

Shared Services Partnership Committee

Thu 23 September 2021, 10:00 - 12:00

Teams



Agenda

10:00 - 10:05 1. Agenda 5 min

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 22 July 2021

Margaret Foster

 1.4 SSPC Minutes - 2021. 07 - Part A.pdf (9 pages)

1.5. Action Log

Margaret Foster

 1.5 Action Log September 2021.pdf (1 pages)

10:05 - 10:20 2. Deep Dive 15 min

2.1. Supporting Primary Care

Andrew Evans

 2.1 Primary Care Presentation Sep 2021.pdf (6 pages)

10:20 - 10:35 3. Chair/Managing Director's Report 15 min

3.1. Chair's Report

Verbal

3.2. Managing Director's Update

Neil Frow



 3.2 SSPC MD Update Sept 21.pdf (7 pages)

10:35 - 11:15
40 min

4. Items for Approval/Endorsement

4.1. IMTP

Alison Ramsey

-  4.1 NWSSP IMTP 2022-2025.pdf (5 pages)
-  4.1 IMTP - approach 2021-2025.pdf (14 pages)



4.2. Laundry - SBAR

Andrew Butler

-  4.2 Laundry Hywel Dda SBAR.pdf (13 pages)

4.3. PPE Strategic Plan

Andrew Butler

-  4.3 PPE Long Term Plan.pdf (2 pages)
-  4.3 PPE Plan 17 09 2021.pdf (19 pages)

11:15 - 11:20
5 min

5. Project Updates

5.1. PMO Highlight Report

Alison Ramsey

-  5.1 PMO Monthly Update August.pdf (17 pages)

11:20 - 11:50
30 min

6. Governance, Performance & Assurance

6.1. Finance & Performance Report

Andrew Butler

-  6.1 Finance and Performance Update.pdf (14 pages)

6.2. Oracle Upgrade

Andrew Butler

-  6.2 Oracle Upgrade.pdf (4 pages)



6.3. People & OD Report

Gareth Hardacre

-  6.3 People & OD Update Report.pdf (16 pages)

6.4. Corporate Risk Register

Peter Stephenson


-  6.4 Corporate Risk Register.pdf (4 pages)
-  6.4 Corporate Risk Register 20210914.pdf (5 pages)

11:50 - 11:55
5 min

7. Items for Information













7.1. Welsh Language Annual Report

Peter Stephenson

 7.1 Welsh Language Annual Report.pdf (12 pages)

7.2. Finance Monitoring Reports

Andrew Butler

-  7.2 MMR M4 Narrative.pdf (8 pages)
-  7.2 MMR M4 Table A Movements.pdf (1 pages)
-  7.2 MMR M4 Table A2 Risks.pdf (1 pages)
-  7.2 MMR M4 Table B Monthly Position.pdf (2 pages)
-  7.2 MMR M4 Table C3 Tracker.pdf (1 pages)
-  7.2 MMR M4 Table C Savings.pdf (2 pages)
-  7.2 MMR M5 Narrative.pdf (9 pages)
-  7.2 MMR M5 Table A Movements.pdf (1 pages)
-  7.2 MMR M5 Table A2 Risks.pdf (1 pages)
-  7.2 MMR M5 Table B Monthly Position.pdf (2 pages)
-  7.2 MMR M5 Table C3 Tracker.pdf (1 pages)
-  7.2 MMR M5 Table C Savings.pdf (2 pages)

11:55 - 12:00
5 min

8. Any Other Business

8.1. Timing of Future Meetings

Peter Stephenson



NHS WALES SHARED SERVICES PARTNERSHIP COMMITTEE

MINUTES OF MEETING HELD THURSDAY 22nd July 2021

10:00 – 12:00

Meeting held on TEAMS

Part A - Public

ATTENDANCE	DESIGNATION	ORGANISATION
MEMBERS:		
Margaret Foster (MF)	Chair	NWSSP
Neil Frow (NF)	Managing Director	NWSSP
Huw Thomas (HT)	Director of Finance	Hywel Dda
Pete Hopgood (PH)	Director of Finance & IT Services	Powys THB
Geraint Evans (GE)	Director of Workforce & OD	Aneurin Bevan
Catherine Phillips (CP)	Director of Finance	Cardiff & Vale
Claire Osmundsen-Little (COL)	Director of Finance	DHCW
Hywel Daniel (HD)	Director for People	CTM UHB
Sue Hill (SH)	Executive Director of Finance	BCUHB
Eifion Williams (EW)	Director of Finance & Corporate	HEIW
OTHER ATTENDEES:		
Julian Rhys Quirk (JRQ)	Assistant Director of Workforce	Swansea Bay
Steve Elliot (SE)	Deputy Director of Finance	HSS
Darron Dupre (DD)	Union Representative	UNISON
Andy Butler (AB)	Director of Finance & Corporate Services	NWSSP
Gareth Hardacre (GH)	Director of Workforce & OD	NWSSP
Alison Ramsey (AR)	Director of Planning, Performance, and Informatics	NWSSP
Malcolm Lewis (ML)	Medical Director	NWSSP
Peter Stephenson (PS)	Head of Finance & Business Development	NWSSP
Linsay Payne (LP)	Head of Financial Management	NWSSP
PRESENTERS:		
Jonathan Irvine (JI) (Item 2.1)	Director of Procurement Services	NWSSP
Claire Salisbury (CS) (Item 2.1)	Head of Procurement	NWSSP
Mark Roscrow (MR) (Item 4.1)	Programme Director	NWSSP
SECRETARIAT:		
Gareth Price (GP)	Personal Assistant	NWSSP

Item		Action
1. STANDARD BUSINESS		
1.1	Welcome and Opening Remarks The Chair welcomed members to the July 2021 Shared Services Partnership Committee meeting.	
1.2	Apologies Apologies were received from: Steve Ham, Chief Executive, Velindre Helen Bushell, Board Secretary, Public Health Wales Chris Turley, Director of Finance, WAST.	
1.3	Declarations of Interest No declarations of interest were disclosed.	
1.4	Minutes of Previous Meeting Draft Minutes of the meeting held on 20 th May 2021 were reviewed and accepted with no issues raised.	
1.5	Action Log All actions are complete.	
2. Service Updates		
2.1	Foundation Economy Jonathan Irvine and Claire Salisbury presented on the Foundation Economy (FE). There are currently three workstreams under this heading: <ul style="list-style-type: none"> • Workstream 1- to identify and report all FE expenditure by 31 July; • Workstream 2 - delivery of additional circa £8.4m of expenditure into the FE through contract renewal programme up to 31st October 2021; and • Workstream 3 - identify additional FE expenditure not currently influenced by NWSSP Procurement. Additional resource has been procured to help take forward this agenda. Positive feedback was provided by HEIW in terms of ensuring that educational training contracts were provided in	

Item		Action
	<p>Wales wherever possible, and the support of NWSSP has been invaluable in taking this forward.</p> <p>Questions were raised as to whether the ambition set out in the presentation was sufficiently bold, and whether all regions of Wales would benefit equally from it. JI answered that the ambition has to be tempered within the confines of procurement rules and also in what is possible. For example, many products that are needed within NHS Wales are not currently manufactured in Wales, so help is required from Welsh Government to establish a manufacturing base. Where this has already happened (e.g. with PPE) there is often a significant price differential between goods manufactured locally and those available from established markets in China and elsewhere where economies of scale result in a cheaper unit price. There is therefore a balance between investing locally, creating Welsh jobs and providing greater resilience, and the VFM achievable though getting these products at a significantly lower unit price. However, conversely, some Welsh manufacturers currently supply NHS England but not NHS Wales so it should be relatively straightforward to add these organisations to our supply base.</p> <p>Committee members were very appreciative of the presentation, and of the efforts of all staff in taking this matter forward.</p> <p>It was agreed that a briefing document would be produced on the achievements to date and the aspirations for the future and that this would be made available to the rest of NHS Wales.</p>	<p>JI</p>

3. Chair/Managing Director's Report

<p>3.1</p>	<p>Chair's Report</p> <p>MF informed the Committee that she has approved NF to attend the Life Sciences Hub Board, which will help to maintain the valuable link between Shared Services and the Hub.</p>	
<p>3.1.1</p>	<p>Chair's Urgent Action - Student Awards</p> <p>Due to a timing issue the Chair informed the Committee that she had approved an Urgent Chair's Action for the Student Awards Business Case which required submittal to Welsh Government earlier in the month. The Committee RATIFIED the approval.</p>	
<p>3.2</p>	<p>Managing Director's Update</p>	

Item		Action
	<p>NF updated the Committee upon the key issues and the activities undertaken by NWSSP since the date of the last meeting. These included the following items that are not considered separately on the agenda:</p> <ul style="list-style-type: none"> • Green Health Wales Conference - NWSSP were represented at the Green Health Wales Conference launch on the 29th of June. Following the event, we now have a follow up meeting to see how we can work to help take forward the Decarbonisation agenda, and especially in areas such as Procurement and Specialist Estates Services. • TMU - We are currently developing a number of additional products that can be delivered through the Temporary Medicines Unit including increasing the support to the next phase of the Covid vaccination programme. The team continue to look at options of developing the service to enable this resource to be used in new and innovative ways, which could provide options to free up nursing time across NHS Wales and deliver some significant savings by procuring and distributing additional ready to use pre-filled products where appropriate. • Pre-Employment Checks - The dispensation which allowed pre-employment checks to be undertaken remotely during the pandemic has been lifted by the Home Office meaning that these checks will now need to be undertaken face-to-face with effect from the 1st of September. Arrangements have been implemented to ensure that these checks can be undertaken in both a safe and efficient manner. 	
4. Items for Approval/Endorsement		
4.1	<p>BREXIT Closure Report</p> <p>MR updated the Committee on progress with responding to the threat of a no-deal BREXIT.</p> <p>The original objective of the BREXIT programme was to prepare for EU transition by building up stocks, mobilising IP5 as appropriate warehousing, and establishing the National Supply Disruption Response (NSDR) system. The plans and facilities put in place for dealing with EU Transition proved invaluable in dealing with the Covid pandemic response. Capacity within IP5 enabled substantial stock levels and space to receive valuable medical equipment (and particularly PPE) to be held and enabled support to be provided to Social Care. The systems developed through the Brexit Mobilisation Group helped support the identification of</p>	

Item		Action
	<p>essential product ranges together with appropriate governance mechanisms.</p> <p>Lessons learnt included the need to improve the Clinical Collaborative Groups (including the Medical Directors) engagement and input into identifying and advising on the additional non-stock items that were required as part of the stock build process.</p> <p>Going forward, active management of the Brexit stock will continue to at least January 2022, at which point a decision on stockholding is expected from the UK Government. The NSDR Helpdesk is being decommissioned and will be incorporated into business-as-usual activities for Health Courier Service</p> <p>The Committee NOTED the report.</p>	
4.2	<p>Chair's Appointment</p> <p>GH reminded the Committee that in May 2020 they approved a one-year extension to the tenure of the current NWSSP Chair owing to the pandemic and the subsequent difficulties in recruitment. The extended term of office expires at the end of November 2021 and recruitment is currently underway for a new Chair, with a target for this to be completed by the end of August.</p>	
4.3	<p>Lease Car Salary Sacrifice</p> <p>AB gave a brief description of the background of the Lease Car Salary Sacrifice Scheme. Current Co2 Emissions across the scheme for diesel/petrol cars are set at <u>120g/km</u> and in order to meet Welsh Government targets, NWSSP is expected to reduce this figure to <u>50g/km</u> by 2025. In order to achieve this reduction in Co2 emissions, the following is proposed:</p> <ul style="list-style-type: none"> • Introduce a 100g/km Co2 Emission limit from 1 October 2021 for diesel/ petrol cars (not Hybrid cars) • Reduce this by a further 20g/km in April 2022 taking the upper limit to 80 g/km • Reduce this by a further 20g/km in April 2023 taking the upper limit to 60g/km (this would bring us in line with the 50g/km expectation well before 2025) <p>Committee members discussed the potential impact of the proposal together with the benefits of encouraging staff to move to Electric and Hybrid vehicles. It was accepted that the new rules would significantly reduce the cars available through the scheme</p>	

Item		Action
	<p>but would provide a better pathway to achieving the overall reduction in Co2 emissions.</p> <p>The Committee APPROVED the reduction in Co2 emission limits as part of the overall scheme.</p>	
4.4	<p>Oxygen Finance</p> <p>AB stated that in August 2017, NWSSP, on behalf of NHS Wales, signed a contract with Oxygen Finance Limited to implement their Early Payment Programme.</p> <p>The arrangement seeks to pay supplier invoices of onboarded suppliers by day 10 in return for a small rebate, typically 1%. NHS Wales share of the Gain/Share Model is currently 72.7% of the rebate monies with Oxygen Finance receiving 27.3%. However, two key areas of spend that were originally included in the arrangement have since been excluded from the arrangement and as a consequence the scheme has not worked in the way that was originally intended by Oxygen Finance. As this change was introduced by NHS Wales it was proposed that the Gain/Share Model was revised to a 60/40 split effective from the 1st August 2021.</p> <p>The Committee APPROVED the amendment</p>	
4.5	<p>Church Village Laundry Transfer</p> <p>AB presented an SBAR paper covering the transfer of the Church Village Laundry from Cwm Taf UHB to NWSSP with effect from October of this year. The paper is also going to the Cwm Taf July Board meeting and sets out the financial and operational details of the transfer.</p> <p>The Committee ENDORSED the paper to be submitted to the Cwm Taf Board meeting.</p>	
4.6	<p>Laundry SLA</p> <p>The Committee reviewed the updated SLA which is based on the existing service volumes and schedules for the existing 12 customers of the 3 LPU's that are currently managed by NWSSP. The SLA has been developed based on an existing service specification between Aneurin Bevan University Health Board and Cardiff and Vale University Health Board.</p>	

Item		Action
	The Committee APPROVED the SLA in principle but suggested that it also needed to be reviewed by the Directors of Nursing.	
5. Project Updates		
5.1	Laundry H&S Issues AB reported that NWSSP have inherited a large number of health and safety issues and other associated risks following the transfer of three laundries in April. An action plan has been documented to address these issues and this is reported to the monthly meetings of the Senior Leadership Group.	
5.2	Oracle Upgrade AB provided a verbal update. A decision was taken at the STRAD meeting immediately after the May SSPC to delay the upgrade until October. There are benefits to this delay but also some significant risks and it was stressed that meeting the October date will be crucial to avoid future disruption.	
5.3	PMO Highlight Report AR presented the report and the Committee reviewed and noted the programme and projects monthly summary report, which highlighted the team's current progress and position on the schemes being managed. HT asked what NWSSP are doing in terms of progressing opportunities through Robotics. AR stated that a report is being produced on this subject for the Senior Leadership Group in September, which would be subsequently available to update the Committee.	
6. Governance, Performance & Assurance		
6.1	Finance & Workforce Report AB reported that NWSSP are forecasting a break-even position for the year. Additional savings have been generated during the first quarter which will be utilised on investments including the major TRAMS and Laundry projects with any excess redistributed to NHS Wales and Welsh Government. In particular the Committee noted the latest forecast outturn identifies that £16.495m will be required to be funded through the risk sharing agreement which is in line with the 2021/22 Annual Plan.	

Item		Action
6.2	People & OD Report GH presented the report. Sickness absence rates remain historically low and may well be a benefit of substantial numbers of staff working from home. As requested at the last Committee, the report included detail on Welsh Language performance. The Committee discussed the phased return of staff to the office and the benefits of remote working such as health and wellbeing and being able to recruit high-quality candidates from outside the normal catchment area.	
6.3	Corporate Risk Register PS stated that there remains one red risk on the register, relating to the replacement of the NHAIS system which is due to go live later in the summer. The Oracle upgrade risk has been added to the Register.	
6.4	Gifts and Hospitality The report highlighted that there was no gifts or hospitality reported in the 2020/21 financial year	
6.5	Declarations of Interest PS presented the report which provided an overall summary of declarations received by directorate and also provided the detail on the declarations made by members of the NWSSP Senior Leadership Group.	
7. Items for Information		
7.1	The following items were provided for information only: <ul style="list-style-type: none"> • Welsh Risk Pool Update • Medical Examiner Update • Audit Wales PPE Update • Finance Monitoring Reports (Months 2 & 3) • Audit Committee Highlight Report • Health & Safety Annual Report 2020/21 	
8. ANY OTHER BUSINESS		

Item		Action
8.1	MF thanked Geraint Evans for his contribution to the Committee and all wished him well in retirement.	
<p style="text-align: center;">DATE OF NEXT MEETING: Thursday, 23rd September from 10:00-13:00 Via Teams</p>		

Item 1.5

ACTION LOG

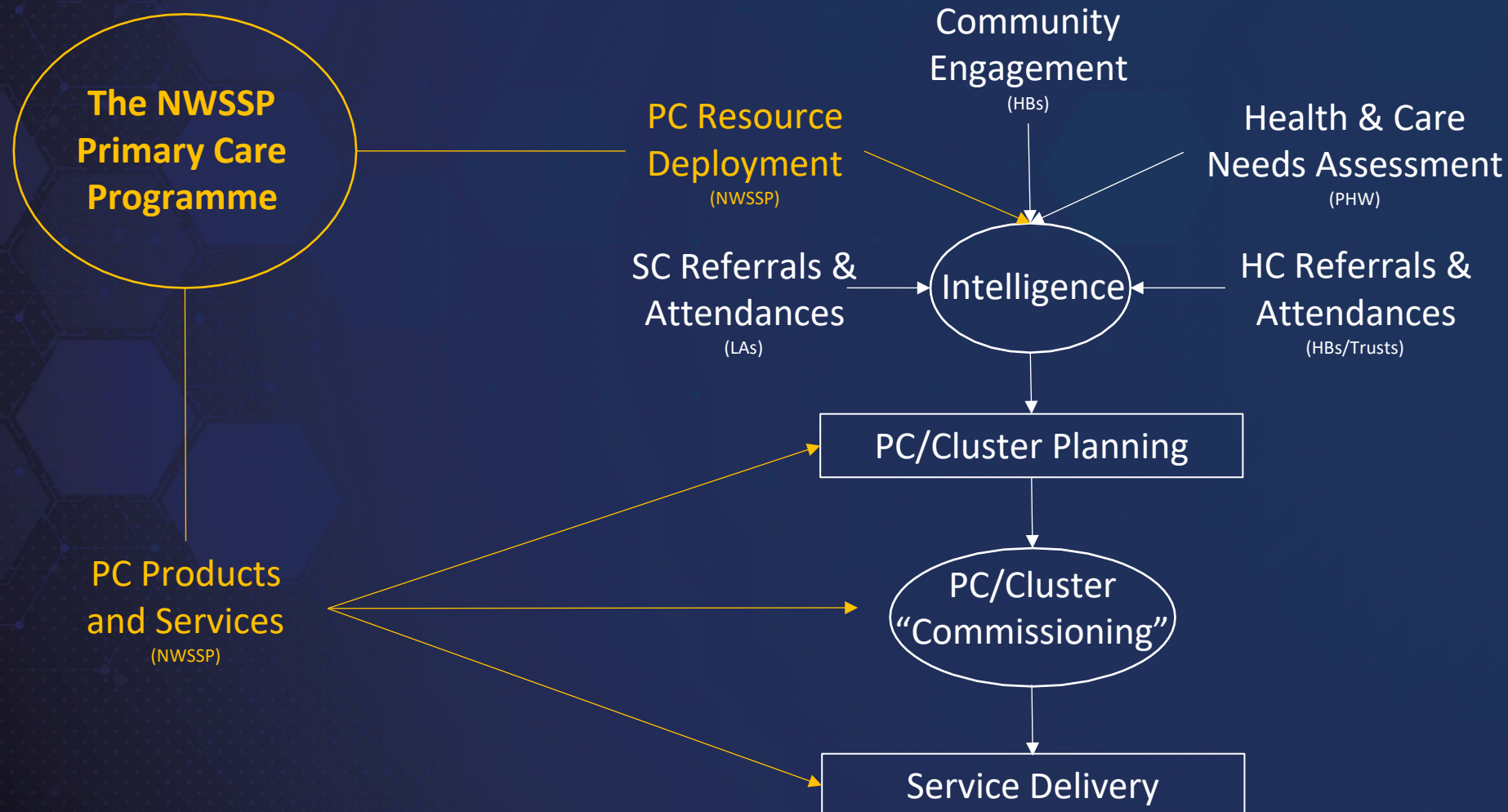
SHARED SERVICES PARTNERSHIP COMMITTEE (SSPC)

UPDATE FOR 23 SEPTEMBER 2021 MEETING

List No	Minute Ref	Date	AGREED ACTION	LEAD	TIMESCALE	STATUS SEPTEMBER 2021
1.	2021/07/2.1	July 2021	Foundational Economy Briefing document to be produced on the achievements to date and the aspirations for the future and that this would be made available to the rest of NHS Wales.	Jl	September 2021	Complete This has been collated for a specific progress report requested by Welsh Government and is being shared with NHS Wales as planned.

Supporting Primary
Care Sustainability:
The NWSSP Primary
Care Programme

Primary Care Planning & Delivery



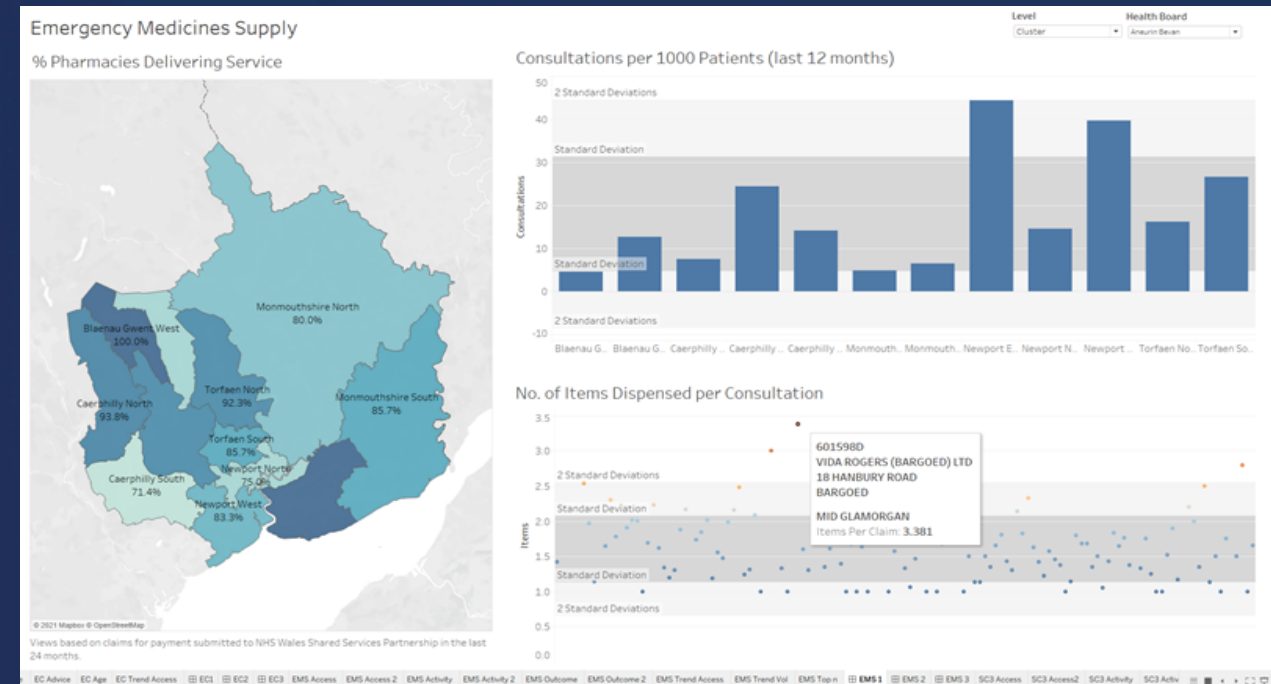
Primary Care Resource Deployment: Moving from data warehousing to data management

Structure what people, equipment, buildings, finance are deployed and where?

Age Group	GP	Nurses	Direct Patient Care	Admin	Total
Missing	73	0	2	16	91
18 - 29	135	51	109	626	921
30 - 34	433	102	139	375	1049
35 - 39	477	157	142	416	1192
40 - 4	431	173	146	424	1174
45 - 49	359	195	152	600	1306
50 - 54	313	253	194	827	1587
55 - 59	307	336	186	985	1814
60 - 64	135	169	131	697	1132
65 and Over	79	57	49	328	513
Total	2742	1493	1250	5294	10779

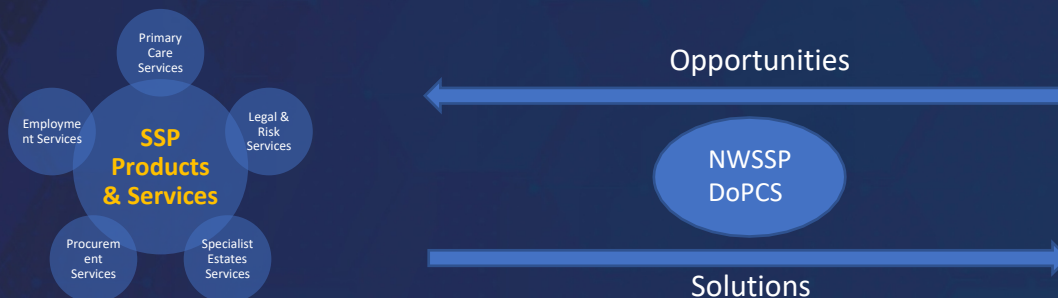
GPs 65+	March 2021	65 - 74	75+
Aneurin Bevan ULHB		24	2
Betsi Cadwaladr ULHB		10	3
Cardiff & Vale ULHB		6	4
Cwm Taf Morgannwg ULHB		11	2
Hywel Dda ULHB		10	0
Powys THB		3	0
Swansea Bay UHB		3	1
Grand Total		67	12

Process what activities are undertaken, when and where?



- Outcome** What impact does this have e.g. on secondary care demand?

NWSSP Primary Care Products & Services to Support Strategic Programme



Prevention & Wellbeing

• In Place

Performers List (PCS)
Patient Registration (PCS)
PPE provision (PS)
Oximeter provision (PCS/PS)
General & Enhanced Services contracts (PCS)

• In Development

Data Management & Analytics (PCS)
Registration Management QA (PCS)
Extended Workforce Monitoring Tool LA (ES)

24/7 Model

• In Place

Collaborative Bank (ES)
GP Trainee Lead Employer (ES)
GP Wales Locum Hub (ES)
Building Design & Projects (SES)
Performers List (PCS)

• In Development

Future Health Care Centres/facilities (SES)
Lead Employer extension (ES)
Model Contracts (ES)
Procurement Advice (PS)

Data & Digital Technology

• In Place

Prescribing Data (PCS)
Demographics Data (PCS)
General & Enhanced Services Data (PCS)
Patient Medical Record Scan and Store (PCS)
Notes Summarising (PCS)
GMS Workforce data (ES)

• In Development

Data Management and Analytics (PCS/ES)
Electronic Prescription Service (PCS; led by WG)
NHAIS Replacement (PCS/NHSNI)

Workforce & OD

• In Place

GMS Workforce Monitoring Tool (ES)
Recruitment Support (non-managed practices) (ES)
PECS (PCS/ES)
Practice Professional Advice & Support (PCS)
Sponsorship GPT (ES)

• In Development

Extended Workforce Monitoring Tool (ES)
Extended Back Office Functions (ES/PS/PCS)
NQGP Employment Pathway & Sponsorship (ES)
Recruitment Support (managed practices)(ES)

Cluster Development

• In Place

Cluster level prescribing and contracts data (PCS)
Practice Clinical Review & Advice (PCS)
Conflict Resolution & Mediation (PCS)

• In Development

CIC "Starter Pack" (L&RS)
Model APMS Contracts (PS/L&RS)
Social Value Act Advice (PS/L&RS)
Model JDs and Contracts (ES)
Cluster level analytics (All)

Quality Assurance & Improvement

• In Place

Concerns Management System (L&R)
Medical Examiners (PCS)
PMCAT Investigations & Advice (PCS)
All Wales Locum Register (ES)
GP Indemnity Scheme (L&R)
Performers List (PCS)

• In Development

PCAT Investigations & Advice (PCS)
Workforce based on Career Development Competency Framework (ES)

NWSSP Primary Care Products & Services to Support Operational Delivery

Division	Transaction Services	Expert Services	Strategic Services
Primary Care	<ul style="list-style-type: none"> • GP Payments • Pharmacy Payments • Dental Payments • Ophthalmic Payments • Document Scanning • Safety Alerts • Print & Post • Supplies & Logistics 	<ul style="list-style-type: none"> • Audit & Assurance • Practice Support • Medical Records • Performers List Management • Contracts Management • Data Management • Patient Registration 	
Legal & Risk		<ul style="list-style-type: none"> • Negligence Law & Claims Management • Commercial Law • Property Law • Employment Law 	
Workforce & OD	<ul style="list-style-type: none"> • PC Trainee Lead Employer • PC Workforce Monitoring • PC Pre Employment Checks • PC Recruitment Advertising 	<ul style="list-style-type: none"> • PC Terms & Conditions Advice • Learning @ Wales Management • All Wales Locum Register & Hub Management • Data Management 	
Specialist Estates	<ul style="list-style-type: none"> • Building Guidance & Alerts 	<ul style="list-style-type: none"> • Specialist Engineering • Building Design • Project Management 	<ul style="list-style-type: none"> • Estates Strategy Advice
Procurement	<ul style="list-style-type: none"> • Health Courier 	<ul style="list-style-type: none"> • Procurement 	<ul style="list-style-type: none"> • Procurement Strategy Advice • Demand Modelling
Audit & Assurance		<ul style="list-style-type: none"> • Audit & Assurance • Counter Fraud 	<ul style="list-style-type: none"> • Audit & Assurance Strategy Advice
Medical Examiner		<ul style="list-style-type: none"> • Mortality Review 	<ul style="list-style-type: none"> • Expert Analysis and Advice

NHS Wales Shared Services Partnership: **Key Messages**

NWSSP has:

- A wide range of transaction, expert and strategic services in place across all its Divisions to support the sustainable primary care agenda (covering all 4 contractor services)
- A wealth of scarce skills and experience across multiple areas that can be harnessed to provide integrated solutions to primary care problems
- A large amount of data, available but often used in isolation or unused, to support PC planning
- The ability to act quickly and innovatively in developing and deploying solutions on behalf of stakeholders
- The ability to develop once for Wales solutions that can be tailored to local circumstances
- A strong governance structure in place with clear accountability
- Independence

The NWSSP Primary Care Programme (and Steering Group) has been established to maximise the benefits that can be obtained from these

NWSSP is developing:

- Stronger links with PC stakeholders across the board to be able to identify key opportunities at the transaction, expert and strategic service levels
- Clearer lines of communication with PC stakeholders to test potential solutions in a cohesive manner
- A higher profile in the PC arena (Strategic Programme and HBs) to allow for the full benefits of our services to be realised

NWSSP is improving engagement with PC to become a full partner in the strategic and operational landscape



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 July.

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 July.

Financial Position

The underlying underspend position as at the 31st August 2021 was £2.235m compared to £0.865m in M5 2020/21, however it should be noted that the position at year end will be breakeven. A review of service forecast outturn positions has been undertaken and this has shown that delays to appointing to vacancies as well as an increase in income within Legal & Risk Services has increased the underlying underspend. We have agreed £1.700m of non-recurrent re-investments within NWSSP to accelerate benefits and efficiencies and we are proposing to declare an additional £1.250m distribution to NHS Wales and Welsh Government in 2021/22. In terms of the Welsh Risk Pool, the DEL expenditure to M5 is £20.8m, compared to £39.3m at this point last year. The IMTP forecast for the year is £123.5m. The costs to be funded under the Risk Share Agreement remain at £16.5m.

JET Meeting

Members of the NWSSP SLG met with Welsh Government at the end of July. We were able to highlight the influence we have on the delivery of *A Healthier Wales* and how we will play our part in supporting the Health Boards and Trusts as they plan to recover and continue to respond to the pandemic. The Welsh Government team shared their wholly positive reflections on NWSSP performance during the last 12 months and stated that we reached out to others in a supportive manner with a clear focus on problem solving. In particular they highlighted not only 'what' had been achieved but the consistent 'can do' attitude, positive behaviours, and high levels of competency of our staff across a wide range of services. Furthermore, Andrew Goodall emphasised that the growth in NWSSP over the last 10 years and the manner in which we were able to sustain services and deliver more during the pandemic reinforced why the creation of a National Shared Service remains the right decision for NHS Wales.

PPE

NWSSP recently reached the milestone of 1bn items of PPE supplied to NHS Wales, and the Social Care and Primary Care sectors. We are currently in the process of implementing the revised PPE Strategy with a target to reduce stockholdings of the main items of PPE to the 16-week limit agreed with Welsh Government. Further work is being undertaken on storage requirement options over the next few months.

Separately, Welsh Government requested NWSSP to consider what assistance could be provided to Namibia in terms of PPE. A range of items were agreed, and these stocks are now collated in IP5 for onward distribution with logistics currently being worked through. The First Minister visited IP5 recently to announce the supply of this £7.2 million of PPE to Namibia to help them fight a devastating third wave of the Covid pandemic. As part of the visit the First Minister met with Cardiff University professor Judith Hall, who has helped to drive the project to transfer PPE to the southern African country. The transferring of the equipment is also part of an initiative realised through the Phoenix Project between Cardiff University and the University of Namibia. Cardiff University Vice-Chancellor professor Colin Riordan and the High Commissioner for Namibia to the UK, Linda Scott and Newport West Assembly Member Jayne Bryant were also in attendance.

TMU

The TMU was recently subject to a MHRA inspection which resulted in a very positive outcome with only minor issues identified. A further inspection will be undertaken towards the end of the year to support the granting of a Special Licence. The team continue to work on the development of alternative products which should improve quality, produce time savings within Health Boards, with increased value-for-money. However, for the time being, the priority remains to support the Vaccination Programme.

Welsh Infected Blood Support Scheme

The Wales Infected Blood Support Scheme (WIBSS) provides financial, welfare and emotional support to those infected and affected by infected blood products given by the NHS in the 1980s and 1990s; many went on to develop HIV and/or Hepatitis C. Following an announcement by the Welsh Minister for Health and Social Care back in March 2021, we received Directions from Welsh Government in August that enabled us to make parity payments to those on the WIBSS scheme. This meant that those on the WIBSS scheme now receive the same financial payments as those in the English and Scottish schemes. This resulted in substantial detailed work for colleagues in WIBSS, Finance and Accounts Payable, as the arrears went back to 2019. A number of the WIBSS scheme members have taken the trouble to thank the team for making this happen.

All-Wales Procurement of Consent of Examination & Treatment Products

The Welsh Risk Pool team have commenced the procurement process for the replacement of the current Consent Information Library and Training Programme which is currently provided by EIDO. The importance of informed consent to examination and treatment cannot be underestimated in modern

medicine. It is important that patients have access to a sufficiently detailed outline of treatment options, including risks and benefits of procedures. This enables patients to have a clear choice in respect of the risks and benefits to their health and is essential in managing the litigation risk to NHS Wales organisations. The Welsh Risk Pool has operated a Consent Documentation Library for over 10 years. The Welsh Risk Pool continues to see a high proportion of claims where failures in consent processes lead to settlement of cases. A Welsh Risk Pool Alert was released in 2020, requiring organisations to use consent information leaflets from the all-Wales library or approved collegiate bodies. This is an important step and will have a significant role in reducing litigation relating to incorrect or incomplete information being shared with a patient.

The schedule re-procurement period of the current products has been reached, and the current expiry date is 31/01/2022. The procurement will consist of two lots:

- The intention is to re-procure a library of approved documents which are regularly updated and reflect the current treatment options provided within Wales. This is predominantly a library of surgical procedure information leaflets. This will be tendered as Lot 1.
- There is also an intention to re-procure a programme of awareness, learning and development and e-learning training content to support the learning and development of NHS Wales staff who are required to obtain informed consent as part of their role. This will be tendered as Lot 2.
- Consideration will be given as to whether suppliers are able to offer adapted or 'easy read' information for patients with additional learning needs or disability. This was previously not procured as the available products were not considered (at the time) to be good value for money. Therefore an optional 'module' of the library will include easy-read style leaflets.

The procurement processes are being supported by the NWSSP Procurement function and is subject to the OJEU processes. It is intended to have a ratification paper from the outcome of the procurement process completed by 15th November and for this to be presented to the SSPC for approval at the 18th November 2021 meeting. This will permit the necessary award and stand-still periods to be achieved for a contract commencement as required. Arrangements for the extension of the current library to permit a smooth transition will be agreed with suppliers once the outcome of the tender process is clear.

Laundry Services

The action plans to address the Health & Safety issues noted on transfer of the laundries into NWSSP are progressing well and appropriate training is being provided to Laundry Management and Staff. A recent Gateway review

produced very positive outcomes. There is a separate paper on the agenda to cover the transfer of the laundry from Hywel Dda UHB.

Green Health Wales Conference

Meetings have been held following the recent Conference to take the decarbonisation agenda forward. Specialist Estates Services are working with Health Boards to redevelop their plans in light of the recently published NHS Wales Strategy.

HCS – Risk of Driver Shortages

We are continuing to experience issues with driver shortages which are having a wider impact on the national economy. This has contributed, at least in part, to the widely publicised shortage of Vacutainer Tubes used for blood collection for investigations. Work is on-going to find alternative products.

E-Prescribing

NWSSP are fully involved in this programme which aims to complete the roadmap for pan-Wales Wales ePrescribing as described in the recommendations from the Strategic Review on *The Future of Electronic Prescribing in Wales*. We have already engaged with DCHW colleagues to identify the areas in which NWSSP will need to contribute to the full impact assessment and funding requirements work.

Office 365

We are currently facing issues where we do not have sufficient licences for new starters, and this is impacting on service delivery. The contract re-negotiation for the next three years is currently on-going, and we are aware that this is likely to result in significant additional cost for NWSSP and indeed all organisations in NHS Wales.

IMTP

There is a separate item on the agenda but the plans for 2022 and beyond are progressing well. The approach has recently been strengthened with the appointment of Helen Wilkinson, as Planning and Business Change Manager.

Pre-Employment Checks

The dispensation which allowed pre-employment checks to be undertaken remotely during the pandemic has been extended by the Home Office until April 2022.

Senior Appointments

The following changes have been, or are in the process of being, made to the Senior Leadership Group of NWSSP:

- Professor Malcolm Lewis OBE retires at the end of September as NWSSP Medical Director. Malcolm has provided invaluable support to NWSSP and particularly in regard to the GP Indemnity Scheme and the Single Lead Employer. I would like to place on record my thanks for all his hard work and that he will be sorely missed.
- I am pleased however to be able announce the appointment of Malcolm's replacement, Ruth Alcolado. Ruth is a consultant in Unscheduled Care with Cwm Taf, and currently splits her time between overseeing work on the emergency care pathway programme for the NCCU and undertaking work for HEIW.
- The process for appointment of a new NWSSP Chair is also well underway with several very strong candidates who took part in Stakeholder Panels recently. The interviews will conclude shortly and will be undertaken by members of the Committee, who appoint the Chair on NWSSP's behalf.

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



GIG
CYMRU
NHS
WALES

Partneriaeth
Cydwasaethau
Shared Services
Partnership

AGENDA ITEM:xx

23 September 2021

The report is not Exempt

Teitl yr Adroddiad/Title of Report

Approach to IMTP 2022-2025

ARWEINYDD:

LEAD:

Alison Ramsey, Director of Planning,
Performance, and Informatics

AWDUR:

AUTHOR:

Helen Wilkinson, Planning and Business Change
Manager

SWYDDOG ADRODD:

REPORTING

OFFICER:

Alison Ramsey, Director of Planning,
Performance, and Informatics

MANYLION

CYSWLLT:

CONTACT DETAILS:

Alison.ramsey@wales.nhs.uk

Pwrpas yr Adroddiad:

Purpose of the Report:

To set out the planned approach for the NWSSP IMTP 2022-2025.

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 :

NWSSP Senior Leadership Group

Adduned y Pwyllgor/Committee Resolution (insert √):

**DERBYN/
APPROVE**

✓

**ARNODI/
ENDORSE**

**TRAFOD/
DISCUSS**

**NODI/
NOTE**

✓

**Argymhelliad/
Recommendation**

Committee Members are asked to APPROVE the
planned approach and:

- Review the existing Strategy Map and consider the reflections and proposed changes made by the Senior Leadership Group.

	<ul style="list-style-type: none"> Note the intention of the Director of Planning to meet with the SSPC members on a 1:1 basis during October and November, as part of the IMTP development.
Crynodeb Dadansoddiad Effaith: Summary Impact Analysis:	
Cydraddoldeb ac amrywiaeth: Equality and diversity:	The approach to the development of the IMTP takes into account all equality and diversity implications.
Cyfreithiol: Legal:	The approach to the development of the IMTP takes into account all legal implications.
Iechyd Poblogaeth: Population Health:	The IMTP will be developed to ensure that it supports NHS organisations in improving the health of the Welsh public.
Ansawdd, Diogelwch a Profiad y Claf: Quality, Safety & Patient Experience:	Quality, safety, and where relevant direct patient experience, will be fully considered in the development of the IMTP.
Ariannol: Financial:	The approach to the development of the IMTP takes into account all financial implications.
Risg a Aswiriant: Risk and Assurance:	The risks to the development of the IMTP have been fully considered.
Safonau Iechyd a Gofal: Health & Care Standards:	<p>Access to the Standards can be obtained from the following link:</p> <p>http://www.wales.nhs.uk/sitesplus/documents/1064/24729_Health%20Standards%20Framework_2015_E1.pdf</p> <p>Governance, Leadership and Accountability</p>
Gweithlu: Workforce:	The impact on the workforce is fully considered in the development of the IMTP.
Deddf Rhyddid Gwybodaeth/ Freedom of Information	This is not a restricted document.

1. BACKGROUND

Welsh Government require NHS organisations to prepare a 3-year Integrated Medium Term Plan (IMTP) for 2022-2025. This is a change to the Annual Plan dispensation which was implemented for 2021-22.

2. ASSUMPTIONS

The Welsh Government Planning Framework is expected to be published in late October 2021. We understand that the requirements of the Welsh Government Planning Framework will be closely aligned to the Ministerial Priorities shared earlier in the summer.

Overall, the priorities focus on improving population health and reducing health inequalities, with a concerted shift to wellness, outcomes and ensuring equity of access. This direction acknowledges and reconfirms that A Healthier Wales remains the ambition for Wales, supported by implementation of the National Clinical Framework and framed by the Well-being of Future Generations Act:

1. COVID-19 Response
2. NHS Recovery
3. Working alongside social care
4. A Healthier Wales
5. NHS finance and managing within resources
6. Mental health and emotional well-being
7. Supporting the health and care workforce
8. Population health, notably through the lens of pandemic experience and health inequity

Additionally, we must demonstrate progress against the NHS Wales Decarbonisation Strategic Delivery Plan.

3. APPROACH

We kicked off our internal planning arrangements on 12 August 2021 with a discussion amongst Senior Leadership Group (SLG) on current and future priorities. The SLG has identified seven cross cutting themes that underpin delivery of the Ministerial Priorities, but also the wider Programme for Government. These include:

1. Customer focus and end user experience
2. Primary care delivery and advisory role
3. Progress towards WBFG Act five ways of working
4. Improve NWSSP engagement with and contribution to the Foundational economy in Wales
5. Patient journey – promoting the impact of what NWSSP does
6. Make maximum progress towards decarbonisation and addressing the climate emergency
7. A motivated and sustainable workforce; supporting their wellbeing

This was followed up in early September with a review by SLG of our Strategy Map (Slide 3). The outcome of this discussion was agreement to:

- Reflect foundational economy and decarbonisation more clearly across the objectives and overarching goals.

- Reflect equality and inclusion within the underpinning text of our values.
- Include reference to wider social value within the VFM objective.
- Demonstrate our commitment to Welsh Language more visibly – although Welsh Language has always been referenced in our IMTP and underpinning divisional plans.

SLG also discussed the merit in taking forward a more detailed review of the Strategy Map during 2022 once the new SSPC Chair is in post and in readiness for the 2023-2026 IMTP process. This would also allow more time for greater clarity on recovery plans and content of the IMTPs of our customers and wider partners to emerge.

4. NEXT STEPS

The timeframe for submission, is as always very tight. There have been calls from NHS organisations to delay submission until March 2022, but currently the indicative timeframe is 31 January 2022.

We have already issued to Divisions a planning template to capture key objectives across the three-year period. We have also allocated finance and people leads to work with Divisions.

We are establishing workshops to run during October on the seven key themes. We would open these up for SSPC members to attend.

The Director of Planning would welcome 1:1 discussion with SSPC members as part of the IMTP development during October and November, which was very constructive last year.

We plan to provide an indicative IMTP presentation with key messages to the November SSPC meeting. This will include headlines from the finance, people and service delivery plans.

We plan to hold a Plan on a Page event with staff in early December. This proved to be a popular event with staff last year, run through Microsoft Teams, it allows many staff to attend and take part.

An IMTP for approval will then be submitted to the 20 January SSPC meeting.

5. RECOMMENDATION

Committee Members are asked to **APPROVE** the planned approach and:

- Review the existing Strategy Map and consider the reflections and proposed changes made by the Senior Leadership Group.

- Note the intention of the Director of Planning to meet with the SSPC members on a 1:1 basis during October and November, as part of the IMTP development.



Outline approach to IMTP 2022-2025

*Adding Value
Through Partnership,
Innovation and Excellence*

In 2021, NWSSP is 10 years old

2011



1,240
Members of staff



Budget of over
£46m



Operating from
53 buildings

2021



3,793
Members of staff



Budget of over
£503m



Operating from
27 buildings

2021 ONWARD



5,000+
Members of staff



c. 1,200
members of staff
deployed to work
from home

95% of NHS Wales budget passes through NHS Wales Shared Services Systems






NWSSP Strategy Map

Adding Value Through Partnership, Innovation & Excellence

Our Values

<i>Listening & Learning</i>	<i>Innovating</i>	<i>Taking Responsibility</i>	<i>Working Together</i>
To constantly improve the quality, effectiveness and efficiency of all we do	To encourage continuous improvement	For decisions and making things happen	With colleagues customers and suppliers

Our Strategic Objectives

Value for money  <ul style="list-style-type: none"> ✓ Highly efficient and effective organisation. ✓ Deliver real term savings and service quality benefits to its customers. 	Service development  <ul style="list-style-type: none"> ✓ Extend the range of high quality services provided to NHS Wales and Welsh public sector. 	Excellence  <ul style="list-style-type: none"> ✓ An organisation that delivers process excellence. ✓ Focus on continuous service improvement, automation and the use of technology.
Customers and Partners  <ul style="list-style-type: none"> ✓ Open and transparent customer-focused culture. ✓ That supports the delivery of high quality services. 	Our People  <ul style="list-style-type: none"> ✓ Appropriately skilled, productive, engaged and healthy workforce. 	

Our Overarching Goals

1 We will promote a consistency of service across Wales by engagement with our partners whilst respecting local needs and requirements.	4 We will be an employer of choice for today and future generations by attracting, training and retaining a highly skilled and resilient workforce who are developed to meet their maximum potential.	7 We will work in partnership to deliver world-class service that will help NHS Wales tackle key issues, lead to a healthier Wales and supports sustainable Primary Care.
2 We will extend the scope of our services, embracing sustainability , within NHS Wales and into the wider public sector to drive value for money, consistency of approach and innovation that will benefit the people of Wales.	5 We will maintain a balanced financial plan whilst we deliver continued efficiencies, direct and indirect savings and reinvestment of the Welsh pound back into the economy.	8 We will support NHS Wales meet their challenges by being a catalyst for learning lessons and sharing good practice. Identifying further opportunities to deliver high quality services.
3 We will continue to add value by standardising, innovating and modernising our service delivery models to achieve the well-being goals and the benefits of prudent healthcare.	6 We will provide excellent customer service ensuring that our services maximise efficiency, effectiveness and value for money, through system leadership and a 'Once for Wales' approach.	



Adding Value through Partnership, Innovation and Excellence

Strategic Drivers and Long-Term Vision

Ministerial Priorities –
Prevention/Reducing Health
Inequalities/Primary Care/Timely
Access to Services/Mental
Health/Decarbonisation/Social
Partnership

A Healthier Wales –
Long term plan for health
and social care

**Well-Being of Future
Generations (Wales) Act**
– Improving the social,
economic, environmental
and cultural well-being of
Wales.

Four Harms –
1. Harm from covid itself.
2. Harm from overwhelmed.
NHS and social care system
3. Harm from reduced non
COVID activity.
4. Harm from wider societal
actions/lockdown etc.



CUSTOMERS AND PARTNERS

To enhance an open and transparent customer
focused culture that supports the delivery of
high-quality services.



EXCELLENCE

To develop an organisation that delivers
excellence through a focus on continuous
service improvement, automation and the use of
technology.



OUR STAFF

To have an appropriately skilled, productive,
engaged and healthy workforce resourced to
meet service needs.



SERVICE DEVELOPMENT

To develop and extend the range of high-quality
services provided to NHS Wales and the wider
public sector.



VALUE FOR MONEY

To develop a highly efficient and effective shared
services organisation, which delivers real term
savings and service quality benefits to its
customers.

5 Strategic Objectives



Our Strategic Objectives

Value for Money	Excellence	Service Development	Customers & Partners	Our People
<ul style="list-style-type: none"> Highly efficient and effective organisation. Deliver real term savings and service quality benefits to its customers. 	<ul style="list-style-type: none"> An organisation that delivers process excellence. Focus on continuous service improvement, automation and the use of technology. 	<ul style="list-style-type: none"> Extend the range of high quality services provided to NHS Wales and Welsh public sector. 	<ul style="list-style-type: none"> Open and transparent customer-focused culture. That supports the delivery of high quality services. 	<ul style="list-style-type: none"> Appropriately skilled, productive, engaged and healthy workforce.

2021-22 Key Deliverables

Achieve national and local savings through value based procurement.	Introduction of Scan4Safety inventory management system to improve traceability of healthcare products.	Play an essential role in shaping Welsh Government's Decarbonisation Delivery Plan.	Review our contact centre arrangements; a streamlining approach to assist in improving customer and end user experience.	Be the employer of choice through THIS IS OUR NWSSP: Our People, Our Organisation, Our Plan.
Extend our work with the foundational economy in Wales.	Implement Oracle financials upgrade to strengthen security and benefit from new functionality.	Tailor our services to support health boards as they restart planned care.	Expand the Single Lead Employer model providing a consistent employment arrangement for duration of training when in NHS Wales.	Adopt agile working as a permanent feature of our work culture.
Develop an all Wales Laundry Service transferring in five existing laundry production units.	Additional accreditation of our Surgical Medical Testing Laboratory service to reduce reliance on third parties.	Develop further the General Medical Indemnity Service, providing advice and guidance to primary care.	Further support to the establishment of Digital Health and Care Wales.	Embed health and wellbeing into our culture, systems and processes. Seek Corporate Health Standard accreditation.
Reconfigure Pharmacy Technical services into a single national shared service.	Identify further automation opportunities and deploy RPA solutions.	Fully implement the Temporary Medicines Unit to supply pre-filled syringes to Critical Care units and support the distribution of vaccination supplies.	Modernisation of our transport and logistics operations, with the development of a national warehousing and distribution model.	Ensure a smooth transition of support for laundry staff joining NWSSP.
Continued provision of high quality and comprehensive legal services to our clients.	Continued support to cascade learn from adverse clinical events through the Welsh Risk Pool.	Maximise the investment in Locum Hub Wales, a tool to support workforce planning within primary care.	Growth and development of new and existing services to Primary Care and Social Care.	Take action in response to our Time To Change pledge to change the way we think about Mental Health.

Our Core Values



Listening & Learning



Working Together



Taking Responsibility



Innovating

Ministerial Priorities

COVID-19
Response

NHS Recovery

Working
alongside Social
Care

A Healthier
Wales

NHS Finance
and managing
within resources

Mental health
and emotional
well-being

Population
health is
fundamental

Supporting the
health and care
workforce



Eluned Morgan MS
Minister for Health and Social
Services



Julie Morgan MS
Deputy Minister for Social
Services



Lynne Neagle MS
Deputy Minister for Mental
Health and Wellbeing

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Programme for Government

Ministers



Rt Hon Mark Drakeford MS
First Minister of Wales



Mick Antoniw MS
Counsel General and
Minister for the Constitution



Rebecca Evans MS
Minister for Finance and
Local Government



Vaughan Gething MS
Minister for Economy



Lesley Griffiths MS
Minister for Rural Affairs and
North Wales, and Trefnydd



Jane Hutt MS
Minister for Social Justice



Julie James MS
Minister for Climate Change



Jeremy Miles MS
Minister for Education and
Welsh Language



Eluned Morgan MS
Minister for Health and Social
Services



Hannah Blythyn MS
Deputy Minister for Social
Partnership



Dawn Bowden MS
Deputy Minister for Arts and
Sport, and Chief Whip



Julie Morgan MS
Deputy Minister for Social
Services



Lynne Neagle MS
Deputy Minister for Mental
Health and Wellbeing



Lee Waters MS
Deputy Minister for Climate
Change

Provide effective, high
quality and sustainable
healthcare

Protect, rebuild and develop
our services for vulnerable
people

Build an economy based on
the principle of fair work,
sustainability and the
industries and services of
the future

Build a stronger, greener
economy as we make
maximum progress towards
decarbonisation

Embed our response to the
climate change and nature
emergency in everything we
do

Continue our long-term
programme of education
reform, and ensure
educational inequalities
narrow and standards rise

Make our cities, towns and
villages even better places
in which to live and work

Lead Wales in a national
civic conversation about our
constitutional future & give
our country the strongest
possible presence on the
world stage

Push forward towards a
million Welsh speakers, and
enable our tourism, sports
and arts industries to thrive

Celebrate diversity and
move to eliminate
inequality in all of its forms

NWSSP Key Areas of Focus

Customer focus and end user experience – what ‘Good’ looks like for them



Simon Cookson
Director of Audit and Assurance Services

Primary Care delivery & advisory role – the development of clusters and shifting services out of hospital to communities



Andrew Evans
Director of Primary Care Services

NWWSP progress towards WCFG Act 5 Ways of Working



Alison Ramsey
Director of Planning, Performance and Informatics

Improve NWSSP engagement with & contribution to the Foundational Economy in Wales



Jonathan Irvine
Director of Procurement Services

Patient journey – promoting the impact of what NWSSP does – a single system, collaborative working, quality and VFM



Gareth Hardacre
Director of People, Organisation Development and Employment Services

Make maximum progress towards decarbonisation and addressing the climate emergency



Neil Davies
Director of Specialist Estates Services

A motivated and sustainable workforce; supporting their wellbeing



Andy Butler
Director of Finance and Corporate Services

What are we trying to achieve

- A three year IMTP running from April 2022 to March 2025; to be submitted to Welsh Government by January 2022.
- An agile approach that supports our ongoing response to the Four Harms of COVID-19 including health and social care recovery.
- Alignment with Ministerial Priorities, the Programme for Government and our own NWSSP Strategic objectives.
- A continuum of Plan, Do, Review, Act.



*Adding Value
Through Partnership,
Innovation and Excellence*

Our Approach

Engagement

Engage with our partners and stakeholders to develop robust and realistic plans

Refresh and Revise

Refresh and revise our existing plans and reflect the service improvement we are aiming for

Monitor and Review

Demonstrate good governance and informed decision making as part of our reporting & performance arrangements

Creating a continuum – not just a document



Not just about *what* we do but
how we Plan, Do, Review and Act



This is our NWSSP

This is our NWSSP



Dyma ein PCGC ni

Dyma ein PCGC ni

TIMELINE



KEY THEMES

Be great on the basics: focus on continuous improvement in our core services e.g., recruitment, payroll, accounts payable, legal services and contractor payments.

Support the Recovery of Health Boards.

Significant **Once for Wales projects** being implemented over the next 12-24 months:

- Laundry
- Medical Examiner
- TRAMS
- Family practitioner payment systems
- National Distribution Centre
- Once for Wales Case Management System
- Scan for Safety
- Once for Wales E-Rostering
- All Wales Collaborative Bank and
- Lead Employer model expansion for all doctors in training, Pharmacists and Dental trainees

Capital investment and structure: to support digital services and informatics e.g., future digital solutions, agile working, data analytics and continued use of robotics.

Sustainability for the longer term: beyond 3 years e.g., accommodation needs to be aligned to an agile workforce, greener energy in fleet management, Ethical supply chain + Foundational Economy + Value Based + Cost Savings in Procurement.

Succession planning, talent management and response to staff survey: The development of our “This is our NWSSP” culture change programme to support Healthier Working Relationships.

Employee Health and Wellbeing: including the launch of Mental Health First Aid pilot scheme and Compassionate Leadership Model.




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Shared Services
Partnership

Diolch yn Fawr lawn

*Adding Value
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Innovation and Excellence*

 GIG Cymru NHS Wales Partneriaeth Cydwasaethau Shared Services Partnership	AGENDA ITEM:xx 23 September 2021
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The report is not Exempt

Teitl yr Adroddiad/Title of Report

SBAR– Glangwili Laundry Transfer

ARWEINYDD: LEAD:	Neil Frow, Managing Director
AWDUR: AUTHOR:	Lee Wyatt, Programme Director, Key Strategic Projects
SWYDDOG ADRODD: REPORTING OFFICER:	Andy Butler, Director of Finance & Corporate Services
MANYLION CYSWLLT: CONTACT DETAILS:	Lee.Wyatt@wales.nhs.uk

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

To inform the Committee of the guiding principles and critical success factors against which the agreed transfer of the All Wales Laundry Service will be completed, and to gain their endorsement for the transfer.

Llywodraethu/Governance

Amcanion: Objectives:	To develop a service model that is fit for purpose, complies with modern standards, provides a sustainable and resilient laundry service, and represents an operational model delivering best value for money for NHS Wales.
Tystiolaeth: Supporting evidence:	New Standard BS EN 14065

Ymgynghoriad/Consultation :

Completed between Feb – Jul 2020

Adduned y Pwyllgor/Committee Resolution (insert ✓):

DERBYN/ APPROVE		ARNODI/ ENDORSE	✓	TRAFOD/ DISCUSS		NODI/ NOTE	✓
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Argymhelliad/ Recommendation	The Committee is asked to NOTE the paper and ENDORSE the transfer.
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Crynodeb Dadansoddiad Effaith: Summary Impact Analysis:	
Cydraddoldeb ac amrywiaeth: Equality and diversity:	Equality and Diversity issues have been fully considered as part of the transfer process.
Cyfreithiol: Legal:	Legal advice has been sought where required as part of the transfer process.
Iechyd Poblogaeth: Population Health:	No direct impact.
Ansawdd, Diogelwch a Profiad y Claf: Quality, Safety & Patient Experience:	The transfer of the laundries to NWSSP and the subsequent investment in them should provide improved quality and safety and a better patient experience.
Ariannol: Financial:	The financial implications of the transfer have been fully considered.
Risg a Aswiriant: Risk and Assurance:	The risks associated with the transfer have been fully considered.
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:	Implications for the workforce have been fully considered.
Deddf Rhyddid Gwybodaeth/ Freedom of Information	This paper is not exempt.

September 2021

SBAR– Glangwili Laundry Transfer

Situation

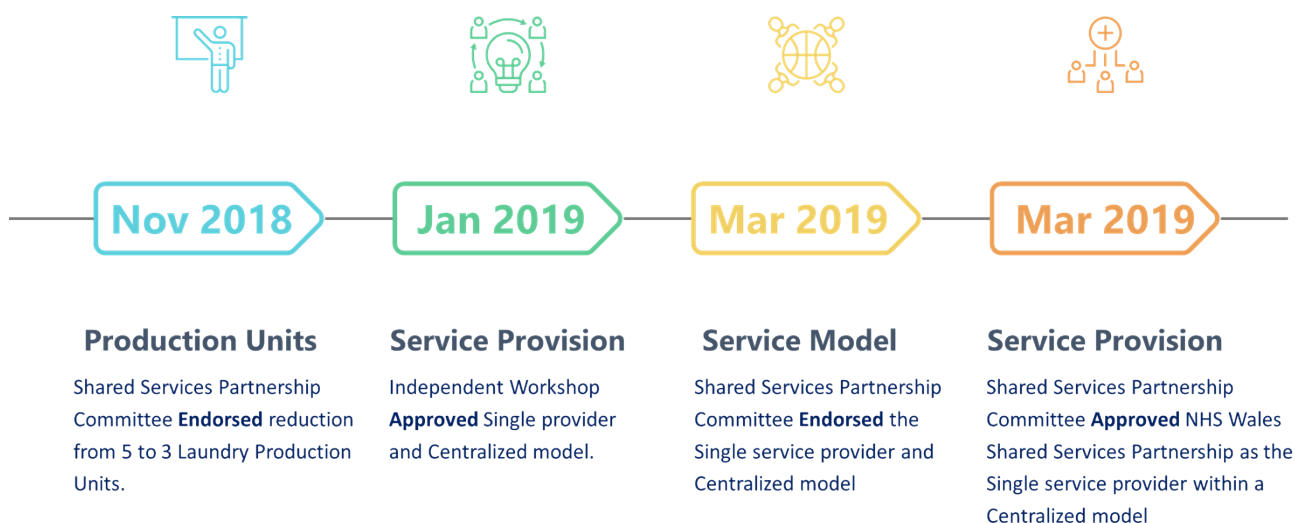
This document outlines the guiding principles and critical success factors against which the agreed transfer of the All-Wales Laundry Service will be completed.

Background

The All-Wales Laundry Review formally commenced in May 2016, with the NHS Wales Shared Services Partnership Committee (SSPC) approving the programme initiation and subsequent review of the Laundry production units within NHS Wales.

Throughout the last four years, a number of significant milestones have been achieved and a number of key decisions have been made to support the continual development of the All-Wales Laundry Programme Business case.

The key milestones and decision points already approved include decisions by the Shared Services Partnership Committee, whereby approval or endorsement was given to the following:



It is **important** to note throughout the process items that have been previously Approved or Endorsed remain unchanged:

- The **preferred option** - Three LPUs (Laundry Production Units) to provide the future service, **endorsed** by SSPC Nov 2018.
- A Single Service Provider, **endorsed** by SSPC March 2019
- Centralised and Single Management of the Service, **approved** by the SSPC in March 2019 as the NHS Wales Shared Services Partnership Committee.

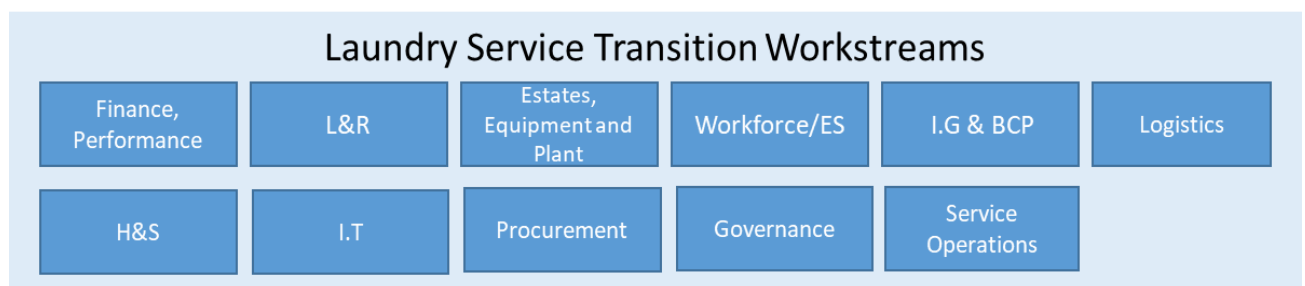
These decisions act as the basis for the next planned steps, which the Laundry Transfer Project running in parallel to the ongoing programme business case development will seek to execute to conclude the transfer to NWSSP (NHS Wales Shared Services Partnership) of the existing Laundry Production Units into NWSSP by October 2021.

Originally, the intention was to complete the transfer in October 2020 but due to the pandemic and winter pressures, this was delayed until April 2021. To support this transfer the establishment of a Project Board is taking place with focus on drafting a set of guiding principles and a number of supporting workstreams. It was set that three laundry units Swansea, North Wales and Greenvale facilities were to be transferred April 2021 and the remaining two, Glangwili and Cwm Taff to be transferred by October 2021.

The **guiding principles** seek to propose high-level objectives across:

- Land & buildings
- Equipment & plant
- Finance (Transfer of expenditure to provide service, based on costs **baseline** April 19 - March 20)
- Transport and logistics (Drivers & fleet)
- Products & equipment to provide the service (cages, linen & detergents etc)
- Workforce/resource to manage, operate, maintain and deliver the service¹
- Continuation of existing service provision processes, procedures and contracts

Workstreams to support this activity:



Critical Success Factors:

¹ Within known existing demarcation points in line with the scope of the laundry project i.e. excluding linen rooms for example.

The elements identified as critical to enable the transfer are

- **Finance** – Identification and agreement of a baseline covering both pay and non-pay expenditure within an agreed timeframe that excludes the pandemic influence or variation. This is key to ensuring NWSSP is able to maintain service provision and cover all expected costs based on agreed time range in scope for the baseline currently set at 2019/20.
- **Workforce** – as per the workforce principles agreed with WODs, it is proposed that the laundry unit staff will remain employees of the health board whereby they would be governed under the HB's management and their policies and procedures. However, it is foreseen that they will also liaise with NWSSP management on key changes, risks, and issues. The intended approach would be to work with Shared Services for the duration of the period until the decommissioning occurs. During the decommissioning period the Health Board will actively seek redeployment opportunities for the staff concerned. At the conclusion of this period the Health Board will afford the identified staff with prior consideration for HB vacancies. This will allow the ability to consider the wishes of individuals, taking into consideration their geographical and personal preferences and constraints, and entering into a dialogue over their preferred options.
- **Customers** - Existing customers identified to enable continuation of existing arrangements and appropriate communication in relation to the change of ownership and management.
- **Transport** – The Transport Staff and Vehicles are to stay with Hywel Dda UHB at this stage and whilst the All-Wales Laundry Programme progresses, there are no subsequent changes envisaged and arrangements and structure will remain "as is". Budgets for Transport will be agreed and transferred as part of the wider laundry service finance agreement and then HDUHB will call off the service as part of the Operations SLA agreement and then recharge on a quarterly basis. Hywel Dda UHB will thus continue to manage the transport service, maintain its legal compliance as 'business as usual' . The Operational SLA will be managed through monthly reports submitted from the HDUHB Laundry Management to NWSSP.
- **Product & stock** – Ensuring the availability of existing stock/linen and products required to continue the service operation, product, and delivery of linen.
- **Support Services** – Continuation of externally provided support services for the laundry such as engineering, maintenance, or other critical services deemed essential to support day to day laundry operation
- **Health & Safety** – This will remain the responsibility of HDUHB.

Assessment

In relation to **Glangwilli Laundry**, the objective is to maintain the provision of laundry services **"as is"** but to complete a number of actions to allow the seamless transfer and ongoing provision of services to existing customers.

The intention remains to maintain the service within its **current model**, with anticipated variation in terms **not** anticipated until the commissioning of the new Laundry Production Unit as stipulated by the ongoing All Wales Laundry Programme Business Case currently estimated in 2024.²

It is proposed that all applicable assets and liabilities will transfer from Hywel Dda to NWSSP (NHS Wales Shared Services) with effect from the October 1st 2021. It is not envisaged that land and buildings will transfer.

Land & Buildings on/in which house the Laundry

Property Location: Glangwili

Transfer objective

It is envisaged that Hywel Dda will retain ownership

Continue use of the existing laundry to allow ongoing provision of currently provided services

Constraints &/or Dependencies

- None Identified as not being transferred.

Transport

Transfer objective

Service remains "as is" and managed by HDUHB.

Constraints &/or Dependencies

- Continuation of driver resources when required.
- Finance captured within the finance pay & non-pay baseline.

Finance to provide the service

² Estimated and subject to change based on the business case process

With the support of the Health Board finance colleagues, the Laundry costs established are based on a review of the pre COVID baseline year of 2019/20 and these costs will be discussed with the Director of Finance and the costs would be subject to a final review by the Health Board before sign off.

Overriding Principles

- There should be no detrimental financial impact on the health board and NWSSP as a result of the transfer.
- The 2019/20 pre Covid actual non pay costs will be used as the financial baseline for 2021/22 once adjusted for inflation.
- Any unexpected significant costs or liabilities that come to light post transfer including Covid impact will be subject to further discussion.

The process under which NWSSP will charge for Laundry Services will be quarterly in advance.

Glangwili laundry operating costs pa	
	£
Pay costs	1,109,072
Non pay costs	547,115
Total costs	1,656,187
Less income	(3,599)
Net costs	1,652,588

Key Assumptions

Staff costs

- Staff costs will transfer to NWSSP with their full budget including on costs.
- Hywel Dda will recharge NWSSP for the actual payroll costs incurred and the funding will be revised as required.
- Budgets for any vacancies will be fully funded.
- 0.2 WTE Band 6 Finance and 0.2 WTE Band 6 workforce support included

Non pay costs

- Laundry operating cost budget will transfer to NWSSP based on 2019/20 actual costs (Pre Covid) baseline adjusted for inflation.
- Operating costs will be compared to prior years and if significant variances exist individual line adjustments will be made on an exception basis.

Income

- Laundry income will be baselined against the 2019/20 actuals.
- The proposed net cost of the service to the existing laundry providers will be based on the total operating costs less the anticipated invoiced income.
- Invoices to other laundry customers will be raised using the existing methods followed by the individual laundry units.

Overheads

- Where relevant Health Boards will not charge NWSSP for occupying and using the laundry sites unless the budget has been transferred.
- Where relevant Laundry staff will continue to have access to their existing mobile phones, laptops, PCs and peripherals and the use of photocopiers/printers and IT etc.
- Where relevant if support is currently provided by the health board for the laundry but not included in the budget transferred to NWSSP that service will continue on an "as is" basis.

Workforce within the Laundry

The Glangwili Laundry workforce in scope are those that support the laundry production including support roles such as maintenance engineering.

Constraints &/or Dependencies

- Workforce scope remains those within the LPU³ Production environment
- Identification of required budgets within the finance workstream

³ LPU – Laundry Production Unit

Plant & Machinery to provide the service

The Laundry exists with full end-to-end equipment and machinery to enable the production of Linen for the health board and its customers.

Transfer Objective

Transfer ownership of the existing plant and machinery used to provide end-to-end linen service for the Glangwili LPU, novating any lease/rental agreements as necessary.

Constraints &/or Dependencies

- Provision of an asset register (5k plus Value)
- Provision of the inventory (Sub 5k value)
- Completion of an inspection report for forward risk and management purposes

Products & Equipment to provide the service

The Laundry consumes and utilise a range of products to enable day-to-day operation.

Transfer Objective

Transfer ownership of the existing linen products and consumables such as detergent and Linen stock to continue the provision of end-to-end linen services from the Glangwili LPU and its existing customers.

Constraints &/or Dependencies

- Annual Stock take required.
- Procurement adjustments, novation's and cessations.
- Budget identified for stock and product purchasing.

Existing Service provision processes, procedures and contracts

To support and underpin day-to-day operations a number of contractual arrangements exist to ensure the laundry can operate. Procurement teams are working through the respective detail to ensure continuation of all required contracts and process are managed to support the October 2021 transfer of service.

Transfer Objective

Transfer (novate) ownership of the existing, appropriate, agreements and contracts to provide end-to-end linen services for the Glangwili LPU.

Continuation of LPU specific processes e.g. Business Continuity Planning where support external to the LPU is required.

Constraints &/or Dependencies

- Dependant procurement contract novation
- Engagement with Laundry colleagues
- Dependency on Procurement teams
- Provision and Confirmation of existing agreements
- Transport evaluation
- Continuation of any externally ⁴provided maintenance or support

Service Level Agreements & Performance Data

The Laundry currently provides services to a range of customers including:

- Welsh Ambulance Services NHS Trust (WAST).

Transfer Objective

A generic Service Level Agreement (SLA) has been approved by the SSPC (Shared Services Partnership Committee). The appropriate schedules for the service provision for HDUHB will be developed and included in the SLA.

This has been developed using data identified through due diligence, engagement with LPU management and where possible utilising limited existing documentation. It is important to note this will be further developed at timely intervals as the service evolves.

The SLA will be based on a fixed price for agreed linen volumes.

Should linen volumes fluctuate outside the agreed +/- tolerances they will be subject to regular reviews and appropriate annual adjustments for the agreed variable cost/saving. The SLA is in the process of being finalised.

In further support, Quarterly Service Reviews will be established to consider all aspect of the service from both a supplier and customer perspective in relation to how the partnership is working for both

⁴ Externally – External to the workforce and operation within the LPU, for example HB Estates Support, Facilities support or 3rd party contractors

parties and any reflection on the SLA and Schedules, quality of service provided.

Constraints &/or Dependencies

- Data to provide a baseline for NWSSP to develop a Service Level Agreement (SLA) which continues the existing services provided.

IT and Technology

The laundry staff currently use IT equipment, systems and hardware as required by their role. This ranges from minimal electronic staff record (ESR) usage to use of MS365 applications and relevant hardware.

Laundry plant and Equipment also can potentially utilise network and other IT infrastructure as part of the day-to-day operation.

Transfer Objective

To support the wider transfer is it requested that such services will not transfer and the continuation of existing I.T. support arrangements continue.

Constraints &/or Dependencies

- None foreseen as no transfer

High Level Timeline of Planned Events

Transfer Stage 1

Workforce – managed under the existing management and structure of HDUHB
Finance
Critical Procurement

Transfer Stage 2

Continuation of Procurement activity

To further support the establishment of regular service and finance reviews will ensure adequate budget and workforce has been transferred in line with expectations set against the baseline period of 19/20 and to allow review of any other matters that emerge post

transfer and also focusing on maintaining a continuation of quality and continuity of service

To support the continuation of the services as currently provided from the Laundry to its customers, it is also requested that underpinning support services continue to be provided until suitable transfer, novation, migration activities be scheduled as listed above and appropriate projects and schemes are initiated to execute the required activity.

These services would typically include:

- Continuation of Health board provided services
- IT Support and continued system & hardware access.
- Health board provided Facilities and maintenance externally provided from the Laundry own engineering or Hywel Dda support teams.

Recommendations

The Committee is asked to **NOTE** the paper and **ENDORSE** the transfer.

Appendix 1 Glangwili laundry

Non Pay	2019/20	Net adj	Final
30100-Dressings	3		3
30210-M&SE : Disposable	123		123
32000-Provisions	44		44
32410-Protective Clothing	1,693		1,693
32510-Cleaning Materials	3,033		3,033
32520-Laundry Equipment	11,514	6,473	17,987
32530-Laundry Materials	36,310	6,166	42,476
32540-Laundry Maintenance	15,636		15,636
32710-B&L : Non-Disposable	145,071		145,071
32810-Other General Supplies & Services	207		207
33010-Stationery	397		397
33200-Postage & Carriage	130		130
33610-Travel & Subsistence	122		122
33800-Leased Cars : Contract	5,694		5,694
34000-Vehicle Running Costs : Fuel	39,058		39,058
34010-Vehicle Running Costs : Other	494		494
34020-Vehicle Maintenance	2,687		2,687
34030-Vehicle Leases	22,474	7,890	30,364
34040-Vehicle Insurance	555		555
35000-Electricity	36,114		36,114
35020-Water	58,319		58,319
35060-Other Utility Fuels (steam)	96,822		96,822
35200-Rates	7,280		7,280
35500-Furniture & Fittings	670	2,572	3,242
35510-Office Equipment & Materials : Purchase	39		39
35570-Computer Maintenance	203	1,824	1,621
35820-Materials - Electrical	36		36
35830-Materials - Building	19		19
35850-B&E Maintenance	545		545
35920-Buildings Insurance	322		322
37640-Recharge : Minor Works	13,466		13,466
38190-SLA: Air Ambulance	2,270		2,270
Grand Total	519,522	6,348	525,870
Inflation uplift for 2020/21 & 2021/22			21,245
Total non pay costs after adjustments			547,115
Pay	2019/20	Net adj	Final
2K131-Admin & Clerical Band 3	46,740		46,740
2K171-Admin & Clerical Band 7	47,208		47,208
2M200-Agency - Addit Clin Services	1,476		1,476
2M811-Linen Services Band 1	449,383		449,383
2M821-Linen Services Band 2	343,060		343,060
2M831-Linen Services Band 3	64,788		64,788
2M971-Estates & Ancillary Bank	78,768		78,768
2P151-Maintainance Staff Band 5	12,123		12,123
2P900-Agency - Estates & Ancillary	5,157		5,157
Grand Total	1,011,437		1,048,704
0.2 WTE band 6 HR and 0.2 WTE Finance support			18,000
Inflation uplift for 2020/21 & 2021/22			42,368
Total pay costs after adjustments			1,109,072
Total costs	1,530,959		1,656,187
Income			
0297 WAST	(3,459)		(3,459)
Inflation uplift for 2020/21 & 2021/22			(140)
Total costs less income			1,652,588

 GIG Cymru NHS Wales Partneriaeth Cydwasaethau Shared Services Partnership	AGENDA ITEM:xx 23 September 2021
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The report is not Exempt

Teitl yr Adroddiad/Title of Report

Long Term PPE Strategy

ARWEINYDD: LEAD:	Andy Butler, Director of Finance & Corporate Services
AWDUR: AUTHOR:	Ian Rose, Head of Project Management Office
SWYDDOG ADRODD: REPORTING OFFICER:	Andy Butler, Director of Finance & Corporate Services
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**Pwrpas yr Adroddiad:
Purpose of the Report:**

To set out and agree the longer-term strategy for the procurement and supply of PPE.

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 :

Welsh Government

Adduned y Pwyllgor/Committee Resolution (insert ✓):

DERBYN/ APPROVE		ARNODI/ ENDORSE	✓	TRAFOD/ DISCUSS		NODI/ NOTE	
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Argymhelliad/ Recommendation	To endorse the submission of the attached paper to the Health & Social Care PPE Procurement and Supply Group (comprising representatives from Welsh Government, Social Services and NWSSP) for approval.
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Crynodeb Dadansoddiad Effaith: Summary Impact Analysis:	
Cydraddoldeb ac amrywiaeth: Equality and diversity:	All factors have been considered where relevant in the attached paper.
Cyfreithiol: Legal:	All factors have been considered where relevant in the attached paper.
Iechyd Poblogaeth: Population Health:	All factors have been considered where relevant in the attached paper.
Ansawdd, Diogelwch a Profiad y Claf: Quality, Safety & Patient Experience:	All factors have been considered where relevant in the attached paper.
Ariannol: Financial:	All factors have been considered where relevant in the attached paper.
Risg a Aswiriant: Risk and Assurance:	All factors have been considered where relevant in the attached paper.
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:	All factors have been considered where relevant in the attached paper.
Deddf Rhyddid Gwybodaeth/ Freedom of Information	This report is not exempt.

NWSSP PROCUREMENT SERVICES

Long Term PPE Strategy

September 2021



Document Status	The current status of this document is Draft
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Revision History

Date	Version	Author	Revision Summary
17/9/2021	5	Ian Rose	Update to Finance section
13/9/2021	4	Ian Rose	Draft – updated governance
06/09/2021	3	Ian Rose	Draft
01/09/2021	2	Ian Rose	Draft – Finance tables updated
17/08/2021	1	Ian Rose	Draft – Update all sections from original PPE Plan

Approval History

Date	Version	Approved By	Position/Role
16/9/2021	5	Jonathan Irvine	Dir of Procurement NWSSP
17/9/2021	5	Tony Chatfield	Head of Operations NWSSP
17/9/2021	5	Andy Butler	Dir of Finance & Corporate Services NWSSP
17/9/2021	5	Graham Davies	Asst Dir of Procurement, Logistics & MM

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1. Background

At the onset of the Covid-19 pandemic, the NHS Wales Shared Services Partnership (NWSSP) rapidly expanded their existing NHS-only supply and distribution process for health boards, to one delivering across numerous settings. NWSSP were also requested to expand operations and supply local authorities with PPE for onward distribution to the social care sector, as well as delivering to primary care settings including GPs, pharmacists, and dental and optometry contractors.

In the initial emergency response period, the scale of the global demand for PPE resulted in having to source products outside of the usual supply chains. In particular, the lockdown in effect in China limited the ability to export from existing suppliers.

A huge effort was made to source product and secure its transport to Wales to ensure that PPE reached frontline health care, primary care and social care workers as quickly as possible.

Since the onset of the pandemic, NWSSP has issued over 1 billion items of PPE to the health and social care sectors in Wales. Over 423 million of these items have been issued to local authorities for onward distribution to social care settings. While there were initial concerns on shortages, the level of supply was maintained at the most challenging time with no stock-outs. As Wales' PPE position stabilised, NWSSP were able to offer significant support to other parts of the UK through mutual aid.

Relationships have worked well with existing suppliers, however not all were able to source and NWSSP Procurement Services acted swiftly to develop relationships with new suppliers and intermediaries where applicable, aimed at preventing issues with the supply of critical stock items. Throughout the pandemic, focus on the use of suppliers; especially Welsh suppliers, has played a significant role and supported through engagement with the Life Sciences Hub.

Furthermore, the implementation of a new procurement framework for PPE will also ensure robust mechanism exist to support the ongoing demands.

2. Current position – The Need to Re-Plan

Investment in NWSSP's supply and demand modelling capability has supported more precise stock management of PPE, particularly as local authority joint equipment stores (JES) stocks have been integrated into the system. We are in a better-informed position on 'burn-rates' on PPE usage and have increasingly refined our demand and supply analysis by product and sector.

NWSSP has reacted well to the pandemic and through the significant effort of its staff. NWSSP, working in partnership with Welsh Government, NHS Wales, and Social Care, achieved a secure and stable position.

However, there are a number of considerable uncertainties that exist, and it is important we are more proactive and develop a plan that builds on the winter plan 2020 and seeks to ensure we maintain sufficient supply of PPE going forward.

3. Uncertainties – Navigating the future.

Building on the experience, lessons learnt and observations from the COVID response to date, a number of uncertainties have been identified which all can, to varying levels of impact, impinge upon the project objective.

Uncertainties, which can potentially affect Supply Chain, exist such as:

- Continued stock holding as a result of Brexit – the potential Supply chain disruption and disruption to the flow of goods.
- Worldwide new surges leading to increased call upon supplies. – Potential to limit the potential flow of products required.
- UK – China Relations – This key relationship could affect the readiness of any supply of goods.
- Export Restriction – In some countries, restrictions on goods could limit potential supply.
- Increased Fraud and Counterfeit goods – It is regrettable that increased attempted to defraud the NHS have been exposed as a result of the thorough checks and governance being applied and this will continue to remain in place.
- Ability of new suppliers to achieve approvals and certifications – To mitigate potential supply disruption the use of new, unconventional suppliers has been championed but this is also presenting risks in achieving satisfactory standards and quality.
- Transport and Logistic shortages, new worldwide surges leading to reductions in supply, technology related shortages.

Uncertainties, which can affect upon Demand, exist such as:

- Future waves in Wales risk – risk of further waves of infections presents heightened risk, which can increase the demand of PPE.
- Winter pressures risk – A combination of winter factors when combined can add pressure to the provision of PPE.
- Return to elective work and outpatient clinics risk – A return to a new normal and resuming standard procedures will present further potential demands on PPE provision.
- Further changes in guidance for health and social care workers risk – To remain aligned to guidance will introduce additional pressures and demands to PPE
- Potential changes in PPE requirements for general public- e.g., transport, schools etc. risk – changes of currently in scope stakeholders can increase the demand and pressure on PPE provision.
- Demands or requirements to support the UK, wider PIPP programmes or other as yet unknown demands.
- Booster vaccinations programme.
- Requests to provide support to overseas.

The approach being taken within the work streams will seek to provide countermeasures in response to all of the currently identified uncertainties and as the scheme continues any newly identified issues and risks will be mitigated with appropriate countermeasures.

4. Assumptions

A number of assumptions have been captured as part of the ongoing process and experience across different sectors within the past 18 months.

These span a number of areas and all will be factored into the responses for the challenges ahead.

- We held a minimum of 24 weeks stock until 30th June 2021¹, which was required to safely navigate the period in scope, ensuring a number of risk factors were covered.
- From 1st July 2021 we took measures to taper down the stock holding, so that by 31st August we were holding a minimum of 16 weeks' worth of stock of all relevant products. This 16-week stock holding is based on the highest week's usage during the COVID19 pandemic.
- At present there is no reliance on other nations for supply – Planning is focused on provision of products to NHS Wales and will not factor in any dependency on other nations.
- COVID Public procurement guidance – During the period where procurement guidance exists, planning for product volumes will align to current guidance but be able to flexibly adjust the demand accordingly within reasonable timescales.
- Availability of warehousing – It is assumed to support the long-term increase of warehouse capability; warehouse space will need to be procured and will be a subject to a separate national programme which is currently in progress and this scheme represents one component.
- No additional demands on NWSSP to accommodate field hospital and surge capacity equipment – It is assumed that this project is focused on the provision of PPE and other requirements in relation to field hospitals and surge capacity will be met through different channels and also captured as part of national programmes for storage and space utilisation.²
- Pharma and COVID test products³ will remain excluded from this plan, however, warehouse storage requirements will factor into the above-mentioned national programmes for storage and space utilisation.
- Welsh Government have advised they will require NWSSP to continue to provide PPE for Health and Social Care staff for as long as it is required during the pandemic. **(Clear date required from Lisa Wise)**

¹ **24 weeks stock until 30th June 2021** – 24 weeks is based on the average weekly issues of the highest issue period during the second waves pandemic.

² **Space Utilisation Programme** - encompasses a multitude of requirements including PPE, Medical Records & Equipment.

³**Pharma and COVID** - Excludes Tests and Pharmaceuticals but Includes associated PPE.

5. PPE Plan Core Objectives

As of the 1st July 2020, the timescales within which workstreams will seek to adapt and/or maintain service is focused between June 2021 and 31st March 2022.

Several objectives will form the basis of the plan, but core objectives exist that will underpin the workstreams and deliverables.

These will be delivered throughout the period in scope and this plan is subject to change based on the demands, needs and identification of new requirements.

The **core** workstream objectives identified are:

Procurement & Product Workstream

- Continue to secure a reliable supply of PPE to meet current and projected demand from health, primary and social care sectors for as long as the pandemic requirement exists.
- Continue to build back up pandemic (COVID and Flu), maintain Brexit stock and Business as Usual supplies **as required**.

Finance, Resources & Performance Reporting Work stream

- We will continue to accurately track PPE usage and model future demand, to anticipate and respond to a potential future waves of COVID 19 cases, future winter pressures demand and changes to user demand profiles.
- We will continue to monitor short term and longer-term resource requirements.
- We will continue to ensure consistent communications are established between key stakeholders for example, regular reporting.

Logistics Work stream

- In line with the Welsh Governments "Programme for Government", commitment to continue to supply PPE to health and social care settings ensuring the required PPE is distributed effectively.

Warehouse Workstream

- We continued to retain appropriate warehouse capacity to hold a stockpile of critical products to maintain a minimum of 16 weeks' worth of stock Post August 2021 ensuring flexibility remains within the capacity to reduce cost where possible.

6. Project Work streams

To support the successful delivery and as already highlighted within the Project core objectives, four main work streams have been established with the purpose of defining and achieving individual objectives that collectively underpin the overarching objective.

The four work streams align to four key highlight areas within the end-to-end provision of PPE.



Finance, Resources & Performance Reporting

Learning lessons and reflecting on the previous months a number of considerations have been identified which will provide a firm basis for adapting the existing workstreams.

Observations that support the development of the finance workstream have centred on areas such as:

- Existing model – Is it responsive enough, flexible enough and utilise all required data sources?
- Further resources, what additional are needed to support ongoing plan and any additional finance requirements to support the development of this or overarching plans which this contributes towards.

Considering these observations and other factors the workstream has been developed to focus on the following objectives.

Key Workstream Objective

- We will continue to accurately track PPE usage and model future demand, to anticipate and respond to a potential future waves of COVID 19 cases, future winter pressures demand and changes to user demand profiles.

Supporting Objectives

- We will continue to monitor short term and longer-term resource requirements.
- We will continue to ensure consistent communications are established between key stakeholders for example, regular reporting.
- To support procurement governance procedures.
- Monitor the published guidance for PPE usage and assess the impact of any proposed changes on stock and modelling and effect on order pipelines.

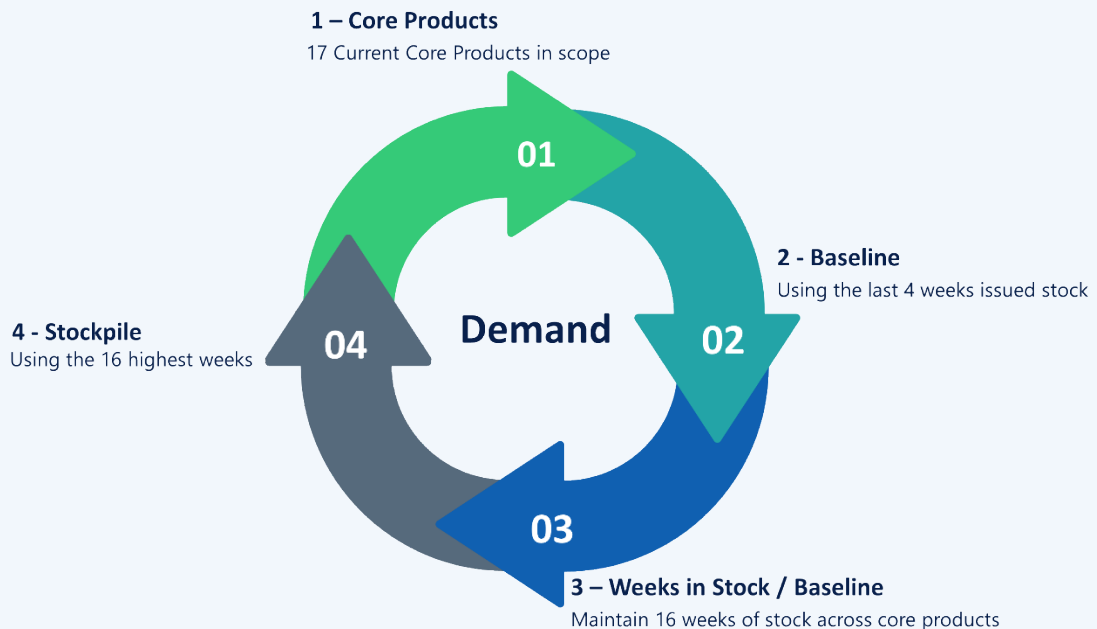
- Ensure financial controls are maintained using the finance governance committee to provide assurance and sign off against matters such as:
 - Expenditure incurred as a result of the PPE plan including new storage and expense as a result of delivering and managing the ongoing PPE plan.
 - Any write off requirements in relation to product management.

Modelling

Previously, a hybrid approach had been taken to advise the product pipeline requirements.

However, on completion of the model revisions the model became a single source / one truth of information, on which the ingoing Order Pipeline was and remains to be monitored against.

From September 2021 we will continue to use the current method based on usage, ensuring any changes in guidance are captured and also reflecting on past modelling where applicable



The model is – expected usage over the next 3 to 6 months based on the last 4 weeks and also ensuring we maintain 16-week stockpile for resilience purposes (this is based on the highest 16 weeks of consumption in the pandemic)

Resources

The following information represents the indicative resources required to support the Long-Term PPE plan. The resource requirements will be reviewed on an ongoing basis throughout the duration of the plan.

<u>Resource Requirement</u>	7 months 2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000
PPE Purchases	17,579	63,005	66,543	66,543
Potential Write Off Costs	0	11,536	0	0
Storage and Distribution Costs (Non NHS)	510	740	647	647
Warehouse Costs (NHS Delivery)	557	955	955	955
PPE Category Team	48	83	83	83
Stock Management Support	174	301	301	301
Temporary Warehousing Staff	349	605	605	605
Warehousing Pack Creation	154	267	267	267
Vaccination PPE Distribution Costs	560	970	970	970
Social Care/Primary Care PPE Distribution Costs	171	297	297	297
Additional IT Support	51	89	89	89
SMTL Support	72	125	125	125
Total Costs	20,225	78,973	70,882	70,882

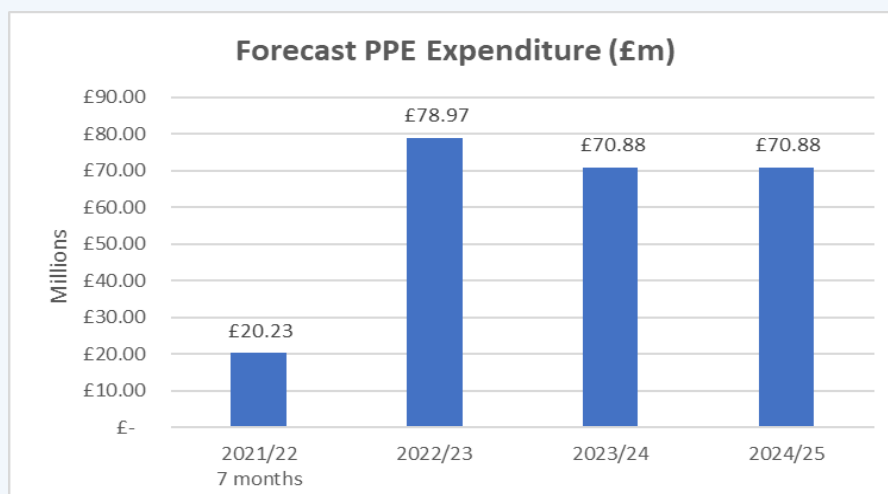
Cost Analysis

The workstream will also seek to provide and undertake more detailed financial analysis across a number of themes such as :

- Provision of Historic costs data and information
- Weekly Storage Cost Analysis
- Pallet Distribution Costs
- Warehousing Costs
- Stock Replenishment Costs
- Other Relevant Costs

****No costs have been captured in relation to staff and other costs beyond 2024/25.***

A separate detailed report has been produced however, currently the analysis based on the information known has provided a projection between the remainder of 2021 until March 2025, considering the themes above.



Product & Procurement

A challenging but successful procurement response to Covid-19 was achieved, with no stock outs observed and a continuity of supply maintained.

The key focus going forward is to maintain the resilience of supply lines and levels of stock in hand.

Leading up to 30th June, 24 weeks stock was held, as this was required to safely navigate the period, ensuring a number of risk factors are covered.

However, from this date a two-stage approach commenced.

- **Phase 1 – 1st July – 31st Aug 2021**

The 24 Week stock levels held were be reduced where practical to a 16-week stock level holding. The model uses the baseline of the highest week's usage during the COVID19 Pandemic to determine the 16-week stock position for each of the core products.

- **Phase 2 Aug 2021 - Onwards**

Maintain a minimum of 16-week stock holding on all current core products but ensuring adaptability in line with any emerging wider UK or localised guidance changes.

A number of critical actions will underpin this such as:

- Ensuring robust alignment of order placement and stock replenishment with the in-place Demand Model and existing oracle processes and supporting min max levels.
- Continued development of a procurement framework which supports the capability to reduce reliance on external/global supply lines.
- Continued use of Stock Watch, a stock tracking and forecasting software, across Health and Social Care Hubs and also considering the opportunities presented through the emerging Scan for Safety programme

Key Workstream Objective

We must continue to provide a reliable supply of PPE to meet current and projected demand from health care, primary care and social care sectors in line with the existing SLA.

To support achieving the objective, the primary focus has been on continuing the approach covering the existing in scope 17 key products.

This approach will seek to ensure the agreed stock volumes in place.

Phase 1 – 1st July – 31st Aug 2021

To achieve a stock holding of a minimum of 16 weeks of PPE **by the end of Phase 1**, the objective will be too:

Depending on stock held:

- Reduce stock holdings to a level in line with the 16-week stock holding.
- Increase stock levels in line with the 16-week stock holding.

Currently 17 key core products remain in scope:

- Aprons (Single Aprons)
- Body Bags -Zipped
- Eye Protection - Face Visors
- Eye Protection - Glasses / Goggles
- Facemasks FFP2
- Facemasks FFP3
- Facemasks Type II
- Facemasks Type IIR
- Gloves, Nitrile Examination Non-Sterile all sizes (Single Gloves)
- Gloves, Cuff
- Gowns, Fluid Resistant Thumb Loop
- Hand Hygiene - Hand Sanitiser Alcohol Hand Rub 0.5 litre
- Respirator Fit Test Kit - Full Kit
- Respirator Fit Test Kit - Solutions
- Respirator Hoods
- Respirator Hood Filters
- Wipes - Universal Wipes

Existing order pipelines indicate that sufficient quantity of most products will be available to sustain the objective of a continuous 16-week stock holding.

This is also supported by the implementation of a PPE Framework which has been established to support future source requirements including any PIPP (Pandemic Influenza Preparedness Programme) replacement requirements.

Previously certain products were deemed to be “at risk”, however as of September 2021 there were no products not at risk of not achieving a 16-week stock holding based on the average of the last 4 weeks.

Phase 2 Aug 2021 - Onwards

As we moved into a **Post August** position it was anticipated that to support future estimated demand, the same products will be targeted with maintenance order volumes which continue to provide assurance of supply until a point whereby demand diminishes and order volumes safely reduced, the majority of this activity will be managed as business as usual.

Focus on the same current core 17 key product's as at July 21 will be made using the monitored demand model and order data to ensure appropriate orders are in place to maintain stock levels through the remainder of the pandemic timeframe but also taking into consideration any UK PPE review requirements or changes in guidance.

The workstream will continue to enact and devise actions required to drive the trajectory of stock levels towards the desire levels in the coming periods in line with the 16-week objective.

Other Objectives

- Implementation of the PPE Category Framework.
- With support of SMTL, ensure all products continue to meet the quality standards required for NHS Wales.
- It remains an ambition for this scheme to strive in support of the foundational economy in Wales.

*Examples of foundational economy include Care and Health Services and utilising Welsh companies within this sector to support the provision of PPE. For example, the PPE framework is being developed to support elements such as the foundational economy and current environmental and green initiatives.

Logistics

Between March 2020 and September 2021, over 1 billion items of PPE have been distributed across Health and Social Care sites.

The number of locations the service is required to deliver to has increased significantly due to the COVID 19 pandemic requirements. This continues to require a flexible, adaptable logistics approach and one that is able to evolve as demands change.

Key Workstream Objective

- Provision, storage and transportation of goods to and from host and end user locations as identified for the lifetime of the scheme.

To support the key workstream objective a business case was agreed to enable the provision of service to the **Primary Care sector**.

This provides key services to the sector as outlined within the business case⁴ covering Primary Care:

- Dentists
- GPs
- Optometrists
- Pharmacists

In addition, further support has been provided for PPE logistical arrangements on an ongoing basis too:

- Social Care
- Vaccination Programme
- Testing

Social Care logistic provisions are in place, however if social care PPE consumption increases the demands place on logistics will be reviewed with a view to increase capacity within the logistic workstream, however the workstream will continue to manage excess stock as part of the plan.

⁴ PCS PPE Business Justification Case

Warehouse

At present, several facilities continued to be utilised in the storage of PPE.

The existing facilities range in size, location, and capacity and to support the increase in capacity further space was acquired on a temporary basis.

The warehouse workstream has one key objective to achieve which must meet spending objectives and product storage specific requirements but also be flexible.

Key Workstream Objective

- Maintain and Redesign Warehouse capacity to host critical products.

To support the plan and capability within NWSSP the approach was taken to increase the current footprint by up to 15000 pallet spaces and moving forward any additional requirements will be contained within the overarching programme for space utilisation.

This meant NWSSP utilising three transport and warehousing suppliers in order to allow the warehouse footprint to grow and hold the planned PPE volumes required by November 30th, 2020 and also use of space within Picketston and until recently other space in St Athan.

This expansion will remain in place to support the PPE provision until such a time where downsizing of capacity, amalgamation or modification of space requirements can take place in line with an overarching national storage programme in which PPE will be one requirement.

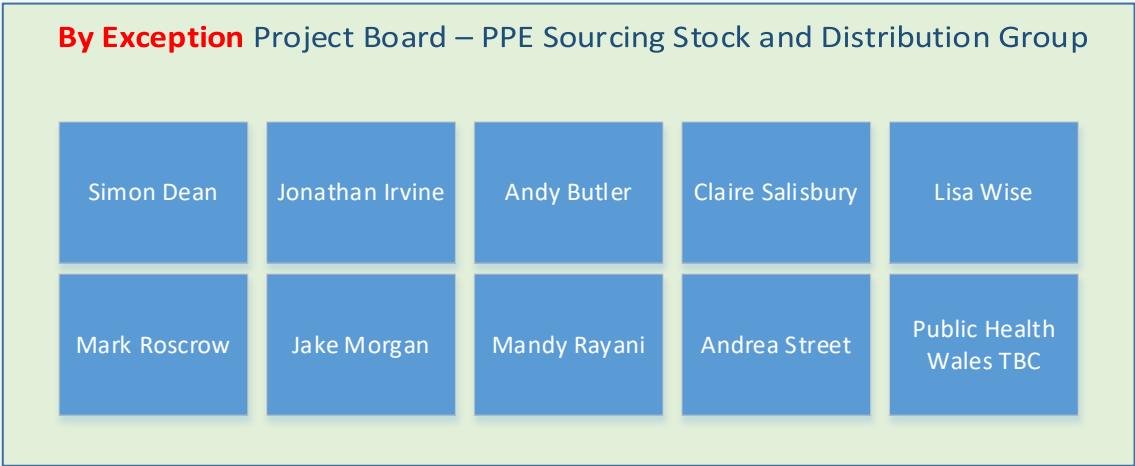
The additional space was and continues to be provided on a flexible, temporary nature to allow appropriate up and downsizing based on demand.

It is anticipated this workstream will seek to conclude the acquisition of revised additional space in line with the national overarching programme, ensuring any outcome is in line with the demands and requirements as a result of any UK decisions.

7. Project Governance

To support and provide robust governance a project board was established with key representatives from key roles and organisations.

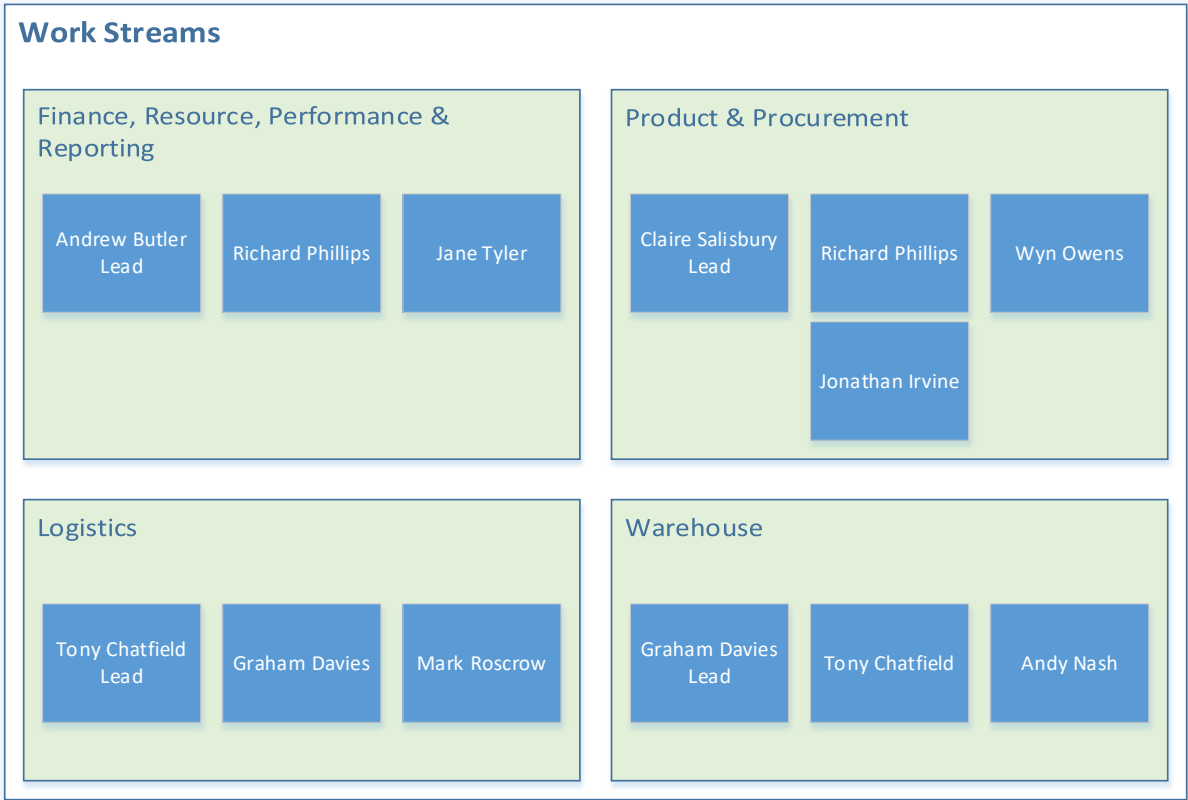
a. Project Board



**Membership is to be reviewed and confirmed.*

b. Work stream Membership

The board will continue be supported by four work streams, with lead representatives in each area, reviewed as required with appropriate Terms of References established.



8. Stakeholder Engagement

It is important to recognise the scale of internal and external stakeholders. Key relationships that exist will continue to remain in focus.

Currently **External** stakeholders include*:

- All Wales Peer groups
 - Chief Executives
 - Directors of Finance
 - Nursing
 - Medical Directors
 - Primary care
- PPE Executive Leads
- Local Government (⁵WLGA)
- Primary Care
- Welsh Government
- Social Care Groups
- CERET - ***On an exception basis only***

Current **Internal** Stakeholders include*:

- NWSSP
 - Finance & Corporate Services
 - Procurement
 - Sourcing Teams
 - Health Courier Services & Supply Chain
 - SMTL

**Not Exhaustive*

9. Communication Plan

To support Stakeholder engagement, communication is key and is included within the Finance, Resource & Performance Reporting workstream.

Currently the reporting process is completed via a **single** monthly report.

No other reports are produced by this group in order to maintain a clear position.

10. Constraints, Dependencies & Risks

Risks and issues

Dependencies

- UK and other National PIPP and PPE.
- National Storage & Warehouse Programme.

⁵ Welsh Local Government Association

- Identification of Welsh and Overseas groups who can utilise products as advised by Welsh Government.
- Local Stores, stock checking local levels.

Risks

- Future Pandemic Waves.
- Product availability.

11. Lessons & Learning

The plan will seek to ensure previous and new lessons are captured and reflected upon as required.

For example :

Audit Wales Report

A detailed action plan to implement the Audit Wales recommendations has been agreed and progress against the plan is being monitored by the Shared Service Audit Committee.

Workstream Lessons

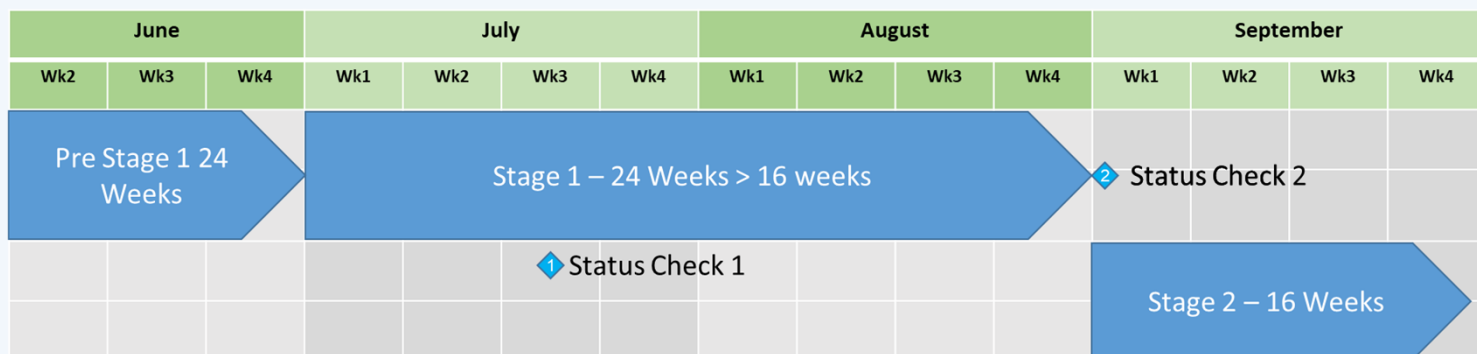
Lessons Learnt activity to be completed across all workstreams asking three questions:

- Things that went well.
- Things that could have been done differently.
- Things we could have done if the opportunity arose.

12. High Level MCP

The indicative timescale to achieve the objective level of stock. Where this is not possible, workstreams will establish actions required to maintain an appropriate trajectory towards the objective levels.

Indicative Timescales – PPE Plan June 21 – Sept 21



1 Status Check 1 – assessment of product line volumes against 16 week target and product level plans devised to reach 16 week levels if required

2 Status Check 2 – Re-assessment of product line volumes against 16 week target and product level plans devised to reach 16 week levels if required

Each product will be subject to :

- Status Check 1 - Reviewed for a baseline position - (Completed in July)
- Status Check 2 – Initial review to confirm the required actions to drive the product/s down, up or maintain a 16-week trajectory. (Completed in Aug/Sept 21)

13. Next Steps

Building on the actions and information identified within the status checks 1 & 2 the necessary workstream actions and activities will be developed to execute the actions needed⁶.

This will require :

- Development of product level actions to achieve the outcomes required
- Management of ongoing Risks and Issues
- Capturing and assessment of Lessons Learnt
- Co Ordinate workstream activity
- Establish a revised Terms of Reference

14. Appendix A



PPE Plan high level
gant Sept 2021.ppt

⁶ Appendix A – Contains a visual reference of products that require action and estimated dates when a 16-week holding will be achieved.



GIG
CYMRU
NHS
WALES

Partneriaeth
Cydwasaethau
Shared Services
Partnership

GIG Cymru Partneriaeth
Cydwasaethau

NHS Wales Shared
Services Partnership

PMO Report - Aug 21

NWSSP Finance & Corporate PMO Monthly Update – August 2021

Prepared by Ian Rose

Date: 19/8/2021

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Monthly Summary

The PMO is currently supporting **28** 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.

The **28** schemes have **11** different SRO/Project Executive Leads across 8 different NWSSP directorates.

Also, within the **26** schemes the breakdown of scheme size and coverage ranges from:

- **42% 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.
- **46% Healthboard** – Typically supporting schemes for Healthboards but where NWSSP play a role in the service provision
- **12% 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.

Resource Update

New Project Manager joined the team on the 16th August – Jenna Goldsworthy




6-month Fixed Term Project Manager to be appointed to support workflow

SLT Recommendation

SLT are asked to:

- Note the update on progress with key projects
- Consider the consequences and agree the current assessment of risk

High Level Update

Summary		The purpose of this report is to provide a progress update.			Completed By		Ian Rose		
Previous Status	Current Status	Trend Status	Summary Update :						
			28 projects in progress.						
			Increased by 2 new schemes						
<div>Green : Project on track -Time, Cost, Scope Blue : Closed/ Delivered or Closed/Withdrawn/Ceased Amber : At risk of failing - Time, Cost or Scope Red : Failed Time, Cost or Scope - urgent attention req'd *Agreed between Proj Man and Proj Exec/Lead/Proj Dir/SRO Original Completion based on Scoping discussion / Revised Completion based on any exception plans or agreed date variations by appropriate board, where they are the same this would indicate an exception date has not yet been agreed. % Completion based on overall task completion vs overall planned tasks</div>									
All Wales Project & Programmes									
Scope	Project Name	SRO	RAG	SIZE	Revised Completion	Original Completion	% Completion	Support Type	
All Wales	Demographic Transformation	Ceri Evans	Green	Large	31/07/2022	31/07/2022	0%	Project Management	
	GMPI - existing liabilities scheme	Mark Harris	Green	Large	31/03/2021	31/03/2021	84%	Project Management	
	IP5 Programme SOC	Mark Roscorow	Green	Large	31/08/2021	01/03/2020	100%	Project Management	
	Medical Examiner	Andrew Evans	Amber - Cost	Large	31/08/2021	31/03/2021	72%	Project Management	
	NHS Wales Staff Benefit Portal	Alison Ramsey	Paused	Medium	01/12/2021	31/12/2020	20%	Project Management	
	Performers List	Neil Jenkins	Green	Medium	31/03/2023	31/03/2022	0%	Project Management	
	PPE Winter plan	Andy Butler	Green	Medium	31/08/2021	31/03/2021	93%	Project Management	
	Primary Care NHAIS GP Payments (MVP)	Neil Jenkins	Amber - Time	Large	31/12/2021	01/05/2020	74%	Project Management	
	Single Lead Employer Phase 2 (Psychiatry/GP/Paediatrics & Higher Surgery)	Malcolm Lewis	Green	LargeXorg	01/09/2021	30/09/2021	98%	Project Management	
	Student Awards System Existing Stabilisation and New System Spec	Darren Rees	Amber - Cost	Medium	31/03/2022	31/03/2021	20%	Project Management	
	TRAMS Phase 2 OBC Developments	Neil Frow	Green	LargeXorg	31/03/2022	31/03/2022	0%	Project Management	
Scope	Project Name	SRO	RAG	SIZE	Revised Completion	Original Completion	% Completion	Support Type	
Healthboard	Hwyel Dda - Transfer of Transport Services	Tony Chatfield	Not Started	Small	30/06/2020	30/06/2020	To Be Rescoped	Project Management	
	Ward Stock Storage Assessment	Greg Dix	Amber - Time	Small	01/10/2021	01/03/2021	32%	Project Management	
	Cwm Taf Phase 2 Community Dressings	Suzanne Scott-Thompson	Green	Medium	31/03/2022	31/10/2021	50%	Project Management	
Scope	Project Name	SRO	RAG	SIZE	Revised Completion	Original Completion	% Completion	Support Type	
NWSSP	Corporate Health Standards	Gareth Hardacre	Green	Medium	31/10/2021	31/10/2021	71%	Project Management	
	Cleric Procurement of New System / contract	Tony Chatfield	Amber - Time	Small	01/04/2021	31/12/2020	50%	Project Management	
	Automatic Data Capture (ADC) devices	Graham Davies	Not Started	Medium	Not PMO Measured	Not PMO Measured	0%	Project Management	
	New PMO software Requirements - Identifying a system (BC Development)	Alison Ramsey	Green	Medium	31/08/2021	31/05/2020	100%	Project Management	
	NSV Codes/Review	Tony Chatfield	Not Started	Small	A/w/ Initial Scoping	A/w/ Initial Scoping	10%	Project Management	
	VPD Codes	Gareth Hardacre	Green	Medium	01/09/2021	01/07/2021	100%	Project Management	
	L&R Case Management System FBC	Mark Harris	Green	Medium	A/w/ Initial Scoping	A/w/ Initial Scoping	TBC	Project Management	
	SMITL POW Building Expansion - Feasibility Study	Pete Phillips	Green	Small	30/06/2021	01/04/2021	90%	Project Management	
	Contact Centre	Simon Cookson	Green	Medium	31/03/2022	31/03/2022	0%	Project Management	
	Data Management	Andrew Evans	Green	Large	01/01/1900	01/09/2024	35%	Project Management	
	TRAMS SE Wales Hub	Neil Frow	Green	Large	31/03/2022	31/03/2022	0%	Project Management	
	SMITL - LIMS	Pete Phillips	Green	Medium	01/01/1900	01/01/1900	0%	Project Management	
	Patient Medical Records and Scanning Service Accommodation Review	Scott Lavender	Green	Large	A/w/ Initial Scoping	A/w/ Initial Scoping	0%	Project Management	
	NAF Form support for PIN	Gareth Hardacre	Green	Large	A/w/ Initial Scoping	A/w/ Initial Scoping	0%	Project Assurance	

Key Individual Project/Programme Updates

Project Name	Project Manager	Project Exec/SRO
Student Awards	Bethan Rees	Lisa Williams / Darren Rees

Monthly Update (key/issues (blockages)/risks)

Status – Time (Amber) Cost (Amber) Quality (Amber)

Update

It has been agreed to continue with the BOSS software for the remainder of this year up to March 2022.

Parts of the existing system have now been migrated to new hosting to mitigate risks.

SBUHB remain the hosts of the main servers.

- An Outline Business Case has been produced covering both the refresh of existing equipment and the new procurement.
- This case has now been passed by an SSPC Chairs Action and submitted to Welsh Government.
- The tender for the new software was published on 16 August, open for 1 month.
- Once this concludes by the **30 Sept 2021** the cost of the new system will be understood.

Resources for IT Security work to mitigate the vulnerabilities of the existing system remain fragile.

Time remains a major risk with selection of a long-term software, implementation, testing, and deployment, all to be completed in advance of April 2022.

Project remains RAG rated as Amber.

Main Blockers/Observations

Five risks have been assessed as 16 or greater.

- Limited capacity of NWSSP IT resource could impact project.
- Limited funding could restrict new commercial agreement.
- Data security & end of support software could be a risk to the SAS system.
- GDPR risk from hosting on end-of-life systems (availability). Higher risk of a full Records Management breach, risks around the fragility of an unsupported system and the potential of data loss or corruption of thousands of student data records. Potential monetary penalties of several million pounds for a loss.

Consequences

The system is now suffering regular interruptions and downtime as the existing server capacity is exceeded. These are being managed on an ad hoc basis. Total system failure remains a possibility.

If a new provider is not selected, procured, and implemented by the end of March 2022, we will continue to operate at risk with little or no support from April 22 and be completely reliant on internal IT resources, which are already overstretched.

Project Name	Project Manager	Project Exec/SRO
L&R Case Management System	Peter Elliott	Mark Harris
Monthly Update (key/issues (blockages)/risk assessments)		
<p>Status- Amber (for time)</p> <p><u>Update</u></p> <p>Updated pricing for Trustmark licenses has just been received and passed to the relevant departments to facilitate the signing of the contract.</p> <p>There is a time risk arising from the fact that the contract has not yet been signed, which may impact the spending profile across the remainder of financial year and will need review to understand the impact.</p> <p>This impact cannot be fully assessed until the contract is signed, which will determine the deliverable milestone dates. It is currently anticipated a revised timeline and financial profile will be prepared by the end of August, which will enable the funding profile to be reassessed in advance of Half Year.</p> <p><u>Main Blockers/Observations</u></p> <ul style="list-style-type: none"> • Awaiting revised quotation from Trustmark before contract can be signed. • Key concern is the access to NWSSP IT Security Resource, which is a single point of resilience. • There is a potential of time delay once the contractor complete system design, to obtain IT Security and IG approvals before implementation can take place. As the software contract is "Design & Build" these approvals cannot all be obtained until the "Design" part of the scope is complete. <p><u>Consequences</u></p> <p>If timely IT Security advice is not available at key stages in the implementation, then live deployment of the system could be delayed, or vulnerabilities accidentally introduced to this sensitive data set. This could result in time delay impacting the profile of payments.</p>		

Project Name	Project Manager	Project Exec/SRO
Medical Examiner	Bethan Rees	Andrew Evans (PCS)
Monthly Update (key/issues (blockages)/risks)		
Status – Amber (Overall) Green (Time) Red (Cost) Green (Quality) Update <p>The full management structure is in place and has taken responsibility for the service. The question of the future funding assurance letter remains unresolved, and recruitment actions are ongoing to complete the staffing establishment.</p> <p>Whilst it has been proposed to close Project Management support for this service the SRO has requested that PM support to the Service Management Board continues until the end of Q3, to support resolution of the remaining parts of the scope.</p> <p>Main Blockers/Observations</p> <p>One risk currently exists over the 15 threshold which are RED</p> <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. <p>Consequences</p> <p>The funding letter is ultimately needed to comply with governance and assurance requirements for the service. Currently funding continues to be supplied, without the documentation in place.</p>		

Programme Name	Programme Manager	Project Exec/SRO
TRAMs Programme	Peter Elliott	Andrew Evans (Welsh Gov) & Neil Frow
Monthly Update (key/issues (blockages)/risk assessments)		
<p>Status- Green Update</p> <p>Design work for the SE Wales Hub is ongoing. A preliminary informal review of the layout plan with MHRA indicated no issues with our approach and is helping to build confidence in the design. Current issues are:</p> <ul style="list-style-type: none"> The condition of the roof may require significant further investment. This needs to be looked at strategically in the light of the whole building and the plans for solar PV elsewhere on the building There is cost growth manifesting compared to the estimate made in the PBC. This is currently subject to detailed review but it is likely that the PBC cost estimate will need to be revised upwards. <p>The Project Team liaises regularly with Stuart Douglas, and has met informally with Ian Gunney, and Capital Team colleagues to discuss the likely approach to both issues. Ian reassured us that Welsh Government does not consider the PBC cost estimate to have set a cost envelope, and that provided the OBC target cost is justified by service need and a correctly drawn option appraisal, then it should be possible to fund the sums requested.</p> <ul style="list-style-type: none"> The second funding letter confirming the OBC fees has been received. We also discussed with Ian Gunney the likely timescales for FBC design work, which is now estimated to take place from Jan – April 2022, and the possibility of funding this work concurrently with Government's review of the OBC <p>The Service Director starts formally with NWSSP on 6 Sept, and will prioritise the following areas for the remainder of the year:</p> <ul style="list-style-type: none"> Stakeholder liaison with the Chief Pharmacist Group both corporately and as individuals, and with Clinical stakeholders Reviewing and confirming the proposed staffing establishment for the service, so as to be ready to open formal consultation with the staff Early designation of up to 6 members of the "senior team" who will then assist during the remainder of the consultation process. <p>Other actions being prioritised by the Programme Manager for the remainder of the year include:</p> <ul style="list-style-type: none"> Recruitment of Project Managers, which is ongoing, with one conditional offer issued 19/8/21. A further advert will however be needed to fill the second post. Workshops with clinical colleagues for the Process and Digital scope, for which a contract is currently being awarded Progressing site search for the SW and North Hubs, leading to designation of "Preferred localities" by the end of the year, which can be used as the basis for staff consultation. 		

Main Blockers/Observations

Continued attention to cost management is needed. Good support is being received from the NWSSP Finance Lead in scrutinising costs and tracking spend rates.

Continued focus on the SW and North will be needed to counteract any perception (however unfounded) of the SE Hub gaining an unfair level of spend or traction within the programme.

Consequences

Once the OBC cost for the SE Hub is known, then the PBC cost estimate will need to be revised, to ensure that costs for the SW and North hubs are being realistically estimated.

Project Name	Project Manager	Project Exec/SRO
Laundry Transition	Ian Rose	Neil Frow
Monthly Update (key/issues (blockages)/risk assessments)		
Status- Amber (Overall) Amber (Time) Green (Cost) Amber (Scope)		
<u>Update</u> Three Laundries continue to operate on the agreed basis as a result of the transfer in April. <ul style="list-style-type: none"> Glan Clwyd - Moto is being developed between SES and BCU Estates. Llansamlet - Asset transfer – Legal & Risk managing transfer with two solicitors acting on behalf of NWSSP and SBUHB. Aneurin Bevan / Greenvale - Moto agreement proposed by the Health Board, with initial terms that support the Transformation Programme direction of travel, however initial full draft Moto to be prepared and presented to the relevant NWSSP Boards in September for NWSSP scrutiny and sense check in readiness for further development. <p>Service feedback confirms operations continue as expected with little or no issues to report in relation to production and supply of linen.</p> <p>Regular transition project board continues as the remaining task are IT and closure activities continue.</p> <p>The transfer of the remaining two Laundries in HD and CTM are on course for an October service transfer date with CTM approving the paper presented to July board. The same approach will now take place with Hywel Dda.</p>		
<u>Main Blockers/Observations</u>		

Consequences

Delays to the proposed transfer of services and potentially impacts the S1 S2 process.

Project Name	Project Manager	Project Exec/SRO
NHAIS GP Payments - PCS	Gill Bailey	Neil Jenkins
Project Stage	Delivery	IMTP
RAG: Time	RAG: Cost/budget	RAG: Quality/Scope
Monthly Update (key/issues (blockages)/risk assessments)		
Update Following a considerable collaborative effort over the last two weeks with DHCW and BSO technical staff, connectivity has been established for PCS Office based staff and those staff working remotely albeit intermittently for the latter. Whilst this is a big breakthrough, extensive testing will now need to take place through the three environments; UAT, Pre-Prod and Prod to ensure quality of solution. The delays have had an impact on how the implementation will be managed with the intention that all Health Boards will be on-boarded to the live system by the end of December 2021. Observations PCS team in the process of devising an on-boarding schedule for each Health Board/Practice. Consequences Not applicable		

Project Name	Project Manager	Project Exec/SRO
Demographics Transformation - PCS	Gill Bailey	Ceri Evans
Project Stage	Initiation	IMTP
Monthly Update (key/issues (blockages)/risk assessments)		
NHAIS is a business-critical system used across NHS England and Wales to manage patient registrations for primary care, contractor payments, and to deliver screening services. NHS England has taken the decision to decommission NHAIS because of the legacy nature of the solution and the limited skillsets that now exist within the NHS to continue to support and manage the technology. This project falls under the remit of the NHAIS Transformation Programme and is required to ensure continuity of existing services provided to GP Practices and Health Boards.		

There are seven workstreams with numerous inter-dependencies that need to be co-ordinated before the existing systems: NHAIS and Open Exeter can be de-commissioned in July 2022. PCS requested Project Management support to facilitate this on the 21st June 2021 with a Project Manager allocated.

Start-up process completed with governance structure in place. Inaugural project team meeting held to confirm workstreams and develop project plan to monitor progress. Risks and Issues log in development.

Main Blockers/Observations

Dependencies upon NHS Digital and DHCW to deliver new systems to facilitate a smooth transition.

Resource capacity as several project team members are supporting multiple projects resulting in conflict in prioritisation. PMO Business partner working with PCS, SMT to understand impact.

Consequences

Implementation dates for some workstreams out of the control of NWSSP, PCS. Not able to achieve completion of key activities within the agreed target dates.

Project Name	Project Manager	Project Exec/SRO
Performers List - PCS	Alison Lewis	Neil Jenkins
Project Stage	Initiation	IMTP
RAG: Time	RAG: Cost/budget	RAG: Quality/Scope

Monthly Update (key/issues (blockages)/risk assessments)

PCS maintain four Performers Lists on behalf of Health Boards in accordance with SLA for each Health Board. The IT systems that underpin the process are developed and maintained by DHCW in accordance with the relevant schedule within the overarching SLA between NWSSP and DHCW.

There is an acknowledgement by all parties that the current system needs to be replaced.

Project Manager support requested and approved to implement a replacement system that offers a sustainable electronic platform driven by user self-service with integration of processes with Primary Care Services and Health Boards.

The solution will also inform the new payment system which needs to meet legislation and standards as well as links to other dependent services within NWSSP, Welsh Government and other external bodies.

Start-up tasks approved on the 11th June with the initiation stage currently running to schedule. Outline Business Case is being developed along with Benefits Management Approach which has been reviewed, baselined and target dates identified.

Supplier demonstration day held to understand supplier market and obtain initial costs. Project Board signed-off Project Product Description and Equality Integrated Impact assessment (EQIIA).

Main Blockers/Observations

Resource capacity as several project team members are supporting multiple projects resulting in conflict in prioritisation. PMO Business partner working with PCS, SMT to understand impact.

Consequences

Not able to achieve completion of key activities within the agreed target dates, slight slippage in the timeline which may become a problem further down the line.

Project Name	Project Manager	Project Exec/SRO
Data Management - PCS	Alison Lewis	Neil Jenkins
Project Stage	Initiation	IMTP
RAG: Time	RAG: Cost/budget	RAG: Quality/Scope
Monthly Update (key/issues (blockages)/risk assessments)		
<p>Project aims to create solution(s) that allows consistent view(s) of PCS data which is readily accessible and delivers a common suite of tools for data-driven performance management and service planning.</p> <p>Request for Project Manager support approved with Start-up stage completed on the 23rd June 2021. Initiation stage running to schedule with Project Board and Governance arrangements in place.</p> <p>Project Initiation document approved along with communication strategy and quality management approach. Benefits Management Approach initiated. Project team established.</p>		
<u>Main Blockers/Observations</u>		
<p>Resource capacity as a few project team members are supporting multiple projects resulting in conflict in prioritisation. PMO Business partner working with PCS, SMT to understand impact.</p>		
<u>Consequences</u>		
<p>Not able to achieve completion of key activities within the agreed target dates, foresee potential for slippage further down the line.</p>		

Project Name	Project Manager	Project Exec/SRO
Medical Records and Scanning Service Accommodation - PCS	Jenna Goldsworthy	Scott Lavender
Project Stage	Pre-Start (Scoping)	IMTP
RAG: Time	RAG: Cost/budget	RAG: Quality/Scope
Monthly Update (key/issues (blockages)/risk assessments)		
<p>Project Manager support request approved on the 22nd July 2021 with Project Manager allocated from 16th August 2021.</p> <p>Initial support provided by PMO Business Partner to initiate discussion with Mark Roscrow to understand scope and timeframe for review of storage and equipment requirements across NHS Wales.</p> <p>Relevant information pertinent to the PCS requirement has been forwarded for consideration.</p> <p>In parallel, Project Management principles will be applied to this project with further scoping to inform Start up stage.</p> <p><u>Main Blockers/Observations</u></p> <p>Potential capacity issues at the current location, will require either an immediate or interim solution.</p> <p>PCS requirement is for space to be able to provide a service not just storing of information.</p> <p>Wider impact on NWSSP accommodation with various Building Leases expiring over the next 3 years.</p> <p><u>Consequences</u></p> <p>Unable to maintain service provided to Health Boards.</p>		

Project Name	Project Manager	Project Exec/SRO
Single Lead Employer – Phase 2	Alison Lewis	Malcolm Lewis
Project Stage	Delivery	IMTP
RAG: Time	RAG: Cost/budget	RAG: Quality/Scope
Monthly Update (key/issues (blockages)/risk assessments)		
<p>New Project Manager, Jenna Goldsworthy allocated to support ongoing activity for Phase 2 and Phase 3. Hand over instigated on the 17th August.</p> <p>Phase 2 F1 (381), F2 (351) foundation doctors, GP Trainees new starters (634), Pre-Reg Pharmacists (170) on target to be on boarded in August.</p> <p>Phase 3 Started September on boarding for Core Dental (61), Dental (GP) and Foundation (70), Paediatrics new starters (30).</p>		

Evaluation

Action plan to be developed to review the recommendations from the Final Report for advisory review led by Audit and Assurance in June.

Employment Management Agreements (EMA)

EMAs continue to be refined for Foundation, Core and Specialty Medical and Dental Trainees based in Health Boards and host organisations. Minor amendments to EMAs have been made with the aim of finalising them by next Programme Board meeting in October 2021.

Finance

Successful SLE locum shift payment process pilot with Hywel Dda took place for small cohort in July. This will be extended to other roles within Hywel Dda in August for payment in September. Project team will develop implementation plan in consultation with Health Boards over the coming months.

Main Blockers/Observations

Comms

FAQs are issued to assist with the ongoing issue specifically at Health Board level that is monitored and managed at Programme Board. The evaluation of Phase 1 will assist with developing an Action plan to address and improve the current position.

Consequences

Comms

Where trainees are unaware of the SLE model and that they are being on-boarded onto a SLE this can then impact the progress of them completing relevant forms to ensure they are on-boarded onto the SLE in a timely manner.

Project Name	Project Manager	Project Exec/SRO
MOCP move from 120VPD to 043VPD	Bethan Rees	Gareth Hardacre
Monthly Update (key/issues (blockages)/risk assessments)		
Project formally closed - all residual tasks assigned to BAU for completion by the beginning of September.		
<u>Main Blockers/Observations</u>		
<u>Consequences</u>		

Project Name	Project Manager	Project Exec/SRO
CTM Ward Storage	Bethan Clift	Greg Dix, CTMuHB
Project Stage	Delivery	Non IMTP
	% completion	18%
RAG: Time	RAG: Cost/budget	RAG: Quality/Scope
Monthly Update (key/issues (blockages)/risk assessments)		
<p>Progress continues to be made in line with a detailed implementation plan for each Ward within POW.</p> <ul style="list-style-type: none"> Phase 1 commenced 01/07/2021 <ul style="list-style-type: none"> POW – 32% Complete <p><u>Main Blockers/Observations</u></p> <p>A global shortage of BD Vacutainer tubes has resulted in nil stock resulting in the Health Board requesting support from Supply Chain to assist with the management of the situation.</p> <p>Consequently, the current supply chain staff supporting this project will be re-allocated to retrieve surplus products from CTM sites in order that stock can be managed until the supply chain is restored to normal.</p> <p>This will delay the current roll-out to Wards on POW sites. Project Executive has been made aware of the position and agreed to the delay.</p> <p>Availability of resources due to annual leave, sickness and BAU activities continues to be an issue with the position being monitored and reported on a regular basis.</p> <p>Each Ward refurbishment is taking longer than expected with mitigation actions under consideration.</p> <p><u>Consequences</u></p> <p>Project will not be delivered within original timeframe and therefore there will be a delay with benefit realisation.</p>		

Project Name	Project Manager	Project Exec/SRO
Customer Contact Centre scoping	Bethan Clift	Simon Cookson
Project Stage	Scoping	IMTP
	% completion	
RAG: Time	RAG: Cost/budget	RAG: Quality/Scope
Monthly Update (key/issues (blockages)/risk assessments)		
<p>Project team creating tailored surveys for user (customer) types i.e., Individual consumers, business/service consumer, internal users, and partners/stakeholders.</p> <p>Discussions are underway with NWSSPs communications team to explore how best we link up with Health Boards in readiness for the surveys to be deployed.</p>		

This work continues to be supported by DPW. The project team will be seeking approval to deploy the surveys to NWSSP users.

Call Centre (IVR) Data gathered and analysed to create a baseline position to inform strategic direction.

Main Blockers/Observations

Additional support from Employment Services, Service Improvement team has been secured to collate and analyse the IVR data.

Due to most Health Board communication teams only publishing Covid-19 related communications, it may prove a challenge to issue the questionnaire to our customers.

Consequences

Unable to understand what our customers/users require.
 Delay to the overall delivery of the project.

Project Name	Project Manager	Project Exec/SRO
Community Dressings Phase 2 CTMuHB	Bethan Clift	Suzanne Scott-Thomas
Project Stage	Delivery	IMTP
	% completion	34%
RAG: Time	RAG: Cost/budget	RAG: Quality/Scope
Monthly Update (key/issues (blockages)/risk assessments)		
As Phase 1 Business Case was approved back in March 2020 by CTMuHB, Project Executive requested a refresh of the information.		
Cost analysis has been completed and will be shared with Project Board for approval in September.		
Community teams have been set up to receive the End-to-End Service which will also allow monitoring of benefits once the new Service has been implemented.		
Site visits have been completed to assess the storage requirement with recommendations made to the Project Board.		
<u>Main Blockers/Observations</u>		
Timeframe for Project Board to make decision regarding storage.		
Supply Chain have identified potential resource issues as they are still supporting the Pandemic response and their senior staff are working on delivering a range of projects at the same time.		
<u>Consequences</u>		
Delay to the overall delivery of the project.		

Appendix A

Performance and Information



Graphs August .pdf



The report is not Exempt

Teitl yr Adroddiad/Title of Report

Finance and Performance Update Report

**ARWEINYDD:
LEAD:**

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

**AWDUR:
AUTHOR:**

Finance Team

**SWYDDOG ADRODD:
REPORTING
OFFICER:**

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

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

The purpose of this report is to provide the SSPC with an update on finance and performance matters within NWSSP as at 31st August 2021.

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 31st August 2021. 2. Note the significant level of professional influence benefits generated by NWSSP to 31st August 2021. 3. Note the performance against the high-level key performance indicators to 31st August 2021. 4. Note the content of this update and seek further information if required. 5. Note the increase in the distribution for 2021/22 				

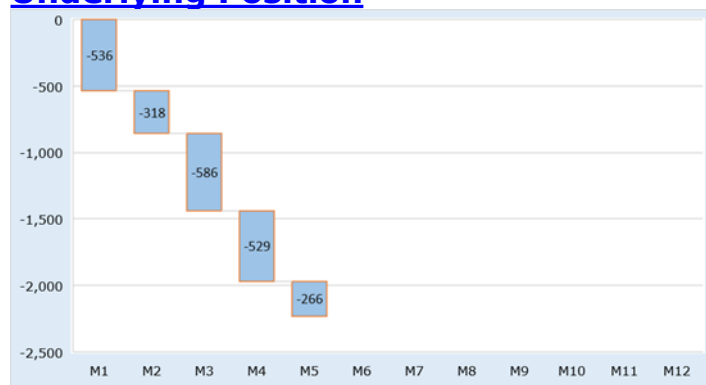
Crynodeb Dadansoddiad Effaith: Summary Impact Analysis:	
Cydraddoldeb ac amrywiaeth: Equality and diversity:	No direct Impact
Cyfreithiol: Legal:	No direct Impact
Iechyd Poblogaeth: Population Health:	No direct Impact
Ansawdd, Diogelwch a Profiad y Claf: Quality, Safety & Patient Experience:	No direct Impact
Ariannol: Financial:	Distribution to NHS Wales
Risg a Aswiriant: Risk and Assurance:	Consolidation of Financial 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 2021 to 31st August 2021

Summary Position

	Annual Budget £'000	YTD Budget £'000	YTD Expend £'000	YTD under/ overspend £'000
Income	-535,110	-172,301	-172,959	-658
Pay	224,855	75,900	74,259	-1,642
Non Pay	184,751	78,685	78,750	65
WRP - DEL	124,754	17,716	17,716	0
Distribution	750	0	0	0
Underlying Underspend	0	0	2,235	2,235
	0	0	0	0

Underlying Position



Covid Expenditure

	YTD	Full Year Forecast
	£m	£m
NWSSP Operational	1.949	5.024
NWSSP PPE	0.004	0.011
Mass Vacc - PPE	1.563	4.012
Mass Vacc - non PPE non pay	0.242	0.650
Mass Vacc - pay	0.322	0.918
Social Care/Primary Care PPE	11.044	26.444
Namibia PPE	7.207	7.207
TOTAL	22.331	44.265

Planned Distribution

Health Board /Trust	%	PLANNED DISTRIBUTION £	ADDITIONAL DISTRIBUTION £	TOTAL DISTRIBUTION £	Agreed Recurrent Reinvestment £	TOTAL 2021/22 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

Detailed Position

Service	Annual Budget				Budget to Date	Spend to Date	Variance
	Income £000's	Pay £000's	Non Pay £000's	Net £000's	Net £000's	Net £000's	Net £000's
Audit & Assurance Services	-494	3,117	72	2,695	1,345	1,210	-135
Corporate Services including AP	-104,783	14,424	30,876	-59,483	-26,764	-24,836	-308
Collaborative Bank	-455	455	0	0	0	0	0
Counter Fraud Services	0	395	61	456	189	173	-16
CTES	-2,160	630	1,936	406	-72	-72	0
Employment Services	-2,774	10,738	3,020	10,983	4,509	4,337	-172
Health Courier Services	-6,280	5,363	4,295	3,378	2,977	2,792	-185
Laundry Services	-7,436	4,470	2,979	13	13	-6	-19
Legal & Risk Services	-136,576	7,022	133,253	3,699	1,330	754	-577
Medical Examiner Service	-1,983	1,888	129	34	14	14	0
Planning, Performance & Informatics	-101	1,624	1,444	2,968	1,214	1,056	-158
Primary Care Services	-755	9,274	3,054	11,572	4,765	4,596	-169
Procurement Services	-49,873	14,824	52,062	17,013	7,624	7,343	-281
Stores	-59,970	0	59,970	0	304	304	0
Single Lead Employer	-153,192	143,863	9,330	0	0	0	0
SMTL	-484	935	249	700	282	247	-35
Specialist Estates Services	-89	2,848	303	3,062	1,247	1,217	-30
WIBSS	-5,320	255	5,065	0	0	0	0
People & OD	-2,387	2,730	2,159	2,502	1,021	870	-151
Underlying Underspend	0	0	0	0	0	0	2,235
	-535,110	224,855	310,255	0	0	0	0

Forecast Position

A review of service forecast outturn positions has been undertaken and this has shown that delays to appointing to vacancies as well as an increase in income within Legal & Risk Services has increased the underlying underspend.

We have agreed **£1.700m** of non-recurrent re-investments within NWSSP to accelerate benefits and efficiencies and we are proposing to declare an additional **£1.250m** distribution to NHS Wales and Welsh Government in 2021/22.

We will continue to review the financial position over the coming months to inform any further funding and/or distributions to NHS Wales/Welsh Government.

Underlying Position

The underlying underspend position as at the 31st August 2021 was £2.235m compared to £0.865m in M5 2020/21, however it should be noted that the position at year end will be breakeven.

Welsh Risk Pool, Risks and Capital Summary: Period 1st April 2021 to 31st August 2021

Welsh Risk Pool Position

Expenditure type	Position as at M5 2020/21 £m	Position as at M5 2021/22 £m
Claims reimbursed & WRP Managed Expenditure	24.872	54.087
Periodical Payments made to date	0.945	0.521
Redress Reimbursements	0.762	0.965
EIDO – Patient consent	0.000	0.062
Clinical Negligence Salary Subsidy	0.000	0.229
WRP Transfers, Consent, Prompt, CTG	0.005	0.076
Movement on Claims Creditor	12.742	(35.142)
Year to date expenditure	39.326	20.798

DEL Forecast Position

Month 5 2021/22	£000s
Actual spend to August 2021	20,174
Settled cases – awaiting payment	8,687
JSM/RTM/Offer	33,622
PPO's to March 2022	14,786
Sub Total	77,269
Future Estimated Costs	46,226
Mth 5 21/22 DEL forecast	123,495

The DEL expenditure to M5 is £20.8m, compared to £39.3m at this point last year.

The IMTP forecast for the year is £123.5m. The costs to be funded under the Risk Share Agreement remain at £16.5m.

Risks

We continue to assume that Welsh Government will fund all 2021/22 Covid expenditure of £44.265m. To date only confirmation for Q1 mass vaccination and primary/social care PPE, Q1 & Q2 operational costs and the Namibia PPE donation have been agreed and invoiced.

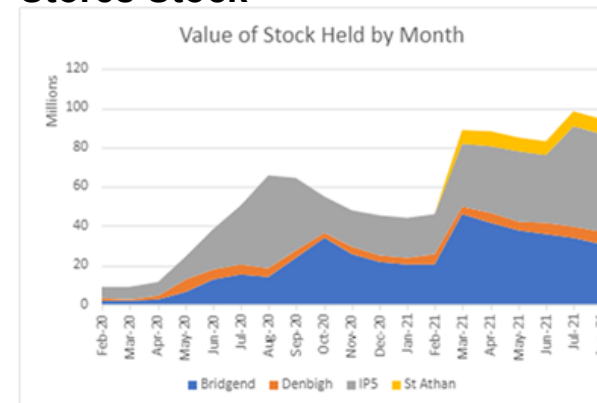
Capital Allocation

Scheme	Allocation £000	YTD Spend £000	Balance Outstanding £000
Hardware/Software	160	0	-160
Premises/Accommodation	53	12	-41
SMTL	15	5	-10
Laundry Service	35	0	-35
Undistributed Discretionary Capital	338	0	-338
Discretionary Capital Total	600	17	-583
LARS Case Management System	348	0	-348
Laundry Services	550	0	-550
Transforming Access to Medicines (Fees Fur	318	88	-230
IP5	633	16	-617
HQ LED	42	0	-42
Scan for Safety	1,331	82	-1,249
Pharmacy Refrigerators and Access Port	26	0	-26
Transforming Access to Medicines (OBC Fee	614	0	-614
Additional Capital Total	3,862	186	-3,676
TOTAL CAPITAL ALLOCATION	4,462	203	-4,259

Capital

We have confirmation of £4.462m of capital funding in our CEL at the end of August against the £10.449m we included in our IMTP. £0.203m has been spent to the end of August.

Stores Stock

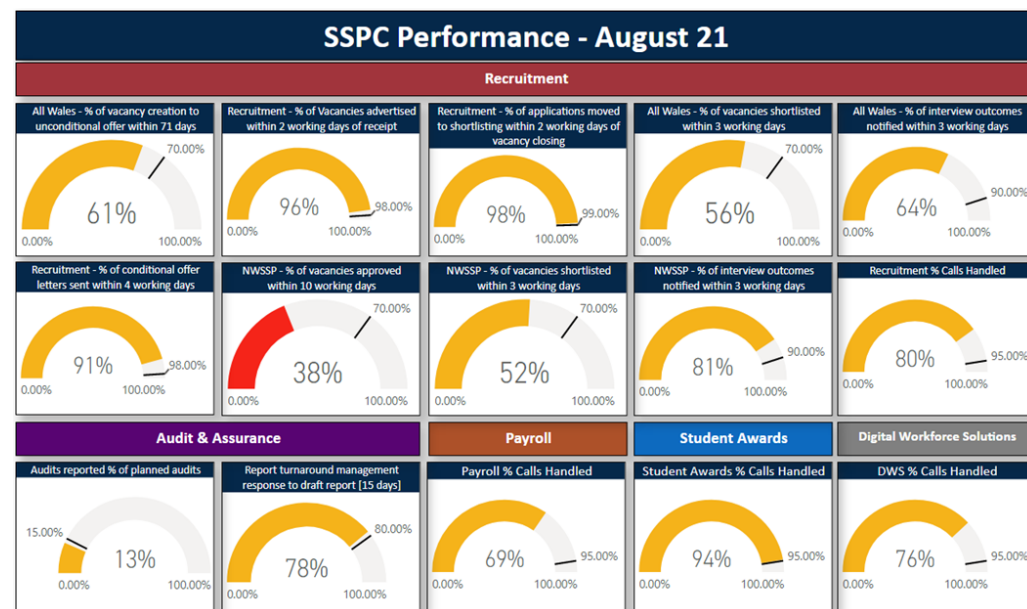


Performance Summary: Period 1st April 2021 to 31st August 2021

Key Financial Targets

Financial Position and Key Targets	Target		Position at 31-May	Position at 31-Jul	Position at 31-Jul	Position at 31-Aug
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	£0.75m	£2.00m
NWSSP PSPP NON-NHS % (In Month)	95%	Monthly	97.22%	96.89%	97.30%	95.75%
NWSSP PSPP NON-NHS % (Cumulative)	95%	Monthly	96.34%	96.54%	96.75%	96.53%
NWSSP PSPP NHS % (In Month)	95%	Monthly	90.28%	88.03%	96.81%	91.57%
NHS Debts in excess of 17 weeks – Value	£0	Monthly	£0k	£0k	£0k	£12k
Variable Pay – Overtime	<£43k	Monthly	£68k	£61k	£57k	£354k
Agency % to date	<0.8%	Cumulative	0.48%	0.46%	0.50%	0.49%

Key Performance Measures



Professional Influence Benefits April to August 2021

Service	YTD Benefit £m
Specialist Estates Services	15.2
Procurement Services	20.2
Legal & Risk Services	34.0
Total	69.4

Finance and Performance Update Report

INTRODUCTION

This report provides an update on the following to 31st August 2021:

- Cumulative Financial Position
- High Level Performance indicators

NWSSP Financial position

NWSSP had an underlying underspend position as at the 31st August 2021 of £2.235m compared to £0.865m in August 2020.

Service	Annual Budget				Budget to Date	Spend to Date	Variance
	Income £000's	Pay £000's	Non Pay £000's	Net £000's	Net £000's	Net £000's	Net £000's
Audit & Assurance Services	-494	3,117	72	2,695	1,345	1,210	-135
Corporate Services including AP	-104,783	14,424	30,876	-59,483	-26,764	-24,836	-308
Collaborative Bank	-455	455	0	0	0	0	0
Counter Fraud Services	0	395	61	456	189	173	-16
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Employment Services	-2,774	10,738	3,020	10,983	4,509	4,337	-172
Health Courier Services	-6,280	5,363	4,295	3,378	2,977	2,792	-185
Laundry Services	-7,436	4,470	2,979	13	13	-6	-19
Legal & Risk Services	-136,576	7,022	133,253	3,699	1,330	754	-577
Medical Examiner Service	-1,983	1,888	129	34	14	14	0
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Stores	-59,970	0	59,970	0	304	304	0
Single Lead Employer	-153,192	143,863	9,330	0	0	0	0
SMTL	-484	935	249	700	282	247	-35
Specialist Estates Services	-89	2,848	303	3,062	1,247	1,217	-30
WIBSS	-5,320	255	5,065	0	0	0	0
People & OD	-2,387	2,730	2,159	2,502	1,021	870	-151
Underlying Underspend	0	0	0	0	0	0	2,235
	-535,110	224,855	310,255	0	0	0	0

Following a review of the financial position and the forecast to year end, we have agreed £1.700m of non-recurrent reinvestments within NWSSP to accelerate benefits and efficiencies. We are also proposing to increase the 2021/22 distribution by £1.250m which we are asking the Committee to approve. This will increase the total 2021/22 NWSSP distribution to £2.000m.

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 2021 – August 2021 are summarised as follows:

Service	YTD Benefit £m
Specialist Estates Services	15.2
Procurement Services	20.2
Legal & Risk Services	34.0
Total	69.4

PERFORMANCE

Performance Reporting – to Health Boards and Trusts

NWSSP performance reports continue to be produced and distributed on a quarterly basis. The Quarter 1 reports were issued to the health organisations at the end of July. 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 August 2021 (unless otherwise stated) along with comparison to the previous three periods.

KEY FINANCIAL TARGETS

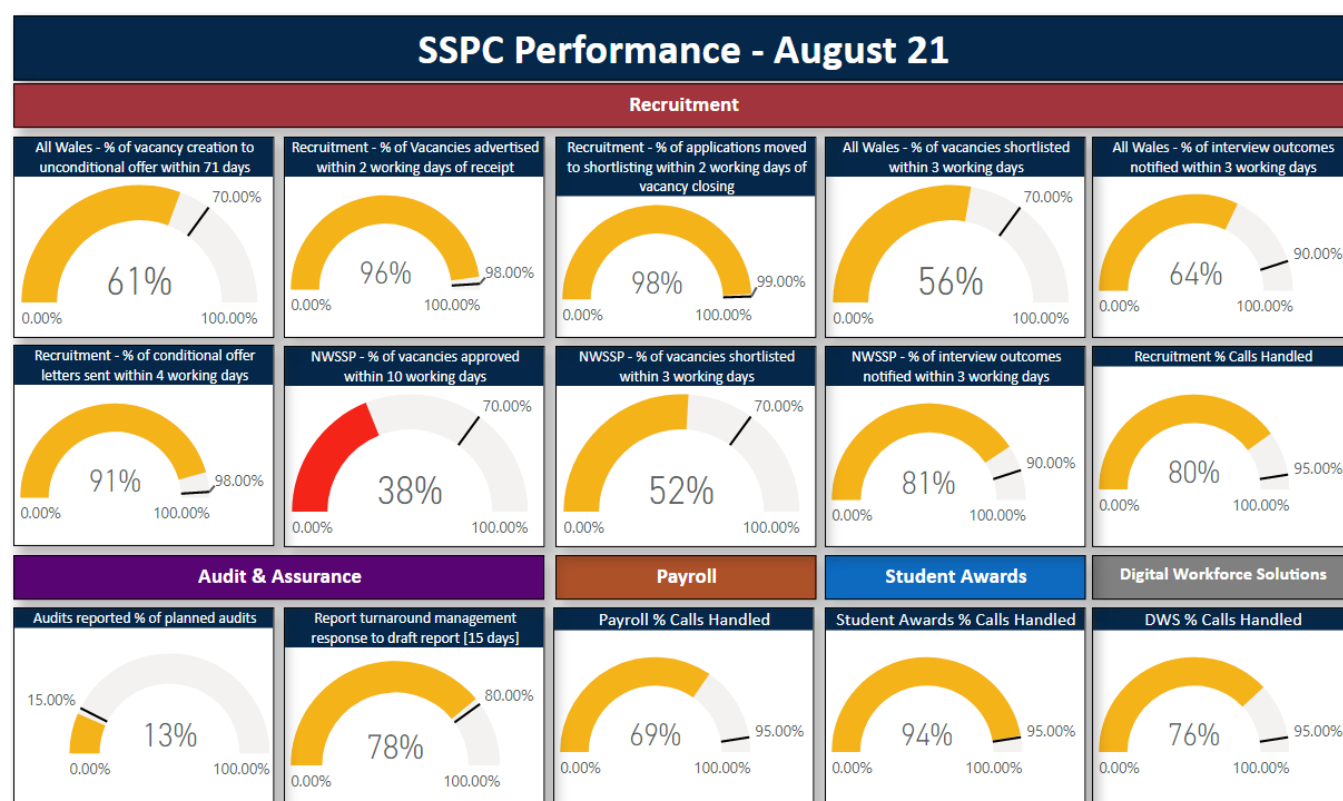
The table below provides a summary of key financial indicators for consideration.

Financial Position and Key Targets	Target		Position at 31-May	Position at 31-Jul	Position at 31-Jul	Position at 31-Aug
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

Financial Position and Key Targets	Target		Position at 31-May	Position at 31-Jul	Position at 31-Jul	Position at 31-Aug
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Variable Pay – Overtime	<£43k	Monthly	£68k	£61k	£57k	£354k
Agency % to date	<0.8%	Cumulative	0.48%	0.46%	0.50%	0.49%

KEY PERFORMANCE MEASURES

The dashboard below highlights the red/amber performance indicators for August 2021 and a brief explanation to the reason the target has been missed.



Audit KPIs - Performance of Audits reported as % of planned audits was slightly behind target delivery but a further 19% of audits are work in progress. These need to be brought through to Draft/Final Report stage and due to be reported in September 2021.

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

Payroll % Calls Handled - Performance has deteriorated this month; attributed to the higher volume of calls received in August compared to July. The high volume of calls over the last several months relate to queries around the Covid Bonus Payments, EAT Payments, Junior Doctors rotation and questions surrounding the Pay Award and arrears.

As you would expect when the payslips are made available and pay day are the pressure points where a high volume of calls are received on a couple of days and where the majority of the unanswered calls can be attributed to.

Recruitment KPIs - 5 of the 10 indicators measure the organisation's area of influence within the end to end recruitment timeline. To support the achievement of these targets, recruitment is currently undertaking workshops with each organisation (including NWSSP). Currently workshops have been undertaken with all organisations except DHCW, Velindre and Cardiff and Vale which we are in the process of agreeing dates with. Feedback from these workshops have been very positive and supportive.

Recruitment activity has also increased and is forecast to continue to be significantly higher than previous years with many organisations submitting in bulk for campaigns to support Covid and Covid recovery. Additional resource has been brought in to ease the pressure on the team however organisations are indicating activity will continue to increase, therefore we are currently working with Finance and Performance to review what the baseline resource should be. We are also working closely with the Robotics team to identify the area's of the process that are suitable for robotics.

Student Awards % Calls Handled - Performance has improved this month following the additional resource brought into the team however the volume of calls continues to have an impact on the performance. The performance should further improve next month.

DWS % Calls Handled - Performance has improved in this area compared to the previous year due to lower volume of calls however resourcing issues within the team is still having an effect on the performance. Additional staffing resource have been appointed following the planned review and started at the beginning of August.

The table below provides a summary of key performance indicators for August 2021 which have been reviewed for 21-22.

KFA	KPIs	Target		May	June	July	August	Trend
Audit & Assurance								
Excellence	Audits reported % of planned audits	15%	Cumulative	100%	1%	7%	13%	
Excellence	% of audit outputs in progress		Cumulative	0%	19%	21%	19%	
Excellence	Report turnaround management response to draft report [15 days]	80%	Cumulative	79%	100%	100%	78%	
Excellence	Report turnaround draft response to final reporting [10 days]	80%	Cumulative	100%	100%	100%	100%	
Procurement Services								
Value for Money	Procurement savings *Current Year	£18.13m	Cumulative	Not Available	£10,949,238	£19,827,387	£20,224,878	
Accounts Payable								
Excellence	All Wales PSPP – Non-NHS YTD	95%	Quarterly	Reported Quarterly	95.40%	Reported Quarterly	Reported Quarterly	
Excellence	All Wales PSPP –NHS YTD	95%	Quarterly	Reported Quarterly	88.30%	Reported Quarterly	Reported Quarterly	
Customers	Accounts Payable % Calls Handled (South)	95%	Monthly	99.50%	99.50%	99.10%	Not Available	
Employment Services								
Payroll								
Excellence	Overall Payroll Accuracy	99.60%	Monthly	99.78%	99.75%	99.74%	99.82%	
Customers	Payroll % Calls Handled	95%	Monthly	70.00%	71.80%	75.60%	69.25%	
Recruitment All Wales								
Excellence	All Wales - % of vacancy creation to unconditional offer within 71 days	70.00%	Monthly	65.90%	66.50%	68.30%	61.30%	
Excellence	All Wales - % of vacancies approved within 10 working days	70.00%	Monthly	74.70%	74.70%	76.80%	77.70%	
Excellence	All Wales - % of vacancies shortlisted within 3 working days	70.00%	Monthly	50.40%	53.20%	56.40%	55.50%	
Excellence	All Wales - % of interview outcomes notified within 3 working days	90.00%	Monthly	72.60%	76.20%	76.10%	64.20%	
Recruitment Responsibility								
Excellence	Recruitment - % of Vacancies advertised within 2 working days of receipt	98.00%	Monthly	99.90%	100.00%	99.40%	95.60%	
Excellence	Recruitment - % of applications moved to shortlisting within 2 working days of vacancy closing	99.00%	Monthly	99.80%	99.90%	99.70%	98.10%	
Excellence	Recruitment - % of conditional offer letters sent within 4 working days	98.00%	Monthly	99.70%	99.80%	99.40%	91.20%	
Customers	Recruitment % Calls Handled	95%	Monthly	98.20%	95.80%	97.60%	79.90%	
NWSSP as an Org								
Excellence	NWSSP - % of vacancies approved within 10 working days	70.00%	Monthly	70.00%	79.70%	68.90%	37.80%	
Excellence	NWSSP - % of vacancies shortlisted within 3 working days	70.00%	Monthly	64.50%	30.60%	63.60%	51.90%	
Excellence	NWSSP - % of interview outcomes notified within 3 working days	90.00%	Monthly	54.50%	80.00%	86.00%	81.40%	
Student Awards								
Excellence	% of NHS Bursary Applications processed within 20 days	100.00%	Monthly	100.00%	100.00%	100.00%	100.00%	
Customers	Student Awards % Calls Handled	95%	Monthly	95.40%	91.10%	93.30%	94.49%	
Primary Care								
Excellence	Primary care payments made in accordance with Statutory deadlines	100%	Monthly	100%	100%	100%	100%	
Excellence	Prescription - keying Accuracy rates (Payment Month)	99%	Monthly	99.68%	99.68%	99.69%	99.59%	
Excellence	Urgent medical record transfers actioned within 2 working days	100%	Monthly	100%	100%	100%	100%	
Legal & Risk								
Value for Money	Savings and Successes	£65m annual target	Monthly	£12,382,667	£897,843	£6,011,219	£11,560,220	
Excellence	Timeliness of advice acknowledgement - within 24 hours	90%	Monthly	95%	95%	98%	100%	
Excellence	Timeliness of advice response – within 3 days or agreed timescale	90%	Monthly	100%	95%	100%	100%	
Welsh Risk Pool								
Excellence	Time from submission to consideration by the Learning Advisory Panel	95%	Monthly	100%	100%	Not Available until after WRP panel	Not Available until after WRP panel	
Excellence	Time from consideration by the Learning Advisory Panel to presentation to the Welsh Risk Pool Committee	100%	Monthly	100%	Not Available until after WRP panel	Not Available until after WRP panel	Not Available until after WRP panel	
Excellence	Holding sufficient Learning Advisory Panel meetings	90%	Monthly	100%	100%	100%	100%	
Specialist Estates Services								
Value for Money	Professional Influence	£16m annual	Monthly	£151,961	£14,239,326	£431,280	£0	
CTES								
Excellence	P1 incidents raised with the Central Team are responded to within 20	80%	Cumulative	100%	100%	100%	100%	
Customers	BACS Service Point tickets received before 14.00 will be processed the	92%	Monthly	100%	100%	100%	100%	
Digital Workforce								
Customers	DWS % Calls Handled	95%	Monthly	44.90%	67.30%	87.20%	76.00%	
SMTL								
Excellence	% of incident reports sent to manufacturer within 50 days of	Under Review	Monthly	100%	100%	100%	75%	
Excellence	% delivery of audited reports on time (Commercial)	87%	Monthly	100%	99%	100%	98%	
Excellence	% delivery of audited reports on time (NHS)	87%	Monthly	Not Applicable	Not Applicable	100%	Not Applicable	

COVID-19

The table below details the Covid expenditure incurred during April -August 2021 together with a full year forecast of our funding requirements from WG:

	YTD	Full Year Forecast
	£m	£m
NWSSP Operational	1.949	5.024
NWSSP PPE	0.004	0.011
Mass Vacc - PPE	1.563	4.012
Mass Vacc - non PPE non pay	0.242	0.650
Mass Vacc - pay	0.322	0.918
Social Care/Primary Care PPE	11.044	26.444
Namibia PPE	7.207	7.207
TOTAL	22.331	44.265

We have anticipated income from Welsh Government for all this expenditure, however we have not as yet received formal confirmation for all of this funding. To date funding has only been approved for Q1 mass vaccination and primary/social care PPE, Q1 & 2 operational costs and the Namibia PPE donation.

Capital

The table below identifies the £4.462m capital funding we have been allocated in our Capital Expenditure Limit at 31st August 2021 with an analysis of the spend to date against each of these schemes.

Each scheme is being monitored to ensure that the funding can be fully utilised within 2021/22. We continue to hold a contingency within our discretionary capital allocation pending the outcome of tenders which may require capital funding during the financial year.

2021/22 Capital Scheme	Allocation	YTD Spend	Balance Outstanding
	£000	£000	£000
Hardware/Software Programme	100	0	-100
Stores Equipment/Upgrade	40	0	-40
SMTL IT Equipment	15	5	-10
Brecon House Automatic Fire Detection	13	12	-1
LARS Case Management System	35	0	-35
Laundry Replacement Equipment	35	0	-35
Image Retention Scanner Licences	24	0	-24
Undistributed Discretionary Capital	338	0	-338
Discretionary Capital Total	600	17	-583
LARS Case Management System	348	0	-348
Laundry Services	550	0	-550

2021/22 Capital Scheme	Allocation	YTD Spend	Balance Outstanding
Transforming Access to Medicines (Fees Funding)	318	88	-230
IP5	250	16	-234
IP5 Solar Panels	100	0	-100
IP5 LED	283	0	-283
HQ LED	42	0	-42
Scan for Safety	1,331	82	-1,249
Pharmacy Refrigerators and Access Port	26	0	-26
Transforming Access to Medicines (OBC Fees Funding 2021-22)	614	0	-614
Additional Capital Total	3,862	186	-3,676
TOTAL CAPITAL ALLOCATION	4,462	203	-4,259

Welsh Risk Pool – August 2021

Resource 2021/22

Resource Utilised as at Month 5

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

From 2021/22, excess expenditure over the Redress allocation will be met from the DEL budget and via the Risk Sharing Agreement where expenditure exceeds the DEL budget.

As at the end of Month 5 a total of £20.8m has been utilised by the WRP and a detailed breakdown is provided below with the 2020/21 comparator.

Expenditure type	Position as at M5 2020/21 £m	Position as at M5 2021/22 £m
Claims reimbursed & WRP Managed Expenditure	24.872	54.087
Periodical Payments made to date	0.945	0.521
Redress Reimbursements	0.762	0.965
EIDO – Patient consent	0.000	0.062
Clinical Negligence Salary Subsidy	0.000	0.229
WRP Transfers, Consent, Prompt, CTG	0.005	0.076
Movement on Claims Creditor	12.742	(35.142)
Year to date expenditure	39.326	20.798

Expenditure is significantly lower than at this point last year and is partially due to the cohort of claims settled in April and accrued into the 2020/21 position. A proportion of these have since been reimbursed and this is reflected in the creditor movement which has reduced from £138m at the beginning of the financial year to £104m at M5.

The lower expenditure level to M5 also relates to the forecast profile for case settlements this year. More cases are profiled to settle later in the year than last year.

PPO expenditure is lower than at this point last year due to claimant death refunds of approximately £0.400m received since the beginning of the financial year.

DEL Forecast Expenditure 2021/22

The DEL forecast is set out in the table below following receipt of the Month 5 Health Board and Trust returns and following a detailed review of high value cases expected to settle this year by L&Rs solicitors.

Month 5 2021/22	£000s
Actual spend to August 2021	20,174
Settled cases – awaiting payment	8,687
JSM/RTM/Offer	33,622
PPO's to March 2022	14,786
Sub Total	77,269
PI – estimate to March 2022	2,042
Highly likely – RTM planned	20,539
Possible settlements before 31/03/2022	10,687
Estimate - 40% of Probable Claims <£200K	1,891
Estimate – 40% of Certain Claims <£200K	7,047
Estimate – Managed Claims	1,750
Legal & Risk – Clinical Negligence Salary costs (WG agreement)	403
Nosocomial Claims	583
Estimate for Redress overspend 2021/22	1,284
Month 5 2021/22 DEL forecast	123,495
IMTP DEL FORECAST	123,495

The M5 indicative outturn confirms the DEL resource is still on course to reach the £123.5m IMTP Forecast.

At this stage in the year, the forecast remains within a range which can be managed to meet the £123.495m forecast. High value cases in particular are being monitored individually with frequent discussions with case solicitors throughout the year to ensure a balanced position can be achieved at the end of the year.

The forecast costs to be funded under the WRP Risk Share Agreement therefore remain at £16.5m.


SUMMARY

The Partnership Committee are requested to note:

1. The M5 position is an underlying underspend of £2.235m
2. The costs to be funded under the WRP Risk Share Agreement continue to be forecast at £16.5m

The Partnership Committee are asked to approve:

1. The additional 2021/22 distribution of £1.250m

 GIG Cymru NHS Wales Partneriaeth Cydwasaethau Shared Services Partnership	AGENDA ITEM:xx 23 September 2021
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The report is not Exempt

Teitl yr Adroddiad/Title of Report

ORACLE E-BUSINESS SUITE (EBS) MAJOR UPGRADE TO R12.2.9

ARWEINYDD: LEAD:	Andy Butler, Director of Finance & Corporate Services
AWDUR: AUTHOR:	Kate Edmunds, Stuart Fraser, Central Team e-Business Service
SWYDDOG ADRODD: REPORTING OFFICER:	Andy Butler, Director of Finance & Corporate Services
MANYLION CYSWLLT: CONTACT DETAILS:	Andrew.butler@wales.nhs.uk

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

This paper provides Committee members with an update on the Oracle Upgrade project following the Strategy and Development Board (STRAD) meeting on the 10th September 2021. The meeting was attended by all Health Organisation and Trusts.

Llywodraethu/Governance

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

Ymgynghoriad/Consultation :

Strategy and Development Board

Adduned y Pwyllgor/Committee Resolution (insert ✓):

DERBYN/ APPROVE		ARNODI/ ENDORSE		TRAFOD/ DISCUSS		NODI/ NOTE	✓
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Argymhelliad/ Recommendation	The Committee is asked to note the update and the good progress being made in respect of the major upgrade to the Oracle Finance, Procurement & Supply Chain System scheduled for go-live on 19 th October 21.					

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:	The financial implications of the upgrade have been fully considered and evaluated.
Risg a Aswiriant: Risk and Assurance:	The risks associated with the upgrade have been fully considered and assessed.
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 direct impact.
Deddf Rhyddid Gwybodaeth/ Freedom of Information	Open.

Background

Committee members were advised at the June 2021 meeting that a decision had been taken to delay the Oracle major upgrade go-live date from July 2021 and move to the contingency date of October 21. This rationale being that this would allow for another round of user acceptance testing (UAT). This was acknowledged by the Committee and it was noted that DoFs had emphasised that a concerted effort needed to be made to ensure the revised

deadline of 19th October was met. This was deemed to be particularly important given system issues being encountered at present in the current version, the impact on future projects and slippage such as Oracle SaaS, the extended change freeze impacting system changes required for developments including Scan for Safety as well as the financial impact if the system is not upgraded by January 2022 as additional support will need to be funded. Following the STRAD and DOFs meetings it was agreed that two further testing iterations UAT 3.1 and UAT 3.2 would be required.

At the STRAD Board meeting on the 10th September members were informed that full end-to-end testing had been completed by all Health Organisations, confidence had improved and whilst a number of issues had been raised these had been quickly addressed. It was therefore recommended that UAT 3.2 was not required as a full testing iteration and should be used only to retest a limited number of specific issues with no major issues or concerns noted. This recommendation was accepted by STRAD and it was agreed that we would continue to plan on the basis of undertaking the upgrade on 19th October 2021.

It was also noted that the following key activities were being finalised:

- Local Organisation cut over plans to include downtime, local activities, and end user communication;
- Local Organisation resources have been identified over the weekend;
- Detailed planning over the weekend planned to 10-minute intervals for the upgrade runbook activities; and
- Whether the go live window could be extended in the event of unforeseen events.

Future meetings

The next checkpoint meeting with the STRAD Board is on 27th September 2021 with the final go-no decision on 13th October. It is unlikely that any technical or testing reasons will prevent sign off on this date, but this allows a final decision based on external risk factors such as the Covid pandemic and the downtime requirement.

The revised agreed downtime window is **4.30pm Thursday 14th October 2021 - 7am Tuesday 19th October 2021** with a number of checkpoint updates planned over the weekend where the STRAD Board will be updated on progress via the MS Team channel.

At the time of the writing the report it is anticipated that there will be a 'Go' decision to proceed with the upgrade on the basis that there are no outstanding business critical issues and user confidence in the main remains high with all Organisations fully engaged in the process and resources confirmed to support the cutover.

ARGYMHELLIAD/RECOMMENDATION

The Committee is asked to note the update and the good progress being made in respect of the major upgrade to the Oracle Finance, Procurement & Supply Chain System scheduled for go-live on 19th October 21.

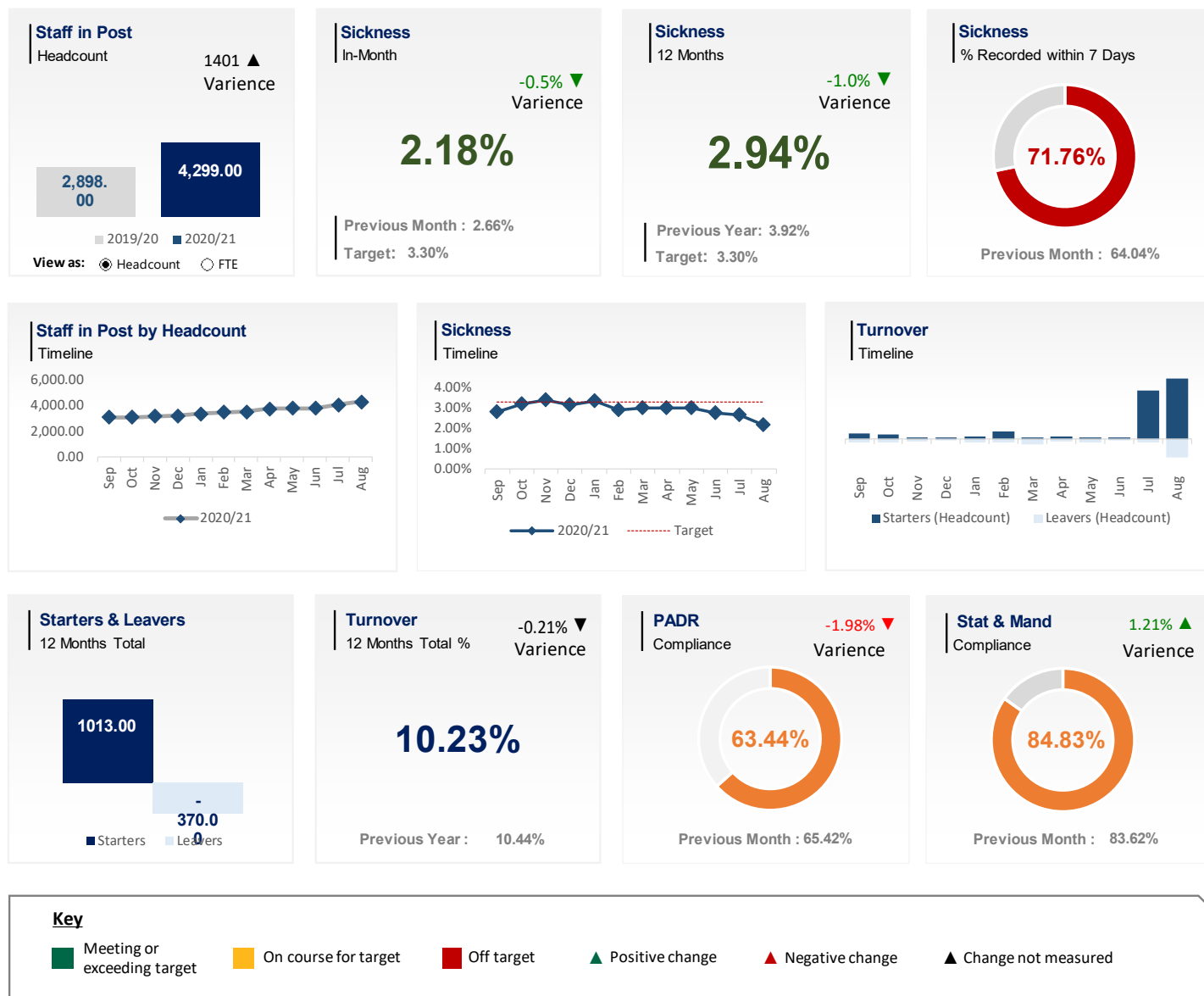
**NHS WALES SHARED SERVICES SENIOR LEADERSHIP TEAM
PEOPLE AND ORGANISATIONAL DEVELOPMENT REPORT**

Introduction / Summary

MEETING	NWSSP Committee
DATE	September 2021
REPORT AUTHOR	Sarah Evans, Deputy Director of People & OD
RESPONSIBLE HEAD OF SERVICE	Gareth Hardacre, Director of People, OD & Employment Services
TITLE OF REPORT Report of the Director of People, OD & Employment Services	
<p>PURPOSE OF REPORT</p> <p>The purpose of this report is to provide NHS Wales Shared Services Partnership with a comprehensive update of current workforce performance across the organisation through a range of key workforce information metrics.</p> <p>The report also provides an update on current work programmes being undertaken by the People & OD Function as well as formal employee relations activity and organisational change.</p>	

WORKFORCE INFORMATION

Workforce Summary

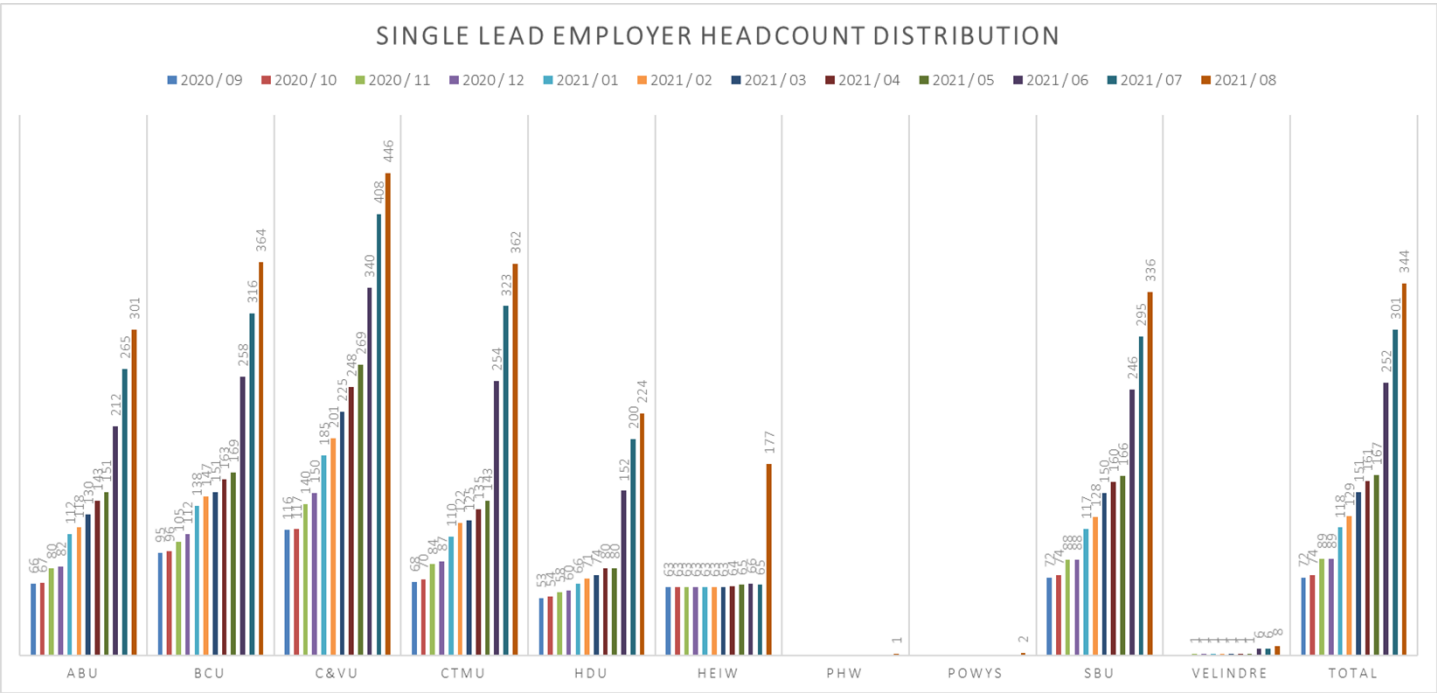


NWSSP STAFF IN POST

The table below outlines the directly employed contracted full time equivalent (FTE) and headcount figures for NWSSP inclusive of Single Lead Employer (SLE) as of 31st August 2021:

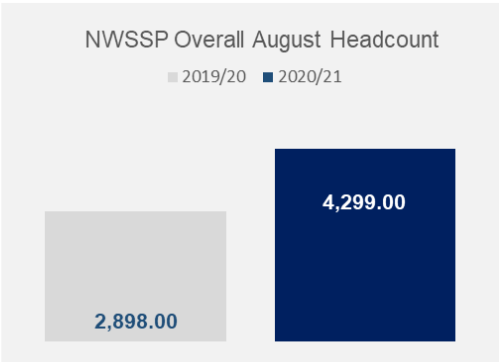
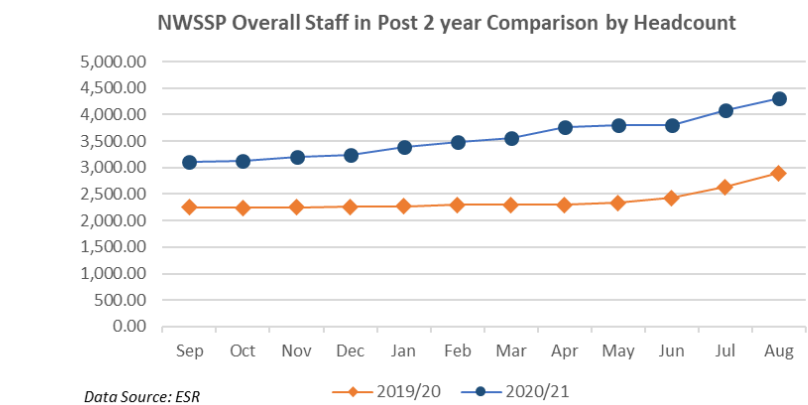
	Headcount		FTE		Headcount Change	
Section	Jul 21	Aug 21	Jul 21	Aug 21	Headcount Change +/-	Headcount Change +/- %
Accounts Payable Division	133	133	127.75	127.75	0.00	0.00%
Audit & Assurance Division	50	50	47.96	47.96	0.00	0.00%
Corporate Division	35	34	30.64	30.24	-1.00 ▼	-2.94%
Counter Fraud Division	7	7	7.00	7	0.00	0.00%
Digital Workforce Division	20	23	18.93	21.6	3.00 ▲	13.04%
E-Business Central Team Division	14	13	13.13	12.33	-1.00 ▼	-7.69%
Employment Division	348	353	315.26	319.88	5.00 ▲	1.42%
Finance Division	17	18	16.54	17.48667	1.00 ▲	5.56%
Hosted Services Division	8	8	7.05	7.04533	0.00	0.00%
Laundry Division	143	140	130.20	127.40	-3.00 ▼	-2.14%
Legal & Risk Division	135	135	125.43	125.23333	2.00 ▲	1.48%
Medical Examiner Division	35	35	13.40	13.40	0.00	0.00%
People & OD Division	44	44	42.43	41.77	0.00	0.00%
Planning, Performance and Informatics Division	25	26	24.27	25.27	1.00 ▲	3.85%
Primary Care Division	299	301	276.41	278.41028	2.00 ▲	0.66%
Procurement Division	639	638	601.55	601.04001	-1.00 ▼	-0.16%
Single Lead Employer Division	2042	2259	1961.70	2167.90	217.00 ▲	9.61%
Specialist Estates Division	48	48	47.31	47.31	0.00	0.00%
Surgical Materials Testing (SMTL) Division	18	21	16.52	18.92	3.00 ▲	14.29%
Temporary Medicines Unit Division	10	8	10.00	8.00	-2.00 ▼	-25.00%
Welsh Employers Unit Division	5	5	4.80	4.80	0.00	0.00%
NWSSP Overall	4075	4299	3838.27	4050.75	224.00 ▲	5.21%

The graph below shows the distribution of the SLE headcount by Health Board area for the period 1st September 2020 to 31st August 2021:

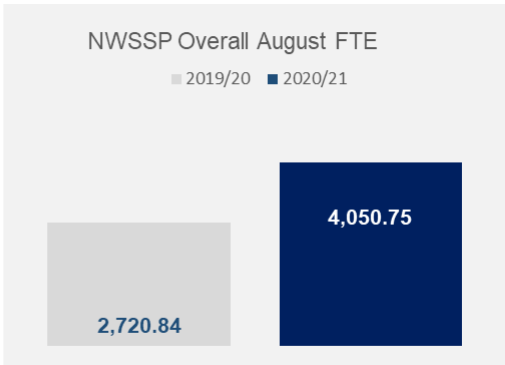
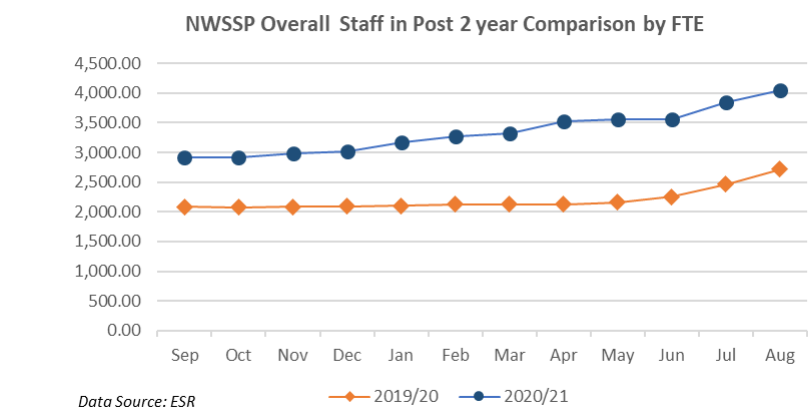


Nwssp Overall Headcount Trajectory

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



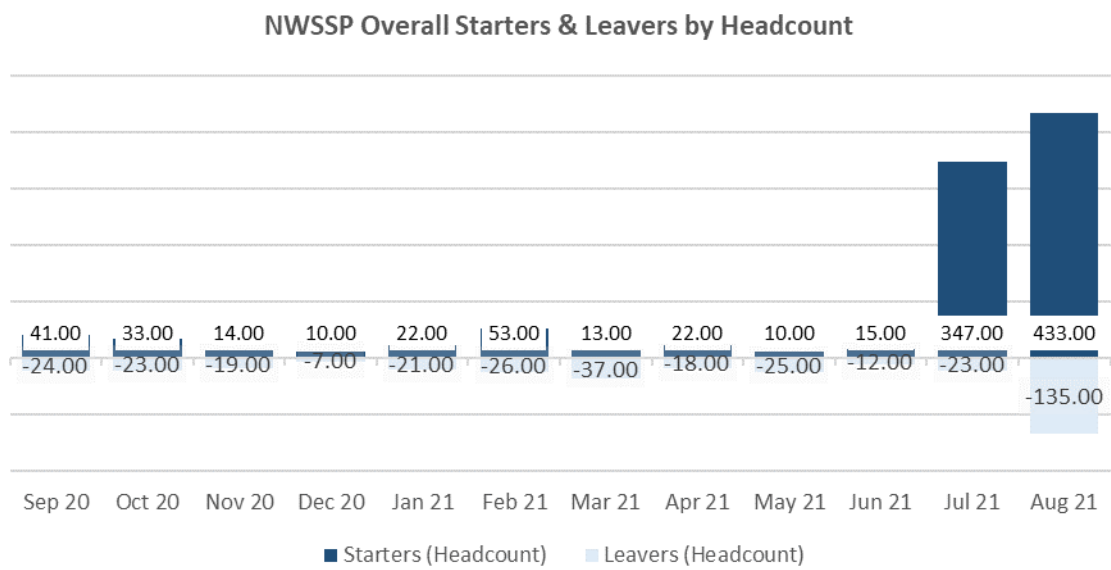
And the rolling 12-month FTE trajectory:



Staff Turnover

The turnover rate for NWSSP inclusive of SLE and GP Trainees for the period 1st September 2020 to 31st August 2021 is **10.23%** compared to **10.44%** (again inclusive of SLE and GP Trainees) for the same period last year. Turnover exclusive of SLE sits at **8.52%**.

It should be noted that due to the change of VPD, a manual intervention has had to be made in drawing together the turnover figures. When comparing this to the formula used by ESR, a 0.1% difference in the figures is likely.



Reasons for Leaving

The top three reasons for staff leaving NWSSP (including SLE) over the last 12 months are:

Top 3 Leaving Reasons		
Rank	Reason	Headcount
1	End of Fixed Term Contract - Completion of Training Scheme	167
2	Voluntary Resignation - Other/Not Known	60
3	Voluntary Resignation - Promotion	34

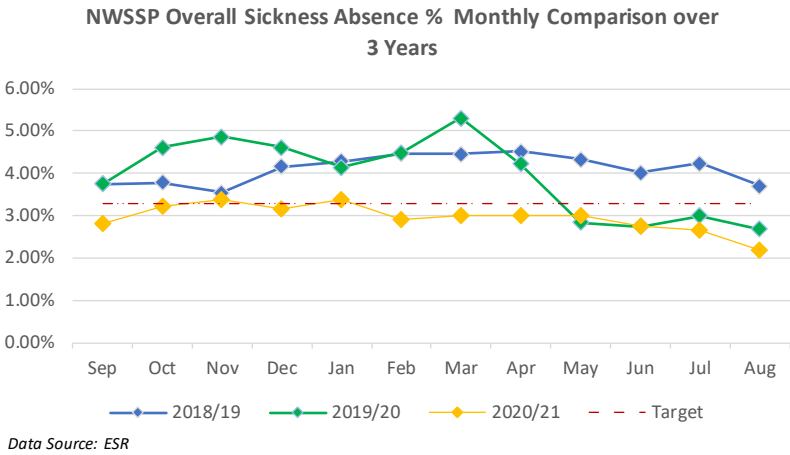
Other reasons for absence during this period include retirement (18); relocation (17); employee transfer (8); and end of fixed term contract (7)

Of the **307** staff that left the organisation between September 2020 and August 2021, **120** staff left through voluntary resignation, equivalent to **39.09%** of all terminations. **0** dismissals occurred in August 2021.

SICKNESS ABSENCE

The chart below shows the average sickness absence rate for NWSSP for the three years, 2018/19, 2019/20, and 2020/21:

Month	Absence % (FTE)	Abs (FTE)	Avail (FTE)
Sep 20	2.83%	2,026.30	71,718.98
Oct 20	3.21%	2,387.43	74,295.68
Nov 20	3.38%	2,418.39	71,624.88
Dec 20	3.16%	2,337.80	74,093.67
Jan 21	3.36%	2,504.52	74,450.05
Feb 21	2.91%	1,980.59	68,123.07
Mar 21	3.00%	2,270.95	75,587.05
Apr 21	2.99%	2,177.37	72,730.96
May 21	3.01%	2,258.55	75,019.68
Jun 21	2.71%	2,710.21	100,103.74
Jul 21	2.66%	2,801.88	105,195.55
Aug 21	2.18%	2,691.55	123,419.93

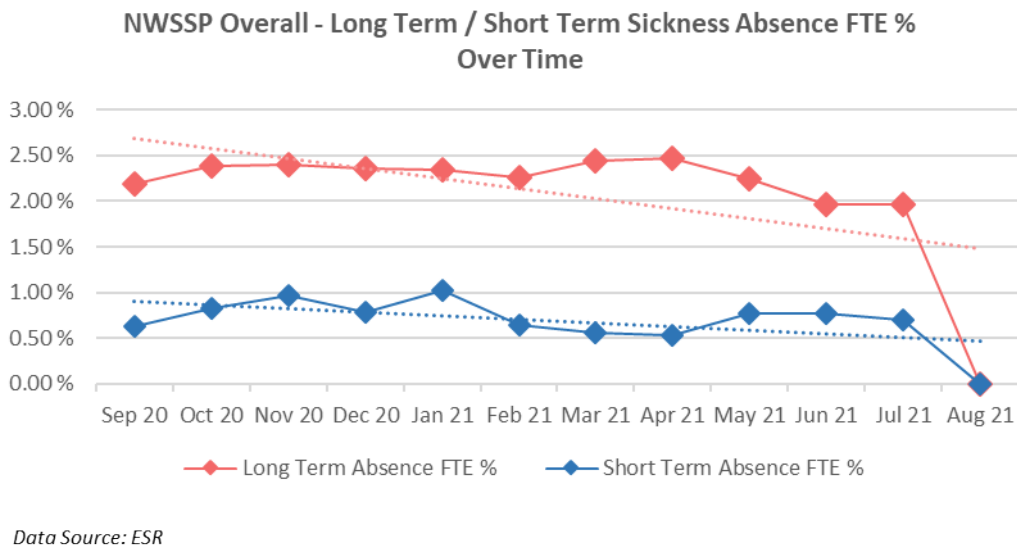


Despite seeing a slight increase in sickness absence in May 2021 (3.01%), we continue to see a fall in sickness absence to its lowest level (2.18%) in the last 12 months.

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

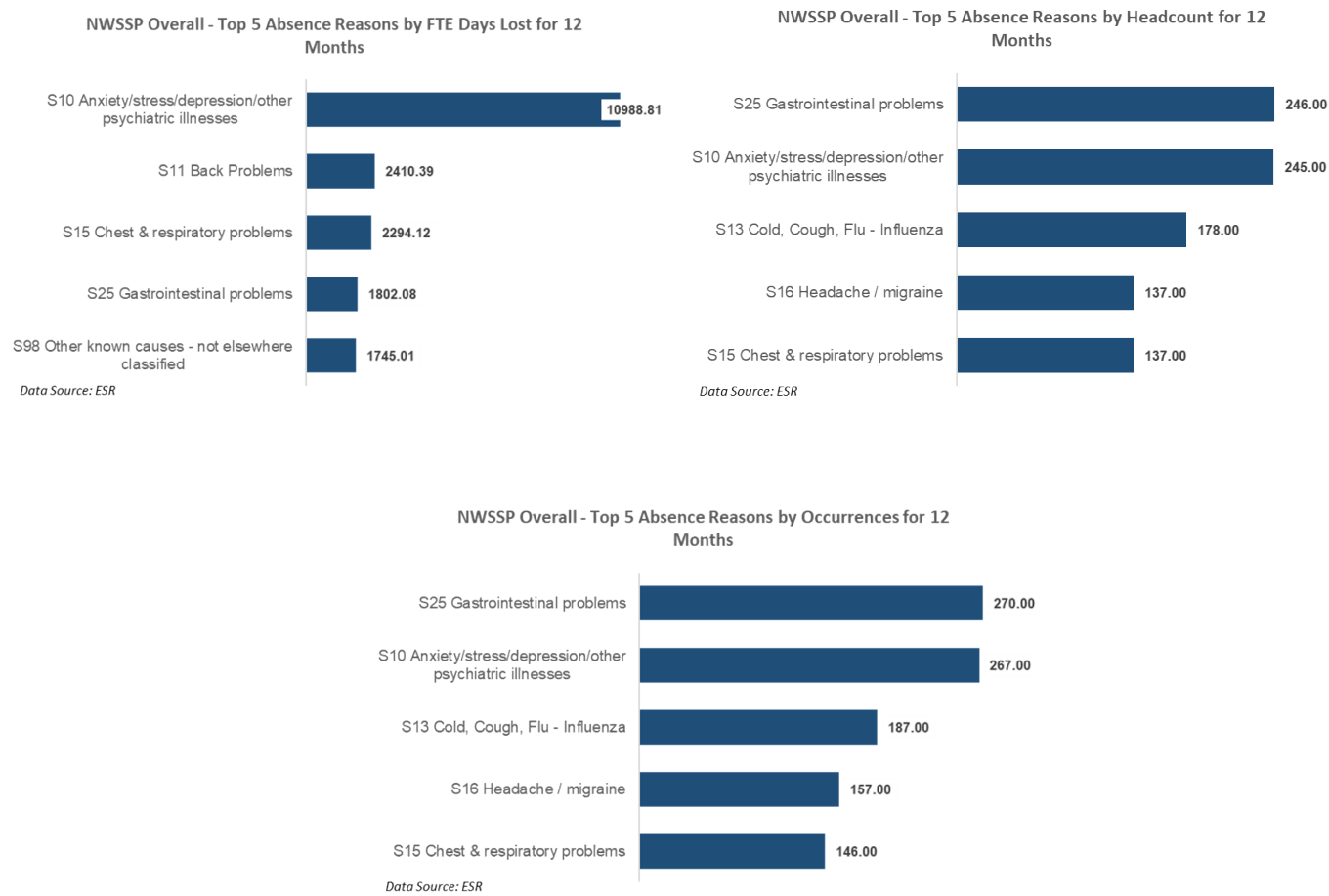
The in-month sickness absence rate for August 2021 was **2.18%**, which is a **0.5%-point decrease** from the July 2021 position. The 12-month absence to 31st August 2021 is **0.8% points lower at 2.94%** (3.92% in August 2020).

The 12-month trend in Long Term versus Short Term Sickness absence for the period 1st September 2020 to 31st August 2021:



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 September 2020 to 31st August 2021:

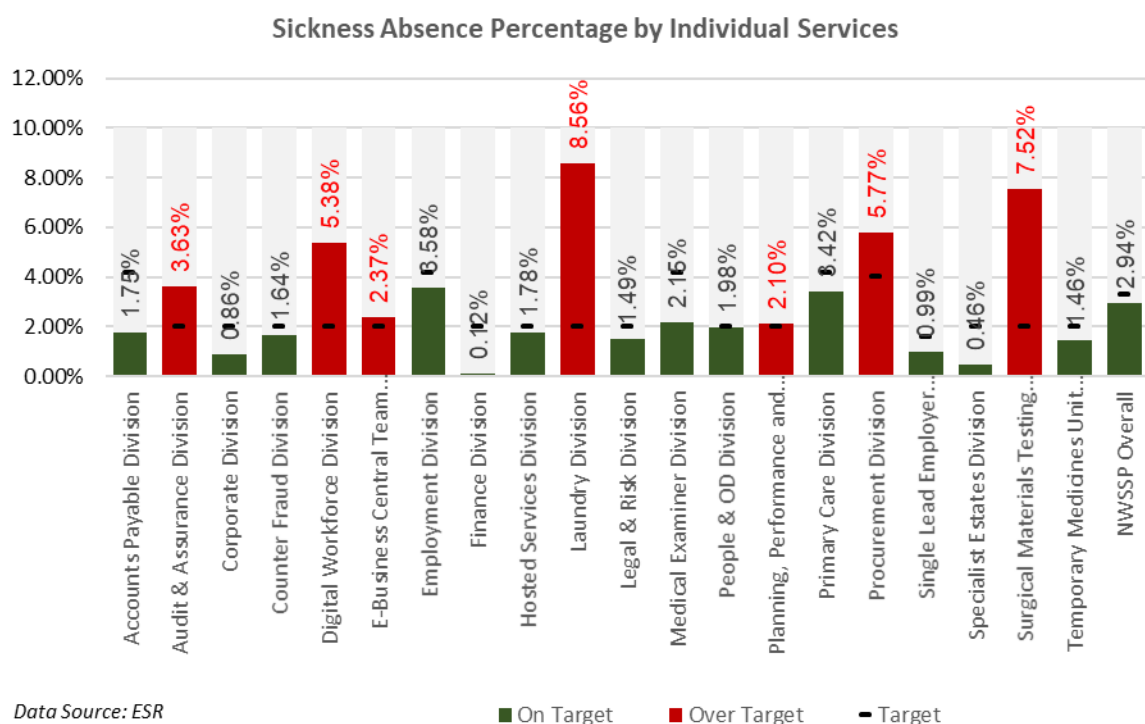


Anxiety, stress and depression continue to account for the greatest number of days lost due for sickness absence within NWSSP with just over **10,989 hours lost per annum**, this accounts for a **1.39% increase** on the previous 12-month figure of 10,838 hours. These hours lost could be reflective of the long-term nature of such absences.

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.

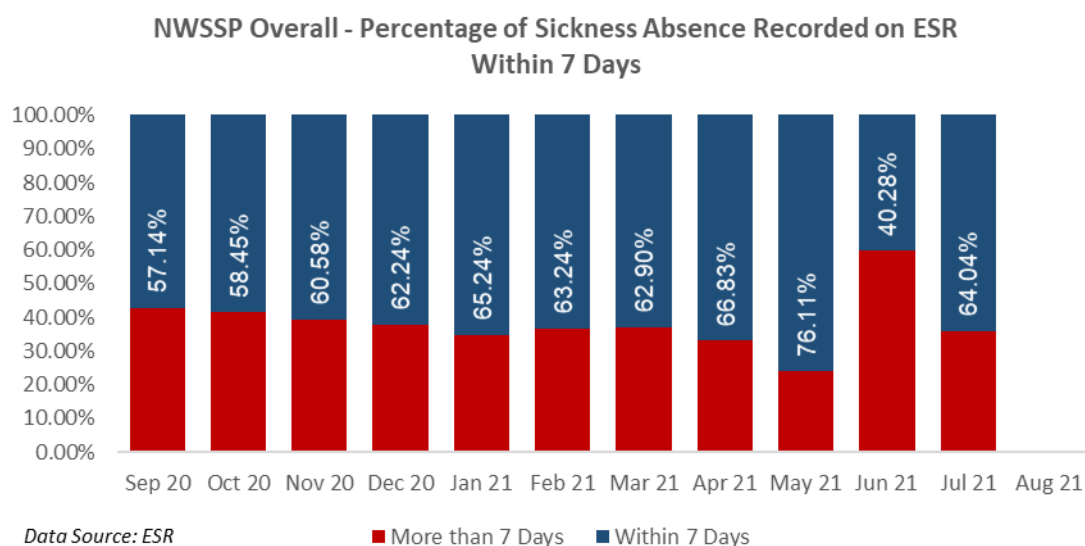
Sickness Absence by Service

The chart below shows the average sickness absence rate for each service from 1st August 2020 to 31st July 2021:



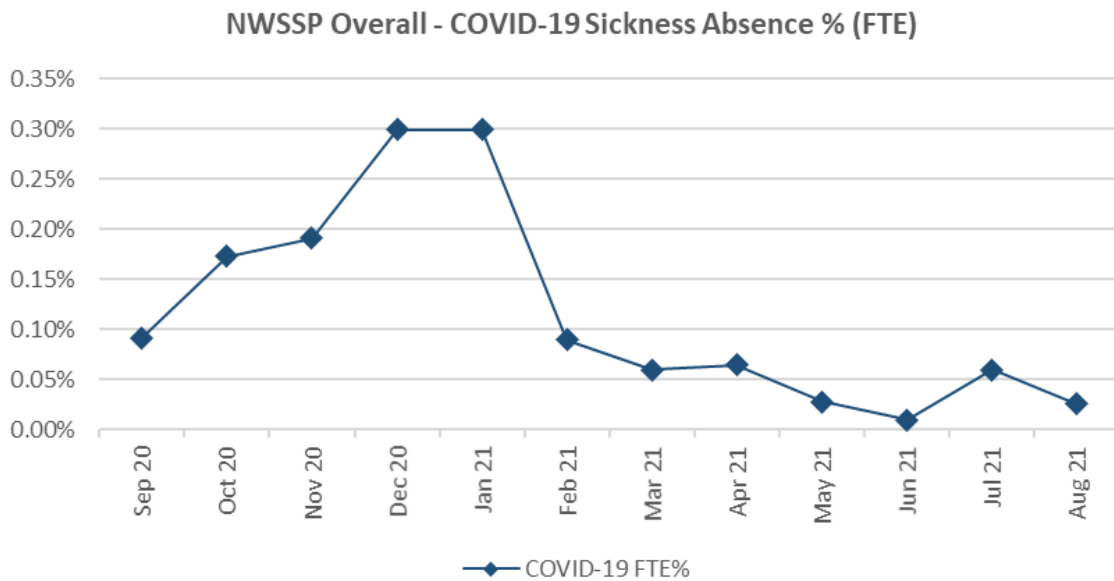
Percentage of Absence Entered Within 7 days

The graph below shows the percentage of absences entered ESR within 7 days of the first day of absence, in the period 1st September 2020 to 31st July 2021. At 64.04% completion within 7 days, we are starting to see improvements in the speed at recording absence since the VPD transfer.



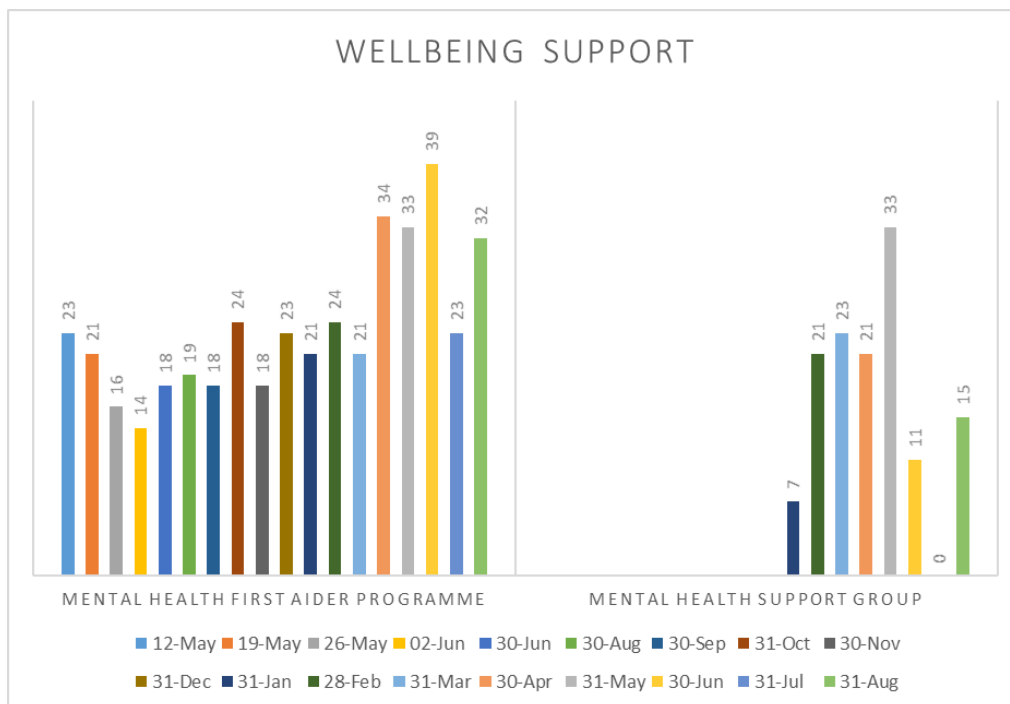
Covid-19 Absence

Despite a slight creep in Covid-19 absence in July 2021, August 2021 has seen related absences fall from 4 in July 2021 to **2 in August** (please note that due to delays in reporting absences the July figure was reported in August. (This information was correct at the time of writing) There are currently no staff under medical suspension. Related absences are still occurring, so we will continue to report on this over the coming months.



Data Source: ESR

Wellbeing Support



Fantastic progress is being made on the development of our Health & Wellbeing programmes within NWSSP. In August 2021 76.3% of our wellbeing support to date has been provided by the Mental Health First Aiders (MHFA). The Mental Health Support Group is also evolving with 15 people joining the group in August.

We also have a growing network of Health and Well-being Champions based in departments across NWSSP (up to 36 at last count). These are a first point of call for Health and Well-being queries, with their role being the provision of initial support, signposting/referring on to MHFA.

BANK AND AGENCY

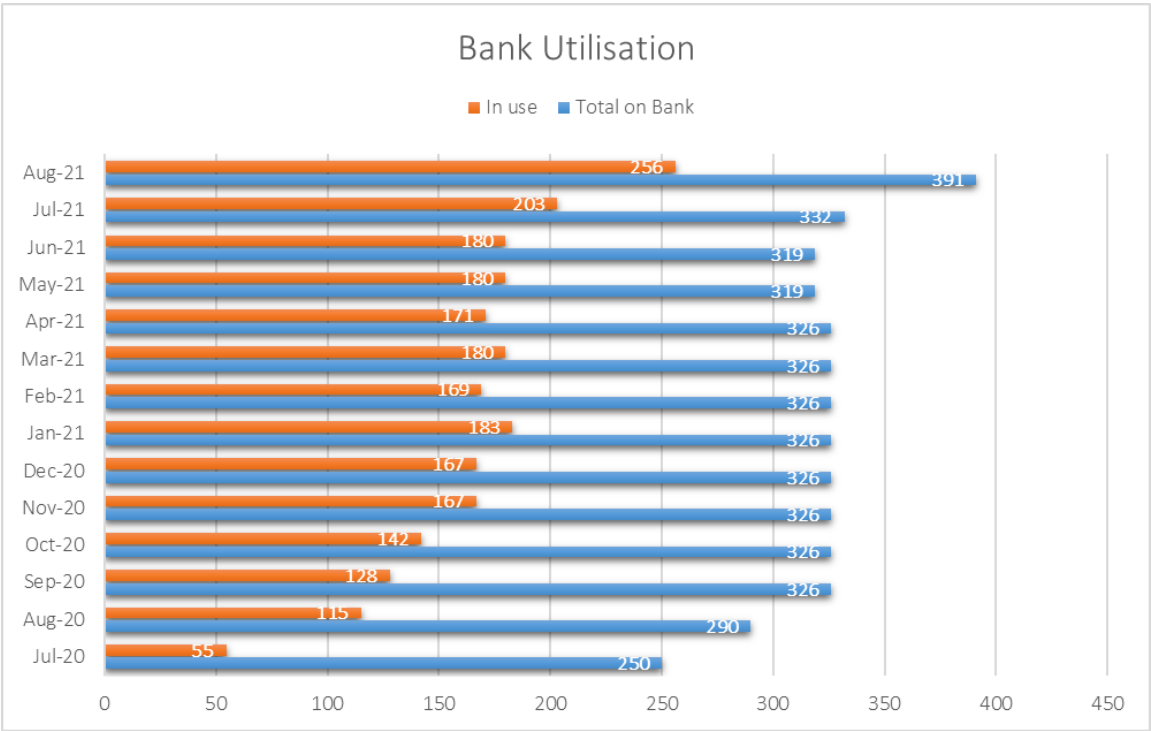
Bank Usage

Bank usage continues to grow. We have again seen an increase in the numbers engaged over the last month taking this figure 256. This is the highest period of engagement seen since reporting began.

During this period, net spend on bank has been £273,666 (a £17,736 increase on July 2021) with £226,119 (a £52,340 increase on the previous month) contributed by HCS/Procurement who are currently utilising 143 of the 256-bank staff.

Extensive work is being undertaken to improve the service offered in relation to Bank & Agency and to make this more responsive and customer focused. Our aim is to deliver a service where supply is based on immediate need, to fulfil short-term gaps in resource rather than covering long term vacancies where more effective resourcing solutions can be found. A communication has been released confirming that the use of bank workers *in a single engagement* is for a maximum period of 3 months, and should longer-term solutions be required, engagement with the Divisional Business Partnering teams is required to discuss alternative resourcing and contractual options.

Following the implementation of Allocate Haelth Rostering system (provisional date of 4th October 2021), we will be undertaking a piece of work looking at the the worker experience and how this can be improved, recognising the value that our temporary workforce provides to us as an organisation.

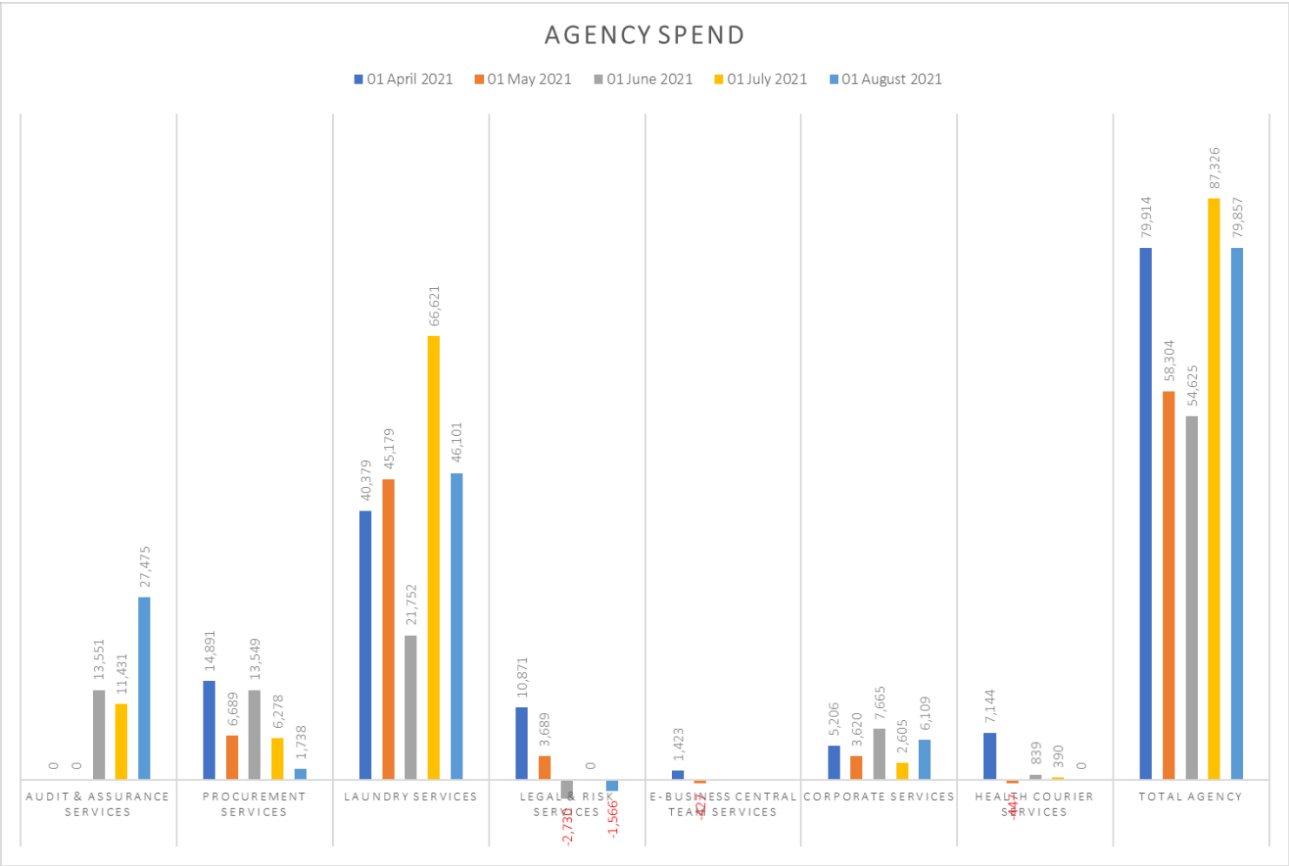
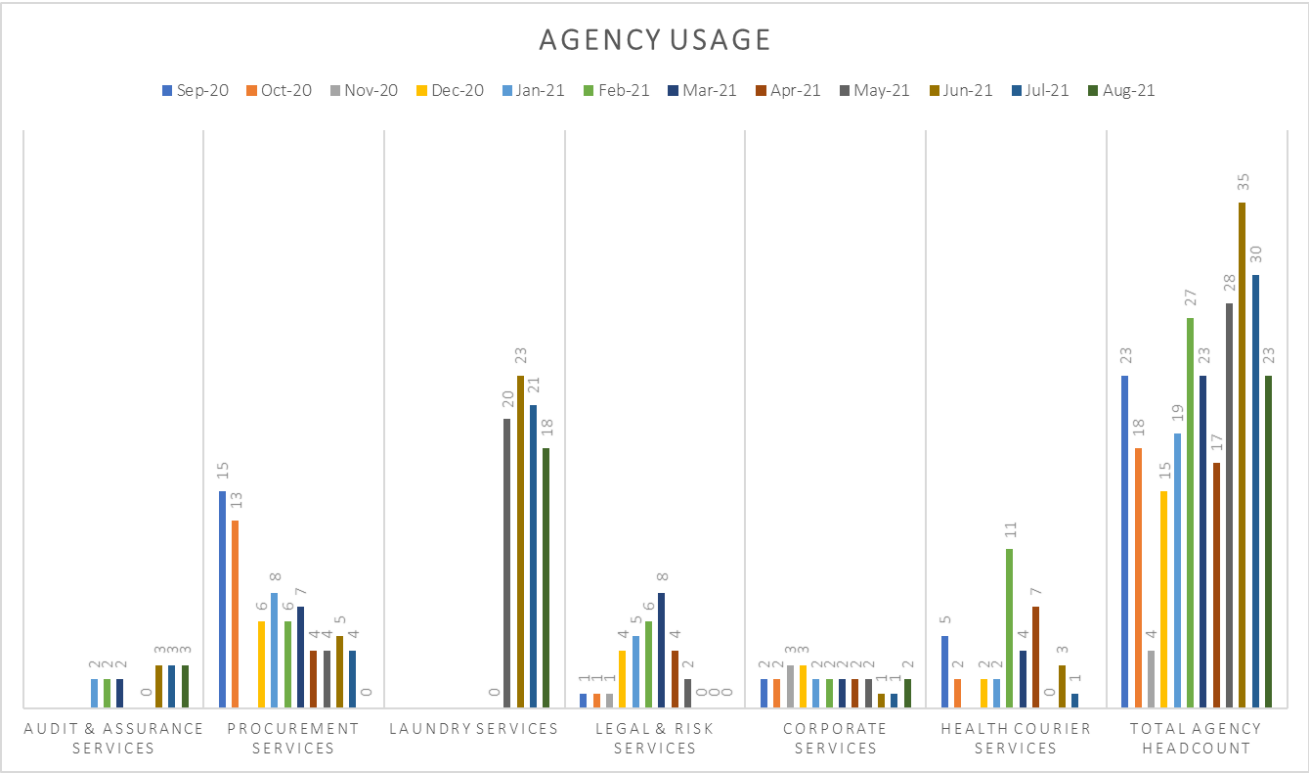


Agency Usage

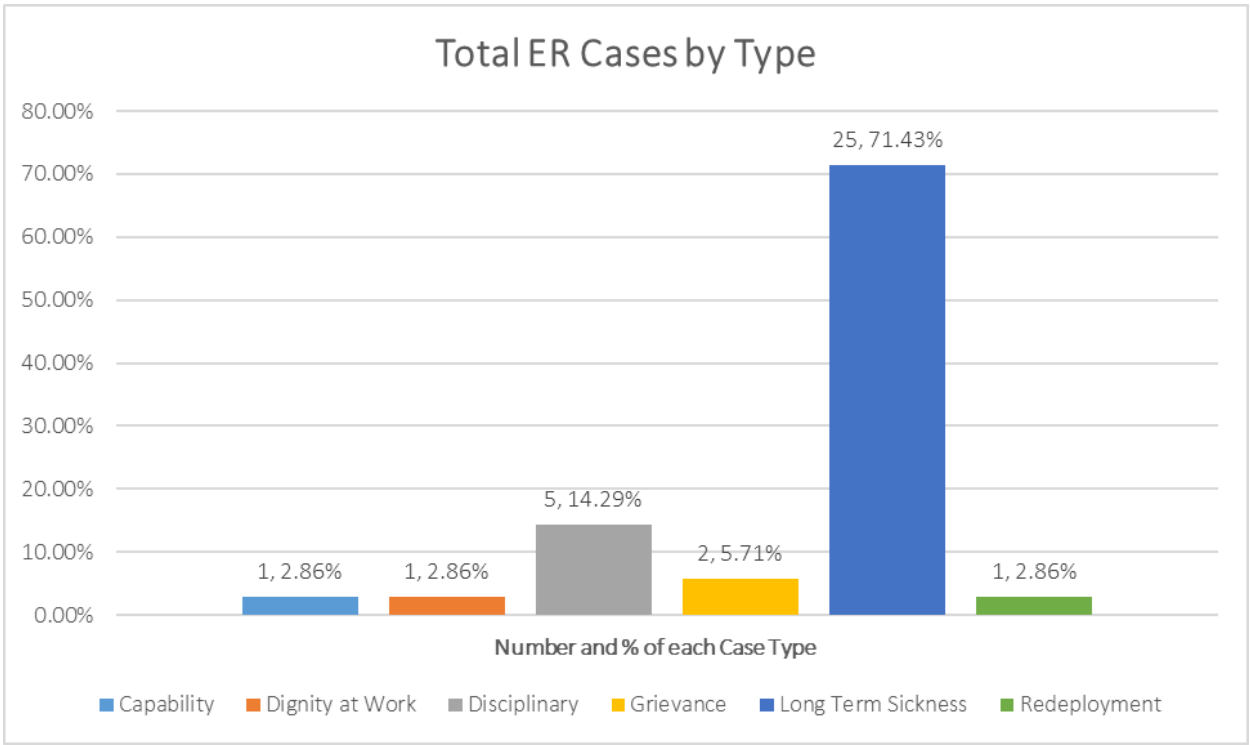
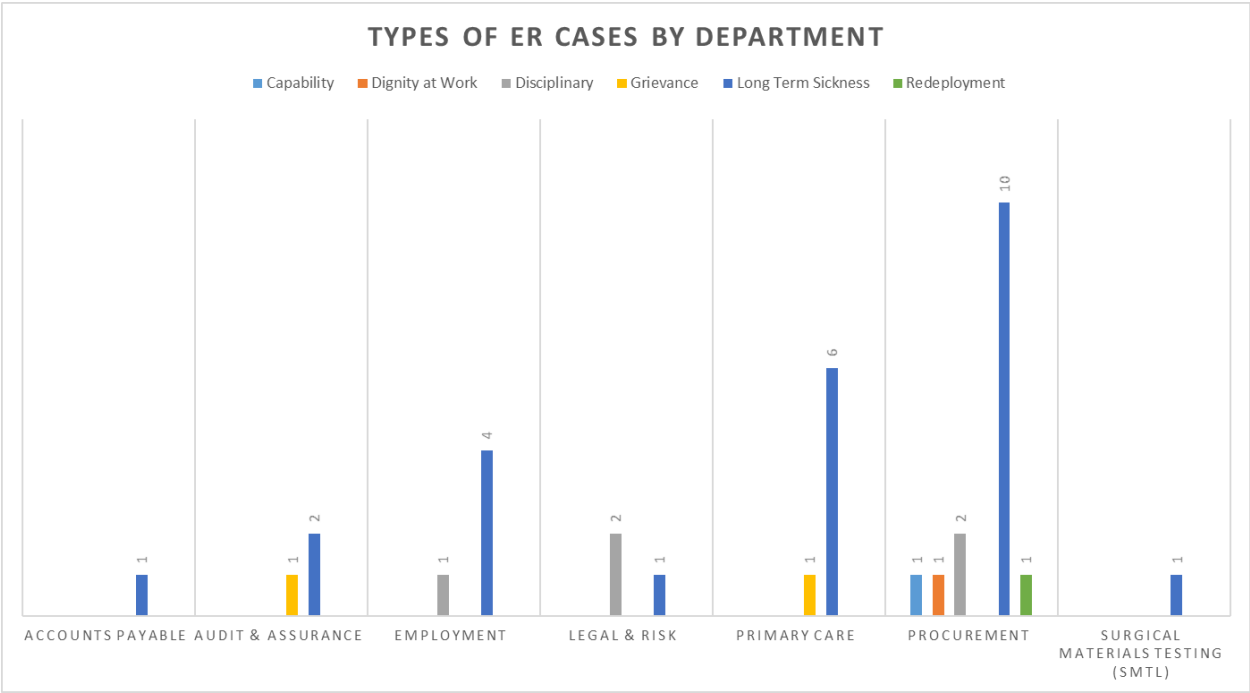
Data provided by Finance suggests that in August 2021 we engaged a total of 23 workers from Agencies (down from 30 the previous month), of those 18 (21 previously) were within Laundry accounting for 78% of the total placements; 3 were in Audit & Assurance (13%), and 2 (increase by 1) within Corporate Services (8.7%). All agency use has now been removed from HCS and Procurement services.

Total agencies spend for the month came in at £79,856. This represents a fall in spend of £7,380 from July 2021.

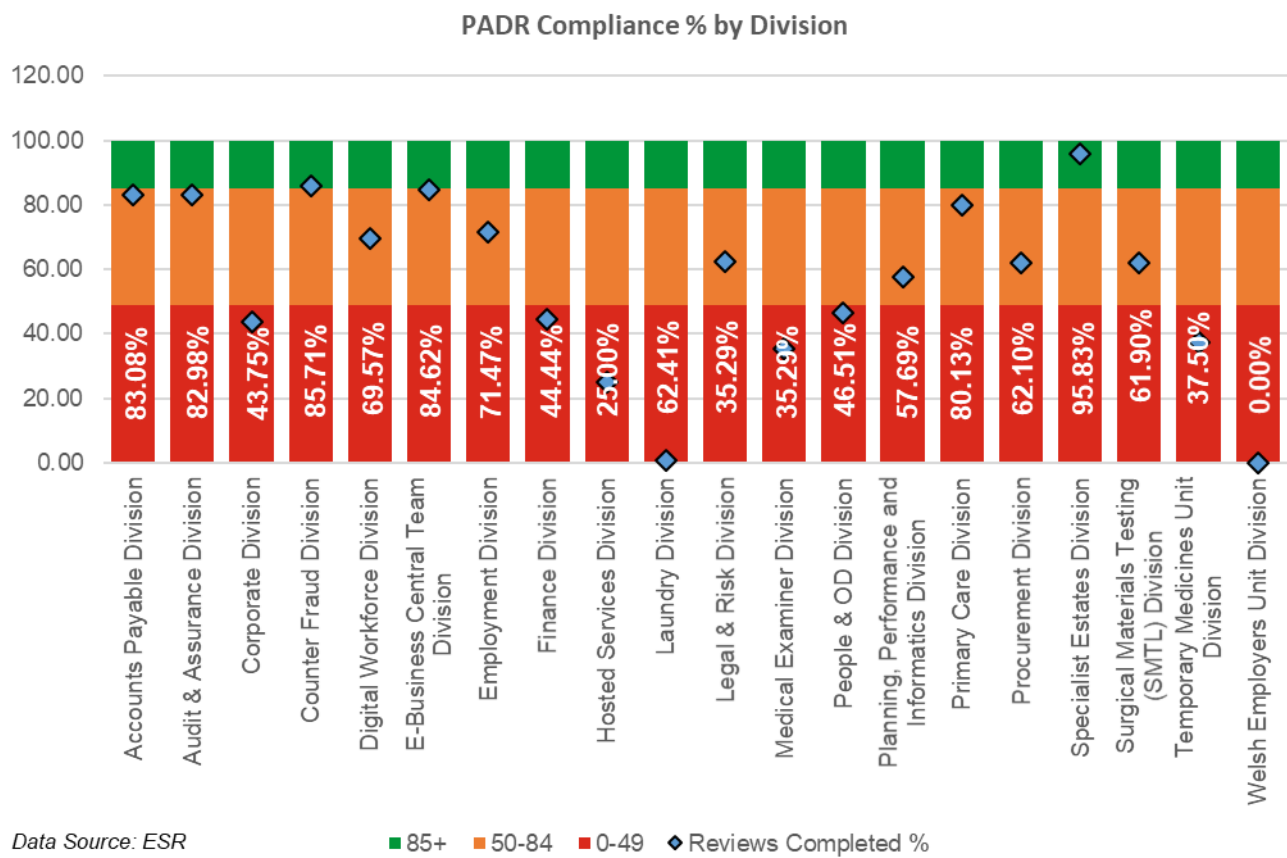
Work continues moving those on agency contracts to our Bank service and, for example with Laundry, to establish how we can fill the vacancies the that these roles are essentially covering. Since July 2021, Laundry has reduced its agency spend by some £21,485 from £66,621 to £45,136.



EMPLOYEE RELATIONS ACTIVITY



PADR



NWSSP completed **63.44%** of Appraisal Reviews as of 31st August 2021, excluding new starters for 3 months, bank workers, GP trainees and those staff who are on career break, maternity & adoption, external secondment or suspension. This represents **1.98%-point decrease** on the data recorded for 31st July 2021 where the figure sat at 65.42%. This decline is likely due to the move from VPD 120 to VPD 043 and the inability to access the system during this time.

Managers have been asked to update their compliance in relation to PADR. A deadline for this was given as 31st August 2021, however due to continued system issues there have been difficulties in getting the data rectified.

A communication is due to be issued to managers this week to advise as to how to access and amend the relevant PADR details for their staff.

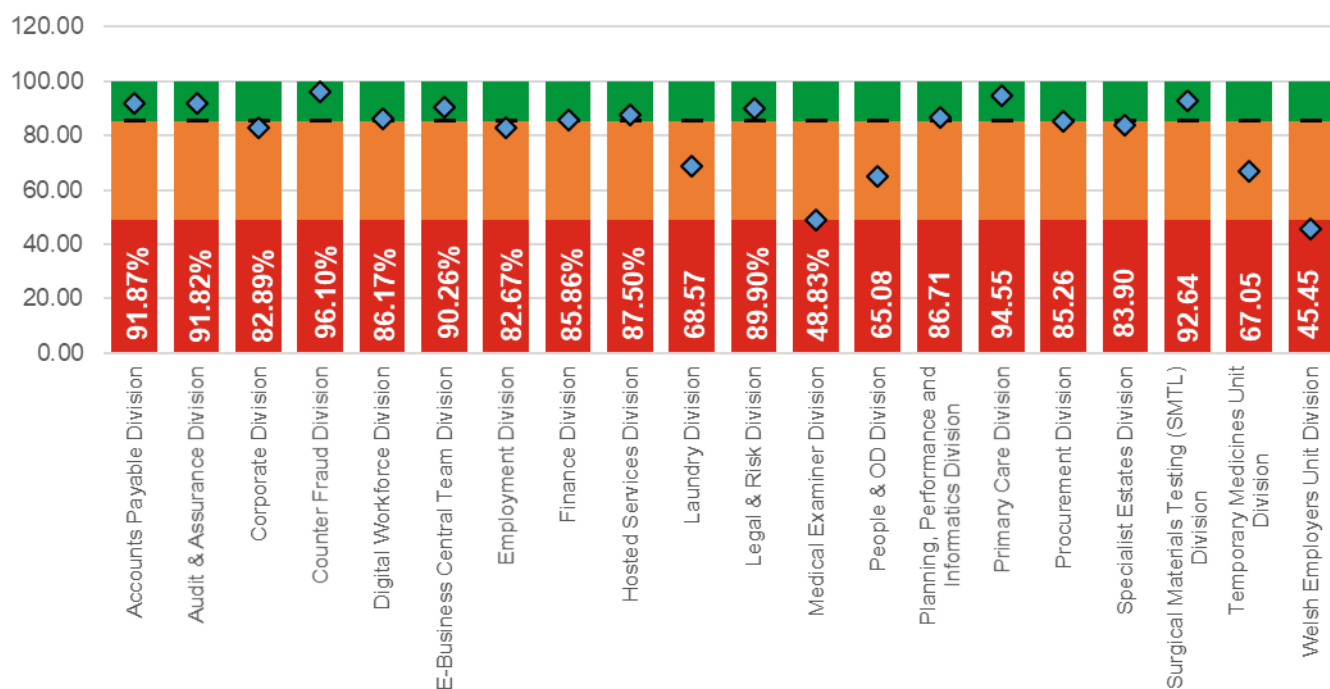
LEARNING COMPLIANCE

Statutory and Mandatory Training

NWSSP is currently **84.83%** compliant with the Core Skills Training Framework, which is above the recognised minimum standard for statutory and mandatory training. This figure continues to improve.

Please note this excludes GP trainees and bank workers.

Statutory & Mandatory Compliance % by Division



Data Source: ESR

■ 85+ ■ 50-84 ■ 0-49 — Target ◆ Stat & Mand Compliance %

Note: Compliance based on the following competencies:

CSTF | Equality, Diversity and Human Rights - 3 Years
 CSTF | Fire Safety - 2 Years
 CSTF | Health, Safety and Welfare - 3 Years
 CSTF | Infection Prevention and Control - Level 1 - 3 Years
 CSTF | Information Governance (Wales) - 2 Years
 CSTF | Moving and Handling - Level 1 - 2 Years
 CSTF | Resuscitation - Level 1 - 3 Years
 CSTF | Safeguarding Adults - Level 1 - 3 Years
 CSTF | Safeguarding Children - Level 1 - 3 Years
 CSTF | Violence and Aggression (Wales) - Module A - No specified renewal
 * MAND | Cyber Awareness | Core

* included in compliance percentage from December 20 SMT onwards.

▶ AGILE WORKING

An agile update paper went to Informal SLG on 12th August for review and amendment. SLG approved the paper and associated appendices, and the same paper was signed off by LPF in early September.

▶ DIVERSITY AND INCLUSION

Staff have received a link to an online survey to find out more about what inclusion means to them and how the organisation can support them and provide appropriate and relevant support, guidance and interventions. This survey closes on 17th September.

Virtual Pride Week involved a number of virtual events which took place from 23rd-27th August and videos of these events are published on the staff intranet.

▶ HEALTH & WELL-BEING

The Remploy mental health support provided for staff is well utilised and we will soon start to receive quarterly data on participation levels. Staff are now able to directly self-refer to Remploy if they require support. The option to be referred by People & OD/Managers/Mental Health First Aid remains but this gives staff the additional choice, making it easier than ever to reach out for support. Digital posters will now have a hyperlink for staff to click on and book directly.

The NWSSP Health & Well-being Staff Conference which focuses on Self Care will be held on 13th October where staff can join the virtual event throughout the day to hear from speakers re: physical and mental health and get involved in health and well-being activities. Staff at all levels and from all service areas are encouraged to join.

▶ LAUNDRY TRANSFORMATION

Work by the Laundry Transformation Group is starting to take pace. In early September the first round of workshops to discuss the refurbishment/new builds for the regional Laundry service took place. At all workshops staff within the service have been involved and it has been noted that this early engagement has been very well received with staff feeling their views are being taken on board Terms of Reference are being developed for each of the workstreams with the workforce stream considering the transition to the new build on staff and the communication between Cwm Taf Morgannwg UHB and Hywel Dda UHB via the SLA from 1st October 2021.

▶ LEARNING & DEVELOPMENT

All services have been contacted by the Specialist OD Facilitator for People Development with a request for services areas to complete and submit their training requirements to give the People & OD team an understanding of the organisation-wide needs for development to identify where the People Development Team can add value and support. The data is expected to be received from all areas in September and shared with SLG in October.

▶ TRANSFORMING ACCESS TO MEDICINES (TRAMS)

No further developments to report this month.

► **WELSH LANGUAGE**

No further developments to report this month.



GIG
CYMRU
NHS
WALES

Partneriaeth
Cydwasaethau
Shared Services
Partnership

AGENDA ITEM:
23 SEPTEMBER 2021

The report is not Exempt

Teitl yr Adroddiad/Title of Report

NWSSP Corporate Risk Update – September 2021

ARWEINYDD: LEAD:	Peter Stephenson Head of Finance & Business Development
AWDUR: AUTHOR:	Peter Stephenson Head of Finance & Business Development
SWYDDOG ADRODD: REPORTING OFFICER:	Andy Butler Director of Finance & Corporate Services
MANYLION CYSWLLT: CONTACT DETAILS:	Andy Butler Director of Finance & Corporate Services 01443 848552 / Andy.Butler@wales.nhs.uk

**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 Leadership Team (SLT) 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 September 2021

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	September 2021
Red Risk	1
Amber Risk	9
Yellow Risk	3
Green Risk	0
Total	13

2.1 Red-rated Risks

Risk A1 - Demise of the Exeter Software System

Connectivity issues have now been resolved and the system has now proceeded through the Technical Go-Live Stage. The system is therefore fully operational in a testing sense and the full operational go-live is now scheduled for either Q3 or Q4.

2.2 New/Deleted Risks

There has been one risk added to the register since the May meeting of the Committee. This relates to issues with the CLERIC system which is used to support HCS drivers in route planning and assignment of tasks. The system has been having connectivity issues for some time. This will be addressed shortly through a system upgrade, but this will equally require appropriate planning and technical support.

The BREXIT risk, for which a paper was brought to the July Committee, has been removed from the register, and the PPE supplies risk has been down-graded to a Monitoring Risk.

3. RISKS FOR MONITORING

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






Current Risk Rating	September 2021
Red Risk	0
Amber Risk	0
Yellow Risk	4
Green Risk	0
Total	4

4. RECOMMENDATION




The Committee is asked to:

- **NOTE** to the Corporate Risk Register as at September 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. Consider options for extension of Local Hosting Arrangements until mid-2022 for PCRM.	Connectivity issues have now been resolved and the system has now proceeded through the Technical Go-Live Stage. The system is therefore fully operational in a testing sense and the full operational go-live is now scheduled for either Q3 or Q4.		31-Mar-22
	Escalated Directorate Risk									Risk Lead: Director of Primary Care Services		
A2	Issues with the current version of CLERIC are causing connectivity issues leading to service issues for HCS drivers . There is a concern over lack of technical support to oversee the migration to a CLOUD-based service. (added Sept 2021)	5	4	20	Business Continuity Plans implemented - can revert to paper if necessary but very inefficient.	3	4	12	Need confirmation from CLERIC of prices for new service (TC) Speak with DHCW re available support to cover expected absence of NL (MH) Speak with Neil Jenkins to see if there is any available capacity within PCS to support project (MH) Investigate whether WAST could provide any support (TC)	Transfer to fully managed service with CLERIC will solve problem but there are risks associated with the upgrade, not least a lack of technical support within NWSSP as NL may not be available. Price for new service from CLERIC due 8/9. Although could revert to paper if system unavailable this is highly inefficient and threatens the viability of the Vaccination Programme.		30-Nov-21
	Strategic Objective - Customers									Risk Lead: Director of Procurement Services		
A3	Lack of storage space across NWSSP due to increased demands on space linked to COVID and specific requirements for IP5 (added April 2021)	4	4	16	IP5 Board Additional facilities secured at Picketston	2	4	8	PCS reviewing options for medical records storage.	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.		30-Sep-21
	Strategic Objective - Service Development									Risk Lead: Director of Procurement Services		
A4	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 31/03/21) 2. Produce Action Plan from Audit Wales "Raising ourGame" report (PS Complete) 3. Strengthen controls to prevent bank mandate fraud (AB/PS Complete)	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 - taken through DoFs. March 21 has seen a number of actual and potential frauds around bank mandates. See separate risk below.		30-Sep-21
	Strategic Objective - Value For Money									Risk Lead: Director of Finance & Corporate Services		
A5	Specific fraud risk relating to amendment of banking details for suppliers due to hacking of supplier e-mail accounts leading to payments being made to fraudsters (added April 2021)	5	3	15	Documented process for bank mandate changes Role of Supplier Maintenance Team Authorisation by Senior Finance Staff Internal Audit Reviews Experian Bank Mandate Checker	2	3	6	Undertake review of effectiveness of current controls (AB/PS 31/07/21) - complete and controls enhanced.	There have been a spate of fraudulent bank mandate amendments during March/April 2021 - some of which were successful. Procedures have been reviewed and enhanced. Experian software procured but coverage not as good as anticipated. Use of post to send out forms seems to have prevented opportunity for fraud.		30-Sep-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) Recent investment in training packages (March 2021) Additional appointment to team (July 21)	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 31/07/21) NL to further update the SLT in the light of the recent Audit Wales report (NL Complete) Update information on systems as part of NIS compliance (NL 31/08/21) Undertake phishing training exercises with NWSSP staff (NL 31/07/21)	Nick Lewis presented update to April 2021 Audit Committee and January 2021 SLT. E-learn introduced during 2020. Windows 10 migration delayed by COVID but almost complete as at June 21 Phishing exercise being undertaken - July 2021 New team member commencing 1/9/2021	➔	30-Sep-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 Recent appointment of Programme Director	3	4	12	PMO to ensure that Project Officers consult appropriately at outset of project. (IR-ongoing) Consider adequacy of resourcing within H&S. (AB/PS - 31/07/21)	All organisations contributing towards a Fire & Evacuation Strategy for IP5.	➔	30-Sep-21
	Strategic Objective - Service Development									Risk Lead: Director of Workforce and OD		
A8	Delays in the implementation of the Oracle upgrade exposes NWSSP and NHS Wales to a greater risk of system failure as disaster recovery testing will be missed for 2nd year, and prevents further systems development due to there being a change freeze in place. In addition, costs will be increased due to needing to build the environment for a third round of testing (£30k).	4	4	16	Project Risk Register	3	4	12	Actions documented in Project Risk Register	STRAD meeting held on 28 May voted to delay implementation to October 2020 on advice of OptechBoard aand against advice of Version One and CTeS. This will affect future developments such as Scan4Safety due to the Change Freeze being in place. There is also no point in undertaking disaster recovery procedures on a system that will shortly be redundant. Risk further exacerbated by resignation of Head of CTeS.	➔	31-Dec-21
	Strategic Objective - Service Development									Risk Lead: Director of Finance & Corporate Services		
A9	The transfer of the laundries to NWSSP expose a number of risks including concerns over health and safety and formality of customer relationships.	4	4	16	All-Wales Programme Business Case Programme Board Regular updates to SLG on progress with Action Plan Draft SLAs approved by SSPC Appointment of Assistant Director for Laundry Services	3	4	12	Arrange internal audit review of Laundry service - ongoing(AB/PS - 30/06/21) Prioritised report to be submitted to SLGs to monitor progress. (on-going)	Transfer has now taken place for 3 of the 5 laundries with the other 2 expected to transfer in the autumn of 2021. Update provided to SLG.	➔	30-Sep-21
	Strategic Objective - Service Development									Risk Lead: Director of Procurement Services		
COVID-19 Risks												
CV1	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	4	8	Continue to monitor effectiveness of current measures through Site Leads and the fortnightly Site Leads meeting. Undertake specific surveys within Directorates to assess staff preferences for future working models.	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 be very low. The regular meetings of the Site Leads provide on the ground information in real time and the Site Leads Meeting includes direct representation from SLT 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.	➔	30-Sep-21
										Risk Lead: Senior Management Team		
CV2	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	1	5	5	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. There are good rates of uptake for the vaccination programme.	➔	30-Sep-21
										Risk Lead: Senior Management Team		

CV3	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. This includes the risk of "burn-out" for a number of staff working very long hours over a sustained period of time.	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	1	5	5	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 very low. Communications are regularly issued 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.		30-Sep-21
										Risk Lead: Director of Workforce and OD		
CV4	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	Confirming vaccination rates with staff individually as Health Board reports to total numbers vaccinated suggest under-reporting (March 2021)	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.		30-Sep-21
										Risk Lead: Director of Workforce and OD		
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

NHS Wales Shared Services Partnership Welsh Language Standards Annual Report 2020 – 2021

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Policy Making Standards	Page 7
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Record Keeping Standards	Page 9
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Priorities for 2021/22	Page 12

Introduction:

This is NHS Wales Shared Services Partnership's second Welsh Language Standards Performance Annual Report for 2020/21 and focuses on the second year following the implementation of the Welsh Language Standards.

The NWSSP continues in its commitment to deliver our services in both languages, equally as well as encouraging the use of the Welsh language in our daily operations, internally. However, 2020/21 has been an unprecedented year for NWSSP, where staff have been working to achieve the delivery of its goals in the context of the COVID19 pandemic. However, in these exceptional circumstances, it has been necessary to review our priorities to address, respond and support other NHS organisations during the pandemic.

The past year has meant that drastic changes have had to be made to our priorities in order to support NHS organisations with mass recruitment programmes, staff deployment to other roles, re-focus on priorities in terms of procurement, increased staff absence due to shielding or illness and a complete shift in the way we work with the introduction of home working.

NWSSP continues to work in difficult and challenging times where plans are made, are rapidly implemented, and are reassessed daily. Staff have demonstrated, and are still demonstrating, dedication and commitment to ensuring that our service-users receive their service in their language of choice and that a bilingual service is provided.

Background – The Duty of the Welsh Language Standards

The Welsh Language (Wales) Measure 2011 establishes a legal framework that places a duty on NHS Wales Shared Services Partnership (NWSSP) to comply with the Welsh Language Standards (no.7) in relation to the Welsh language.

The individual standards explain how we are expected to:

- Develop and deliver our services through the medium of Welsh.
- Develop and implement policies and protocols that support the use of the Welsh language.
- Ensure that the Welsh language is considered and incorporated into our operational plans.
- Report on our performance annually.

The Language Standards are divided into these specific areas:

- service delivery
- policy making
- operational standards
- record keeping

As a hosted organisation of Velindre NHS Trust, NWSSP received a compliance notice from the Welsh Language Commissioner under Section 4 of the Welsh Language (Wales) Measure 2011, on 30 May 2019. This notice specifies the precise standards the NWSSP is required to comply with.

This is the second Welsh Language Standards Annual Report to be published by NWSSP.

Looking back at 2020-21, we are immensely proud of the achievements of all of our staff and their ability to adapt and change quickly to meet the shifting demands the pandemic places upon the wider NHS and in turn, on our own services. During 2020-21 we were able to adapt our plan as the pandemic hit. Most of our services continued to be delivered bilingually, despite staff having to work from home, and having to prioritise and re-focussing our resources to address the challenges the pandemic presented to us as an organisation and the wider NHS in Wales. The year ahead remains uncertain and undoubtedly will present further challenges. We intend to retain an agile working model as part of our future plans and the Welsh language is at the heart of our planning.

Accountability and Support

Alongside the Welsh Language Services Manager, the Director of People and Organisational Development is the executive lead for the Welsh language in NWSSP.

There is a network of Welsh Language Co-ordinators in each division who work closely with the Welsh Language Unit and the Translation Team in providing advice, guidance and support regarding the Welsh Language Standards and promoting the use of the Welsh language internally.

We also have a team of Translators at NWSSP to support us as an organisation in delivering Welsh language services as well as supporting other NHS organisations.

Service Delivery Standards

We have continued to comply with the service delivery standards during the year under the challenges of the pandemic.

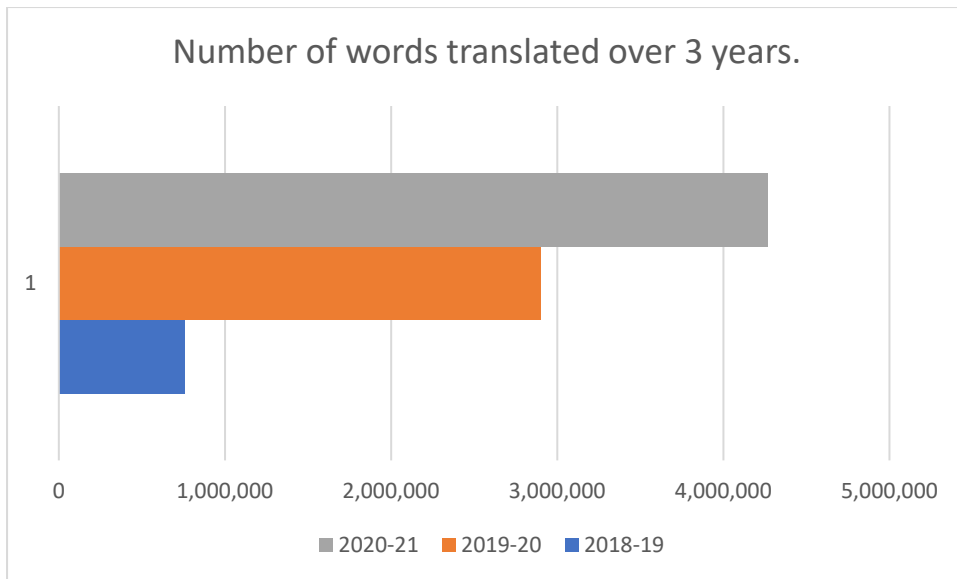
- Written Correspondence (Standards 1 – 7)
- Telephone Services (Standards 8 – 20)
- Meetings and events (Standards 21 – 33)
- Producing and Publishing Documents (Standards 34 – 38)
- Website, Social Media, Apps (Standards 39 – 46)
- Signage (Standards 47- 49)
- Reception Services (Standards 50 – 53)
- Procurement and Contracts (Standards 57 – 59)
- Communications and Corporate Identity (Standards 60 – 62)
- Public Address systems – (Standard 64)

A number of guidelines have been published and reviewed/updated for staff outlining the requirements in relation to compliance with the Standards. The guidelines are available on our Welsh support page on the intranet. Managers are aware of the availability of the guidelines and continue to advise their teams to familiarise themselves with the information and guidance made available to them. The Guidelines include:

- Protocol for answering and phone bilingually and handling Welsh calls received
- A guide for receptionists
- Use of Welsh in correspondence
- Arranging a meetings and public meetings
- Writing in Welsh – handy phrases
- Templates – signs, forms etc
- Guidance for web authoring and the use of social media
- Guidance on signage and public address systems
- Communications and corporate identity
- Welsh language considerations in the publication of procurement documents and specification of tenders detailing contractual obligations on the contracting/sub-contracting of services on behalf of NHS Wales.

Regular communication is distributed to staff across the organisation about the Welsh language standards, the importance of offering a Welsh language service, respecting the customer's choice. Staff are referred to the intranet Welsh language support page for this information. Since the implementation of the Welsh language standards, the demand on our Welsh language translation team has continued to increase, and 2020/21 has been no exception.

The demand for our translation services are increasing to unprecedented levels, and have been greater than ever ensuring that communication directly associated with the pandemic has been available from NWSSP. We have also been supporting other NHS organisations in communicating effectively with the public, and patients directly about Covid-19 through the medium of Welsh.



The demand for translation services in 2020/21 increased by 43% by comparison to 2019/20, and by 330% by comparison to 2018/19.

We continue to provide translation support to the following NHS organisations:

- Velindre NHS Trust
- Public Health Wales
- Digital Healthcare Wales
- NHS Employers
- NHS Collaborative

Our staffing structure for the Welsh Language Unit for 2020-2021 was as follows:

- Welsh Language Services Manager (full-time permanent) x 1
- Translation Manager x 1 (full-time, permanent) x 1
- Translators (full-time, permanent) x 3

We have also updated our translation guide to staff, so that staff understand what documents and forms need to be translated.

Many of our procurement projects were paused during the year, as the pressure of the pandemic demanded that we focused on re-distributing our resources on the procurement of goods and services to respond to the pandemic specifically.

However, we did work closely with our procurement team on the procurement of Education providers with HEIW and the Coleg Cymraeg Cenedlaethol, and the procurement of Childcare app for staff at Aneurin Bevan Health Board.

Policy Making Standards

All NWSSP policies are provided by Velindre NHS Trust.

Any protocols that we develop locally are required to undergo a comprehensive equality impact assessment. This provides the opportunity to give specific reference to the Welsh language, where the protocol would influence the use of the Welsh language as part of the organisations service delivery. The Welsh language is embedded in the decision-making processes across the organisation. The Welsh Language Services liaises with the Corporate Services Manager with regards to protocols and EQIA's for service development proposals.

We have ensured that all relevant documents related to employment are available through the medium of Welsh. Contracts of employment are sent to staff in both Welsh and English. A review of all People & OD documents is due in 2021-22.

Operational Standards:

Internal Administration (Standards 79 – 82)

Complaints (Standards 83 – 85)

Disciplinary Cases (Standards 86 – 88)

Information Technology, the intranet and apps (89 – 95)

Developing Welsh language skills (Standards 96 – 105)

Recruiting and appointing (Standards 106 – 109)

Signage and notices in the workplace (Standards 111 – 113)

Internal Administration:

As previously mentioned, there are designated pages on the organisation's intranet page on the internal use of the Welsh language that staff can access to promote and increase the use of the Welsh language at work.

Documentation relating to staff employment as well as documentation such as performance objective setting, and career planning documents are available bilingually. All Wales policies such as Behaviour in the workplace, Absence from work and Health and well-being at work are available in both Welsh and English and published on intranet. The Welsh Language Services Manager has been supporting NHS Employers Wales on bilingual matters and translation support for all Wales policies.

Complaints and Disciplinary Cases:

The Welsh Language Services Manager supported and advised NHS Employers on the review of the all Wales, 'Raising Concerns Policy' which is available in Welsh and English and there is also an FAQ to accompany the policy in terms of giving guidance to managers across the NHS in co-ordinating and facilitating disciplinary cases in Welsh.

NWSSP uses this policy internally.

No members of staff requested to raise concern or to have a disciplinary facilitated through the medium of Welsh during 2020/21.

Technology, Intranet and Apps.

The intranet pages outlined in our compliance notice are available in Welsh.

There is a Welsh language support page for staff to access on our intranet site.

A review of the People and Organisational Development pages will be undertaken in 2021/22 to ensure that any new policies/reviewed policies are available through the medium of Welsh.

Cysgliad is available to all staff to download to their computers/laptops and the use of Cysgliad by Welsh learners or those members of staff who are less confident in using the language.

We continue to update the interfaces, documents, notifications and forms on the TRAC recruitment system, the Student Awards System, the Student Streamlining System and the GP Wales System.

ESR is the Electronic Staff Record that manages staff annual leave, pay, sickness absence and training across the NHS in Wales. NHS Wales has a 6% share in ESR across the UK, and the current ESR system, which was originally developed to manage payroll payments, has been extended on to such a point where it is technologically challenging to translate the whole system. However, during the year we've been exploring the areas that can be translated on ESR and we will implement this in 2021/22.

Training and Learning Welsh at Work:

During 2020/2021, we recruited 116 staff into vacancies at NWSSP. All new members of staff have received Corporate Induction, which includes Welsh Language awareness training.

NHS Wales Shared Services Partnership rolled out the delivery of Office 365 and Microsoft TEAMS as a matter of urgency, early during the pandemic to enable staff to work remotely from home.

Microsoft TEAMS has been the platform used for training and learning Welsh at work. This platform has made learning Welsh and enabling staff to commit to completing the course much easier. It has also enabled tutors to record sessions so that staff can re-visit the learning and classes that they may have missed. Staff attendance and retention rates have improved, due to the courses being available online. The following courses were offered to staff during 2020/21:

- Entry Level 30-week course. 16 members of staff attending
- Foundation Level 30-week course. 12 members of staff attending
- Intermediate Level 30-week course. 10 members of staff
- Higher Level 30-week course. 8 members of staff.

We have also supported 8 staff in attending courses in the community, virtually during the year, as this arrangement suits these staff better than learning Welsh during working hours.

We recognise the importance to offer flexibility to our staff to learn Welsh and to make the learning of the language accessible and easy to reach.

We regularly promote the opportunities to learn Welsh to all our staff across all our sites, and will continue to do so in order to increase staff confidence in the use of the language and to be able to deliver our services equally in both languages.

Recruiting and appointing staff

In 2019/20 we carried out a large-scale translation project to translate all 310 unique job descriptions at NWSSP with a view to start advertising all Welsh essential, Welsh desirable and Welsh needs to be learnt vacancies in readiness to be able to deliver standard 107A (ch) along with

Standard 106 to advertise vacancies the Welsh essential, desirable and needs to be learnt categories.

The pandemic has inevitably impacted on our ability to implement standards 106 and 107a (ch) fully. Both of these Standards continue to be focused area of work for our People & OD team. Despite the pandemic, and the urgency at which we've had to recruit to various vacancies during the pandemic, we have been able to make progress in the following areas:

- Posts which are deemed Welsh essential are translated and advertised in Welsh.
- Posts which have the most frequent contact with service users.
- Posts which tend to be the most frequently advertised.

Work will continue on focussing on the full delivery of these standards during 2020/21.

Signage and notices in the workplace

Site leads across all of our sites ensure that all signage across our sites are available through the medium of Welsh.

Record Keeping Standards:

Welsh Language Skills Across the Workforce:

All members of staff are required to complete a Welsh language skills assessment on the electronic staff record platform. We've seen a drop in staff recording their skills during the year, and therefore, we will be communicating with Directors, Deputy Directors, Heads of Services, Managers, Supervisors and Staff across the business to ensure that we better capture the skills of staff across the organisation in 2021/22.

We intend to address this by taking the following steps to improve skills recording:

- 1) Reduce the number of staff not recorded on ESR – deteriorating position due to Covid-19 mass recruitment. The Welsh Language Services Manager and the People and Organisational Development team intend to identify any gaps and reach out to managers and supervisors in order to capture the missing data.
- 2) Identify members of staff who have not recorded their skills and communicate directly with those members of staff with a 'how to' guide to record their skills on ESR.
- 3) To put in place a strategy to encourage those on level 0 to move to level 1. We aim to further encourage staff to complete the 10 hour online taster courses
- 4) To put in place a strategy to encourage those on level 1 to move to level 2.
- 5) To put in place a strategy to encourage those on level 2 to move to level 3.

This strategy will be drafted in 202/22 and rolled out over the next 5 years.

Skill Level	Number of employees	%
Skill level 0	2090	55.7%
Skill level 1	316	8.4%
Skill level 2	98	2.6%
Skill level 3	66	1.8%
Skill level 4	54	1.4%
Skill level 5	121	3.4%
Skills not recorded on ESR	1004	26.7%
Grand total:	3749	100%

New and vacant posts:

The table below details posts that were advertised between 1st of April 2020 and 31st of March 2021:

Total Number of vacancies advertised 01/04/2020 to 31/03/2021	321
Total Number of vacancies advertised as Welsh Essential	5
Total Number of vacancies advertised as Welsh Desirable	291
Total Number of vacancies advertised as Welsh Needs to be Learnt	0
*Total Number of vacancies advertised as Welsh not a required skill	25

*The vacancies that were advertised as 'Welsh not a required skill' were internal vacancies for internal candidates within the organisation and had been assessed for language skills requirements.

Complaints and Concerns

NWSSP investigates any concerns raised by service users, patients or the public through our complaint procedure, which is available on our website: <https://nwssp.nhs.wales/corporate-documents/corporate-issues-and-complaints/complaints-management-protocol/>

We received one concern from the Welsh Language Society about shortfalls in provision of Welsh language services through our Student Streamlining Services. Upon investigation and consultation with the Welsh Language Society, improvements have been made to the service, so that the whole service is available to students through the medium of Welsh.

The solution that is currently used for Student Streamlining was due to go out to tender in 2020/21. This was delayed due to Covid-19 and having to re-prioritise our procurement resources. The procurement of a new solution will take place in 2021/22.

No complaints were received from the Welsh Language Commissioner's office during 2020/21. No investigations were carried out the Welsh Language Commissioner's office during 2020/21.

Supporting other NHS Organisations during 2020/21:

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

Community Health Councils:

- Advertising, Recruiting and Appointing a Translator – Community Health Councils
- Memsources Translation Software training to recently appointed Translator at CHC

Swansea Bay University Health Board:

- Advice and support on creating an intranet page to support the Welsh language
- Advertising, Recruiting and Appointing a Welsh Language Officer

Powys Teaching Health Board:

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

Translation services for:

- Public Health Wales NHS Trust
- NHS Wales Informatics Service (prior to 1st April 2021)
- Velindre University NHS Trust
- GP Wales
- NHS Employers (All Wales Policies and Job Descriptions)

All Wales Job Descriptions translated in 2020/21, which are now available through NHS Employers for all NHS organisations to access to lessen the burden of translations and enable Health Boards and Trusts to publish more job descriptions bilingually are as follows:

Job Description Title	Band
Substance Misuse Nurse	6
Welsh Language Officer	6
Assurance and Risk Officer	6
Trauma Audit and Research Network (TARN) Coordinator	4
Project Manager, Emergency Department, Quality Delivery Framework (EDQDF)	6
Translator (Welsh Language)	5
Administration Assistant to Frequent Attender Service	3
Clinical Nurse Lead – Quality & Delivery Frameworks	8
Senior Project Manager	8a
Highly Specialist Veterans Clinical Lead	8
Principal Clinical Psychologist	8
Health Care Assistant	2
Anatomical Pathology Support Worker	2
Facilities Operative (Housekeeping/Waste)	2
Assistant Technical Officer (ATO)	2
Health Records Clerk	2
Patient Care Assistant (PCA)	2
Facilities Operative (FO)	2
Pharmacy Assistant Technical Officer	2
Ward Clerk	2
Communications Manager	7
Clinical Psychologist	7
Advanced Clinical Nurse Specialist Core	7
Care and Co-ordinator	7
Case and Manager and Frequent Attender Service	7
Clinical Nurse Specialist Tuberculosis and Management and Control	7
Trauma and Rehabilitation and Co-ordinator	7
Health Visitor	6
Call Handler Appt Booking	2
Principal Clinical Psychologist	8b
Senior Clinical Psychologist	8a
Clinical Nurse Lead	8b
Head of Health, Safety and Security	8b
Highly Specialist Veterans Clinical Lead	8a
Senior Project Manager	8a

Registered General Nurse CAJE: RYL/2018/0278	5
Trauma Audit and Research Network (TARN) Coordinator CAJE: HD2019/0207	4
Care Co-ordinator South Wales MND Care Network	7
HEIW Workforce Inclusion Officer	7
Senior Nurse Immunisation & Vaccination	8a
Occupational Health Nurse Advisor	6
Immunisation Coordinator	7
HCSW Immunisation & Vaccine Service	3
Covid-19 Pandemic Response Arch	6
Admin Assistant Band 2	2
Adv Pharmacist Clin Effectiveness Support	8a
Interim Head of Compliance	8b
Clinical Research Officer	5
Senior Product Specialist	8a

Priority Areas for 2021/22

- Increase capacity to train more staff in language awareness.
- Increase interest in learning Welsh and up-skilling the workforce.
- Increase the interest in the 10hour courses online amongst staff with skill levels 0 & 1
- To become fully compliant with Standards 106A and 107A(Ch).
- A communications and training programme for recruitment managers regarding Standards 106, 106A, 107, 107A.
- Support procurement services with advice and support on the procurement of services and associated goods as necessary.
- A review and procurement of a system that will support Student Streamlining and Student Awards to offer a fully bilingual service to customers.
- A review of our Contact Centres and how we respond to customers through the medium of Welsh.
- Ensuring that future systems that support NWSSP, NHS Organisations and NHS Staff to operate bilingually.
- Review of Corporate and Welsh Language Awareness Training for staff.
- To continue to support NHS Organisations with Translation and Welsh language support as required.
- To further develop the capability of ESR to allow for some of the processes e.g booking of leave to be undertaken in Welsh.
- Engagement and Communication Strategy to engage with Welsh speaking communities across Wales and education and training providers in those areas in order to make more prospective candidates aware of the career opportunities we offer at NWSSP.

NHS WALES SHARED SERVICES PARTNERSHIP MONITORING RETURN COMMENTARY FOR PERIOD 4 – JULY 2021

This summary report provides a review of NHS Wales Shared Services Partnership's (NWSSP) performance for July 2021 and should be read in conjunction with the Monitoring Return tables submitted for Month 4.

Thank you for your letter of 22nd July 2021 responding to the Month 3 monitoring return. The action points raised are addressed within this return and additional information provided where requested.

Overview of Performance and Financial Position

NWSSP's financial position for Month 4 is reported at break-even. This is based on the assumption that all additional Covid 19 funding and other identified funding anticipated will be received from Welsh Government.

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

Table A Lines 2 and 4 have been amended in month to reconcile to the Quarter 1 MDS submission. The YTD impact has been adjusted for in Month 4 to not amend previous months. The reduction in both expenditure and WG (non-Covid) funding is in respect of the funding required for the Medical Examiner service. The full year forecast funding was previously included, however due to the phased roll out of the service, a reduction was made in the MDS to reflect the part year funding effect which was not reflected in Table A in Month 3.

The planned new expenditure in the MDS is £2m more than Table A (Line 2 Month 4 submission), due to the inclusion of the £2m reinvestment/distribution reserve in the MDS which is reported as an in year adjustment in Table A. The net impact is the same due to the savings in the MDS being £2m more than the planned savings in Table A as the additional non-recurrent savings are again reported as in year **(Action Point 3.1)**

Table A has further been amended in Month 4 to reflect additional forecast non-recurring savings, with the current forecast savings and income generation overachievements totalling £2.950m. We are forecasting to reinvest £1.700m internally within NWSSP to accelerate benefits and improvements within our

services and identify a potential further £1.250m that will be held in a reserve for further reinvestment and/or distribution to NHS Wales and Welsh Government to be confirmed later in the financial year. With the inclusion of these items both the in year and recurrent plans remain at break-even.

The assumption of full funding for the Covid expenditure and other anticipated income enables us to continue to report a break-even forecast outturn.

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

This table has been updated in Month 4 in respect of the following:

- Covid-19 funding not received from Welsh Government – this risk has been amended from £37.730m to £33.387m in M4 to reflect the updated total covid funding forecast and income invoiced to date and reconciles to the income anticipated in Table E1. This balance of funding remains a risk as at the end of July we had only received confirmation of funding for Q1 Mass vaccination costs and Q1 & 2 operational covid costs. We have now received agreement to invoice for the Q1 PPE costs of £6.7m which will be raised in Month 5.

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

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

- The full year income forecast has increased from £504.725m in Month 3 to £508.780m in Month 4. This is primarily due to the stores issues in July being reported at the same increased level as June which has impacted the forecast for future months. This is presumed to be a consequence of the return to more normal activity levels within hospitals in recent months.
- The other income profile increases in Months 6, 9 and 12 in line with the invoicing for the pharmacy rebate scheme, the funds from which are repatriated to NHS Wales and have a net zero impact on our position.
- In March 2021, the NWSSP (non SLE) bonus accrual totalled £1.928m. Bonus payments totalling £1.782m were paid in May, one further bonus payment was made in June with three further payments in July. The balance of the accrual (£0.012m for substantive staff and £0.132m for bank staff) has been re-accrued in Month 4 on the basis that further payments may be made. We continue to review the bank staff we expected to incur bonus payments for with payroll to understand if they

have been paid on substantive posts in other organisations. Due to the re-accrual there is therefore no impact on the Month 4 position as a result of the bonus payment.

- There were two further bonus payments made to SLE staff in July and upon request from the UHBs we have continued to re-accrue the outstanding balance. We have provided details of the bonus payments made to UHB colleagues to review against their accrual calculations and if it is identified that any part of the accrual should be released we will credit the relevant UHBs as part of the SLE recharge process.
- The profile of the in month SLE income & expenditure forecast is detailed below as requested **(Action Point 1.4)**

M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	TOTAL
8.938	9.424	9.161	9.179	11.850	12.274	12.843	13.609	16.302	16.302	16.302	17.284	153.469

The phased intake to the SLE model is reflected in the increasing profile which will continue until May 2022 when all Medical & Dental core and specialty trainees will be part of the SLE arrangement. The Medical & Dental pay forecast has reduced by circa £1m since Month 2 due to a review of the intake numbers, pay points and bandings on which trainees have transferred into the SLE which led us to amend the forecast. A further review will be undertaken again in Month 5 with the large August rotation, the expansion of the SLE to both F1 & F2 trainees and the intake of Core Dental trainees in month **(Action Point 3.3)**

- The pay forecast excludes any impact of the holiday pay arrears and the 3% pay award as advised by Welsh Government.
- The increase in the non pay forecast between Months 2 & 3 is due to increases to the stock issues forecast (£2.9m), pharmacy rebates (£0.1m) and the reduction in the M3 pay below that previously forecast of £0.6m – as we report a balanced position within the Velindre ledger the non pay expenditure line will include the break-even accrual that we make to report the position **(Action Point 3.2)**
- We are in the process of finalising a donation of circa £7m of PPE to Namibia. This hasn't been included in the forecast as the final value is as yet unconfirmed and confirmation of the funding process is awaited. The losses form has been approved by the Velindre Trust Board and submitted to Welsh Government for approval. We will reflect the value of the donation and the income in our August submission.

- Forecast depreciation charges of £3.478m have been included which reconcile to the approved section of our August non-cash submission. This figure currently only includes depreciation costs for the laundry asset transfer from BCU. We await final information from SBU & AB UHBs regarding the assets to transfer. We are currently working with the relevant UHBs to produce the S1/S2 schedules in respect of this. There is a year to date adjustment in Month 4 between baseline and strategic depreciation due to the request to include prior years discretionary depreciation charges against the baseline.
- £17.716m income and expenditure is included to Month 4 in relation to the WRP DEL budget. This expenditure is reported separately on line 9 – Losses, Special Payments & Irrecoverable Debts. A high level review of cases has been undertaken with regards to updating the year end forecast of cases that will be charged against the DEL in 2021/22,. This has indicated that the initial annual plan forecast of £124.754m (£123.495m WRP DEL and £1.259m Redress) remains an accurate projection at this point in time and includes the excess redress costs above budget and a high level forecast that £1.000m of nosocomial claims will settle in 2021/22. The profile of the balance of the income and expenditure is phased on a straight-line basis over remaining months.

Given the forecast remains at £123.495m for DEL, the element to be funded under the risk share agreement also remains at £16.495m.

- £0.087m of agency expenditure was reported in Month 4, which is an increase from prior months due to additional charges for agency cover within the laundry service in July.
- Table B3 details the year to date and forecast Covid19 additional expenditure. This has been collated and reviewed on a service by service basis within NWSSP and will continue to be monitored at this level. A small decrease in expenditure offset by a reduction in WG funding has been reported in Month 4 identifying an overall reduction in expenditure and funding required in 2021/22 from the position reported at Month 3.

The mass vaccination and other covid expenditure sections of Table B3 have been populated. Other covid expenditure relates to the NWSSP operational support costs and PPE issues as part of the mass vaccination packs and the social care and primary care PPE issues.

A summary of the expenditure is detailed below:

	YTD	Full Year Forecast
	£m	£m
NWSSP Operational	1.648	5.378
NWSSP PPE	0.004	0.012
Mass Vacc - PPE	1.162	3.721
Mass Vacc - non PPE non pay	0.195	0.657
Mass Vacc - pay	0.261	0.878
Social Care/Primary Care PPE	8.860	26.684
TOTAL	12.130	37.330

The NWSSP operational costs are summarised below:

	YTD	Full Year Forecast
Pay	0.742	2.386
Estates / Security	0.288	0.832
Insurance	0.022	0.067
Transport	0.519	1.943
Other	0.077	0.149
TOTAL	1.648	5.378

To the end of July we have invoiced for Q1 mass vaccination costs and Q1 & 2 operational covid costs. We have received confirmation to invoice for Q1 PPE costs in early August so will raise this invoice during the month.

At the end of 2020/21 we accrued a credit note to Welsh Government totalling £113.196m to provide NWSSP with the cash coverage for the increased stock balances and prepayments. We are continuing to accrue this on a monthly basis and also accrue additional in year Welsh Government income rather than reduce the value of the credit note. Detailed monitoring of the covid cash position is undertaken to review the cash surpluses from stock debtor invoices raised in excess of stock creditor invoices paid less the Welsh Government funded social care and primary care PPE.

We have met with Welsh Government colleagues in early August regarding the return of covid cash received to support the increased stock holding. We discussed the issues of specifically being able to identify the various funding streams of the various stock items – whether they were funded from income adjusted for as part of the £113.196m credit note accrual or part of the stock write on totalling £36.930m that was accounted for in the Welsh Government accounts.

Expenditure on PPE within B3 will in the majority have been originally funded from central purchases to which the £113.196m credit note adjustment relates, although deliveries on regular contracts for the supply of PPE through stores are also being made which could have been part of the issues to date. Given the level of stock we currently hold, it is highly unlikely that any of the £36.930m stock that was accounted for within Welsh Government in 2020/21 will have been utilised. To facilitate confirmation of this, we will detail the quantities of each PPE line that reconcile to the £36.930m write on and compare with current stock holdings to prove that the stocks written on have still not been utilised
(Action Point 3.4)

4. Savings (Tables C & C3)

The tables have been updated with the actual savings achievement to Month 4 and a revised profile of future savings so that the over achievement of savings and income generation have now increased to the £2.950m forecast.

5. Welsh NHS Assumptions (Table D)

Table D 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. This includes the forecast income from UHBs/Trusts in respect of stores issues and the SLE recharges based on the actual in month recharges and agreed SLA values for future months. As these costs are recharged based on actual expenditure incurred, these may be subject to change in future months.

Lines 2-12 have been populated with anticipated income streams for which we have yet to receive formal funding confirmation.

The values for depreciation are included per the approved section of our August non-cash submission.

7. Cash Flow (Table G)

Not required for completion.

8. PSPP (Table H)

This table is not required for NWSSP.

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

Tables I and J have been populated and reconcile to our Capital Expenditure Limit of £3.848m issued on 23rd July 2021. For the larger schemes an indicative expenditure profile has been included and this will be refined as soon as milestone payments are confirmed and/or further information is received. At present there are no issues foreseen in incurring this capital expenditure.

There are no disposals to report in Table K in Month 4.

10. Aged Debtors (Table M)

At 31st July 2021 there were no NHS invoices outstanding over 17 weeks. At the submission date there are 14 invoices outstanding for payment over 11 weeks, with 8 of these reaching their arbitration date in August – we are urgently chasing payment of these to ensure they do not breach 17 weeks by the August submission.

We note your request regarding how to report any outstanding Welsh Government invoices over 11 weeks in Table M (**Action Point 3.5**)

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 Leadership Team reports.

The Shared Services Partnership Committee will receive the Month 4 Financial Monitoring Return at the September meeting.

14. Authorisation of Return



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



.....
NEIL FROW
MANAGING DIRECTOR
NWSSP

12th August 2021

Table A - Movement of Opening Financial Plan to Forecast Outturn

This Table is currently showing 0 errors

Line 14 should reflect the corresponding amounts included within the latest IMTP/AOP submission to WG
Lines 1 - 14 should not be adjusted after Month 1

	In Year Effect £'000	Non Recurring £'000	Recurring £'000	FYE of Recurring £'000
1				
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37				
38				
39				
40				

	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 £'000	In Year Effect £'000
1														
2														
3														
4														
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36														
37														
38														
39														
40														

NHS Wales Shared Services Partnership

Period : Jul 21

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		
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	Low
14	Covid 19 funding not received from Welsh Government	(33,387)	Low
15	Medical Examiner funding not confirmed	(1,993)	Low
16	Additional WRP Covid claims - included in DEL forecast	0	High
17			
18			
19			
20			
21			
22			
23			
24			
25			
26	Total Risks	(35,380)	
Further Opportunities (positive values)			
27	Further over achievement of savings	1,000	Medium
28			
29			
30			
31			
32			
33			
34	Total Further Opportunities	1,000	
35	Current Reported Forecast Outturn	(0)	
36	IMTP / AOP Outturn Scenario	(0)	
37	Worst Case Outturn Scenario	(34,380)	
38	Best Case Outturn Scenario	1,000	

NHS Wales Shared Services Partnership

Table B - Monthly Positions

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

Period : Jul 21

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
1	Revenue Resource Limit	Actual/F'cast														0	0
2	Capital Donation / Government Grant Income (Health Board only)	Actual/F'cast														0	0
3	Welsh NHS Local Health Boards & Trusts Income	Actual/F'cast	15,487	16,237	17,289	17,041	18,903	19,327	20,154	20,673	23,366	23,376	23,623	24,490	66,054	239,966	
4	WHSSC Income	Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
5	Welsh Government Income (Non RRL)	Actual/F'cast	10,517	12,204	14,362	19,494	23,595	23,688	23,688	23,686	23,687	23,697	23,703	23,767	56,577	246,088	
6	Other Income	Actual/F'cast	2,350	2,428	1,907	2,315	403	3,397	399	399	3,394	399	399	4,936	9,000	22,726	
7	Income Total		28,354	30,869	33,558	38,850	42,901	46,412	44,241	44,758	50,447	47,472	47,725	53,193	131,631	508,780	
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	14,054	14,687	14,353	14,293	17,181	17,614	18,190	18,961	21,654	21,675	21,680	22,648	57,387	216,990	
11	Provider Services - Non Pay (excluding drugs & depreciation)	Actual/F'cast	13,379	13,038	14,684	14,144	12,078	15,155	12,404	12,150	15,146	12,142	12,390	16,847	55,244	163,558	
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	665	2,367	4,534	10,150	13,380	13,380	13,380	13,380	13,380	13,380	13,380	13,380	17,716	124,754	
19	Exceptional (Income) / Costs - (Trust Only)	Actual/F'cast		521	(521)											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	256	256	508	263	263	263	267	267	267	275	275	318	1,284	3,478	
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														0	0
26	Cost - Total	Actual/F'cast	28,354	30,869	33,558	38,850	42,901	46,412	44,241	44,758	50,447	47,472	47,725	53,193	131,631	508,780	
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
28 . Actual YTD surplus/ (deficit)		0
29. Actual YTD surplus/ (deficit) last month		0
30. Current month actual surplus/ (deficit)		0
	Trend	
31. Average monthly surplus/ (deficit) YTD		0 ▲
32. YTD /remaining months		0

Full-year surplus/ (deficit) scenarios		£'000
33. Extrapolated Scenario		1
34. Year to Date Trend Scenario		0

C. DEL/AME Depreciation & Impairments

			1	2	3	4	5	6	7	8	9	10	11	12	Total YTD	Forecast year-end position
			Apr £'000	May £'000	Jun £'000	Jul £'000	Aug £'000	Sep £'000	Oct £'000	Nov £'000	Dec £'000	Jan £'000	Feb £'000	Mar £'000		
35	DEL															
35	Baseline Provider Depreciation	Actual/F'cast	98	98	98	233	131	131	130	130	130	129	129	129	527	1,565
36	Strategic Depreciation	Actual/F'cast	158	158	182	30	132	132	137	137	137	146	146	145	528	1,641
37	Accelerated Depreciation	Actual/F'cast												44	0	44
38	Impairments	Actual/F'cast			228										228	228
39	Other (Specify in Narrative)	Actual/F'cast													0	0
40	Total		256	256	508	263	263	263	267	267	267	275	275	318	1,283	3,478
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

D. Accountancy Gains

			1	2	3	4	5	6	7	8	9	10	11	12	Total YTD	Forecast year-end position
			Apr £'000	May £'000	Jun £'000	Jul £'000	Aug £'000	Sep £'000	Oct £'000	Nov £'000	Dec £'000	Jan £'000	Feb £'000	Mar £'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	Total YTD	Forecast year-end position
			Apr £'000	May £'000	Jun £'000	Jul £'000	Aug £'000	Sep £'000	Oct £'000	Nov £'000	Dec £'000	Jan £'000	Feb £'000	Mar £'000		
46	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 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	148		148	148	151	151	152	153	154	152	153	153	592	1,811	0	1,811	0	1,811
	Month 1 - Actual/Forecast	148		148	148	151	151	152	153	154	152	153	153	592	1,811	0	1,811	0	1,811
	Variance	0		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	In Year - Plan	406	0	0	0	0	0	0	0	0	0	0	0	406	406	406	0	0	0
	In Year - Actual/Forecast	406	195	359	378	100	100	100	100	100	100	100	100	1,338	2,138	2,138	0	0	0
	Variance	0	195	359	378	100	100	100	100	100	100	100	100	932	1,732	1,732	0	0	0
	Total Plan	554	148	148	148	151	151	152	153	154	152	153	153	998	2,217	406	1,811	0	1,811
	Total Actual/Forecast	554	343	507	526	251	251	252	253	254	252	253	253	1,930	3,949	2,138	1,811	0	1,811
	Total Variance	0	195	359	378	100	100	100	100	100	100	100	100	932	1,732	1,732	0	0	0
Net Income Generation	Month 1 - Plan	78		79	79	79	79	79	79	80	83	84	84	314	961	0	961	0	961
	Month 1 - Actual/Forecast	78		79	79	79	79	79	79	80	83	84	84	314	961	0	961	0	961
	Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	In Year - Plan	129	0	0	0	0	0	0	0	0	0	0	0	129	129	129	0	0	0
	In Year - Actual/Forecast	129	123	228	149	81	15	15	15	15	15	15	12	629	812	812	0	0	0
	Variance	0	123	228	149	81	15	15	15	15	15	15	12	500	683	683	0	0	0
	Total Plan	207	78	79	79	79	79	79	79	80	83	84	84	443	1,090	129	961	0	961
	Total Actual/Forecast	207	201	307	228	160	94	94	94	95	98	99	96	943	1,773	812	961	0	961
	Total Variance	0	123	228	149	81	15	15	15	15	15	15	12	500	683	683	0	0	0
Accountancy Gains	In Year - Plan	0	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	0
	Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	Month 1 - Plan	226		226	227	230	230	231	232	234	235	237	237	906	2,772	0	2,772	0	2,772
	Month 1 - Actual/Forecast	226		226	227	230	230	231	232	234	235	237	237	906	2,772	0	2,772	0	2,772
	Variance	0		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	In Year - Plan	535	0	0	0	0	0	0	0	0	0	0	0	535	535	535	0	0	0
	In Year - Actual/Forecast	535	318	587	527	181	115	115	115	115	115	115	112	1,967	2,950	2,950	0	0	0
	Variance	0	318	587	527	181	115	115	115	115	115	115	112	1,432	2,415	2,415	0	0	0
	Total Plan	761	226	227	227	230	230	231	232	234	235	237	237	1,441	3,307	535	2,772	0	2,772
	Total Actual/Forecast	761	544	814	754	411	345	346	347	349	350	352	349	2,873	5,722	2,950	2,772	0	2,772
	Total Variance	0	318	587	527	181	115	115	115	115	115	115	112	1,432	2,415	2,415	0	0	0

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

Period : Jul 21

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	26	26	26	26	27	27	28	28	28	29	29	27	104	327		327	0			
11		Actual/F'cast	93	(56)	47	26	27	27	28	28	28	29	29	27	110	333	33.03%	333	0	6	327	327
12		Variance	67	(82)	21	0	0	0	0	0	0	0	0	0	6	6	5.77%	6	0			
13	Pay	Budget/Plan	122	122	122	122	124	124	124	125	126	123	124	126	488	1,484		1,484	0			
14		Actual/F'cast	461	399	460	500	224	224	224	225	226	223	224	226	1,820	3,616	50.33%	3,616	0	2,132	1,484	1,484
15		Variance	339	277	338	378	100	100	100	100	100	100	100	100	1,332	2,132	272.95%	2,132	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	148	148	148	148	151	151	152	153	154	152	153	153	592	1,811		1,811	0			
20		Actual/F'cast	554	343	507	526	251	251	252	253	254	252	253	253	1,930	3,949	48.87%	3,949	0	2,138	1,811	1,811
21		Variance	406	195	359	378	100	100	100	100	100	100	100	100	1,338	2,138	226.01%	2,138	0			
22	Variance in month		274.32%	131.76%	242.57%	255.41%	66.23%	66.23%	65.79%	65.36%	64.94%	65.79%	65.36%	65.36%	226.01%							
23	In month achievement against																					
23	FY forecast		14.03%	8.69%	12.84%	13.32%	6.36%	6.36%	6.38%	6.41%	6.43%	6.38%	6.41%	6.41%								

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					
				£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000			Green	Amber	non recurring	recurring		
				£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000			£'000	£'000	£'000	£'000	£'000	
1	Changes in Staffing Establishment	Budget/Plan	114	114	114	114	116	116	116	117	117	114	115	117	456	1,384		1,384		0			
2		Actual/F'cast	453	391	452	492	216	216	216	217	217	214	215	217	1,788	3,516	50.85%	3,516	0	2,132	1,384	1,384	
3		Variance	339	277	338	378	100	100	100	100	100	100	100	100	1,332	2,132	292.11%	2,132	0				
4	Variable Pay	Budget/Plan	8	8	8	8	8	8	8	8	9	9	9	9	32	100		100		0			
5		Actual/F'cast	8	8	8	8	8	8	8	8	9	9	9	9	32	100	32.00%	100	0	0	100	100	
6		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0	0				
7	Locum	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	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/F'cast	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/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				
16	Other (Please Specify)	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	
18		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0				
19	Total	Budget/Plan	122	122	122	122	124	124	124	125	126	123	124	126	488	1,484		1,484		0			
20		Actual/F'cast	461	399	460	500	224	224	224	225	226	223	224	226	1,820	3,616	50.33%	3,616	0	2,132	1,484	1,484	
21		Variance	339	277	338	378	100	100	100	100	100	100	100	100	1,332	2,132	272.95%	2,132	0				

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

			Month												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
			1	2	3	4	5	6	7	8	9	10	11	12				Green £'000	Amber £'000	non recurring £'000	recurring £'000	
			Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar								
			£'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	0	0	0	
2	Agency/Locums paid at	Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
3	a premium	Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
4	Non Medical 'off	Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
5	contract' to 'on contract'	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	0	0	
7	Medical - Impact of	Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
8	Agency pay rate caps	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	0	0	
10		Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
11	Other (Please Specify)	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	0	0	
13		Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
14	Total	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	0	0	

NHS WALES SHARED SERVICES PARTNERSHIP MONITORING RETURN COMMENTARY FOR PERIOD 5 – AUGUST 2021

This summary report provides a review of NHS Wales Shared Services Partnership's (NWSSP) performance for August 2021 and should be read in conjunction with the Monitoring Return tables submitted for Month 5.

Thank you for your email of 16th August 2021 responding to the Month 4 monitoring return. The action points raised are addressed within this return and additional information provided where requested.

Overview of Performance and Financial Position

NWSSP's financial position for Month 5 is reported at break-even. This is based on the assumption that all additional Covid 19 funding and other identified funding anticipated will be received from Welsh Government.

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

Table A has further been amended in Month 5 to reflect additional forecast non-recurring savings, with the current forecast savings and income generation overachievements for 2021/22 totalling £3.250m. We are forecasting to reinvest £1.700m internally within NWSSP to accelerate benefits and improvements within our services and identify a potential further £1.550m that will be held in a reserve for further reinvestment and/or distribution to NHS Wales and Welsh Government. Any additional distribution will be confirmed at the September Shared Services Partnership Committee meeting. With the inclusion of these items both the in year and recurrent plans remain at break-even.

Line 32 details the forecast profile of the build up of the reinvestment/distribution reserve, the figures included in Month 4 and 5 are not utilisation of the reserve to report a break-even position but the accrual of expenditure to create the reserve for future utilisation (**Action Point 4.1**)

The increase in the Covid Expenditure and funding in Month 5 is due to the donation of PPE to Namibia that was issued through our warehouse system in August.

The assumption of full funding for the Covid expenditure and other anticipated income enables us to continue to report a break-even forecast outturn.

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

This table has been updated in Month 5 in respect of the following:

- Covid-19 funding not received from Welsh Government – this risk has been amended from £33.387m to £33.639m in M5 to reflect the updated covid funding forecast requirement net of income invoiced to date and reconciles to the income anticipated in Table E1. This balance of funding remains a risk as at the end of August we had only received confirmation of funding for Q1 Mass vaccination costs, Q1 & 2 operational covid costs and Q1 PPE Costs for Primary & Social Care. £7.207m of this reported risk has been invoiced in early September in respect of the donation of PPE to Namibia.

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

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

- The full year income forecast has increased from £508.780m in Month 4 to £535.110m in Month 5. This is primarily due to new pharmacy rebate income for the Vertex drug commencing from September 21 (£11.2m - £1.6m per month), the Namibia PPE donation (£7.2m), estimated pay award income (£5.895m – both WG & UHB SLE funded) and a further increase to the stores income forecast based on the value of issues in recent months (£1.2m).
- The other income and non pay profile increases in Months 6, 9 and 12 in line with the quarterly invoicing for the pharmacy rebate scheme, the funds from which are repatriated to NHS Wales and have a net zero impact on our position. This explains the movement in the non pay profile (excluding Covid & SLE). The rebates are processed one quarter in arrears hence the movements in months 6, 9 and 12 which also includes the Q4 accrual (**Action Point 4.2**)
- In March 2021, the NWSSP (non SLE) bonus accrual totalled £1.928m. Bonus payments totalling £1.782m were paid in May, one further bonus payment was made in June with three further payments in July. No further payments were made in August. The balance of the accrual (£0.012m for substantive staff and £0.132m for bank staff) has been re-accrued in Month 5 on the basis that further payments could be made. We continue

to review the bank staff we expected to incur bonus payments for with payroll to understand if they have been paid on substantive posts in other organisations or whether the accrual can be released. Due to the re-accrual there is therefore no impact on the Month 5 position as a result of the bonus payment.

- There were no further bonus payments made to SLE staff in August and upon request from the UHBs we have continued to re-accrue the outstanding balance of the bonus accrual. We have provided details of the bonus payments made to UHB colleagues to review against their accrual calculations and if it is identified that any part of the accrual should be released we will credit the relevant UHBs as part of the SLE recharge process.
- The profile of the in month SLE income & expenditure forecast is detailed below:

	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	TOTAL
SLE INCOME/ EXPENDITURE	8.938	9.424	9.161	9.179	11.573	12.274	12.843	13.609	16.302	16.302	16.302	17.285	153.192
PAY AWARD FORECAST						1.677	0.362	0.385	0.466	0.466	0.466	0.494	4.316
TOTAL SLE INCOME/ EXPENDITURE	8.938	9.424	9.161	9.179	11.573	13.951	13.205	13.994	16.768	16.768	16.768	17.779	157.508

The phased intake to the SLE model is reflected in the increasing profile which will continue until May 2022 when all Medical & Dental core and specialty trainees will be part of the SLE arrangement. The forecast is based on a number of assumptions regarding the new intakes in respect of intake numbers, pay points and bandings on which trainees will transfer into the SLE. Any variations to these can materially impact the forecast as well as any changes to the planned phased intake timelines.

- The pay forecast includes a high level estimate of the pay award and arrears to be paid in September 2021 with total additional costs for 2021/22 estimated at £6.504m. This comprises estimated pay award costs of £4.316m for SLE and £2.188m for core staff. This will be further reviewed next month when the actual payments are made, budgets uplifted for the pay award and funding confirmed. Additional funding of £1.579m has been anticipated from Welsh Government after deducting £0.608m for the 1% A4C funding included in our core allocation uplift for 2021/22.

- The holiday pay arrears from 1st October 2018 to 31st March 2021 were paid in August. These totalled £0.290m against the accrual of £0.151m agreed on an All Wales basis at 31st March 2021. The additional income of £0.139m has been anticipated from Welsh Government and we await confirmation to invoice for this. Arrears payments have only been made to staff in post or who left after 1st April 2020. There are therefore likely to be further arrears payments made in future months when staff who have left apply for their arrears to be paid. Further funding will be required to cover these costs.
- Further holiday pay arrears payments will be made for April – September 21 in November 21 and October 21 – March 22 arrears will be paid in May 22. At present neither the costs or WG income relating to 2021/22 holiday pay payments have been included within the forecast.
- The donation of PPE to Namibia was finalised and issued in August which totalled £7.207m. This has been separately reported as exceptional costs in Table B and has been included in Section A7 of Table B3 with the equivalent WG income to offset these costs. This is in line with the value approved by the Velindre University NHS Trust Board and Welsh Government. An invoice has been raised to Welsh Government in early September together with a corresponding credit note to effect the return of cash to Welsh Government from the year end adjustment of additional cash support provided due to the increased stockholding (**Action Point 4.3**)
- Forecast depreciation charges of £3.478m have been included which reconcile to the approved section of our August non-cash submission. This figure currently only includes depreciation costs for the laundry asset transfer from BCU. We await final information from SBU & AB UHBs regarding the assets to transfer. We are currently working with the relevant UHBs to produce the S1/S2 schedules in respect of this which need to be signed and returned by the end of September.
- £20.799m income and expenditure is included to Month 5 in relation to the WRP DEL budget. This expenditure is reported separately on line 9 – Losses, Special Payments & Irrecoverable Debts. A high level review of cases has been undertaken with regards to updating the year end forecast of cases that will be charged against the DEL in 2021/22,. This has indicated that the initial annual plan forecast of £124.754m (£123.495m WRP DEL and £1.259m Redress) remains an accurate projection at this point in time and includes the excess redress costs above budget and a high level forecast of the nosocomial claims that will settle in 2021/22. The profile of the balance of the income and expenditure is phased on a straight-line basis over remaining months.

Given the forecast remains at £123.495m for DEL, the element to be funded under the risk share agreement also remains at £16.495m.

- Table B3 details the year to date and forecast Covid19 additional expenditure. This has been collated and reviewed on a service by service basis within NWSSP and will continue to be monitored at this level. A variance of £7.115m is reported in Month 5 primarily due to the Namibia PPE donation that has been included this month, with the full year forecast variance of £7.191m which also includes smaller net movements in the forecast for other covid expenditure, including an increase in the forecast PPE expenditure for the mass vaccination programme.

The mass vaccination and other covid expenditure sections of Table B3 have been populated. Other covid expenditure relates to the NWSSP operational support costs and PPE issues as part of the mass vaccination packs and the social care and primary care PPE issues.

A summary of the expenditure is detailed below:

	YTD	Full Year Forecast
	£m	£m
NWSSP Operational	1.949	5.024
NWSSP PPE	0.004	0.011
Mass Vacc - PPE	1.563	4.012
Mass Vacc - non PPE non pay	0.242	0.650
Mass Vacc - pay	0.322	0.918
Social Care/Primary Care PPE	11.044	26.444
Namibia PPE	7.207	7.207
TOTAL	22.331	44.265

The NWSSP operational costs are summarised below:

	YTD	Full Year Forecast
Pay	0.896	2.286
Estates / Security	0.319	0.795
Insurance	0.028	0.067
Transport	0.627	1.698
Other	0.078	0.178
TOTAL	1.949	5.024

To the end of August we have invoiced for Q1 mass vaccination costs, Q1 & 2 operational covid costs and Q1 Primary/Social Care PPE. In early September we have invoiced for the Namibia PPE donation. Where we have invoiced Welsh Government for PPE stock that we had cash coverage for at 31st March, we have been raising invoices in 2021/22 for resource and raising corresponding credit notes to reduce the year end credit note accrual of £113m. As requested, the summary below shows the reduction in the credit note and we will continue to monitor the stock cash position in readiness for our meeting with Welsh Government in October to look to return further cash to reduce this credit note further **(Action Point 4.4):**

	£M
CREDIT NOTE @ 31.03.2021	113.196
Q1 PRIMARY/SOCIAL CARE PPE	-6.683
B/L @ CLOSE M5	106.513
NAMIBIA PPE	-7.207
FORECAST @ CLOSE M6	99.306

4. Savings (Tables C & C3)

The tables have been updated with the actual savings achievement to Month 5 and a revised profile of future savings so that the over achievement of savings and income generation have now increased to the £3.250m forecast.

5. Welsh NHS Assumptions (Table D)

Table D 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. This includes the forecast income from UHBs/Trusts in respect of stores issues and the SLE recharges based on the actual in month recharges and agreed SLA values for future months. As these costs are recharged based on actual expenditure incurred, these may be subject to change in future months.

Lines 2-12 have been populated with anticipated income streams for which we have yet to receive formal funding confirmation.

The values for depreciation are included per the approved section of our August non-cash submission.

The following additional items have been included in Table E1 from month 5:

Holiday pay shortfall of accrual - £0.139m – this is the difference in the actual holiday arrears paid against the accrual that was agreed on an All Wales basis at 31st March 2021.

3% pay award SLE - £4.316m – this is the high level forecast of additional income we anticipate from UHBs as part of the pay award element of the SLE recharges. Due to the various rotations and uncertainty regarding which rotations the arrears will be paid against, we are currently unable to split this by NHS organisation until the arrears are paid.

WG 3% pay award funding less 1% already funded - £1.579m – this is the high level forecast of additional funding we are anticipating from Welsh Government for the pay award over and above the 1% funding included in our core allocation uplift. This value will be further reviewed once the actual pay award arrears payments are made

7. Cash Flow (Table G)

Not required for completion.

8. PSPP (Table H)

This table is not required for NWSSP.

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

Tables I and J have been populated and reconcile to our Capital Expenditure Limit of £4.462m issued on 12th August 2021. For the larger schemes an indicative expenditure profile has been included and this will be refined as soon as milestone payments are confirmed and/or further information is received. At present there are no significant issues foreseen in incurring this capital expenditure.

The risk on the PBC laundry service fees scheme has been amended to 'Medium' in month. This is due to current indications that additional funding will

be required in order to complete the required piece of work. This will be discussed with Ian Gunney at our Capital Review meeting on 14th September 2021.

There are no disposals to report in Table K in Month 5.

10. Aged Debtors (Table M)

At 31st August 2021 there was one NHS invoices outstanding over 17 weeks which was paid in early September. We are actively pursuing the other outstanding invoices for payment.

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 Leadership Team reports.

The Shared Services Partnership Committee will receive the Month 5 Financial Monitoring Return at the September meeting.

14. Authorisation of Return



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

10th September 2021



.....
NEIL FROW
MANAGING DIRECTOR
NWSSP

Table A - Movement of Opening Financial Plan to Forecast Outturn

This Table is currently showing 0 errors

Line 14 should reflect the corresponding amounts included within the latest IMTP/AOP submission to WG
Lines 1 - 14 should not be adjusted after Month 1

	In Year Effect	Non Recurring	Recurring	FYE of Recurring
	£'000	£'000	£'000	£'000
1 Underlying Position b/fwd from Previous Year - must agree to M12 MMR (Deficit - Negative Value)	0	0	0	0
2 Planned New Expenditure (Non Covid-19) (Negative Value)	-5,416	-15	-5,401	-5,401
3 Planned Expenditure For Covid-19 (Negative Value)	-37,074	-37,074		
4 Planned Welsh Government Funding (Non Covid-19) (Positive Value)	2,644	15	2,629	2,629
5 Planned Welsh Government Funding for Covid-19 (Positive Value)	37,074	37,074		
6 Planned Provider Income (Positive Value)	0	0		
7 RRL Profile - phasing only (In Year Effect / Column C must be nil)	0	0	0	0
8 Planned (Finalised) Savings Plan	1,811	0	1,811	1,811
9 Planned (Finalised) Net Income Generation	961	0	961	961
10 Planned Profit / (Loss) on Disposal of Assets	0	0	0	0
11 Planned Release of Uncommitted Contingencies & Reserves (Positive Value)	0	0		
12	0	0		
13 Planning Assumptions still to be finalised at Month 1	0	0		
14 Opening IMTP / Annual Operating Plan	0	0	0	0
15 Reversal of Planning Assumptions still to be finalised at Month 1	0	0	0	0
16 Additional In Year & Movement from Planned Release of Previously Committed Contingencies & Reserves (Positive)	0	0		
17 Additional In Year & Movement from Planned Profit / (Loss) on Disposal of Assets	0	0		
18 Underachievement of Month 1 Finalised Income Generation Due to Covid-19 (Negative Value)	0	0		
19 Other Movement in Month 1 Planned & In Year Net Income Generation	972	972	0	0
20 Underachievement of Month 1 Finalised Savings Due to Covid-19 (Negative Value)	0	0		
21 Other Movement in Month 1 Planned Savings - (Underachievement) / Overachievement	0	0	0	0
22 Additional In Year Identified Savings - Forecast	2,278	2,278	0	0
23 Variance to Planned RRL & Other Income	0	0		
24 Additional In Year & Movement in Planned Welsh Government Funding for Covid-19 (Positive Value - additional)	7,191	7,191		
25 Additional In Year & Movement in Planned Welsh Government Funding (Non Covid) (Positive Value - additional)	0	0		
26 Additional In Year & Movement Expenditure for Covid-19 (Positive Value - additional/Negative Value - reduction)	-7,191	-7,191		
27 In Year Expenditure Cost Reduction Due To Covid-19 (Positive Value)	0	0		
28 In Year Slippage on Investments/Repurposing of Developmental Initiatives Due To Covid-19 (Positive Value)	0	0		
29 In Year Accountancy Gains (Positive Value)	0	0	0	0
30 Net In Year Operational Variance to IMTP/AOP (material gross amounts to be listed separately)	0	0		
31 Committed reinvestment within NWSSP	-1,700	-1,700		
32 Reserve for potential further reinvestment/redistribution	-1,550	-1,550		
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	0	0	0

	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	-475	-478	-482	-74	-390	-486	-493	-498	-502	-510	-513	-515	-1,899	-5,416
3	-3,026	-3,060	-3,098	-3,093	-3,086	-3,090	-3,096	-3,095	-3,100	-3,098	-3,104	-3,129	-15,362	-37,074
4	249	252	255	-153	160	256	262	266	268	275	276	278	763	2,644
5	3,026	3,060	3,098	3,093	3,086	3,090	3,096	3,095	3,100	3,098	3,104	3,129	15,362	37,074
6													0	0
7												0	0	0
8	148	148	148	148	151	151	152	153	154	152	153	153	743	1,811
9	78	78	79	79	79	79	79	79	80	83	84	84	393	961
10													0	0
11													0	0
12													0	0
13													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
17													0	0
18	0	0	0	0	0	0	0	0	0	0	0	0	0	0
19	129	123	228	149	28	50	50	50	25	40	50	50	657	972
20	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21	0	0	0	0	0	0	0	0	0	0	0	0	0	0
22	406	195	359	378	240	100	100	100	100	100	100	100	1,578	2,278
23													0	0
24	0	0	-10	-136	7,115	51	30	30	29	32	29	20	6,969	7,191
25													0	0
26	0	0	10	136	-7,115	-51	-30	-30	-29	-32	-29	-20	-6,969	-7,191
27	0	0	0	0	0	0	0	0	0	0	0	0	0	0
28	0	0	0	0	0	0	0	0	0	0	0	0	0	0
29	0	0	0	0	0	0	0	0	0	0	0	0	0	0
30													0	0
31	-535	-318	-587	-260									-1,700	-1,700
32				-267	-268	-150	-150	-150	-125	-140	-150	-150	-535	-1,550
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 : Aug 21

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		
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	Low
14	Covid 19 funding not received from Welsh Government	(33,639)	Low
15	Medical Examiner funding not confirmed	(1,993)	Low
16	Additional WRP Covid claims - included in DEL forecast	0	High
17			
18			
19			
20			
21			
22			
23			
24			
25			
26	Total Risks	(35,632)	
Further Opportunities (positive values)			
27	Further over achievement of savings	1,000	Medium
28			
29			
30			
31			
32			
33			
34	Total Further Opportunities	1,000	
35	Current Reported Forecast Outturn	(0)	
36	IMTP / AOP Outturn Scenario	(0)	
37	Worst Case Outturn Scenario	(34,632)	
38	Best Case Outturn Scenario	1,000	

NHS Wales Shared Services Partnership

Table B - Monthly Positions

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

Period : Aug 21

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 £'000	Forecast year-end position £'000
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		
		£'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 (Health Board only)	Actual/F'cast												0	0
3	Welsh NHS Local Health Boards & Trusts Income	Actual/F'cast	15,487	16,237	17,289	17,041	19,170	21,181	20,692	21,234	24,008	24,018	24,265	85,224	245,783
4	WHSSC Income	Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0
5	Welsh Government Income (Non RRL)	Actual/F'cast	10,517	12,204	14,362	19,494	21,310	25,940	25,272	25,272	25,272	25,280	25,284	77,887	255,590
6	Other Income	Actual/F'cast	2,350	2,428	1,907	2,315	847	4,997	1,999	1,999	4,994	1,999	2,000	5,902	33,737
7	Income Total		28,354	30,869	33,558	38,850	41,327	52,118	47,963	48,505	54,274	51,297	51,549	172,958	535,110
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	14,054	14,687	14,353	14,293	16,872	20,383	18,749	19,542	22,317	22,338	22,344	74,259	223,293
11	Provider Services - Non Pay (excluding drugs & depreciation)	Actual/F'cast	13,379	13,038	14,684	14,144	13,902	16,622	14,096	13,845	16,839	13,834	14,079	69,146	176,378
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	665	2,367	4,534	10,150	3,083	14,851	14,851	14,851	14,851	14,851	14,851	20,799	124,754
19	Exceptional (Income) / Costs - (Trust Only)	Actual/F'cast		521	(521)		7,207							7,207	7,207
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	256	256	508	263	263	263	267	267	267	275	275	1,547	3,478
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												0	0
26	Cost - Total	Actual/F'cast	28,354	30,869	33,558	38,850	41,327	52,118	47,963	48,505	54,274	51,297	51,549	172,958	535,110
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
28 . Actual YTD surplus/ (deficit)	0	
29. Actual YTD surplus/ (deficit) last month	0	
30. Current month actual surplus/ (deficit)	0	
		Trend
31. Average monthly surplus/ (deficit) YTD	0	▼
32. YTD /remaining months	0	

Full-year surplus/ (deficit) scenarios		£'000
33. Extrapolated Scenario	0	
34. Year to Date Trend Scenario	0	

C. DEL/AME Depreciation & Impairments

			1	2	3	4	5	6	7	8	9	10	11	12	Total YTD	Forecast year-end position
			Apr £'000	May £'000	Jun £'000	Jul £'000	Aug £'000	Sep £'000	Oct £'000	Nov £'000	Dec £'000	Jan £'000	Feb £'000	Mar £'000		
35	DEL															
35	Baseline Provider Depreciation	Actual/F'cast	98	98	98	233	131	131	130	130	130	129	129	129	658	1,565
36	Strategic Depreciation	Actual/F'cast	158	158	182	30	132	132	137	137	137	146	146	145	660	1,641
37	Accelerated Depreciation	Actual/F'cast												44	0	44
38	Impairments	Actual/F'cast			228										228	228
39	Other (Specify in Narrative)	Actual/F'cast													0	0
40	Total		256	256	508	263	263	263	267	267	267	275	275	318	1,546	3,478
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

D. Accountancy Gains

			1	2	3	4	5	6	7	8	9	10	11	12	Total YTD	Forecast year-end position
			Apr £'000	May £'000	Jun £'000	Jul £'000	Aug £'000	Sep £'000	Oct £'000	Nov £'000	Dec £'000	Jan £'000	Feb £'000	Mar £'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	Total YTD	Forecast year-end position
			Apr £'000	May £'000	Jun £'000	Jul £'000	Aug £'000	Sep £'000	Oct £'000	Nov £'000	Dec £'000	Jan £'000	Feb £'000	Mar £'000		
46	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 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	148	148	148	148	151	151	152	153	154	152	153	153	743	1,811	0	1,811	0	1,811
	Month 1 - Actual/Forecast	148	148	148	148	151	151	152	153	154	152	153	153	743	1,811	0	1,811	0	1,811
	Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	In Year - Plan	406	0	0	0	0	0	0	0	0	0	0	0	406	406	406	0	0	0
	In Year - Actual/Forecast	406	195	359	378	240	100	100	100	100	100	100	100	1,578	2,278	2,278	0	0	0
	Variance	0	195	359	378	240	100	100	100	100	100	100	100	1,172	1,872	1,872	0	0	0
	Total Plan	554	148	148	148	151	151	152	153	154	152	153	153	1,149	2,217	406	1,811	0	1,811
	Total Actual/Forecast	554	343	507	526	391	251	252	253	254	252	253	253	2,321	4,089	2,278	1,811	0	1,811
	Total Variance	0	195	359	378	240	100	100	100	100	100	100	100	1,172	1,872	1,872	0	0	0
Net Income Generation	Month 1 - Plan	78	78	79	79	79	79	79	79	80	83	84	84	393	961	0	961	0	961
	Month 1 - Actual/Forecast	78	78	79	79	79	79	79	79	80	83	84	84	393	961	0	961	0	961
	Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	In Year - Plan	129	0	0	0	0	0	0	0	0	0	0	0	129	129	129	0	0	0
	In Year - Actual/Forecast	129	123	228	149	28	50	50	50	25	40	50	50	657	972	972	0	0	0
	Variance	0	123	228	149	28	50	50	50	25	40	50	50	528	843	843	0	0	0
	Total Plan	207	78	79	79	79	79	79	79	80	83	84	84	522	1,090	129	961	0	961
	Total Actual/Forecast	207	201	307	228	107	129	129	129	105	123	134	134	1,050	1,933	972	961	0	961
	Total Variance	0	123	228	149	28	50	50	50	25	40	50	50	528	843	843	0	0	0
Accountancy Gains	In Year - Plan	0	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	0
	Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	Month 1 - Plan	226	226	227	227	230	230	231	232	234	235	237	237	1,136	2,772	0	2,772	0	2,772
	Month 1 - Actual/Forecast	226	226	227	227	230	230	231	232	234	235	237	237	1,136	2,772	0	2,772	0	2,772
	Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	In Year - Plan	535	0	0	0	0	0	0	0	0	0	0	0	535	535	535	0	0	0
	In Year - Actual/Forecast	535	318	587	527	268	150	150	150	125	140	150	150	2,235	3,250	3,250	0	0	0
	Variance	0	318	587	527	268	150	150	150	125	140	150	150	1,700	2,715	2,715	0	0	0
	Total Plan	761	226	227	227	230	230	231	232	234	235	237	237	1,671	3,307	535	2,772	0	2,772
	Total Actual/Forecast	761	544	814	754	498	380	381	382	359	375	387	387	3,371	6,022	3,250	2,772	0	2,772
	Total Variance	0	318	587	527	268	150	150	150	125	140	150	150	1,700	2,715	2,715	0	0	0

Period : Aug 21

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

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	26	26	26	26	27	27	28	28	28	29	29	27	131	327		327	0			
11		Actual/F'cast	93	(56)	47	26	(42)	27	28	28	28	29	29	27	68	264	25.76%	264	0	(63)	327	327
12		Variance	67	(82)	21	0	(69)	0	0	0	0	0	0	0	(63)	(63)	(48.09%)	(63)	0			
13	Pay	Budget/Plan	122	122	122	122	124	124	124	125	126	123	124	126	612	1,484		1,484	0			
14		Actual/F'cast	461	399	460	500	433	224	224	225	226	223	224	226	2,253	3,825	58.90%	3,825	0	2,341	1,484	1,484
15		Variance	339	277	338	378	309	100	100	100	100	100	100	100	1,641	2,341	268.14%	2,341	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	148	148	148	148	151	151	152	153	154	152	153	153	743	1,811		1,811	0			
20		Actual/F'cast	554	343	507	526	391	251	252	253	254	252	253	253	2,321	4,089	56.76%	4,089	0	2,278	1,811	1,811
21		Variance	406	195	359	378	240	100	100	100	100	100	100	100	1,578	2,278	212.38%	2,278	0			
22	Variance in month		274.32%	131.76%	242.57%	255.41%	158.94%	66.23%	65.79%	65.36%	64.94%	65.79%	65.36%	65.36%	212.38%							
23	In month achievement against																					
23	FY forecast		13.55%	8.39%	12.40%	12.86%	9.56%	6.14%	6.16%	6.19%	6.21%	6.16%	6.19%	6.19%								

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	114	114	114	114	116	116	116	117	117	114	115	117	572	1,384		1,384	0				
2		Actual/F'cast	453	391	452	492	425	216	216	217	217	214	215	217	2,213	3,725	59.41%	3,725	0	2,341	1,384	1,384	
3		Variance	339	277	338	378	309	100	100	100	100	100	100	100	1,641	2,341	286.89%	2,341	0				
4	Variable Pay	Budget/Plan	8	8	8	8	8	8	8	8	9	9	9	9	40	100		100	0				
5		Actual/F'cast	8	8	8	8	8	8	8	8	9	9	9	9	40	100	40.00%	100	0	0	100	100	
6		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0	0				
7	Locum	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	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/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	Changes in Bank Staff	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				
16	Other (Please Specify)	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	122	122	122	122	124	124	124	125	126	123	124	126	612	1,484		1,484	0				
20		Actual/F'cast	461	399	460	500	433	224	224	225	226	223	224	226	2,253	3,825	58.90%	3,825	0	2,341	1,484	1,484	
21		Variance	339	277	338	378	309	100	100	100	100	100	100	100	1,641	2,341	268.14%	2,341	0				

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

			Month												Total <u>YTD</u>	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
			1	2	3	4	5	6	7	8	9	10	11	12				Green £'000	Amber £'000	non recurring £'000	recurring £'000	
			Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar								
			£'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	Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
3	a premium	Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4	Non Medical 'off	Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
5	contract' to 'on contract'	Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
6		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
7	Medical - Impact of	Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
8	Agency pay rate caps	Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
9		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10		Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11	Other (Please Specify)	Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
12		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
13		Budget/Plan	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
14	Total	Actual/F'cast	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
15		Variance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0