	Actual/F'cast	114	114	114	111	111	104	109	109	108	108	108	779	1,321
36	Strategic Depreciation	Actual/F'cast	107	107	107	142	141	141	138	147	171	171	171	882	1,690
37	Accelerated Depreciation	Actual/F'cast												0	0
38	Impairments	Actual/F'cast												0	0
39	Other (Specify in Narrative)	Actual/F'cast												0	0
40	Total		220	220	220	253	253	253	242	256	256	279	279	1,661	3,012
AME															
41	Donated Asset Depreciation	Actual/F'cast												0	0

42	Impairments	Actual/F'cast														0	0
43	Other (Specify in Narrative)	Actual/F'cast														0	0
44	Total		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

D. Accountancy Gains

			1	2	3	4	5	6	7	8	9	10	11	12		
			Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total YTD	Forecast year-end position
			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		
45	Accountancy Gains	Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0	0

E. Committed Reserves & Contingencies

			1	2	3	4	5	6	7	8	9	10	11	12		
			Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total YTD	Forecast year-end position
			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		
	List of all Committed Reserves & Contingencies inc above in Section A. Please specify Row number in description.															
46	Forecast Only														0	0
47	Forecast Only														0	0
48	Forecast Only														0	0
49	Forecast Only														0	0
50	Forecast Only														0	0
51	Forecast Only														0	0
52	Forecast Only														0	0
53	Forecast Only														0	0
54	Forecast Only														0	0
55	Forecast Only														0	0
56	Forecast Only														0	0
57	Forecast Only														0	0
58	Forecast Only														0	0
59	Forecast Only														0	0
60	Forecast Only														0	0
61	Forecast Only														0	0
62	Forecast Only														0	0
63	Forecast Only														0	0
64	Forecast Only														0	0
65	Forecast Only														0	0
66	Forecast Only														0	0
67	Forecast Only														0	0
68	Forecast Only														0	0
69	Forecast Only														0	0
70	Forecast Only														0	0
71	Forecast Only														0	0
72	Forecast Only														0	0
73	Forecast Only														0	0
74	Total		0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Phasing		#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	

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

Period : Oct 20

This Table is currently showing 0 errors

			1	2	3	4	5	6	7	8	9	10	11	12	Total YTD	Full-year forecast	YTD as %age of FY	Assessment		Full In-Year forecast		Full-Year Effect of Recurring Savings
			Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar			YTD variance as %age of YTD	Green	Amber	non recurring	recurring	
			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000				£'000	£'000	£'000	£'000	£'000
1	CHC and Funded Nursing Care	Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
2		Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0	0
3		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
4	Commissioned Services	Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
5		Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0	0
6		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
7	Medicines Management (Primary & Secondary Care)	Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
8		Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0	0
9		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
10	Non Pay	Budget/Plan	40	40	40	40	40	40	40	40	40	40	40	40	282	484		484	0			
11		Actual/F'cast	40	40	40	40	142	248	23	60	62	65	65	65	561	880	63.79%	880	0	396	484	484
12		Variance	0	0	0	102	(14)	208	(17)	20	22	25	25	25	279	396	98.85%	396	0			
13	Pay	Budget/Plan	115	115	115	110	110	110	110	110	111	111	111	111	785	1,337		1,337	0			
14		Actual/F'cast	115	115	115	908	280	284	172	210	211	211	211	211	1,989	3,041	65.40%	3,041	0	1,729	1,312	1,320
15		Variance	0	0	0	798	170	174	62	100	100	100	100	100	1,204	1,704	153.47%	1,704	0			
16	Primary Care	Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
17		Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0	0
18		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
19	Total	Budget/Plan	156	156	155	150	150	150	150	150	151	151	151	151	1,067	1,820		1,820	0			
20		Actual/F'cast	156	156	155	1,050	306	532	195	270	273	276	276	276	2,550	3,920	65.04%	3,920	0	2,125	1,796	1,804
21		Variance	0	0	0	900	156	382	45	120	122	125	125	125	1,483	2,100	139.02%	2,100	0			
22	Variance in month in month achievement against		0.00%	0.00%	0.00%	600.25%	104.04%	254.77%	30.01%	80.03%	80.83%	82.82%	82.82%	82.82%	139.02%							
23	FY forecast		3.97%	3.97%	3.96%	26.78%	7.80%	13.57%	4.97%	6.89%	6.96%	7.04%	7.04%	7.04%								

Table C1- Savings Schemes Pay Analysis

			Month	1	2	3	4	5	6	7	8	9	10	11	12	Total YTD	Full-year forecast	YTD as %age of FY	Assessment		Full In-Year forecast		Full-Year Effect of Recurring Savings £'000
				Apr £'000	May £'000	Jun £'000	Jul £'000	Aug £'000	Sep £'000	Oct £'000	Nov £'000	Dec £'000	Jan £'000	Feb £'000	Mar £'000			YTD variance as %age of YTD Budget/Plan					
																			Green £'000	Amber £'000	non recurring £'000	recurring £'000	
1	Changes in Staffing Establishment	Budget/Plan	115	115	115	110	110	110	110	110	111	111	111	111	111	785	1,337		1,337	0			
2		Actual/F'cast	115	115	115	908	280	284	172	210	211	211	211	211	211	1,989	3,041	65.40%	3,041	0	1,729	1,312	1,320
3		Variance	0	0	0	798	170	174	62	100	100	100	100	100	100	1,204	1,704	153.47%	1,704	0			
4	Variable Pay	Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
5		Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0	
6		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
7	Locum	Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
8		Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0	
9		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
10	Agency / Locum paid at a premium	Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
11		Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0	
12		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
13	Changes in Bank Staff	Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
14		Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0	
15		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
16	Other (Please Specify)	Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
17		Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0	
18		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
19	Total	Budget/Plan	115	115	115	110	110	110	110	110	111	111	111	111	111	785	1,337		1,337	0			
20		Actual/F'cast	115	115	115	908	280	284	172	210	211	211	211	211	211	1,989	3,041	65.40%	3,041	0	1,729	1,312	1,320
21		Variance	0	0	0	798	170	174	62	100	100	100	100	100	100	1,204	1,704	153.47%	1,704	0			

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

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

Table C3 - Tracker
This Table is currently showing 0 errors

	£'000	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total YTD	Full-year forecast	Non Recurring	Recurring	FYE Adjustment	Full-year Effect	
Savings (Cash Releasing & Cost Avoidance)	Month 1 - Plan	156		156	155	150	150	150	150	151	151	151	151	1,067	1,820		25	1,796	8	1,804
	Month 1 - Actual/Forecast	156		156	155	150	150	150	150	151	151	151	151	1,067	1,820		25	1,796	8	1,804
	Variance	0		0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0
	In Year - Plan	0		0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0
	In Year - Actual/Forecast	0		0	0	900	156	382	45	120	123	125	125	1,483	2,100		2,100	0	0	0
	Variance	(0)		(0)	(0)	900	156	382	45	120	122	125	125	1,483	2,100		2,100	0	0	0
	Total Plan	156		156	155	150	150	150	150	151	151	151	151	1,067	1,820		25	1,796	8	1,804
	Total Actual/Forecast	156		156	155	1,050	306	532	195	270	273	276	276	2,550	3,920		2,125	1,796	8	1,804
	Total Variance	(0)		(0)	(0)	900	156	382	45	120	122	125	125	1,483	2,100		2,100	0	0	0
Income Generation	Month 1 - Plan	98		98	98	98	98	98	98	98	98	98	98	689	1,182		0	1,182	0	1,182
	Month 1 - Actual/Forecast	98		98	98	(82)	(26)	136	86	111	46	121	121	409	1,004		0	1,004	178	1,182
	Variance	0		0	0	(180)	(125)	38	(13)	12	(53)	23	23	(280)	(178)		0	(178)	178	(0)
	In Year - Plan	0		0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0
	In Year - Actual/Forecast	0		0	0	41	73	39	167	(28)	(28)	(28)	(28)	320	178		178	0	0	0
	Variance	(0)		(0)	(0)	41	73	39	167	(28)	(28)	(28)	(28)	320	178		178	0	0	0
	Total Plan	98		98	98	98	98	98	98	98	98	98	98	689	1,182		0	1,182	0	1,182
	Total Actual/Forecast	98		98	98	(41)	47	175	253	82	17	93	93	729	1,182		178	1,004	178	1,182
	Total Variance	(0)		(0)	(0)	(139)	(52)	77	154	(16)	(81)	(6)	(6)	40	(0)		178	(178)	178	(0)
Accountancy Gains	Month 1 - Plan	0		0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0
	Month 1 - Actual/Forecast	0		0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0
	Variance	0		0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0
	In Year - Plan	0		0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0
	In Year - Actual/Forecast	0		0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0
	Variance	0		0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0
	Total Plan	0		0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0
	Total Actual/Forecast	0		0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0
	Total Variance	0		0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total	Month 1 - Plan	254		254	254	248	248	248	248	249	249	249	250	1,756	3,002		25	2,978	8	2,986
	Month 1 - Actual/Forecast	254		254	254	68	124	286	236	261	197	272	272	1,476	2,824		25	2,800	186	2,986
	Variance	0		0	0	(180)	(125)	38	(13)	12	(53)	23	23	(280)	(178)		0	(178)	178	(0)
	In Year - Plan	0		0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0
	In Year - Actual/Forecast	0		0	0	941	229	421	212	92	94	97	97	1,803	2,278		2,278	0	0	0
	Variance	(0)		(0)	(0)	941	229	421	212	92	94	97	97	1,803	2,278		2,278	0	0	0
	Total Plan	254		254	254	248	248	248	248	249	249	249	250	1,756	3,003		25	2,978	8	2,986
	Total Actual/Forecast	254		254	254	1,009	353	707	448	352	290	368	368	3,279	5,102		2,303	2,800	186	2,986
	Total Variance	(0)		(0)	(0)	761	104	459	199	104	41	119	119	1,523	2,100		2,278	(178)	178	(0)

NHS WALES SHARED SERVICES PARTNERSHIP MONITORING RETURN COMMENTARY FOR PERIOD 8 – NOVEMBER 2020

This summary report provides a review of NHS Wales Shared Services Partnership's (NWSSP) performance for November 2020 and should be read in conjunction with the Monitoring Return tables submitted for Month 8.

Thank you for your letter of 27th November 2020 responding to the Month 7 monitoring return. The action points you have raised have been clarified within this return and additional information provided where requested.

Overview of Performance and Financial Position

NWSSP's financial position for Month 8 is reported at break-even. This is based on the assumption that the balance of all additional operational Covid19 related expenditure will be fully funded by Welsh Government. The Quarter 1 and 2 costs have been invoiced as agreed.

An additional distribution of £1.250m was declared in Month 7, and reported to the November Shared Services Partnership Committee, bringing the total 2020/21 distribution to £2.000m which is consistent with the 2019/20 distribution.

1. Movement of Opening Financial Plan to Forecast Outturn (Table A)

Table A has been populated with the recurring and non-recurring pressures, identified savings, net income generation and WG funding as detailed in our IMTP. These have been included using the profile from our IMTP and continue to show a break-even in year plan as reported in previous months.

The additional distribution is included at £1.250m, with an additional line for the £0.868m balance of the £2.118m overachievement of savings. These will be utilised on planned investments in our services to accelerate improvements and efficiencies to benefit future financial years. The areas of non-recurrent investment include additional staff to support additional workloads in clinical negligence, procurement, recruitment and also programme support to the new laundry project, consultancy days to improve Oracle functionality, increased coverage of statement reconciliation across suppliers, replacement of smaller non-capital items of kit and repairs/maintenance to our

properties. Each investment is supported by a detailed request from our services and plans are in place to ensure the expenditure is incurred by the end of the financial year **(Action Point 7.1)**

The table also continues to be populated with the amended profile of the additional costs and income assumed from WG in respect of additional Covid pressures. These include the costs that we have incurred and are forecast to incur for All Wales PPE and Equipment purchases, TTP, mass vaccination programme and increased operational costs being incurred within NWSSP to support Covid.

2. Overview of Key Risks & Opportunities (Table A2)

The table below identifies the calculation of the risk that we continue to report in respect of Covid costs that haven't yet been invoiced to Welsh Government:

	Total Costs	Invoiced M1-8	Net Risk
	£m	£m	£m
NWSSP Operational Covid Costs	6.994	-3.857	3.137
All Wales Covid costs	264.746	-296.000	-31.254
TOTAL	271.740	-299.857	-28.117

As we have now invoiced for more income than the forecast All Wales costs in order to support the cashflow impact from additional stockpiling, the risk for the All Wales Covid costs has been included at zero in Table A2. The Covid cash position is reviewed weekly and the cash position on stock is reviewed after the inventory position is closed on day 1 each month. At the close of the November inventory position, the 2020/21 stock invoices paid totalled £31m more than the stock recharges to NHS Wales, supporting the value of the additional income invoiced to date. The majority of the All Wales Covid capital invoices were raised to UHBs in November and provided these are paid in a timely manner and dependent upon the accuracy of the forecast primary and social care PPE usage and charges, the current cash drawn down will be sufficient to last until the end of the financial year. Any further cash recovery on the stock invoicing position will be returned to Welsh Government at the earliest opportunity and regular reconciliations will continue during the next few months to advise of any likely cash support required at the end of the financial year **(Action Point 7.3)**.

The figures included in the table above have also been reflected in Table E1.

A further review of the risks and opportunities has been added in month in respect of uncertainty surrounding our year end PPE forecast. These include:

- PPE additional VAT/import duty charges not included in the forecast – this is calculated for orders for PPE that have been set up as zero rated but which we now believe may need to be paid with VAT due to the goods not being

received, paid for or invoiced prior to 31st October 2020 when the VAT zero rating on PPE ended. There are a few circumstances where goods have been part paid in advance or funds transferred into Escrow accounts prior to 31st October 2020 – we are arranging a meeting with our VAT advisor to review the VAT transition rules and import duties to enable us to assess any additional liability and increased costs

- Potential increase in PPE requirements for Social Care/Primary Care over forecast – the amended forecast for PPE for social care & primary care for months 9-12 is based on the average PPE charges for months 4-8 when the provision was at established levels. Following the letter to social care establishments advising all PPE should be provided through NWSSP we were anticipating that demand may increase. Whilst there was an initial increase in October this has not continued into November. This also needs to be considered with the likelihood that some of the bulk purchase of PPE through the non-stock route may be issued to social care/primary care which would be at zero value which would impact the forecast expenditure. A 10% additional increase in demand has been included as a risk that we would look to Welsh Government to fund per the current arrangements. We also recognise that our revised forecast of PPE recharges for social care and primary care may be too high and an equivalent opportunity of 10% reduced expenditure has also been included.
- PPE VAT savings on stock items being reviewed – as part of the ongoing balance sheet reconciliation of the significant number of stock transactions this financial year we have identified circa £14.422m of tax credits as a result of invoices for PPE with zero VAT being paid against orders that were originally set up with VAT as part of the inventory call off.
- PPE Valuation of Stock – this is a high level estimate of the potential value of the stock that we will have at year end that has been purchased through the non-stock route and written on to stock at zero value. In order to accurately value this stock and write this onto the balance sheet the equivalent credit would have to be transferred to the I&E. This forecast is at the lowest value we can forecast based on a number of assumptions regarding value of stock and the demand over the next five months so will need some refinement during the remainder of the financial year before this can be quoted with any further accuracy.

Two additional risks have been included this month with regard to mass vaccination forecasts. At present we have forecast the support for the vaccination programme will be required from December 2020 to December 2021, with the PPE and consumables forecast on a straightline basis. Due to the way the stock items are issued to make the vaccination packs, there is the potential for more packs to be made up and stockpiled before the end of the

financial year, if this is the case additional costs for PPE and consumables will be incurred above the forecast currently included in our returns.

The opportunity for the over-achievement of savings has been removed in month as this reflected the forecast overachievement included in our plan rather than an additional level of savings (**Action Point 7.2**).

NWSSP hosts the Central Team e-Business Services which receives funding from contributions from individual Health Boards and Trusts. The contributions received reflect the intention to build up a fund for future investment in oracle developments and hardware requirements . It is forecast that this fund will total circa £1m at the end of 2020/21. It is likely that this fund will need to be returned to health organisations and the potential for this return was highlighted at the November Shared Services Partnership Committee and will be included in the December NWSSP update to DoFs.

NWSSP undertakes the central role for NHS Wales with regards to the payment and recharging of ESR costs. NWSSP makes payment of the 6.1315% recharge for Wales of the total ESR contract administered by the Department of Health & Social Care (DHSC) and apportions costs and recharges to UHBs/Trusts. In year and full contract forecasts are received quarterly and these are subject to change dependent upon the level of enhancements and additional functionalities deployed. Recharges are levied to organisations apportioned on ESR assignment headcount in September of each year.

At the end of October 2020 when the quarterly forecast was received, the DHSC indicated that there could be a significant increase in the forecast recharge for 2020/21 and subsequent years. The 2020/21 additional cost is currently forecast at £0.939m which would be recharged to UHBs/Trusts based on the ESR assignment apportionment methodology.

The ESR contract with IBM is due to expire in August 2022 and an extension to August 2025 is in the process of being negotiated by DHSC. In addition to additional costs being charged in respect of a significant data centre move in 2020/21, these negotiations also include additional payments to IBM from August 2020-August 2022 to cover contract losses to negotiate more realistic charges in the contract extension period.

We continue to work with DHSC colleagues to fully understand the potential additional costs and the timing of these included in the forecast and to assess the robustness of the forecast for 2020/21. A further update will be provided as soon as the finalised position for 2020/21 is known. This issue is also included in the December NWSSP update to DoFs.

3. Actual Year to Date and Forecast Monthly Position (Tables B, B2 & B3)

The key points to note within the year to date position are:

- The overall forecast income of £692.135m has reduced from the forecast reported in Month 7 due to the net effect of the reduced forecast value for social care & primary care PPE issues and additional PPE orders including an addition to the pandemic PIPP stockpile.
- The Welsh Government income for Month 8 was less than forecast at Month 7 due to a number of orders forecast to be delivered in November being delayed until December. The income has been deferred and the forecast expenditure has been reprofiled into December and January based on the delivery profile received from procurement. Delays have been incurred with sea freighting large volumes of PPE and the availability of port landing slots.
- The Welsh NHS income forecast continues to increase each month due to the planned expansion of the SLE model to other training specialties each month. The Welsh NHS income also increases materially in Month 12 in respect of income anticipated under the Welsh Risk Pool risk sharing agreement which it is envisaged will be invoked once the Welsh Government funding is fully utilised in line with our IMTP.
- Other income continues to be reported above normal levels due to the PPE recharges we have made to the Department of Health & Social Care, NHS Scotland and Northern Ireland for the provision of Type IIR masks. There is a large increase in other income in Month 12 in respect of the pharmacy rebate income that we invoice for. There is no risk to our financial plan with the significant increase late in the financial year as the funds are repatriated back to UHBs.
- The inclusion of high level forecast costs for the mass vaccination programme of £2.058m in 2020/21 have been profiled into income, pay and non-pay from December to March which reconciles to the mass vaccination template. This forecast is a reduction on that provided in Month 7 and remains a work in progress as the delivery schedules of the vaccine are being received and the implications on the forecast worked through. All pay and non pay costs have been profiled into the appropriate categories in Table B3 with PPE included with the other all Wales PPE forecast spend on line 95 as requested (**Action Point 7.4**)
- The increases in income due to PPE and equipment recharges are offset by equivalent increases in non pay where this expenditure is recorded.

- Increases in pay costs are profiled in line with the increased income anticipated for the Single Lead Employer, All Wales Collaborative Bank and Medical Examiner Programme. These increases can be seen in the Medical & Dental, Nursing & Midwifery, Professional & Scientific and Additional Clinical Services pay categories. The Medical & Dental forecast costs have been increased in line with the new proposed rollout expansion plan for the SLE.
- Forecast depreciation charges of £3.012m are included which reconciles to our November non-cash submission. The income above our depreciation baseline of £1.551m is anticipated in Table E1. Any further revisions to the non cash charges will be reflected in future months and we will ensure that Welsh Government colleagues are kept informed if material (**Action Point 7.6**).
- £63.134m income and expenditure is included to Month 8 in relation to the WRP DEL budget and redress. This expenditure is reported separately on line 9 – Losses, Special Payments & Irrecoverable Debts with a full year forecast outturn of £123.289m (£120.955m WRP DEL per our IMTP plus £2.334m for redress). After a detailed review of all cases forecast to settle in 2020/21 the full year forecast remains at £120.955m that was included in our IMTP. The redress income of £2.334m is anticipated in Table E1 on the basis that this funding will be required as the risk sharing agreement is forecast to be invoked. This is £1.075m over the £1.259m budget transferred for redress, as year 3 of the transitional funding arrangement agreed with Steve Elliot.

The Welsh Risk Pool Committee (WRPC) discussed the CTM debtor balance with the Welsh Risk Pool at its meeting on 18 November 2020. Despite repeated assurances that cases would be presented for reimbursement, it was noted that the total value of cases submitted for reimbursement within the timescale to be considered by the WRPC (submission by 30th Sep 2020) was £939,638.88. However, only £323,337.34 was suitable for reimbursement due to issues related to the learning.

The WRP Reimbursement Procedures clearly outline the process steps which are required by health bodies. Requests for reimbursement must be submitted within four calendar months of the completion of a case and this has been the case for many years. Recent submissions have been an average of eight months overdue and there remains no clear assurance about when submissions will be presented in a consistent compliant way.

The WRP Procedures do permit the WRPC to impose interventions, deferrals or sanctions on health bodies when there is a lack of compliance. The usual intervention for significantly late submission is the

permanent deferral of 50% of the value to be reimbursed. Following a lengthy discussion, the WRPC determined that a 10% reduction will be imposed for all cases where the request for reimbursement falls outside of the four-month period. Based on information presented to the WRPC, a total £3,295,581.55 had been submitted for reimbursement at that time. With the 10% deferral applied to cases which fall outside of the required timescales a total deferral of £304,332.54 would be applied.

The Chair of the WRPC has written to the CEO of CTM UHB to confirm the WRPC decision and to highlight the concerns of the WRPC about the quality and timeliness of the information submitted.

- Agency expenditure of £0.920m has been reported to the end of Month 8, £0.770m of which has been incurred to support additional Covid work. Negative agency expenditure is reported against Estates and Ancillary and Covid due to an over accrual in previous months. The trend of reduced agency expenditure continues in November following continued efforts to expand the NWSSP bank. The agency forecast for Covid does increase slightly from December due to the anticipated potential requirement for temporary staff over the winter months.
- Table B3 details the monthly actuals and forecast Covid additional expenditure totalling £271.740m. This has been collated and reviewed on a service by service basis within NWSSP and will continue to be monitored at this level.

The All Wales PPE costs are reported on line 95. The All Wales Equipment and services have been included separately on line 92 from Month 8 to aid the separate identification of the PPE costs. The split and profile of the various elements of Table B3 are detailed in the table below:

	YTD	M9	M10	M11	M12	TOTAL
All Wales Non stock PPE	75.994	48.079	13.222	2.549	0.000	139.844
Social/Primary Care PPE	52.475	8.500	8.500	8.500	8.500	86.475
Pandemic Stock PPE	3.669					3.669
Mass Vaccination PPE	0.000	0.276	0.276	0.276	0.276	1.102
All Wales Covid Equipment	20.639	0.827				21.466
TTP	5.402	1.486	1.976	1.186	1.184	11.234
Mass Vaccination (excl PPE)	0.000	0.244	0.238	0.238	0.238	0.956
NWSSP Operational Costs	4.830	0.654	0.497	0.503	0.510	6.994
TOTAL	163.009	60.065	24.708	13.251	10.707	271.740

TTP costs of £11.234m are included in Table B3 - £11.051m in Line 66 for the point of care testing kits and £0.183m in Line 80 for the swab sticks used for testing. The expenditure profile of this equipment and test kits has been amended in Month 8 following a delay in the Minister approving the results of the acceptance testing and the roll out plan. Approval was given on 4th December 2020 and 100 devices are being delivered w/c 7th December with test kits with the remainder to follow early in the new year.

The Social/primary care issues are lower than forecast last month on the basis of the actual cost of the issues in November which have been lower than anticipated.

The full year forecast NWSSP Operational Costs have reduced from £7.898m in Month 7 to £6.994m in Month 8. The movements are summarised in the table below:

Additional COVID Expenditure	M7	M8
	£m	£m
Staff costs - bank and overtime	2.658	2.594
Staff costs - agency	1.140	0.830
Interim F1s	0.513	0.513
Transportation/warehousing costs	1.277	1.270
Additional cleaning/equipment/security	0.677	0.657
Distribution of shielding letters	0.055	0.064
External laboratory testing	0.089	0.088
Loss of income	0.243	0.020
Temporary Medicines Unit	0.928	0.589
Oracle Licences/Bomgar Licences	0.175	0.175
Other non pay costs	0.143	0.194
TOTAL	7.898	6.994

The key reasons for the movement are:

- A review of the Temporary Medicines Unit forecast – with the staff now in post and a more accurate forecast of the non pay expenditure that will be incurred, the forecast has been updated accordingly
- Reduction in the forecast need for agency staff which was previously included to ensure 2020/21 workloads could be completed as required
- Reduction in the expenditure forecast due to a loss of income – this was previously included as it was anticipated that income streams for SMTL

and Audit & Assurance services would not be achievable during the financial year as planned, whilst some impact has been evidenced this has been minimal and can be covered within the budget so no additional funding is required

The PPE Winter plan identifies the need for additional recurring and non-recurring resource in respect of systems, data analyst support, PPE category management team and additional senior procurement management capacity. Estimated costs for these for 2020/21 have been built into Table B3, however discussions are ongoing regarding the recurrent and non-recurrent support required into 2021/22.

With regard to the Welsh Government request for a forecast of the total funding required for PPE, the summary below provided at Month 7 has been updated for Month 8:

	M7 £m	M8 £m
PPE Non stock value of orders placed (excl mutual aid)	133.700	139.844
Primary/Social Care actual stores issues to date	48.013	52.475
Primary/Social Care forecast stores issues	56.675	34.000
Pandemic Stock Replenishment to date	3.668	3.669
Vaccination Numbers PPE Dec - March		1.102
Total Forecast 2020/21 per Monitoring Returns	242.056	231.090
Additional Adjustments		
Additional VAT exposure on existing orders	9.868	9.868
Stores VAT Tax Credits	-14.616	-14.422
Vaccination programme PPE included in Packs - Balance of pack requirement	5.448	2.479
Primary/social care PPE - possible additional issues following letter (10%)	5.668	3.400
NWSSP Forecast PPE Costs prior to stock revaluation	248.424	232.415
Credit to I&E for Stock Revaluation	-46.643	-29.108
Total NWSSP PPE Forecast *	201.781	203.307

****Please note the above forecast does not include the PPE funding requirements forecast for the UHBs/Trusts.***

The cells highlighted in yellow have been included as risks in the Month 8 return and detailed in section 2. The pandemic stock replenishment has been included in the income & expenditure to Month 8 due to the write on to the PIPP stock. A discussion with Welsh Government colleagues is required with regards to the replenishment levels of the PIPP stock and the accounting treatment of this in 2020/21.

It should be noted that the above represents our ongoing assessment and is subject to change. There a number of very significant assumptions that have been made to calculate this forecast position. Further work is ongoing in a number of areas including

the factoring of the updated Deloitte supply and demand model that was handed over on 6th November. A further exercise is being undertaken to value stock in view of the significant PPE price variations during the year Discussions have already started with Audit Wales regarding the stock value and we review on a monthly basis to aim to quantify more accurately. The potential impact from a planned delivery of a long outstanding order of FFP3 masks placed in May needs to be worked through during December if the delivery is actually received. The impact of the Covid vaccination roll out programme on the PPE usage for the remainder of the financial year needs to be assessed. In addition further work needs to be undertaken to forecast and triangulate the future issues to Health Boards.

We note the ability to record the cost impact of any annual leave accrual in Table B3 and this will be reviewed in more detail in January to assess any requirements (**Action Point 7.5**).

4. Savings (Table C, C1, C2 & C3)

The Savings Tracker, Table C3, has been updated in Month 8 to include the over achievement of savings forecast of £2.118m so that the overall reported position reconciles to the ledger position.

5. Welsh NHS Assumptions (Table D)

The NWSSP Table D submission to Welsh Government has been left blank as requested.

6. Invoiced Income Streams (Table E1)

Line 1 of this table has been populated with the budgeted income streams by organisation. Lines 2-25 have been populated with anticipated income streams which reconcile to our annual income forecast. There are a few amendments to this table in Month 8 with the key ones summarised as:

- SLE Expansion – The forecast income based on the amended intake profile for the remainder of 2020/21 continues to be included under other income whilst we assess the UHBs that each intake will transfer from. This has reduced from the Month 7 total due to the intake of radiology trainees during November which are now built into our forecast income.
- All Wales Collaborative Bank – the forecast income has been reduced in month by the value that was invoiced in month 8.

- Covid operational and all Wales costs – these have been amended per the table provided in section 2 above
- Medical Examiner – the forecast income has been amended in line with the most recent expenditure forecast expenditure for the service less the total that has been invoiced to date.
- Pharmacy Rebate – the income has increased based on the rebates received in Q1 and Q2.
- Employment Services initiatives – these have been reduced to zero as the invoices have been raised and paid

7. Cash Flow (Table G)

Not required for completion.

8. PSPP (Table H)

This table is not required for NWSSP, although it is pleasing to report that the NWSSP Non NHS PSPP achievement for Month 8 was 97.81%

9. Capital Expenditure Limit Management and Disposals (Tables I, & K)

Table I has been populated with the year to date and forecast achievement of our current CEL of £4.365m which was last updated on 24th November 2020.

Table J has been populated with the monthly expenditure to date and the forecast expenditure profile to the year end upon which the November non-cash submission was based. This includes expenditure of £0.130m to utilise the proceeds from the sale of the land at Denbigh.

We have submitted requests for funding for additional vans/HGVs to support PPE distribution. We continue to await urgent confirmation of approval of these funds so that we can proceed to place orders to support our Covid efforts. These will be included as part of the capital prioritisation exercise to be submitted by 18th December.

Table K has been updated in month 8 to reflect the sale of a strip of land at Denbigh stores in October. The figures reported have changed from those reported in Month 7

now that the revaluation has been correctly actioned and the £0.005m loss on disposal has been reported in Table B (**Action Point 7.7**).

10. Aged Debtors (Table M)

At 30th November there were nine invoices outstanding over 17 weeks, seven of which remain outstanding at the submission date. Six of these relate to Cwm Taf Morgannwg and we have been informed that these have been agreed as part of the Month 8 agreement of balances exercise and payment is being authorised.

11. GMS (Table N)

Not required for completion by NWSSP.

12. Dental (Table O)


Not required for completion by NWSSP.

13. Other Issues

The financial information provided in this return is an accurate assessment of the NWSSP financial position at this point in time and aligns to the details provided in the NWSSP Partnership Committee and Senior Management Team reports.

The Shared Services Partnership Committee will receive the Month 8 Financial Monitoring Return, along with the Month 7 return at the January meeting.

14. Authorisation of Return



ANDREW BUTLER
DIRECTOR OF FINANCE AND
CORPORATE SERVICES



NEIL FROW
MANAGING DIRECTOR
NWSSP

11th December 2020

Table A - Movement of Opening Financial Plan to Forecast Outturn

This Table is currently showing 0 errors

Line 12 should reflect the corresponding amounts included within the latest IMTP/AOP submission to WG
Lines 1 - 12 should not be adjusted after Month 1

	In Year Effect	Non Recurring	Recurring	FYE of Recurring
	£'000	£'000	£'000	£'000
Underlying Position b/fwd from Previous Year - as per 3 year plan (Surplus - Positive Value / Deficit - Negative Value)	0	0	0	0
1 New Cost Pressures - as per 3 year plan (Negative Value)	-23,962	-15,693	-8,269	-8,269
2 Opening Cost Pressures	-23,962	-15,693	-8,269	-8,269
3 Welsh Government Funding (Positive Value)	4,106	2,803	1,303	1,303
4 Identified Savings Plan (Positive Value)	1,820	25	1,796	1,804
5 Planned Net Income Generated (Positive Value)	1,182	0	1,182	1,182
6 Planned Accountancy Gains (Positive Value)	0	0	0	0
7 Planned Profit / (Loss) on Disposal of Assets	0	0	0	0
8 Planned Release of Uncommitted Contingencies & Reserves (Positive Value)	0	0		
9 Provider income - new services	16,853	13,779	3,074	3,074
10 Planning Assumptions still to be finalised at Month 1	0			
11 IMTP / Annual Operating Plan	0	913	-914	-906
12 Reversal of Planning Assumptions still to be finalised at Month 1	0	0	0	0
13 Month 1 Planned Savings - Forecast Underachievement Due to Covid-19	0	0		
14 Month 1 Planned Savings - Other Forecast (Underachievement) / Overachievement	0	0	0	0
15 Additional In Year Identified Savings - Forecast (Positive Value)	1,622	1,622	0	0
16 Additional In Year & Variance from Planned Net Income Generated (Positive Value)	496	604	-108	0
17 Additional In Year & Variance from Planned Accountancy Gains (Positive Value)	0	0	0	0
18 Additional In Year & Variance from Planned Profit / (Loss) on Disposal of Assets	0	0		
19 Release of Previously Committed Contingencies & Reserves (Positive Value)	0	0		
20 Additional In Year Welsh Government Funding (Positive Value)	0	0		
21 Additional In Year Welsh Government Funding Due To Covid-19 (Positive Value)	271,740	271,740		
22 Operational Expenditure Cost Increase Due To Covid-19 (Negative Value)	-271,740	-271,740		
23 Planned Operational Expenditure Cost Reduction Due To Covid-19 (Positive Value)	0	0		
24 (Positive Value)	0	0		
25 Net In Year Operational Variance to IMTP/AOP (material gross amounts to be listed separately)	0	0		
26 Additional distribution	-1,250	-1,250		
27 Reinvestment within NWSSP to accelerate efficiencies	-868	-868		
28	0	0		
29	0	0		
30	0	0		
31	0	0		
32	0	0		
33	0	0		
34	0	0		
35	0	0		
36	0	0		
37	0	0		
38	0	0		
39	0	0		
40 Forecast Outturn (- Deficit / + Surplus)	0	1,022	-1,022	-906

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD	In Year Effect
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
1													0	0
2	-798	-798	-797	-792	-792	-792	-902	-902	-903	-903	-4,603	-10,980	-6,573	-23,962
3	-798	-798	-797	-792	-792	-792	-902	-902	-903	-903	-4,603	-10,980	-6,573	-23,962
4	342	342	342	342	342	342	342	342	342	342	342	344	2,736	4,106
5	156	156	155	150	150	150	150	150	151	151	151	151	1,217	1,820
6	98	98	98	98	98	98	98	98	98	98	98	99	787	1,182
7	0	0	0	0	0	0	0	0	0	0	0	0	0	0
8													0	0
9													0	0
10	202	202	202	202	202	202	312	312	312	312	4,012	10,386	1,832	16,853
11													0	0
12	0	0	0	0	0	0	0	0	0	0	0	0	-1	0
13	0	0	0	0	0	0	0	0	0	0	0	0	0	0
14	0	0	0	0	0	0	0	0	0	0	0	0	0	0
15	0	0	0	0	0	0	0	0	0	0	0	0	0	0
16	0	0	0	900	156	382	45	-8	47	50	50	0	1,475	1,622
17	0	0	0	-139	-52	77	154	291	-28	48	48	97	331	496
18	0	0	0	0	-52	77	154	291	0	0	0	0	0	0
19													0	0
20													0	0
21													0	0
22	13,041	34,740	34,244	15,452	17,969	24,295	12,342	10,926	60,065	24,708	13,251	10,707	163,009	271,740
23	-13,041	-34,740	-34,244	-15,452	-17,969	-24,295	-12,342	-10,926	-60,065	-24,708	-13,251	-10,707	-163,009	-271,740
24	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25	0	0	0	0	0	0	0	0	0	0	0	0	0	0
26													0	0
27				-761	-104	-459	74						-1,250	-1,250
28							-273	-283	-19	-97	-98	-98	-556	-868
29													0	0
30													0	0
31													0	0
32													0	0
33													0	0
34													0	0
35													0	0
36													0	0
37													0	0
38													0	0
39													0	0
40	0	0	0	0	0	0	0	0	0	0	0	0	0	0

NHS Wales Shared Services Partnership

Period : Nov 20

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Table A2 - Overview Of Key Risks & Opportunities		FORECAST YEAR END	
		£'000	Likelihood
Opportunities to achieve IMTP/AOP (positive values)			
1	Red Pipeline schemes (inc AG & IG)		
2	Potential Cost Reduction		
3	Total Opportunities to achieve IMTP/AOP	0	
Risks (negative values)			
4	Under delivery of Amber Schemes included in Outturn via Tracker		Low
5	Continuing Healthcare		
6	Prescribing		
7	Pharmacy Contract		
8	WHSSC Performance		
9	Other Contract Performance		
10	GMS Ring Fenced Allocation Underspend Potential Claw back		
11	Dental Ring Fenced Allocation Underspend Potential Claw back		
12	Turnover factor is less than budgeted	0	Low
13	Non achievement of income targets	0	Medium
14	Capital funding not received leads to increased maintenance costs	0	Medium
15	Fuel costs increase more than budgeted	0	Low
16	NWSSP Operational COVID 19 costs are not funded	(3,137)	Medium
17	All Wales Covid 19 costs incurred are not funded	0	Low
18	PPE additional VAT/import duty charges not included in forecast	(9,868)	Medium
19	Potential increase in PPE requirements for Social Care/Primary Care over forecast	(3,400)	Medium
20	Additional PPE for vaccination packs over forecast	(2,479)	Medium
21	Additional consumables costs for vaccination packs over forecast	(664)	Medium
22			
23			
24			
25			
26	Total Risks	(19,548)	
Further Opportunities (positive values)			
27	Turnover factor is greater than budgeted	200	Medium
28	Overachievement of savings schemes	0	Medium
29	PPE VAT savings on stock items being reviewed	14,422	Medium
30	PPE valuation of stock	29,108	Medium
31	Potential reduction in PPE requirements for Social Care/Primary Care compared to forecast	3,400	Medium
32			
33			
34	Total Further Opportunities	47,130	
35	Current Reported Forecast Outturn	(0)	
36	IMTP / AOP Outturn Scenario	(0)	
37	Worst Case Outturn Scenario	(0)	
38	Best Case Outturn Scenario	47,130	

NHS Wales Shared Services Partnership

Table B - Monthly Positions

YTD Months to be completed from Month: 1
Forecast Months to be completed from Month: 3

Period : Nov 20

This Table is currently showing 0 errors

A. Monthly Summarised Statement of Comprehensive Net Expenditure / Statement of Comprehensive Net Income		1	2	3	4	5	6	7	8	9	10	11	12	Total YTD	Forecast year-end position
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	£'000	£'000
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		
1	Revenue Resource Limit	Actual/F'cast												0	0
2	Capital Donation / Government Grant Income	Actual/F'cast												0	0
3	Welsh NHS Local Health Boards & Trusts Income	Actual/F'cast	7,647	9,840	16,140	(537)	11,129	15,503	16,780	15,408	17,216	17,982	18,461	91,910	178,146
4	WHSSC Income	Actual/F'cast												0	0
5	Welsh Government Income (Non RRL)	Actual/F'cast	22,516	47,250	49,881	35,753	26,854	41,665	26,346	22,928	81,737	35,038	18,700	273,193	455,147
6	Other Income	Actual/F'cast	454	21,166	8,433	7,582	2,044	3,108	540	5,599	128	145	145	9,500	58,843
7	Income Total		30,617	78,256	74,454	42,798	40,026	60,276	43,665	43,936	99,081	64,605	53,644	60,777	692,135
8	Primary Care Contractor (excluding drugs, including non resource limited expenditure)	Actual/F'cast												0	0
9	Primary Care - Drugs & Appliances	Actual/F'cast												0	0
10	Provided Services - Pay	Actual/F'cast	7,850	7,772	8,124	7,994	9,574	10,786	11,577	11,321	11,738	12,585	13,008	74,998	125,694
11	Provider Services - Non Pay (excluding drugs & depreciation)	Actual/F'cast	18,943	64,124	55,765	20,033	25,481	39,530	23,955	26,144	72,047	36,702	25,317	32,096	440,136
12	Secondary Care - Drugs	Actual/F'cast												0	0
13	Healthcare Services Provided by Other NHS Bodies	Actual/F'cast												0	0
14	Non Healthcare Services Provided by Other NHS Bodies	Actual/F'cast												0	0
15	Continuing Care and Funded Nursing Care	Actual/F'cast												0	0
16	Other Private & Voluntary Sector	Actual/F'cast												0	0
17	Joint Financing and Other	Actual/F'cast												0	0
18	Losses, Special Payments and Irrecoverable Debts	Actual/F'cast	3,604	6,140	10,345	14,518	4,719	9,707	7,891	6,210	15,039	15,039	15,038	63,134	123,289
19	Exceptional (Income) / Costs - (Trust Only)	Actual/F'cast												0	0
20	Total Interest Receivable - (Trust Only)	Actual/F'cast												0	0
21	Total Interest Payable - (Trust Only)	Actual/F'cast												0	0
22	DEL Depreciation/Accelerated Depreciation/Impairments	Actual/F'cast	220	220	220	253	253	253	242	256	256	279	279	1,917	3,012
23	AME Donated Depreciation/Impairments	Actual/F'cast												0	0
24	Uncommitted Reserves & Contingencies	Actual/F'cast												0	0
25	Profit/Loss Disposal of Assets	Actual/F'cast								5				5	5
26	Cost - Total	Actual/F'cast	30,617	78,256	74,454	42,798	40,027	60,276	43,665	43,936	99,081	64,606	53,643	60,777	692,135
27	Net surplus/ (deficit)	Actual/F'cast	0	0	0	0	(0)	0	(0)	(0)	0	(0)	0	0	0

B. Assessment of Financial Forecast Positions

Year-to-date (YTD)	£'000	Full-year surplus/ (deficit) scenarios	£'000
28 . Actual YTD surplus/ (deficit)	(0)	33. Extrapolated Scenario	(2)
29. Actual YTD surplus/ (deficit) last month	0	34. Year to Date Trend Scenario	(0)
30. Current month actual surplus/ (deficit)	(0)		
31. Average monthly surplus/ (deficit) YTD	(0)		
32. YTD /remaining months	(0)		
	Trend ▼		

C. DEL/AME Depreciation & Impairments

		1	2	3	4	5	6	7	8	9	10	11	12	Total YTD	Forecast year-end position
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		
35	Baseline Provider Depreciation	Actual/F'cast	114	114	114	111	111	104	109	109	108	108	108	888	1,321
36	Strategic Depreciation	Actual/F'cast	107	107	107	142	141	138	147	147	171	171	171	1,029	1,690
37	Accelerated Depreciation	Actual/F'cast												0	0
38	Impairments	Actual/F'cast												0	0
39	Other (Specify in Narrative)	Actual/F'cast												0	0
40	Total		220	220	220	253	253	242	256	256	279	279	279	1,917	3,012
41	AME														
41	Donated Asset Depreciation	Actual/F'cast												0	0

42	Impairments	Actual/F'cast														0	0
43	Other (Specify in Narrative)	Actual/F'cast														0	0
44	Total		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

D. Accountancy Gains

			1	2	3	4	5	6	7	8	9	10	11	12		
			Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total YTD	Forecast year-end position
			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		
45	Accountancy Gains	Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0	0

E. Committed Reserves & Contingencies

			1	2	3	4	5	6	7	8	9	10	11	12		
			Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total YTD	Forecast year-end position
			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		
	List of all Committed Reserves & Contingencies inc above in Section A. Please specify Row number in description.															
46	Forecast Only														0	0
47	Forecast Only														0	0
48	Forecast Only														0	0
49	Forecast Only														0	0
50	Forecast Only														0	0
51	Forecast Only														0	0
52	Forecast Only														0	0
53	Forecast Only														0	0
54	Forecast Only														0	0
55	Forecast Only														0	0
56	Forecast Only														0	0
57	Forecast Only														0	0
58	Forecast Only														0	0
59	Forecast Only														0	0
60	Forecast Only														0	0
61	Forecast Only														0	0
62	Forecast Only														0	0
63	Forecast Only														0	0
64	Forecast Only														0	0
65	Forecast Only														0	0
66	Forecast Only														0	0
67	Forecast Only														0	0
68	Forecast Only														0	0
69	Forecast Only														0	0
70	Forecast Only														0	0
71	Forecast Only														0	0
72	Forecast Only														0	0
73	Forecast Only														0	0
74	Total		0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Phasing		#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	

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

Period : Nov 20

This Table is currently showing 0 errors

			1	2	3	4	5	6	7	8	9	10	11	12	Total YTD	Full-year forecast	YTD as %age of FY	Assessment		Full In-Year forecast		Full-Year Effect of Recurring Savings
			Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar			YTD variance as %age of YTD	Green	Amber	non recurring	recurring	
			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000				£'000	£'000	£'000	£'000	£'000
1	CHC and Funded Nursing Care	Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
2		Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0	0
3		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
4	Commissioned Services	Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
5		Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0	0
6		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
7	Medicines Management (Primary & Secondary Care)	Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
8		Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0	0
9		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
10	Non Pay	Budget/Plan	40	40	40	40	40	40	40	40	40	40	40	40	323	484		484	0			
11		Actual/F'cast	40	40	40	40	142	248	23	15	62	65	65	40	577	810	71.19%	810	0	326	484	484
12		Variance	0	0	0	102	(14)	208	(17)	(25)	22	25	25	0	254	326	78.74%	326	0			
13	Pay	Budget/Plan	115	115	115	110	110	110	110	110	111	111	111	111	894	1,337		1,337	0			
14		Actual/F'cast	115	115	115	908	280	284	172	127	136	136	136	111	2,115	2,633	80.34%	2,633	0	1,321	1,312	1,320
15		Variance	0	0	0	798	170	174	62	17	25	25	25	0	1,221	1,296	136.55%	1,296	0			
16	Primary Care	Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
17		Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0	0
18		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
19	Total	Budget/Plan	156	156	155	150	150	150	150	150	151	151	151	151	1,217	1,820		1,820	0			
20		Actual/F'cast	156	156	155	1,050	306	532	195	142	198	201	201	151	2,692	3,442	78.19%	3,442	0	1,647	1,796	1,804
21		Variance	0	0	0	900	156	382	45	(8)	47	50	50	0	1,475	1,622	121.23%	1,622	0			
22	Variance in month in month achievement against		0.00%	0.00%	0.00%	600.25%	104.04%	254.77%	30.01%	(5.34%)	31.14%	33.13%	33.13%	0.00%	121.23%							
23	FY forecast		4.53%	4.53%	4.51%	30.50%	8.89%	15.45%	5.66%	4.12%	5.75%	5.84%	5.84%	4.38%								

Table C1- Savings Schemes Pay Analysis

		Month	1	2	3	4	5	6	7	8	9	10	11	12	Total YTD	Full-year forecast	YTD as %age of FY	Assessment		Full In-Year forecast		Full-Year Effect of Recurring Savings
			Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar			YTD variance as %age of YTD Budget/Plan	Green £'000	Amber £'000	non recurring £'000	recurring £'000	
			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000								
1	Changes in Staffing Establishment	Budget/Plan	115	115	115	110	110	110	110	110	111	111	111	111	894	1,337		1,337	0			
2		Actual/Fcast	115	115	115	908	280	284	172	127	136	136	136	111	2,115	2,633	80.34%	2,633	0	1,321	1,312	1,320
3		Variance	0	0	0	798	170	174	62	17	25	25	25	0	1,221	1,296	136.55%	1,296	0			
4	Variable Pay	Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
5		Actual/Fcast	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0	0
6		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
7	Locum	Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
8		Actual/Fcast	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0	0
9		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
10	Agency / Locum paid at a premium	Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
11		Actual/Fcast	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0	0
12		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
13	Changes in Bank Staff	Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
14		Actual/Fcast	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0	0
15		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
16	Other (Please Specify)	Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
17		Actual/Fcast	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0	0
18		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0			
19	Total	Budget/Plan	115	115	115	110	110	110	110	110	111	111	111	111	894	1,337		1,337	0			
20		Actual/Fcast	115	115	115	908	280	284	172	127	136	136	136	111	2,115	2,633	80.34%	2,633	0	1,321	1,312	1,320
21		Variance	0	0	0	798	170	174	62	17	25	25	25	0	1,221	1,296	136.55%	1,296	0			

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

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

Table C3 - Tracker
This Table is currently showing 0 errors

	£'000	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total YTD	Full-year forecast	Non Recurring	Recurring	FYE Adjustment	Full-year Effect
Savings (Cash Releasing & Cost Avoidance)	Month 1 - Plan	156		156	155	150	150	150	150	151	151	151	151	1,217	1,820	25	1,796	8	1,804
	Month 1 - Actual/Forecast	156		156	155	150	150	150	150	151	151	151	151	1,217	1,820	25	1,796	8	1,804
	Variance	0		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	In Year - Plan	0		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	In Year - Actual/Forecast	0		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Variance	(0)		(0)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Total Plan	156		156	155	150	150	150	150	151	151	151	151	1,217	1,820	25	1,796	8	1,804
	Total Actual/Forecast	156		156	155	1,050	306	532	195	142	198	201	201	2,692	3,442	1,647	1,796	8	1,804
	Total Variance	(0)		(0)	0	900	156	382	45	(8)	47	50	50	(0)	1,475	1,622	1,622	0	0
Income Generation	Month 1 - Plan	98		98	98	98	98	98	98	98	98	98	98	787	1,182	0	1,182	0	1,182
	Month 1 - Actual/Forecast	98		98	98	(82)	(26)	136	86	181	46	121	121	590	1,074	0	1,074	108	1,182
	Variance	0		0	0	(180)	(125)	38	(13)	82	(53)	23	23	(198)	(108)	0	(108)	108	(0)
	In Year - Plan	0		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	In Year - Actual/Forecast	0		0	0	41	73	39	167	209	25	25	25	0	529	604	604	0	0
	Variance	(0)		(0)	41	73	39	167	209	25	25	25	(0)	529	604	604	0	0	0
	Total Plan	98		98	98	98	98	98	98	98	98	98	98	787	1,182	0	1,182	0	1,182
	Total Actual/Forecast	98		98	98	(41)	47	175	253	390	71	146	146	1,119	1,678	604	1,074	108	1,182
	Total Variance	(0)		(0)	0	(139)	(52)	77	154	291	(28)	47	47	331	496	604	(108)	108	(0)
Accountancy Gains	Month 1 - Plan	0		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Month 1 - Actual/Forecast	0		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Variance	0		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	In Year - Plan	0		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	In Year - Actual/Forecast	0		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Variance	0		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Total Plan	0		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Total Actual/Forecast	0		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Total Variance	0		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	Month 1 - Plan	254		254	254	248	248	248	248	249	249	249	250	2,004	3,002	25	2,978	8	2,986
	Month 1 - Actual/Forecast	254		254	254	68	124	286	236	331	197	272	348	1,806	2,894	25	2,870	116	2,986
	Variance	0		0	0	(180)	(125)	38	(13)	82	(53)	23	97	(198)	(108)	0	(108)	108	(0)
	In Year - Plan	0		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	In Year - Actual/Forecast	0		0	0	941	229	421	212	201	72	75	75	0	2,004	2,226	2,226	0	0
	Variance	(0)		(0)	941	229	421	212	201	72	75	75	(0)	2,004	2,226	2,226	0	0	0
	Total Plan	254		254	254	248	248	248	248	249	249	249	250	2,004	3,003	25	2,978	8	2,986
	Total Actual/Forecast	254		254	254	1,009	353	707	448	532	269	347	348	3,810	5,120	2,251	2,870	116	2,986
	Total Variance	(0)		(0)	761	104	459	199	283	19	97	97	97	1,806	2,118	2,226	(108)	108	(0)