NHS WALES SHARED SERVICES PARTNERSHIP

Integrated Medium Term Plan 2022-2025

GIG CYMRU NHS WALES | Partneriaeth Cydwasanaethau Shared Services Partnership

NHS Wales Shared Services Partnership
Integrated Medium Term Plan 2022-25

Adding Value Through Partnership, Innovation and Excellence

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

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

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Message from the Chair and the Managing Director

Welcome to our 2022-2025 Integrated Medium-Term Plan for the NHS Wales Shared Services Partnership (NWSSP). This plan sets out in detail our key operational priorities for the year ahead 2022-2023 and provides an indicative roadmap of future work planned over the next three years.

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

During 2021-22 we continued to adapt and change to meet the additional pressures that the COVID-19 pandemic placed on public services, our NHS staff, and local communities. We are very proud of the efforts of our NWSSP staff, who have kept going and continued to achieve, including recognition through national awards and professional accreditation. Going the extra mile doesn't really do justice to all that they have accomplished.

We have continued to build on our strong organisational performance and in 2021-22 distributed £2M cash savings back to our partners. We also made good progress in moving forward with several national programmes including establishing the first phase of a new national NHS Laundry Service, securing Ministerial and NWSSP Committee endorsement for the Transforming Access to Medicines programme, commencing implementation of Scan for Safety and developing new payment systems for GP practices and Ophthalmic contractors.

Looking ahead to the next three years, our immediate priority will be to continue to respond to the challenges of COVID-19 including acceleration of delivery of the booster vaccine. This includes the critical role we must play in supporting our partner NHS organisations in achieving longer term sustainability in our health and care services.

Building on what we set out in our 2021-22 plan, we have embedded our longer-term goals into our Divisional Plans alongside the Ministerial Priorities and the vision set out in A Healthier Wales. We also recognise the important role we must play in the development of decarbonisation and climate change action plans with other public bodies and supply chain partners.

Our successful partnership model is already designed to embrace the transformational change and improvement set out in the Welsh Government's Planning Framework. We have a positive track record of working together across organisational boundaries in the spirit of shared interests, pooling resources where appropriate and by deploying the rights skills in the right place. So, whilst the next three years will present yet more challenge, we are confident that with the continued support and scrutiny of our Partnership Committee, and with the commitment of our partners and staff we will be able to deliver.

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

Neil Frow,
Managing Director
NHS Wales Shared Services Partnership

EXECUTIVE SUMMARY

Executive Summary

Adding Value through Partnership, Innovation and Excellence - NHS Wales Shared Services Partnership (NWSSP) delivers a wide range of high quality, professional, technical, and administrative services to NHS Wales working with wider public services, including the Welsh Government. We are an integral part of the NHS Wales family; supporting the staff and patients of Health Boards, Trusts and special Health Authorities in Wales and we also provide a range of services to the GP practices, dentists, opticians, and community pharmacies.

As a hosted organisation we operate under the legal framework of Velindre University NHS Trust. Our Managing Director is accountable to Health Boards and Trusts through the Shared Services Partnership Committee (the Partnership Committee), which is comprised of representatives from each NHS organisation that use our services and from Welsh Government.

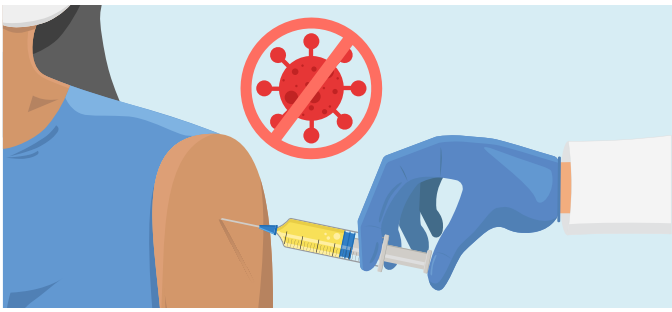
We also have several sub-committees and advisory groups which include members drawn from our partners, stakeholders, and service users.

Our 3 year Integrated Medium Term Plan (IMTP) sets out how we will lead the way in delivering excellence and innovation in partnership with our customers and our people. It captures the key policy priorities that apply to NHS Wales and aims to embed them throughout, including the principles of A Healthier Wales, the Wellbeing of Future Generations Act and Prudent and Value Based Healthcare. We will also play an important role in adding professional influence and momentum to address decarbonisation and climate change.

We continue to provide essential support to public services in Wales in the fight against the Five Harms of COVID-19. We are confident our plans for 2022-2025 are sufficiently flexible to meet the ongoing demands of COVID-19 whilst supporting Health Boards with their recovery plans to achieve longer term sustainability.

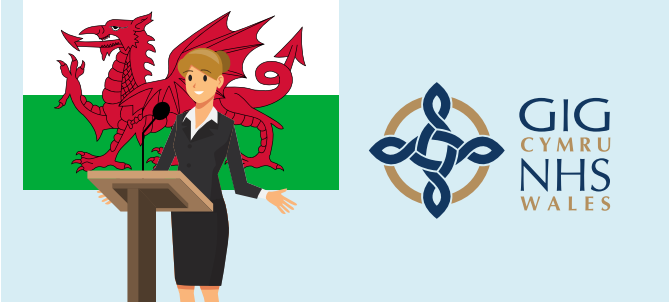
We meet regularly with other enabling organisations including Health Education and Improvement Wales (HEIW), Digital Heath and Care Wales (DHCW) and the NHS Collaborative to ensure our plans are aligned.

Like other publicly funded bodies we need also to prioritise how we will deliver our plans. In discussion with our Partnership Committee, we have identified the following key priorities for 2022-2025, with the primary focus on Year 1 (2022-2023):



1. Immediate and continuing COVID-19 response, including the vaccination and booster campaign.

2. Good financial governance: a balanced budget, with targeted cash releasing savings of £750k.



3. Ministerial Priorities and supporting the recovery of Health Boards:

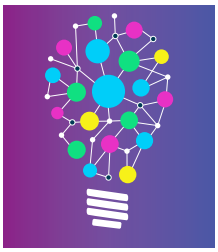
- Recruitment modernisation programme.
- Decarbonisation and sustainability action plan.
- Primary care service developments
- Foundational economy work.
- Value based procurement work.
- Endoscopy recovery plan.

4. Infrastructure programmes:

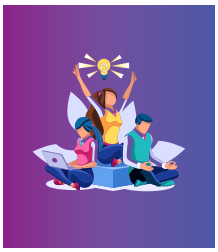
- Transforming Access to Medicines Service (TRAMS)
- Laundry
- Scan for Safety

5. Investment in new digital technologies and skills.

Underpinning those priorities are wider commitments to our people, customers, and partners:

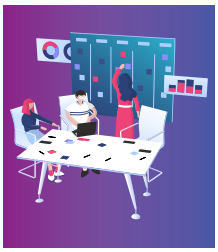


Be great on the basics: focus on continuous improvement in our core services e.g., recruitment, payroll, accounts payable, audit, legal services, and contractor payments.



Employee Health and Wellbeing: continue to provide support for our staff. They all continue to go the extra mile and adapt and change to new ways of working.

Adding value through partnership: continue collaborative working with HEIW and DHCW to enable success of our wider NHS and social care partners.



Sustainability for the longer term: beyond 3 years e.g., accommodation strategy needs aligned to an agile workforce, greener energy in fleet management, progress in safeguarding an ethical supply chain, growth in our use of Foundational Economy, Value Based approaches, and cost savings in procurement.

Increasingly we are developing innovative service improvements and implementing several new services to the NHS in Wales. We recognise the growing opportunity to formalise our partnerships with both further and higher education sectors across Wales as a learning organisation.

Primarily as part of our foundational economy programme to shine a light on the breadth of education, training, and career development paths we have to offer school leavers and prospective employees including those returning to work. Secondly, to ensure that we are evaluating emerging technologies and service modernisations by moving into research arrangements so we can share good practice across public services in Wales and with other nations.

Delivery of our plan will be challenging, but we feel we have struck a proportionate balance that will enable us to deliver transformational change and improvement for our customers and partners.

Key Statistics for 2021-2022*

4,606
members of staff

Professional influence benefits of over
£97m

Operating from
27 buildings

Budget of over
£487m
(excluding COVID-19 related expenditure)

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

We reinvest **savings** for the benefit of NHS Wales.

**as at 30 November 2021*

NWSSP Strategy Map

Adding Value Through Partnership, Innovation & Excellence

Our Values

Listening & Learning	***Innovating***	***Taking Responsibility***	***Working Together***
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 supplier

Our Strategic Objectives

Value for Money

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

Service Development

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

Excellence

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

Our People

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

Customers and Partners

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

Our Overarching Goals

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

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

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

4. We will be an **employer of choice** for today and future generations by attracting, training and retaining a highly skilled and resilient workforce who are developed to meet their maximum potential and can work in Welsh and English.

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

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

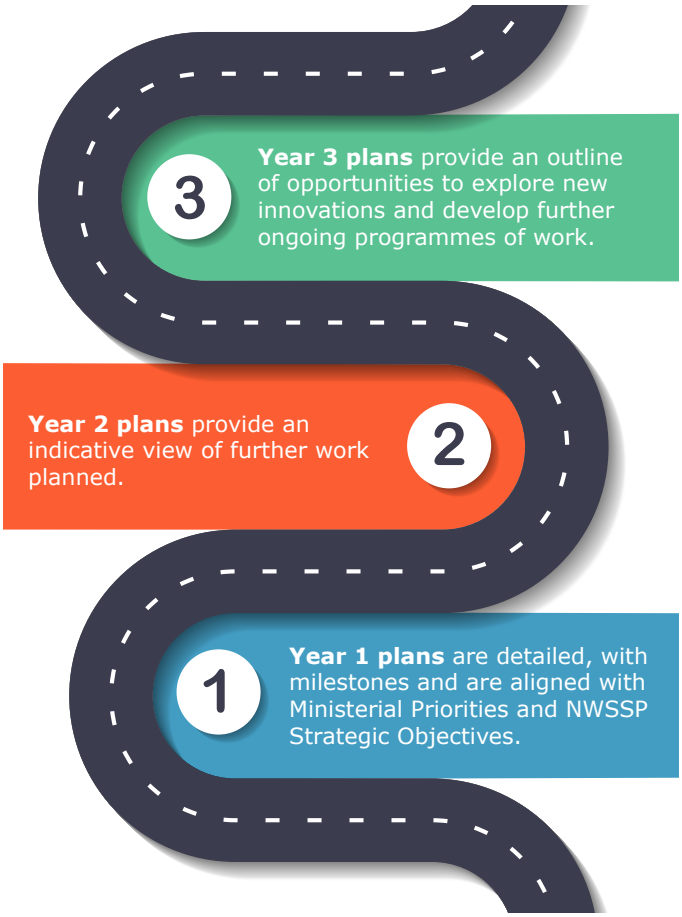
7. We will **work in partnership** to deliver resilient services that will help NHS Wales recover from the challenges of COVID-19, lead to a healthier Wales and supports sustainable Primary Care.

8. We will support NHS Wales **meet their challenges** by being a catalyst for learning lessons and sharing good practice. Identifying further opportunities to deliver high quality services.

Our IMTP Approach

Our IMTP Approach

All our Divisions have completed a 3-year IMTP for their area of service, which is available separately as Section 2 of our published IMTP:



The key aspects of these divisional plans have then been aligned to our Strategic Objectives and Ministerial Priorities.

Our year 1 plan for 2022-23 has been summarised into a Plan on a Page which is included on page 13 of this document. Years 2 and 3 have also been summarised and are included in Appendix F.

Additionally, information is contained within the following appendices:

- **Appendix A:** Our People and Organisational Development Plan
- **Appendix B:** Our Financial Plan
- **Appendix C:** Our Digital Plan – Enabling a Digital Organisation
- **Appendix D:** Wider Programme for Government
- **Appendix E:** Key Performance Indicators

Monitoring progress against our plan

We are continuing to align our Key Performance Indicators (KPIs) to our Strategic Objectives and we regularly report divisional KPIs to the Partnership Committee, Welsh Government, and our customers through our quarterly performance reporting. We have recently started to report using a Business Intelligence dashboard which utilities Microsoft BI functions.

Quarterly Performance reviews with each of our divisions has continued throughout 2021-22 which supports our ability to report, adapt to changing demands and apply flexibility in the current environment.

We continue to refine and review our KPIs and to identify the lead Performance Indicators for each of our divisions. We have also begun to implement a standard approach to our Customer Satisfaction with applying standard core questions to our annual divisional surveys so that we can benchmark between divisions and share knowledge and good practice where needed.

A summary of our Key Performance Indicators can be found in Appendix E.

Our Services

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

Internal Support Services

- Finance and Corporate Services
- Planning, Performance and Informatics
- People and Organisational Development

Adding Value Through Partnership, Innovation & Excellence

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Our Strategic Objectives

Value for Money	Excellence	Service Development	Customers & Partners	Our People
✓ Highly efficient and effective organisation. ✓ Deliver real term savings and service quality benefits in partnership with our customers. ✓ Measure value in terms of quality, socio-economic benefit and not solely on cost.	✓ A customer centric organisation that delivers process excellence. ✓ Focus on continuous service improvement, automation and the use of digital technology. ✓ Leads the way on adopting new ways of working to tackle climate change and decarbonisation targets.	✓ Extend the range of high quality services provided to NHS Wales and Welsh public sector. ✓ Adapt and change our processes and systems to support the Foundational Economy in Wales.	✓ Open and transparent customer-focused culture that supports the delivery of high quality services.	✓ Appropriately skilled, productive, engaged and healthy workforce. ✓ Embed diversity and inclusiveness into our NWSSP culture and actions. ✓ Encourage the use of Welsh in our roles and workplaces, supporting staff to improve their skill level.

2022-23 Key Deliverables

Achieve national and local savings through value based procurement.	Commence rollout of Scan4Safety modernisation programme across theatres, Cath labs and wards within NHS Wales.	Maximise NWSSP services' contribution to the development and delivery of Primary Care Clusters and their plans.	Improve supply chain logistics, distribution and facilities through our regional stores network to reduce carbon emissions.	Be the employer of choice through THIS IS OUR NWSSP: Our People.
Manage our financial resources and continue to deliver professional influence savings to our customers.	Continuous improvement measured and evidenced against the Customer Services Excellence Framework	Transformation of the existing 5-site laundry infrastructure and service delivery model into a modern and fully compliant service.	Act upon the findings of the Recruitment Responsiveness Programme; increased use of RPA, improvements to TRAC and workflows.	Promote the wide range of technical and professional role opportunities and career paths available within NWSSP.
Extend our work with the foundational economy in Wales.	Commence SaaS readiness change programme across Oracle financial systems.	Implement the actions in the NWSSP Decarbonisation Plan.	Widen the Certificate of Sponsorship service to an All Wales offering.	Promote the benefits of the Single Lead Employer model through the Train, Work, Live campaign.
Continue to increase electrical vehicle charges, LED lighting, use of solar panelling and electric fleet.	Maintain accreditation of our Surgical Medical Testing Laboratory service and extend existing testing facilities and capacity.	Develop the full functionality of the new primary care contractor payment system.	Ensure continuity of service during development and transition to e-prescribing service in Wales.	Embed agile working as a permanent feature of our work culture.
Continued provision of high quality and comprehensive legal services to our clients.	Complete clinical reviews and cascade learning from adverse clinical events through the Welsh Risk Pool.	Implement the next stages of the Pharmacy Technical Services Programme.	Expand further the Single Lead Employer model providing a consistent employment arrangement for duration of training when in NHS Wales.	Develop further our commitments to supporting staff mental health and wellbeing.
Develop an e-learning module and other materials to strengthen Counterfraud awareness.	Increase use of RPA across our transactional services including recruitment and accounts payable.	Continue to provide clean linen to all NHS Wales organisations whilst moving to an All Wales operating model alongside business case approval for the new site developments.	Consolidation of workforce systems and contracts; supports collaborative working across organisational boundaries and potential cash releasing savings.	Desire for our people to be engaged - to be connected to and share in our purpose; to feel enriched, empowered, and inspired; to feel they are supported and enabled to make a difference for the people of Wales.

Our Core Values

Listening & Learning

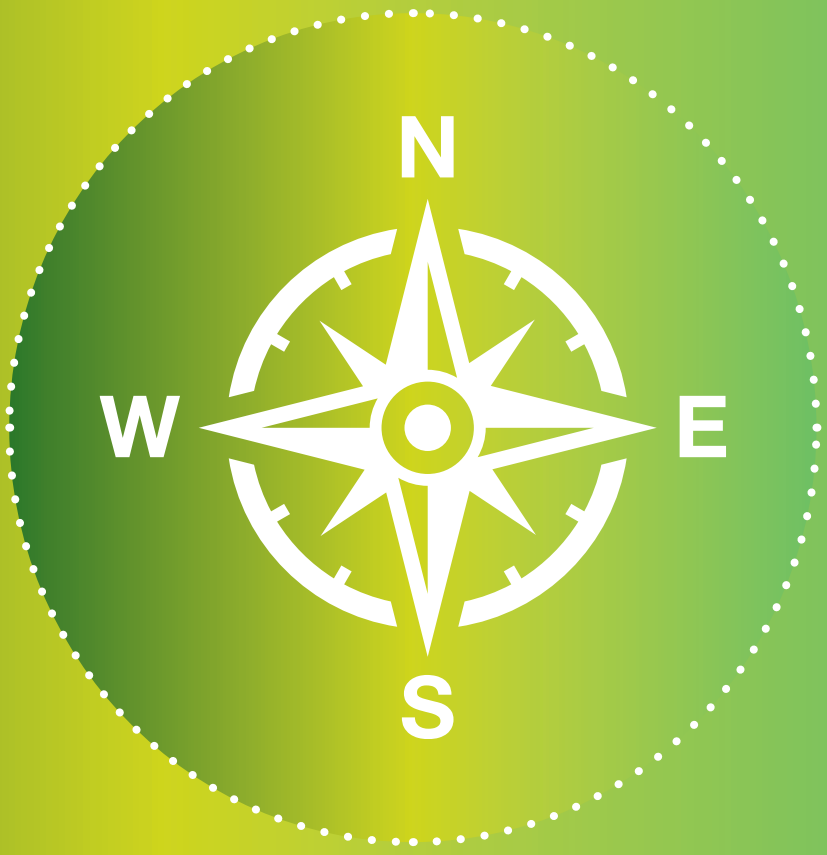
Working Together

Taking Responsibility

Innovating

Our Strategic Objectives

2022 - 2025



Our Strategic Objectives for 2022 - 2025

Our Partnership Committee have agreed our Key Priorities for 2022-2025 which align with the NWSSP Strategic Objectives and the Welsh Government Planning Framework.

Our strategic objectives and overarching goals, as per our Strategy Map on page 9 have been refreshed to reflect our key priorities for action over the next three years. Embedded within our Divisional Plans we have robust and realistic deliverables aligned to Ministerial Priorities and the wider Programme for Government as well as the needs of our customers and partners.

Strategic Objectives:

Value for Money

To develop a highly efficient and effective organisation, which delivers real term saving and service quality benefits in partnership with its customers, measuring value in terms of quality, socio-economic benefit and not solely on cost.

We deliver annual professional influence benefits to Health Boards and Trusts and distribute direct savings to NHS organisations.

Through a greater focus of adding value through partnership we will identify additional All Wales opportunities and further synergies in our transactional services to achieve economies of scale, remove duplication, reduce inconsistencies, and consequently reduce operating costs.

Procurement

We are developing a nationally agreed local savings and reporting strategy which will deliver ongoing cash releasing savings with a target of £22m for 2022-23, whilst carrying out a programme of modernisation in our warehousing, inventory management, transport, and logistics operations.

We are committed to embed value-based procurement and prudent health care principles in all our activity and ensure we actively explore opportunities that support the agreed NHS Wales Foundational Economy workplan.

Work planned for 2022 – 2025 will include:

- Delivery of agreed Foundational Economy work plan for NHS Wales in respect of procurement to include developing evaluation criteria to support increased revenue into Wales through supply chain resilience and continuing to promote opportunities to deliver awards to Welsh suppliers as part of this approach.
- Introduction of Scan for Safety as part of the modernisation programme for Wales.
- Increase electrical vehicle chargers, LED lighting, use of solar panelling and our electric fleet.

Laundry

We are continuing to drive forward with modernising the Laundry Services for Wales. The All Wales Operating Model will drive forward quality whilst ensuring best value for money for NHS Wales. Our plan is to ensure that we continue to provide clean linen to all NHS Wales organisations whilst this transformational project is under way.

Work planned for 2022 – 2025 will include:

- Actions on identified health and safety improvements.
- Introduction of BSEN14065; quality controls include recording of potential biocontamination hazards.
- Full business case approval on all three hubs.
- Implementation of the new All Wales Operating Model.
- Commencement of decommissioning of the existing sites alongside ongoing engagement and support for staff.

TRAMS (Transforming Access to Medicines Service)

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

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

Work planned for 2022 – 2025 will include:

- Select the preferred localities for our hubs in conjunction with ongoing staff engagement.
- Development and deployment of digital and stock control systems.
- Commence with the organisational change processes with full staff engagement.
- Stabilise the existing service and develop a training programme to expand the current workforce.

Legal and Risk professional influence savings

Our Legal and Risk division are committed to providing a high quality and comprehensive legal service to all clients, including GP practices. The team strive to maintain close working relationships with all partners whilst continuing the provision of high quality and comprehensive legal services that are cost effective and focussed on the specific needs of clients.

Throughout 2022 – 2025 we will:

- Provide continuous improvement in our partnership working with all Health Boards and Trusts in Wales.
- Carry out a strategic review of the efficiency and effectiveness of our team with a view to creating resilience and improving wellbeing within the team.
- Develop a recruitment strategy which will support succession planning and retention of experienced staff.
- Test, deploy and develop a new case management system to drive service improvement, automation of tasks and streamlining.
- Further develop the Once for Wales Concerns Management System to identify themes and trends.

The team's savings and success total £52million for the first 8 months of 2021-22.

Strategic Objectives:

Service Development

To extend the range of high-quality services provided to NHS Wales and Welsh public sector whilst adapting and changing our processes and systems to support the Foundational Economy in Wales.

We continue to identify opportunities for further collaboration across the wider public sector in Wales. We embed a Healthier Wales and the Wellbeing of Future Generations Act in all we do and embrace these principles in new service developments.

Primary Care Sustainability

We will strengthen our partnership working arrangements to support sustainable Primary Care and maximise NWSSP contribution to the development and delivery of Primary Care Clusters and their plans. Throughout 2022 - 2025 we will:

- Work with Primary Care stakeholders to develop further a suite of NWSSP services available at cluster level to deliver a consistent value service on an All Wales basis.
- Support data management through streamlining data provision to provide consistency, alongside improvement in Information Governance processes.
- Maximise NWSSP contribution to the development and delivery of the Primary Care Model in Wales through oversight of a Primary Care Work Plan.
- Build on the direction outlined in a Healthier Wales to support a sustainable National Eye Care Service through review of contracted services and standard operating procedures.
- Develop full functionality of the new primary care contractor payment system to maximise system and process efficiencies.

Decarbonisation Delivery Plan

NWSSP has an essential role at both a national and local level in supporting the delivery of the NHS Wales Decarbonisation Strategic Delivery Plan (2020-2030). Future service developments will need to embrace this as a core part of activity and NWSSP will support this through leading on developments in building, procurement and estates planning and land use.

Throughout 2022 – 2025 we will:

- Strengthen current guidance to ensure strategic estates planning will have carbon efficiency as a core principle.
- Embed NHS Wales' decarbonisation ambitions in procurement procedures through mandating suppliers to decarbonise.
- Support the development of embedding a zero-carbon building standard as a requirement for all NHS new builds.
- Implement our own NWSSP plan with actions that impact on reducing our carbon emissions alongside carrying out preparatory work such as energy surveys to assess opportunities to reduce carbon emissions.
- Develop this programme alongside the agile working strategy in support of the Welsh Governments target for 30% of the Welsh workforce to work remotely.

Temporary Medicine Unit (CIVAS)

This programme was implemented as part the response to COVID-19 to strengthen the resilience of services across Wales. The success of this programme and its continuation will support and form part of the NHS services recovery through service expansion and development.

The project is projected to save around £1.7 million in the first 12 months, with around £350k saved to date. The additional benefits of this project are Once for Wales discounted purchasing price, a positive impact on the carbon footprint and it has also sped up the adoption of Wales contracted prices resulting in earlier cost realisation.

Throughout 2022 – 2025 we will:

- Carry out the transition of the Centralised Intravenous Additive Service (CIVAS) into TRAMs.
- Increasing our product portfolio range to include infusion bags.
- Identify further high-cost product that would benefit from a centralised procurement and distribution strategy, such as Rituximab which is set to achieve a £1.7 million cost saving around distribution.

Recruitment Modernisation

The response of our Health Boards and Trusts to combatting the COVID-19 virus has increased recruitment volumes and associated work activities to unprecedented levels which has in turn led to a downturn in performance against our reported KPIs.

Our NWSSP Recruitment team has engaged with all Health Boards and Trusts on a 'Responsiveness Programme' during 2021 and from the findings of this exercise a modernisation programme has been developed for 2022. Evaluation of the work activities was undertaken by the NWSSP recruitment team during the first, second and third wave of COVID-19 to identify what worked well and what needed to change.

Throughout 2022 – 2025 we will:

- Continue to expand on our efficiencies and effectiveness through developing our agile department to further meet customer needs.
- Modernise services using robotics.
- Modernise our workflows and processes.
- Continue to adapt and change our services to meet future customer demand and needs.

Strategic Objectives:

Excellence

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

We are committed to improving our customer journey and experience through embedding Welsh digital standards, customer centric services, embracing new software with improved functionality and carrying out projects that will improve workflow and process on an All Wales basis.

Scan for Safety

We will commence the rollout of Scan for Safety as part of the modernisation programme across Wales. This development seeks to make the NHS in Wales one of the safest and most transparent health care systems in the world.

Throughout 2022 – 2025 we will:

- Rollout Scan for Safety to theatres, catheterisation laboratories and wards within NHS Wales.
- Seek to improve accuracy, instant recall, support stock control and improve patient safety.
- Improve system resilience through the introduction of modern equipment.

Enabling a Digital Organisation

Information Technology plays a pivotal role in achieving our corporate objectives and delivering value to our customers. Supported by Welsh Government funding, NWSSP has embarked on a modernisation journey to enable a digital workplace, adopt new technologies and ways of working.

Automation, digitisation, and more effective use of data will support transformational change in our organisation bringing benefits to our people, customers, and partners. Through adopting a cloud and digital first approach we can improve operational excellence. We have recently appointed a Chief Digital Officer to drive forward these initiatives.

Throughout 2022 – 2025 we will:

- Develop a Digital Strategy that supports NWSSP's corporate objectives and values.
- Optimise digital investment and implement customer-centric solutions to deliver value and improve user experience.
- Leverage data, existing infrastructure and continue to adopt new technologies.
- Assess options available to improve efficiency such as Software as a Service (SaaS).
- Confirm required governance arrangements to progress changes.
- Engage with our stakeholders including our key partner Digital Health and Care Wales as we take forward our plans.

Customer Services Excellence

We continue to collaborate with our people and partners to drive forward modernisation and standardisation to identify opportunities to progress with Customer Service Excellence. Our agile working strategy has enabled our teams to work more flexibly with our partners and we will continue to move forward with this approach across many of our divisions, including Employment Services and Digital Workforce Solutions divisions.

Throughout 2022 – 2025 we will:

- Continue to modernise and drive forward customer service excellence through our people.
- Act upon the findings from the Responsiveness Programme within our Employment Services recruitment team.
- Review support provided to our customers and partners through accreditation for selected service desk functions.
- Continue to review current contact services provided to our customers and partners with a view to drive improved performance and quality.
- Provide system tools, training, workshops, and materials to support our customers and partners.

Strategic Objectives:

Our People

To have an appropriately skilled, productive, engaged and healthy workforce where diversity and inclusiveness is embedded into our culture and actions. Encouraging and supporting our people to use Welsh in their roles and workplaces to improve Welsh language skills.

We have developed a plan that aligns to the Ministerial Priorities and the wider programme of Welsh Government and continues to build upon the support we provide to our people through strengthening working practices and introducing initiatives that support their health and wellbeing.

Health and Wellbeing

A healthy and engaged workforce is at the heart of our Health and Wellbeing Programme and over the last year we have developed this programme with several offerings to employees, for example we have developed peer support programmes and increased our mental health provision. We plan to strengthen and build upon these.

Throughout 2022 – 2025 we will:

- Implement a Health and Wellbeing Framework.
- Continue to provide support for our people through wellbeing awareness sessions and workshops.
- Enhance our Mental Health First Aid provision across all sites and work collaboratively with partners such as Mind.

Workforce Planning

Whilst we have focussed on the short-term immediate needs of the organisation due to COVID-19 we now need to take stock and develop our future workforce plans. The changing environment due to the increased use of digital technology, robotics and the reshaping of many professions has led to several challenges which we need to embrace and consequently shape our workforce to meet them.

Throughout 2022 – 2025 we will:

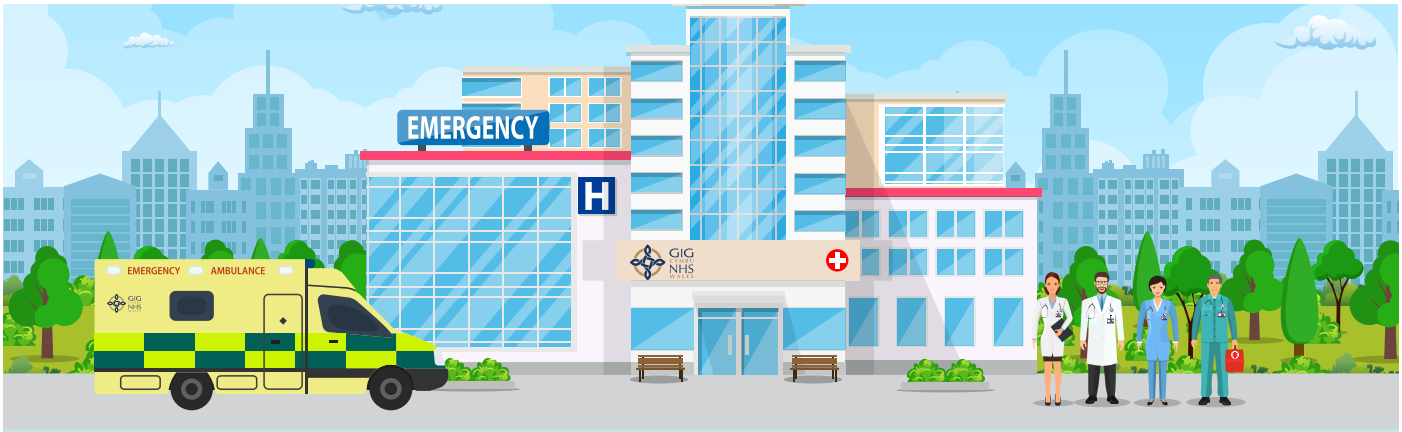
- Work towards becoming an employer of choice through 'This our NWSSP: Our People, Our organisation, Our plan.'
- Establish future skills requirements.
- Promote the wide range of technical and professional role opportunities and career paths available in NWSSP, working with further and higher education sectors.
- Build on individual team succession plans to create a wider organisational plan.
- Continue to incorporate Welsh language into our organisation and embed it in all recruitment activity to include, advertising all Welsh essential, Welsh desirable and Welsh needs to be learnt vacancies, bilingually, alongside fully bilingual job descriptions and person specifications.

Agile Working

Through the implementation of our agile working model because of COVID-19 we have seen productivity levels increase and sickness levels. We are therefore embedding agile working as a permanent feature of our work culture. During 2020-21 we published an Agile Working Toolkit to support our staff and line managers in adapting to this new way of working; this includes additional indicators of success for us to monitor over time.

Throughout 2022 – 2025 we will:

- Commit to ensuring 30% of our workforce continues to adopt agile working practices aligned with our principles.
- Incorporate agile working principles alongside decarbonisation and Foundational Economy plans.
- Continue to collaborate with our people around the design of work, process and organisational structures to support new activity and service growth.
- Continue to work in partnership with our people, trade unions and other NHS colleagues.



Strategic Objectives:

Customers and Partners

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

We are committed to providing quality services for our customers that are easy to use, responsive and reliable. Our services are developed to support the needs of our customers which are designed to assist in the delivery of their plans.

Single Lead Employer

Our Single Lead Employer programme aims to improve the experience of all trainees with the added benefit of saving both time and money whilst avoiding repetition for our customer and partners across NHS Wales. The programme provides a consistent employment arrangement for trainees whilst studying and working within NHS Wales. We are continuing to develop and expand this programme further.

Throughout 2022 – 2025 we will:

- Continue to increase the number of trainees in post to include GP, pharmacy, and dental trainees.
- Expand this approach to enable a streamlined approach to recruitment into GP vacancies.
- Support the implementation of the new national pay terms and conditions of employment and updated contractual arrangements for junior medical staff in training.
- Engage with partner organisations to promote this model and its benefits to trainees.

Robotics Process Automation

Robotics Process Automation (RPA) enables our people to carry out more value-added work for our customers and partners through completing the more repetitive and time-consuming tasks. Our people can then be diverted to more complex and analytical activity providing increased efficiencies in several of our services.

Throughout 2022 -2025 we will:

- Act upon the findings of the Responsiveness Programme within employment services, specifically the NWSSP recruitment team and assess the opportunities to expand the use of RPA.
- Increase our monthly RPA supplier statement reconciliations to improve cash management for our partners and cash flow of suppliers. By year-end 2022-23 we will be undertaking statement reconciliation work for our top 500 suppliers.
- Extend RPA to support all Wales initiatives and efficiencies, to include a centrally maintained repository of Oracle processes.

Vaccination and Booster Programme

Our Procurement and Health Courier Services Division is continuing to support the COVID-19 vaccination and booster programme in conjunction with Health Boards and Trusts though a programme of activity that is agile and flexible.

Throughout 2022-2025 we will:

- Continue to distribute the COVID-19 vaccine and associated vaccination consumables.
- Support the All Wales COVID-19 Booster Vaccination Programme.
- Maintain contingency stocks of personal protective equipment and distribute as needed.
- Be flexible to changing needs which may include expansion of support into Social Care and Primary Care.

Ministerial Priorities

Ministerial Priorities

Ministerial Priorities

COVID-19 has had a profound effect upon the delivery of NHS and Social Care services, as the way in which the public in Wales have been able to access care has needed to change. We have been able to implement new ways of working and adopt innovative approaches as part of our response to the pandemic. We remain committed to delivering the transformation required in A Healthier Wales. This plan and our priorities as an organisation are set in alignment with the Ministerial Priorities of the Welsh Government.

As an NHS organisation we are supporting Ministerial Priorities in partnership with Health Boards, Trusts, and other partners. As part of the **NHS Recovery**, we are continuing to operate within COVID-19 safe environments, work from home where our staff can, as well as creating resilience alongside contingency planning to meet future threats, such as pandemics and demands from our customers.

Our Primary Care Services team are working collaboratively with Directors of Primary Care, primary care practitioners and their professional bodies. The team are consolidating and streamlining current data information products to enable data driven service development, and performance management which will consequently support improved Information Governance processes.

Our Legal and Risk team continue to operate the General Medical Practice Indemnity (GMPI) scheme which identifies and feeds back any risk issues and learning for safety and improvement within primary care. We will be undertaking a review of the effectiveness and efficiency of the scheme going into the next year. Our Welsh Risk Pool team will be carrying out a review of clinical services to improve outcomes, lessons learnt and sharing of practice in support of the Quality and Safety Framework: Learning and Improving, and **A Healthier Wales**.

We can demonstrate that we are working within **NHS finance and managing within resources** through our financial plan, which demonstrates financial control with the identification of key financial cost pressures and risks, such as energy price rises, alongside identification of areas for investment like the Foundational Economy, decarbonisation, and sustainability. We continue to work closely with Welsh Government and the Finance Delivery Unit to achieve these aims.

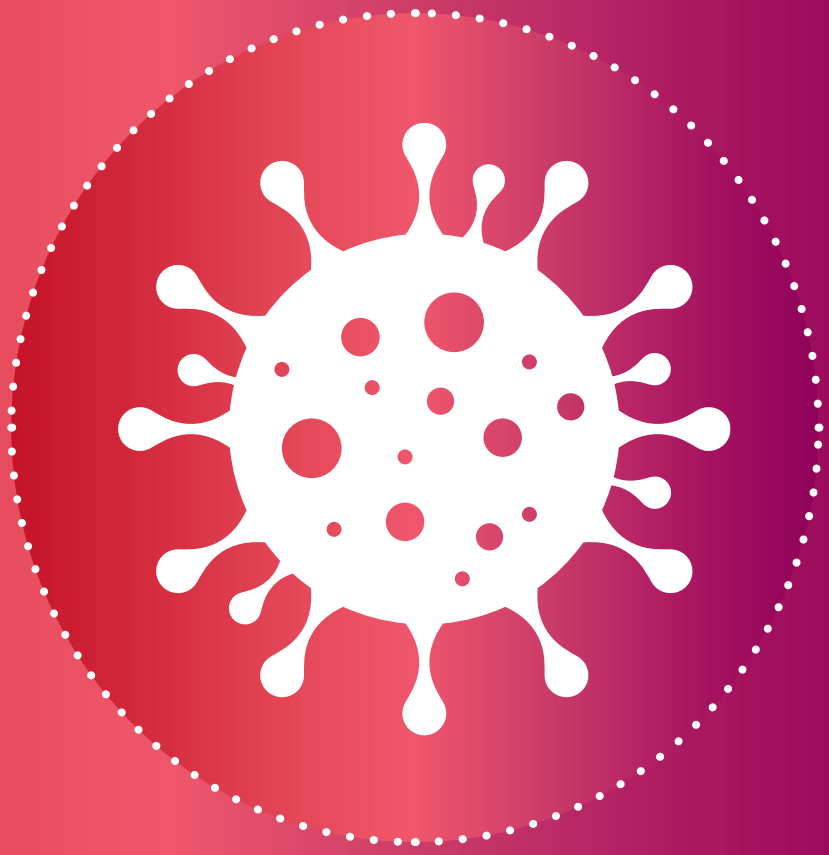
We are supporting the health and care workforce through our People and Organisational Development team who are developing workforce planning needs going forward for both succession planning and future skills requirements. These needs focus on increased digital usage due to the implementation of further agile working, the reshaping and redesigning of professions, the ageing demographic of the existing workforce and the need for future growth and flexibility.

We are engaging with our workforce, as well as wider stakeholders where necessary, in making service changes and transformation that impact on our workforce, whilst encouraging local innovation to solve more short-term issues that we face in line with our vacancy rates. We continue to develop a healthy and engaged workforce as a key part of our People and Organisational Development IMTP and our people are pivotal to the success of achieving our organisational strategic objectives.

Our 3-year plan encompasses several programmes designed to support the development of our organisation with the mental health and emotional wellbeing of our people being central to this design. We want to create a resilient workforce through continuing to provide and enhance a health and well-being framework, which also supports the wider **population health** and will continue to enhance mental health support, including growth of the Mental Health First Aid Network, Health and Well-being conferences and other activities that enables our people to thrive.

We are proud of what we have already achieved for our people through our agile working strategy, collaborative working with mental health partners such as Mind and Headspace and offering well-being and stress awareness workshops. This plan builds on the foundations we have created. **Appendix A** provides full details on our 3 year People and Organisational Development plan.

Ongoing COVID-19 Response



Ongoing Covid-19 Response

Ongoing COVID-19 response

We continue to play a central role in supporting Health Boards and Trusts within Wales to deliver local and regional plans. We have placed internal governance and operational arrangements to support the ongoing requirements to respond to COVID-19 as well as having reviewed processes, inefficiencies, and tailored services to customer needs in the fast-changing environment through our flexible approach to work plans.

Our expert teams have provided advice and guidance relating to the pandemic across our professional services including Specialist Estates, Legal and Risk and Audit and Assurance.

Our other services have continued to adapt to the changing demands and requirements of our partners and customers particularly our Health Courier Services, Surgical Medical Testing Laboratory and Procurement services. Our work continues into 2022-2023.

Partnership working embraces all Five harms

Harm from COVID itself

- We have delivered an agreed long term Personal Protective Equipment (PPE) plan for Health and Social Care sites in Wales supported by the National Framework agreement for core PPE products for continuing supply for NHS Wales and Social Care. This has resulted in the expansion of COVID-19 PPE locations to over 2000 and has ensured we have a contingency provision through maintaining these stock lines.
- We continue to test COVID-19 related medical devices and PPE testing alongside technical assurance and certification reviews.

Harm from reduced non COVID activity

- Our response to the pandemic continues through collaborative working practices with our partners and providing a flexible and adaptable approach to the ongoing pressures.
- We have developed an audit plan based on key service risks around the COVID-19 response and recovery to support NHS organisations and provide assurance over key risks.

Harm from wider societal actions / lockdown etc

- We have developed support structures around our people through strengthening agile working, recruitment, health and well-being resources and training.

Harm from an overwhelmed NHS and social care system

- We continue to modernise our services to support the efficient, effective, and safe recruitment of the NHS workforce to include hire support for the vaccination programme.
- Our preparation of ready to administer critical care drugs to support ongoing pressures across NHS Wales continues.
- We are supporting the development of an All Wales approach to international recruitment to support current staffing shortages across NHS organisations. This will commence in 2022 with nurses being recruited via three specialist recruitment suppliers who have been awarded contracts by NWSSP on behalf NHS Wales organisations.

Harm from new or existing inequalities either directly or indirectly from COVID-19

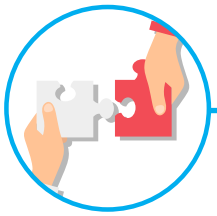
- Across Wales Health Boards and GP practices continue to be supported with legal advice and guidance through the ongoing pandemic which includes readiness for future Public Inquiry.

Our Enablers and Risks

Our Enablers And Risks

To ensure we can achieve the priorities and objectives set out in this plan, there are several critical key enablers that need to be in place. If these enablers are not in place to support us to deliver our ambitions, they can become risks. There are also several key risks that if not managed appropriately could affect our ability to deliver.

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



Our enablers

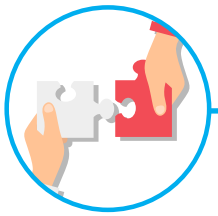
1. Our People

In our 2021-22 we identified seven strategic priorities within our People and Organisational Development plan: 'THIS IS OUR NWSSP: Our People, Our Organisation, Our Plan':

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

2021-22, the first year of the plan, was designed as a discovery phase for each of these areas. 2022-23 will see us design and implement several programmes to support the development of a high-performing organisation, increasing its effectiveness and facilitating personal and organisational growth and well-being. Within each of our strategic priorities, we have aligned our planned work to the Ministerial Priorities and wider programme of the Welsh Government.

Our detailed People and Organisation Development Plan is set out in **Appendix A** to this plan.



Our enablers

2. New technologies and new ways of working

IT modernisation and digital transformation is a critical enabler to drive efficiencies through automation and innovation. Our staff have adapted well to these changes.

Following the rollout of Microsoft Office 365 in 2020-21 to all our staff, at pace, **we will increase investment in digital technology and digital skills training** to strengthen our understanding and more regular use of automation applications such as Power BI and Power Automate and the migration of all NWSSP staff to Windows 10; a more secure IT environment. We continue to expand our use of Robotic Process Automation (RPA). We will also need our customers and staff within Health Boards and Trusts to embrace new technology and positive changes we may make to the way we work.

We will continue to **make best use of the All Wales data systems** that we manage:

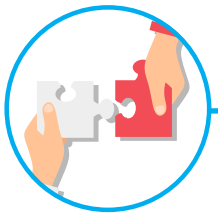
- To inform our own service improvements and investment decisions; and
- To share appropriate data with others to inform their local decision making, especially regarding population health, staffing levels and good practice.

We are closely aligned to the development of the All Wales NHS Digital Strategy and data standards, as we continue to develop what this means for our own digital roadmap. We continue to work in close partnership with:

- DHCW to ensure we have resilient, secure, and high-quality infrastructure and support systems in place, and
- HEIW as they develop the Digital Skills Framework for NHS Wales.

Agile working has played a significant role in the maintenance and growth of our services during the pandemic. Since the first national lockdown in March 2020, we have some 1,200 members of staff working remotely. During this period, we have seen our productivity levels increase, along with service growth, and our absence rates due to sickness fell significantly from 5.3% to an average of 3.04% for the 18 months to November 2021.

As an organisation, we can see the benefits of retaining a hybrid model of agile working and will therefore commit to ensuring that at least 30% of our workforce continues to adopt such working practices, aligned to our agile working principles.



Our enablers

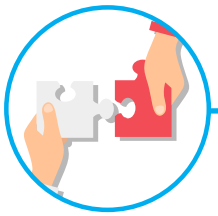
3. Strong Financial Control and access to investment funding

During this last year feedback from both the Finance Delivery Unit, Welsh Government, Internal Audit and Audit Wales has been positive, and we plan in the year ahead to build upon this strong position. We aim to deliver a balanced financial plan inclusive of target savings target of 750K to be reinvested or distributed to our partners. We are also planning to create a reinvestment reserve of £600k across our Divisions.

Capital funding is a key enabler to unlock the potential to deliver improved resilience and transformational change. Key areas we have identified for investment in our plan include:

- TRAMs and laundry capital schemes
- Decarbonisation and sustainability
- Foundational Economy
- Digital skills and infrastructure
- Staff health and wellbeing initiatives

Our detailed Financial Plan is included in **Appendix B** to this document.



Our enablers

4. Working in partnership across organisational boundaries

Partnership working is essential to ensure successful development and delivery of excellence across our health and care services. We are uniquely placed to be a catalyst for change. We can make a fundamental contribution to wider All Wales priorities in support of prudent healthcare and have successfully demonstrated what working across organisational boundaries can achieve, by reducing inappropriate variation through evidence-based approaches.

Effective engagement with our customers is essential to establishing and responding to their needs and advising on solutions to the challenges they face. Our directors are members of the appropriate peer to peer groups including planning, finance, primary care and people and OD. We are also represented at Board Secretaries group. Other directors are influential providing leadership, advice and guidance including procurement, specialist estates, legal and risk and audit and assurance.

Our Risks

1. Lack of staff capacity to respond to the ongoing demands of COVID-19 and support the wider aims of recovery

We have put in place a wide range of stringent measures to ensure our staff work within COVID-19 secure environments and that we are compliant with infection protection guidance. We continue to monitor compliance closely. All risk assessments are up to date and reviewed regularly.

We are monitoring annual leave and rest periods closely and investigating any spikes in sickness absence rates including stress related absence. We have provided a range of tools to support staff mental health to adapt to new ways of working. We will continue to keep these updated.

We have expanded our Bank arrangements to deploy a flexible workforce to meet peaks in demand; and continue to explore ways to manage increases in demand for services from our customers particularly in the areas of recruitment, call handling and drivers.

Our Risks

2. Lack of staff capacity to lead transformational change and service improvement

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

We have been asked to take a national lead on key programmes linked to the Ministerial Priorities including the Foundational Economy and decarbonisation and climate change action plans. We will need to recruit new and additional skills to ensure resilience in our ability to deliver longer term sustainability and transformational change.

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

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

Our Risks

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

Access to capital funding is a key enabler, however, several planned service improvements and new major service developments are reliant on capital investment; the details of these are set out in the financial plan section.

Insufficient investment in our digital infrastructure, skills, and new technologies to lead the way creates barriers to modernisation of existing systems. This also has an impact on our ability to recruit and retain the best staff who want to apply their skills and knowledge using the latest tools. We will continue to review our discretionary Capital Investment Programme and have reprioritised our plans in our financial plan.

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

Our Risks

4. Working together across organisational boundaries pace of change

There are several All Wales opportunities we can offer NHS Wales bodies building on the principles contained within A Healthier Wales to improve efficiencies and value for money. Although we can take these opportunities forward, we are not able to mandate adoption of them so we can only be as successful as our partners enable us to be.

We are in a unique position to drive forward change but there is sometimes a lack of equal commitment and pace amongst partners to achieve this to pick up the pace of change needed. We welcome the Ministerial drive that supports collaboration.

During the pandemic we benefited from agile decision making, enabling us to take prompt action and implement immediate change. We do not wish to return decision-making processes that are protracted and where there can be a tendency to protect individual interests without seeing the All Wales benefits.

Case Studies

To support this plan, we have developed a series of case studies which show case some of the highlights our teams have put forward to celebrate their achievements. The case studies highlighted are only a small section of those submitted, our accomplishments over 2021-22 go much further than those detailed.

'Key Themes' Summary Audit Reports

Employment Law Client Clinics

Development of Transparent Masks

End of Life COVID-19 Medicines Service

Developing a Hospital Solar Farm

NHS Estate Modernisation Programme

Increase in Number of Low CO2 Emission Vehicles

Improving Access to Nursing Workforce Data

Design Build and Licence a Manufacturing Unit

COVID-19 Vaccination Training Programme

All Wales Workforce e-Systems Contract Award

Improvements in Lifting Equipment

People and Organisational Development Plan

Appendix A - People and Organisational Development Plan

In our 2021-22 Annual Plan we defined our intention and commitment to become an Employer of Choice. In this, we specified our desire for our people to be engaged, to be connected to and share in our purpose; to feel enriched, empowered, and inspired; and to feel they are supported and enabled to make a difference for the people of Wales.

Having found our purpose and redefined our People and Organisational Development function, we identified seven strategic priorities within our People and Organisational Development plan: 'THIS IS OUR NWSSP: Our People, Our Organisation, Our Plan':

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

As the first year of the plan was designed as a discovery phase for each of these areas, 2022-23 will see us design and implement several programmes to support the development of a high-performing organisation, increasing its effectiveness and facilitating personal and organisational growth and well-being.

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

Organisation Design

Agile working has played a significant role in the maintenance and growth of our service models over the last 18 months. Since the first national lockdown in March 2020, where working from home (where possible) became mandated by government, we have some 1,200 members of staff working from home. During this period, we have seen our productivity levels increase, along with service growth, and our absence rates due to sickness fall significantly from 5.3% to an average of 3.04% for the 18 months to November 2021.

As an organisation, we can see the benefits of retaining a hybrid model of agile working and will therefore:

- Commit to ensuring that at least 30% of our workforce continues to adopt such working practices, aligned to our agile working principles.
- Look to incorporate these principles, along with those associated with the decarbonisation, Foundational Economy, and well-being goals, into our new service models such as TRAMS, the Medical Examiner Service, and the All Wales Laundry Service.
- Continue to collaborate with colleagues with digital skills, to consider the design of work and processes, as well as our organisational structures to support the changing nature of the wider operational environment as well as the growth in the range of services, new service activity and increased activity volumes.
- Continue to refine the success we have had to our **agile working** approach, considering how it can be shared and implemented in non-office orientated services such as Supply Chain.
- Continue to work in partnership with trade unions and other colleagues across NHS Wales to ensure our approach to agile working complements and reflects the national approach to agile and flexible working.

Throughout 2020-21 we have seen unprecedented demand on several services, specifically Recruitment, Payroll, and Supply Chain. To enable our services to continue to deliver high quality, we have been utilising 'business agility' methodologies such as the deployment of staff across the business to support peaks in demand and areas of greatest need.

Over the next 12 months we will therefore:

- Work with colleagues in the creation of more formal approaches to '**Business Agility**' including understanding and recording the skills, knowledge, and experience of our people to aide this approach.

Organisation Development

2021/2022 saw us conclude our exploratory work under the 'Discovery' phase of the '**This is Our NWSSP**' programme, the aims of which are to:

1. Develop a positive culture in NWSSP.
2. Embed a collective and compassionate approach for the development of a leadership strategy and associated projects.
3. Promote and support collective leadership to enable NWSSP to:

    a. Support a healthy and engaged workforce.
    b. Enable staff to show compassion; to speak up; to continuously improve; and to learn.
    c. Develop appropriate individual and collective competence.
    d. Recognise individual differences and needs to increase autonomy, and create a clearer sense of belonging.
    e. Deliver high quality services and value for money.

During this time, we have created and developed a team of Change Champions from across the organisation to support the implementation of the programme and to be ambassadors for compassionate and inclusive leadership approaches.

Diagnostic tools have been used to establish the current culture of our organisation, where our strengths lie and where development is needed. Focus groups and interviews have been held with people across the organisation, including one-to-one interviews with our Senior Leadership Group. These sessions have provided us with great insight that can now be used to help shape the programme in the 'Design' phase. This will enable us to build upon the 'Leading for Excellence and Innovation' virtual leadership development programme and cross divisional masterclasses through focussing more widely on leadership development as part of our people development strategy. We have additionally committed to focussing on short-term goals such as embedding the NWSSP Values, and the development of a behaviour framework aligned to this.

Support a Healthy and Engaged Workforce

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

- The introduction of Peer Support Programme.
- The appointment of full-time Mental Health Adviser.
- Continued growth of a Mental Health First Aid Network to support staff in crisis.
- The development of Mental Health Support Group.
- Advanced progress toward Corporate Health Standard Silver Award.
- Our inaugural Health and Wellbeing Conference.
- A 2.3% point reduction in corporate sickness rates.
- Development of a Health and Well-being Framework.

In 2022-23, we will further our support of a healthy and engaged workforce, ensuring our people have a voice and that we listen to that voice. In conjunction with other activities within the 'This is Our NWSSP' and Agile Working programmes, we will provide a working environment that enables our people to thrive.

With this in mind, we will:

- Implement our **Health and Wellbeing Framework** with our Health and Wellbeing Champions.
- Continue to offer support for staff through wellbeing awareness and stress awareness workshops.
- Enhance our Mental Health First Aid provision to ensure people on all sites have access to support.
- Continue to enhance our **Mental Health support** provisions through collaborative working with partners such as Mind, Silver Cloud, Time to Change Wales, and Headspace, among others.
- Strive for the achievement of the **Healthy Working Wales Award** when this replaces the Corporate Health Standard in 2022.
- HEIW as they develop an **NHS Digital Skills Framework**.

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

Embedding diversity and inclusiveness into our culture and thinking, and empowering our people to thrive, forms an essential component of the '**This is our NWSSP**' programme. Having recruited a dedicated Culture and Inclusion of an Organisational and Development Facilitator, we will look in the next year to:

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

Develop Appropriate Individual and Collective Competence

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

- Set up a system to gather the **development requirements** of individuals, teams, and leaders.
- **Shape and design plans** to support their continued development and performance excellence.

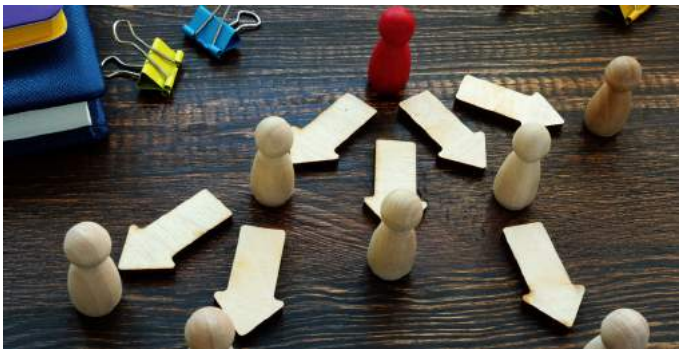
Resourcing

Recruitment

Last year, we recognised that in the NHS, we often find ourselves challenged by the offerings of competing private and public sector organisations for the best talent especially in areas such as Procurement, Audit, Legal and Risk and Specialist Estates– this has not changed. If anything, the volume of vacancies in today's labour market has led to recruitment becoming more of a challenge - we are currently in a candidate's market.

Whilst we may not be able to compete on a financial basis with our competitors, many of whom are offering introduction bonuses, we can, if modelled correctly, offer flexibility, growth, challenge, and a sense of purpose. We therefore need, within this next year, to:

- Develop our **Employee Value Proposition** and branding, along with a marketing, sourcing, attraction, and retention strategy (Link to our Resourcing Strategy).
- Consider different **entry routes** to our organisation, reaching out to Universities and Colleges, Schools even, to community groups and those 'hard to reach areas' (Link to our Resourcing and Diversity and Inclusion strategies).



Workforce Planning

The COVID-19 pandemic has led to us, and rightly so, focusing on the short-term, immediate needs of the organisation and the NHS in Wales. However, several challenges have been identified as result of this immediacy: for example, the introduction of remote working has led to greater digital usage and a need for people with expertise in this field to support the development of a suitable and sustainable digital infrastructure - a workforce, which is in great demand and commanding the highest of salaries.

Organisational design is lending itself more toward the use of digital technology and robotics, whilst the need for horizon scanning to keep ahead of the game is demanding a greater use of insight and analytics. Professions are being reshaped and redefined and we need to understand what this means for us moving forward. Added to this, we need to be mindful of the ageing demographic of our existing workforce, and the desire of our future workforce for growth, autonomy, and flexibility.

We therefore need, within this next year, to:

- Establish the **future skills** required for the organisation and how we can bring these in (Link to our Strategic Workforce Planning).
- Build on our local **succession plans** to create an organisational succession plan, ensuring all key roles are accounted for (Link to our Strategic Workforce Planning).

Contingent Workforce

It has been reported that the pandemic created a positive shift in the view of temporary work - this is certainly our experience with NWSSP. However, with the buoyancy of the current labour market we may face challenges in engaging a contingent workforce, certainly in areas such as Digital and Information services, Specialist Estates Services, Supplies, and Hospital Courier Services. Within this next year, we therefore need to:

- Determine the need for our **contingent workforce**, ensuring a positive experience for them.
- **Reduce our spend on Agency** staff by at least 30% (to <£650k) through effective planning (Link to Resourcing strategy and Strategic Workforce Planning).

People Insights and Analytics

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

In the last 12 months we have undertaken some major transformations in how we use ESR (Employee Service Record), namely in the transfer of us as an organisation to our own Virtual Private Database (VPD). This transformation enables us to set our own data structures and hierarchies and provides us with a clear line of sight to, and ownership of, our Payroll and People data.

To support the growing demand for data, reporting, and trend analysis, as well as calls for benchmarking and market insight, the People and Organisational Development Team will now:

- Push forward with the development of a '**Data Hub**' to act as the guardian of all people data and to provide a one-stop shop for all people insight and analytic needs.
- Provide managers with the tools to understand their people profile and will develop and enhance the skills of managers in the use of **ESR and Business Intelligence**.
- Provide easy, relevant, and timely data for Senior Leadership Teams and our Partners and, having identified our 'Measure that Matter', through our **Workforce Performance Dashboard**.

Employee Relations

Pressures have increased phenomenally over the last 18 months, not only in terms of work volume and intensity, but also due to the need to adapt to diverse ways of living, working, schooling, and caring. Consequently, applying a Compassionate Leadership approach, we will embrace and learn from the differing views and opinions of our workforce and stakeholders.

Focussing on individual and collective relationships in the workplace and supporting the development of positive trust-based relationships through open and honest interactions has never been more important. With this in mind, we commit to:

- Continuing to **manage issues responsively**, in line with our people-centred approach and the principles of early resolution.

- Work in partnership with our Union colleagues to continue to implement a programme of activity designed to support the development of a '**Just and Learning Culture**'.
- Advancing the develop of the **Resolution Network**.
- Continuing to develop the **skills** of our managers in early resolution, in line with the All Wales programme of **Healthy Working Relationships**.
- Increase **organisational awareness of the People and Organisational Development profession** and promote the support and guidance on offer.

Welsh Language

The Welsh Language Unit at NWSSP continues to support all NWSSP divisions and services in the delivery of Welsh language services. During 2021/22 the work towards positioning ourselves to be fully compliant with Standard 106A has continued and we intend to advertise all Welsh essential, Welsh desirable and Welsh needs to learnt vacancies, bilingually, alongside fully bilingual job descriptions and person specifications from the 1 January 2022.

Cymraeg

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

- Public Health Wales NHS Trust
- Digital Health Care Wales
- Velindre University NHS Trust

During the year, we have worked on improving the Welsh versions of patient information leaflets that are made available to all Health Boards and Trusts across Wales. Improvements have been made to the Student Streamlining system, by ensuring that the student's journey throughout the streamlining process is an entirely Welsh journey, or English journey, based on their language preference. Furthermore, we have supported all Health Boards and Trusts who have faced difficulties in translating adverts and vacancy information to upload to the Student Streamlining system in both languages, meaning that they will be able to advertise and upload vacancy information in both Welsh and English from January 2022 for the next recruitment phase.

The TRAC recruitment system continues to be updated regularly in both languages.

The GP Wales locum hub portal has been translated and published bilingually, through support from the translation team.

The Welsh Language Unit has also worked collaboratively with NHS Business Services Authority (NHSBA) and IBM to develop a solution to place a Welsh language skin over the English language portal that 'fronts' ESR. The end user will be able to toggle between the Welsh and English language to view the main portal and sub-portlets on ESR in Welsh. We have been working with the NHSBA in England and IBM to translate the interface and we have arranged to quality assure and undertake user acceptance testing of the portal towards the end of 2021.

Our ability to make any data content at the back end of ESR i.e., beyond the portal continues to be restricted due to limitations at IBM. However, we believe that the progress we have made during 2021/22 will, in part, enable us to comply with Standard 81 d), dd) and e) but not fully. The current system is planned to be upgraded by 2025, and we have engaged with the NHSBSA to ensure that the requirements of the Welsh language are included within the specification. It is envisaged that the replacement for ESR will provide greater flexibility to incorporate the Welsh Language.

The Wales National Workforce Reporting System (WNWRS) interface is bilingual, and we have been supporting NWSSP's Service Improvement Teams in the work of quality assuring the interface.

NWSSP is currently undertaking an audit and review of our existing Contact Centre Services, and we are considering Welsh language requirements throughout this project. We intend to engage with service users in both languages through communications and surveys and to gauge the actual demand for our services by asking about language preference specifically. This in turn, will enable us as a service to plan our services better to meet the needs of service users to engage with our services in the language of their choice.

The Welsh language unit has also been advising, supporting, and advising the Primary Care Services', Performers List Solution Refresh project in terms of Welsh language considerations and requirements.

The work, in supporting NHS Employers Wales on all Wales Workforce and Organisational Development Policies has continued, as has the work of translating national job descriptions as and when submitted from the NHS Employers, Job Evaluation team.

Prior to the pandemic, a Procurement Guide was produced to give guidance and advice to Health Boards and Trusts to follow procurement regulations, as well as observe and be aware of Welsh language requirements in the procurement of Services and associated goods. During 2021/22 the guide has been reviewed and relevant updates have been incorporated into the document and will also be available in Welsh by the end of 2021/22.

Service and People Excellence

All who encounter our organisation, and who utilise our People and Organisational Development service, deserve to have the best of experiences. Our measure of success is in the stories our people, customers, partners, and alumni tell about us, about NWSSP.

We recognise that every query and request that comes through to our service is of importance to the person, or organisation it has come from - it is not for us to judge its value, it is for us to be responsive, to be clear on the ask, to understand the context within which we are supporting or advising, and to advise and guide appropriately, openly, and honestly and with compassion.

As a service, we commit to putting people at the centre of our considerations and we commit to upholding the standards of our profession by being: Principles Led, Insight Focused (evidence based) and Outcomes Driven. The People and Organisational Development Team will work with Divisions to:-

- Achieve the **Customer Excellence Award**.
- Achieve an '**Employer of Choice' accreditation** such as Investors in People, or 'The Best Companies' award.

Our Financial Plan

Appendix B - Our Financial Plan

The financial plan sets out our financial strategy, which enables and aligns with the delivery of the service development strategy outlined in this plan. Together with NHS Wales, NWSSP continues to face significant challenges to enable major service changes to be delivered within our financial resources to ensure high quality services are provided. We have a key role to play to enable NHS Wales to deliver their required changes and the financial plan aims to reflect this. The delivery of the plan is challenging in the current environment of the continued COVID-19 response and significant increases in the volume of transactions we are processing across NWSSP.

The financial plan for 2022-2025 is balanced and will continue to provide a revenue distribution to NHS Wales of £0.750m per year in addition to delivering significant professional influence benefits. There are however a number of significant risks included within our plan.

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

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

NWSSP Revenue Budgets

2021-22 has seen several developments and changes to services provided within NWSSP including:

- The continued expansion of the Single Lead Employer model to further cohorts of core and specialty medical trainees with the full rollout on target for completion in May 2022.
- The transfer of the All Wales Laundry Services.

- The continued provision of All Wales COVID-19 support services to facilitate the procurement, management, storage, and distribution of PPE to NHS Wales and to Primary Care and Social Care.
- Continued support to the mass vaccination programme for the creation and distribution of vaccination packs.
- Continuing developments within the TRAMS and All Wales Laundry build projects.
- Significant increases in demand and transaction volumes in Payroll, Recruitment and Accounts Payable services.
- Continued investment in remote working.

Finance has once again enabled significant change within NWSSP during 2021-22, through the planned reinvestment of funds within service priority areas to provide greater capacity to support, enable and accelerate the delivery of change across NHS Wales.

Looking ahead, 2022-23 will see the completion of the Single Lead Employment model rollout to all core and specialty medical trainees and the expansion of the pilot to pay locum payments through the SLE automated recharge model, providing significant benefits to medical trainees across Wales. It is anticipated that the current support to the All Wales COVID-19 response will continue throughout 2022-25 and the impact of this has been identified within our financial plan.

The table below summarises the revenue income requirement for 2022-2025 to enable the priorities identified within Service delivery plans.

NWSSP Revenue Position	2022/23 £m			2023/24 £m			2024/25 £m		
Welsh Government Allocation	**Core**	**Covid**	**Total**	**Core**	**Covid**	**Total**	**Core**	**Covid**	**Total**
NWSSP Core Services	72.325	-	72.325	75.025	-	75.025	77.249	-	77.249
Welsh Risk Pool Service (incl. Redress)	109.435	-	109.435	109.435	-	109.435	109.435	-	109.435
Total Allocation	**181.760**	**-**	**181.760**	**184.460**	**-**	**184.460**	**186.684**	**-**	**186.684**
Other Core invoiced income	340.623	69.070	409.693	341.817	70.011	411.828	348.522	70.101	418.623
WRP risk sharing agreement income	25.345	-	25.345	26.703	-	26.703	28.070	-	28.070
Total Income	**547.728**	**69.070**	**616.798**	**552.980**	**70.011**	**622.991**	**563.275**	**70.101**	**633.376**

NWSSP Core Services

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

NWSSP Core Revenue Position	2022/23 £m	2023/24 £m	2024/25 £m
Welsh Government Core Allocation	72.325	75.025	77.249
Other Core Invoiced Income			
Single Lead Employer	221.495	227.936	232.495
Stores recharges	68.574	68.574	68.574
Social & Primary Care PPE issues	26.000	26.000	26.000
Covid PPE warehousing/ distribution	5.308	5.358	5.409
Covid Recovery	0.000	0.870	0.887
Mass vaccination	5.188	5.209	5.231
Pharmacy Rebate Scheme	20.000	12.000	12.000
All Wales Laundry	11.483	11.713	11.947
All Wales System Recharges	8.119	8.179	8.461
Health Courier Service	6.616	6.748	6.883
GP Indemnity FLS & ELS Claims	6.000	6.000	6.000
WIBSS Claims	5.949	6.027	6.129
Depreciation	4.547	5.745	6.529
Legal & Risk Charging	4.500	4.725	4.961
Medical Examiner	2.976	3.259	3.324
Temporary Medicines Unit	1.913	1.913	1.913
All Wales Relocation Expenses	1.150	1.150	1.150
All Wales Collaborative Bank	0.500	0.750	1.000
SMTL	0.493	0.503	0.513
Scan for Safety	0.497	1.169	1.216
Other Core Income	8.385	8.000	8.000
Total Invoiced Income	**409.693**	**411.828**	**418.623**
Total Core Income	**482.018**	**486.853**	**495.871**
Total Core Expenditure	**481.268**	**486.103**	**495.121**
Surplus For Distribution	**0.750**	**0.750**	**0.750**

The Welsh Government allocation has been taken from the 2022-23 Health Board Revenue Allocation (Table 3 – Shared Services Funding top-slice). This has been increased by anticipated funding for a 4% pay award in 2022-23 (2% 2023-24, 2% 2024-25) and core uplifts of 1.5% 2023-24 and 0.75% 2024-25 per the planning assumptions shared by Welsh Government.

It has also been assumed that Welsh Government will continue to pay the additional 6.3% superannuation charges centrally during 2022-23 plus provide funding for the holiday pay on overtime payments.

The Covid income assumed within our plan has been included based on the following assumptions from 2022-2025 and in accordance with our 3-year PPE strategy:

- stores issues of PPE will continue to be charged to NHS Wales at cost,
- the current level of support to the mass vaccination programme will continue,
- Welsh Government will continue to fund PPE to primary and social care,
- we will continue to incur increased operational costs for the storage and distribution of PPE.

The £69.070m of income assumed within the 2022-23 plan to support covid includes:

Covid Costs	WG £m	NHS £m	Savings/NHS Recovery £m	Total £m
Mass vaccination - preparation/distribution of packs	5.188	-	-	5.188
PPE distribution/storage/testing/enquiry	5.308	-	-	5.308
Primary/Social Care PPE	26.000	-	-	26.000
Increased stores recharges to NHS Wales	-	32.574	-	32.574
Sub Total	**36.496**	**32.574**	**0.000**	**69.070**
Recovery activity - Recruitment, Payroll, Accounts Payable	-	-	0.853	0.853
Total	**36.496**	**32.574**	**0.853**	**69.923**

£0.853m COVID-19 recovery funding is required in 2022-23 to support increased activity within Payroll, Recruitment and Accounts Payable. The full £170m recurrent COVID-19 recovery funding available has been provided to UHBs/Trusts. NWSSP will endeavour to achieve additional savings in 2022-23 to manage the increased internal costs due to COVID-19 recovery support within Accounts Payable and continue to seek funding from Welsh Government for the additional costs within payroll and recruitment services. This has been identified as a risk within our plan.

The summary income and expenditure table indicates that we will continue to generate a surplus throughout 2022-25 and enable a cash distribution to be made to Welsh Government and NHS Wales. The expected cash distribution will be repatriated to individual NHS bodies in line with the allocation contribution formula unless organisations have already agreed a recurrent reinvestment of any savings within NWSSP. The table below indicates the distribution percentages and identifies where funds will be retained within NWSSP as agreed by UHBs/Trusts.

Health Board /Trust	%	Planned Distribution £	Agreed Reinvestment £	Total Cash Distribution £
Aneurin Bevan	9.85	73,844	-	73,844
Swansea Bay	8.8	66,029	-	66,029
BCU	11.98	89,815	-89,815	0
Cardiff and Vale	10.49	78,652	-	78,652
Cwm Taf Morgannwg	10.6	79,527	-	79,527
Hywel Dda	7.77	58,293	-58,293	0
Powys	1.95	14,598	-14,598	0
Velindre	1.17	8,781	-	8,781
WAST	1.28	9,580	-9,580	0
Public Health Wales	0.87	6,530	-6,530	0
Welsh Government	35.25	264,351	-264,351	0
TOTAL	**100**	**750,000**	**-443,167**	**306,833**

In setting budgets for 2022-25 we will absorb several cost pressures and make investments in relation to cost growth, demand/service growth and local cost pressures as identified in our delivery plans. These are summarised in the table below, together with a summary of how these will be funded.

Pressures	2022/23 £m	2023/24 £m	2024/25 £m
Pay	3.666	2.041	2.074
Non Pay	2.249	0.100	0.100
Demand/Service Growth	6.853	4.430	4.032
Covid	37.349	37.437	37.527
Local/Service	0.711	0.708	0.200
Total Pressures	**50.828**	**44.716**	**43.933**
Funded by			
Income Generation	-4.025	-0.327	-0.300
Welsh Government Funding	-44.324	-42.337	-42.525
Savings	-2.479	-2.052	-1.108
Net Pressures	**0.000**	**0.000**	**0.000**

Identified saving schemes are, in the main, attributable to pay savings from the review of posts as we refine structures and greater utilise technology and some smaller non-pay savings resulting from a review of budgets. In addition we have set a 1% savings target to all services to enable the reallocation of funding within NWSSP to facilitate investments in our key priorities.

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

Welsh Government Funding Assumptions	2022/23 £m	2023/24 £m	2024/25 £m
Covid	36.496	37.437	37.527
Medical Examiner Service	2.976	3.259	3.324
Oracle Improvement Fund	1.000		
Pay Award	3.139	1.641	1.674
Holiday Pay on Overtime	0.140		
Foundational Economy	0.335		
Decarbonisation	0.238		
TOTAL	**44.324**	**42.337**	**42.525**

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

The 2022/23 pressures and investments identified within the financial plan align to the key priorities detailed within service plans and can be summarised as:

2022/23 Summary	Investments	Pressures	Service Expansion	Covid	Total
Pay - Increments, Pay Award, NI		3.666			3.666
Energy		2.000			2.000
Microsoft Licences		0.140			0.140
Fuel and other non pay inflation		0.109			0.109
Decarbonisation	0.238		-		0.238
Foundational Economy	0.385				0.385
Laundry/TRAMS Transition	0.287				0.287
IT/Digital	0.255				0.255
Health, Wellbeing and OD	0.118				0.118
Projects	0.076				0.076
Procurement	0.316				0.316
Training	0.178				0.178
Service Expansion			4.886		4.886
Oracle	0.593				0.593
Counter Fraud	0.040				0.040
Employment Services	0.081				0.081
Support staff structure	0.111				0.111
Covid				37.349	37.349
TOTAL	**2.678**	**5.915**	**4.886**	**37.349**	**50.828**

A pressure for increasing energy costs of £2m has been included based on a high-level assessment of the pressure anticipated. This primarily relates to the energy costs within the laundries that transferred to NWSSP in 2021-22 and is subject to review over the coming months due to the prevailing volatile energy market prices. We continue to liaise with the transferor UHBs with regards to the budgets that have transferred for this new service and we have assumed additional income will be forthcoming to cover the increased energy costs. This presents a significant risk within our plan regarding both the availability of funding and actual energy costs that will be incurred.

Other notable risks within our plan relate to the new TRAMS service and the need for non-recurrent investment in the transition years on the assumption that these can be funded from budgets when services transfer.

We have assumed funding of £36.496m will be received for covid related expenditure in 2022-23 to cover the associated pay and non-pay costs to ensure continued service delivery. The risk of the potential £0.853m COVID-19 recovery costs that remain unfunded has been flagged and will be monitored throughout the financial year.

Wales Risk Pool

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

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

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

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

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

The cost of clinical negligence is forecast to rise significantly over the next three years. It is anticipated that the risk-sharing agreement will be invoked in each year relating to core claims growth and the increasing average cost per case.

The table below identifies the 2022-2025 forecast position for annual expenditure with the forecast outturn for 2021-22:

NWSSP DEL Revenue Position	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m
Welsh Risk Pool Service – core allocation from Welsh Government	107.176	109.435	109.435	109.435
Redress	1.259	-	-	-
Risk Sharing Agreement income – Member NHS organisations	16.495	25.345	26.703	28.070
Total Income	**123.495**	**134.780**	**136.138**	**137.505**

From 2022-23, Redress funding will be increased to £2.259m and subsumed into the core DEL allocation. Therefore, from 2022/23, the total £109.435m resource available will be managed as one allocation for clinical negligence, personal injury, and Redress expenditure.

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

	RSA % 21/22	2022/23 £m	2023/24 £m	2024/25 £m
Aneurin Bevan	16.25%	4.118	4.339	4.561
Swansea Bay	16.05%	4.067	4.285	4.504
Betsi Cadwaladr	19.02%	4.824	5.082	5.342
Cardiff and Vale	16.07%	4.072	4.290	4.510
Cwm Taf Morgannwg	12.49%	3.165	3.335	3.505
Hywel Dda	10.61%	2.688	2.832	2.977
Powys	4.74%	1.201	1.265	1.330
Public Health Wales	1.39%	0.353	0.372	0.391
Velindre	1.11%	0.281	0.297	0.312
Welsh Ambulance Service	2.27%	0.576	0.606	0.637
HEIW	0	0	0	0
DHCW	0	0	0	0
TOTAL	**100.00%**	**25.345**	**26.703**	**28.070**

These indicative figures are currently based on 2020-21 cost drivers pending full year data available for 2021-22. Based on 2020-21 data, DHCW and HEIW do not currently trigger any apportionment of the risk share, however this could change if any new cases are received during the remainder of 2021-22.

The rates will change from 2022-23 following a refresh of the above cost drivers and the updated values will be recalculated by September 2022.

General Medical Practice Indemnity

The Future Liability Scheme (FLS) for General Medical Practice Indemnity (GMPI) is a discretionary state-backed scheme funded by the Welsh Government to provide clinical negligence indemnity for General Medical Services (GMS) in Wales.

There is no £25,000 excess payable on the GMPI claims by Health Boards, and there is no current expectation of a risk sharing mechanism for health boards to contribute to the costs of the scheme, given the expected volume and costs in the early years of the scheme.

FLS Scheme

The FLS scheme has only been in operation since 1 April 2019 and therefore offers limited data upon which to base forecast estimates. The following table is based on the following set of assumptions:

- **40** new cases expected per year, of which 40% will progress to settlement.
- **40%** of cases will settle within 1 year, 60% will settle in 2 years.

GMPI FLS Forecast	2022/23 £m	2023/24 £m	2024/25 £m
Annual Expenditure - DEL	0.376	0.463	1.158
Provisions - AME	1.158	1.853	1.853

The Welsh Risk Pool reimburses NHS Wales for the cost of claims settled. Welsh Government provides a revenue allocation for the management running costs of the scheme.

ELS Scheme

Welsh Government has delegated the management of the Existing Liability Schemes to NWSSP. The liabilities for those claims are accounted for within the annual accounts of Welsh Government, but the management and administration of the claims is run by the GMPI team within Legal and Risk services. A running cost budget has been agreed with Welsh Government at £760k. An indicative forecast for the reimbursement of ELS claims of £5.6m has been identified for 2022-23.

Asset and Capital expenditure plan

Our plan identifies a capital investment requirement of £119.919m over the 5-year period 2022-2027. The majority of this expenditure relates to the major transformation TRAMS and Laundry projects. The indicative capital requirements for these schemes are based on the Programme Business Cases. Outline Business Cases are currently being developed for these projects and the projections will be updated upon completion. Early indications suggest the funding requirement will be significantly more than the original Programme Business Case values.

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

The service development projects are major investments which cannot be covered by our discretionary capital allocation. These investments are outlined in the following table.

Capital Scheme	22/23 £000	23/24 £000	24/25 £000	25/26 £000	26/27 £000
TRAMS	19.534	20.614	18.661	4.579	-
All Wales Laundry	0.450	-	18.000	16.000	-
IP5 Generator/Solar Panels	2.800	-	-	-	-
Student Bursary System	0.972	-	-	-	-
Scan for Safety	0.956	0.069	-	-	-
Patient Medical Records	0.882	-	-	-	-
LED Lighting	0.480	-	-	-	-
Vehicle Replacement Programme	0.630	1.013	0.479	0.750	0.521
Workforce/Employment Services Software	0.440	0.888	-	-	-
Server/IT Refresh Programme	0.350	0.530	0.644	0.530	-
EV Feasibility/Charging Infrastructure	0.300	0.100	0.100	0.100	0.100
Performer List self service accreditation	0.300	-	-	-	-
E-prescribing	0.025	0.060	-	-	-
SMTL Equipment Replacement/Lab expansion	-	1.129	0.183	-	-
Total Service Development Projects	**28.119**	**24.403**	**38.067**	**21.959**	**0.621**

As the major projects set out above become operational, there will be additional requirements for discretionary capital. We cannot currently quantify these, and we will need to review and discuss further with Welsh Government. In addition we are progressing a business case for the Warehouse modernisation project in association with Welsh Government which due to being in the early stages is not included in the figures above.

Discussions are being held with Welsh Government in respect of our future capital requirements. The future funding required during the plan period is as follows:

Capital Scheme	22/23 £000	23/24 £000	24/25 £000	25/26 £000	26/27 £000
Discretionary Allocation	0.457	0.457	0.457	0.457	0.457
Additional Discretionary	0.543	0.543	0.543	0.543	0.543
IP5 Discretionary Allocation	0.190	0.190	0.190	0.190	0.190
IP5 Additional Discretionary	0.160	0.160	0.160	0.160	0.160
Total Discretionary	**1.350**	**1.350**	**1.350**	**1.350**	**1.350**
Service Development Projects	28.119	24.403	38.067	21.959	0.621
Total Capital Funding Requirement	**29.469**	**25.753**	**39.417**	**23.309**	**1.971**

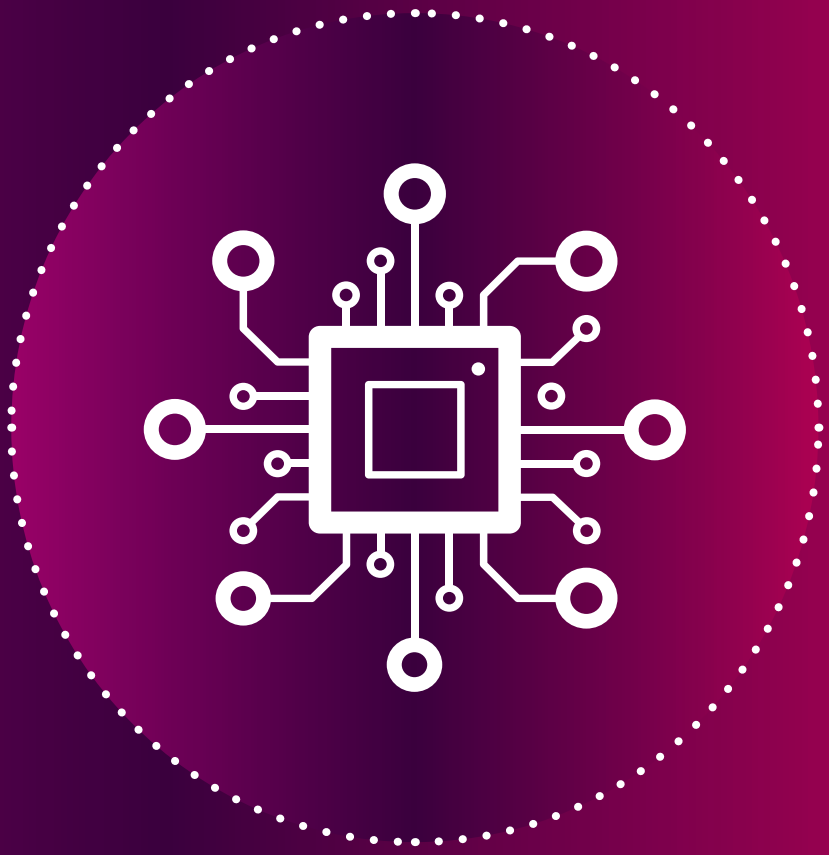
Capital investment is a key enabler for the delivery of improved efficiency and service improvement. All capital schemes will deliver revenue benefits in terms of cash releasing savings, cost avoidance, reduced carbon emissions, improved quality and/or health and safety developments.

Review of annual spend requirements indicate that our ongoing discretionary capital need is circa £1m per annum. The need for this has increased further since the transfer of the All Wales Laundry Service from April 2021. Assets transferred included ageing and end of life equipment posing an increased risk and need for capital investment in the short term to ensure business continuity. The reduction in the core discretionary allocation from £0.600m to £0.457m from 2022/23 will prove challenging. Ongoing service developments, increasing automation, ageing equipment, estate upgrades and IT infrastructure require increased funding to support ongoing business need and modernisation hence the identification of the need for an annual £1.000m discretionary funding allocation. The annual ongoing capital requirement for IP5 is identified as £0.350m against the reduced allocation of £0.190m.

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

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

Our Digital Plan - Enabling a Digital Organisation



Appendix C: Our Digital Plan – Enabling a Digital Organisation

Information Technology plays a pivotal role in achieving our corporate objectives and delivering value to our customers. Supported by Welsh Government funding, NWSSP has embarked on an IT modernisation journey to enable a digital workplace, adopt new technologies and ways of working.

We accelerated our Microsoft 365 implementation as part of the COVID-19 response efforts. Remote working capability has become increasingly important to maintain business operations and enhance organisational resilience. NWSSP has developed an agile strategy that supports staff's ability to work remotely and collaborate with colleagues using a variety of devices to access corporate resources.

What we are aiming to do during 2022-25

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

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

To support these common themes, we will:

- Optimise digital investment and implement customer-centric solutions to deliver value and improve user experience.
- Leverage data, existing infrastructure and continue to adopt new technologies.

Digital Strategy and Roadmap

In collaboration with the Senior Leadership Group and stakeholders, we will develop a Digital Strategy that supports NWSSP's corporate objectives and values. We will adopt cloud and digital first approaches (where appropriate) and implement solutions that improve our customers' experience.

Digital Maturity
Digital assurance and governance, board sponsorship, horizon scanning, capability / capacity mix, resilient infrastructure, secure by design, privacy by design.

Digital Strategy
Technical architecture and roadmap, cloud / digital first, digital procurement strategy, enterprise agility, modern infrastructure and device management.

Desired State
Digital culture, best practice adoption, intelligent automation and analytics, people/process/tech mix, continuous innovation and improvement.

We will develop technical architecture and roadmap to underpin our Digital Strategy and leverage technology to influence the development of quality digital solutions to meet evolving service needs. We are actively involved in the work of the All Wales Infrastructure Programme to ensure strategic alignment.

Alignment with national Strategies

We will engage with key stakeholders and align with strategic principles relating but not limited to the Digital Strategy for Wales, the Digital Skills and Governance Frameworks, A Healthier Wales and the All Wales Infrastructure Programme. These core principles will help drive best practice approaches and ensure common standards to enable digital transformation.

Customer focus and operational excellence

We will empower our customers through self-service capabilities and omni channels.

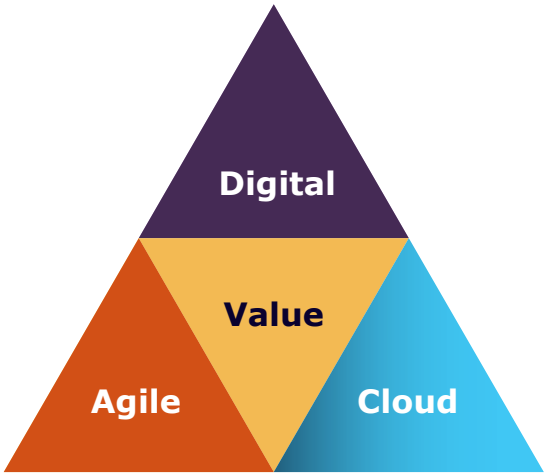
We will implement secure customer-centric solutions, leverage data and provide actionable insights / timely access to information, where and when required.

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

Partnerships and collaboration

We will build on our partnership and collaborative work with the Welsh Government, DHCW and NHS Wales Health Boards/Trusts. Working with Health and Care partners (including social care), wider public sector and industry partners, we will leverage opportunities to co-create value and harness the benefits of new technologies and digital solutions.

Value for money and return on investment



Having delivered foundational building blocks of Microsoft 365, we will build organisational capability to harness further benefits including the use of Power Platform, Dynamics 365 and SharePoint Online.

As NWSSP continues to adopt new digital services, in-house expertise will need to be developed, in partnership with DHCW, to reduce consultancy costs in the longer term.

Staff development and succession planning

We will upskill our staff to support new digital technologies and build capability to harness the benefits of new technologies across NWSSP. We will be working closely with HEIW as they develop further the All Wales Digital Skills Framework. We will identify capacity gaps and invest in staff development opportunities, succession planning and ensure that we have the right number of people with the right skills to support organisational objectives.

Robotics

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

A dedicated RPA team is in place to drive forward the use of this technology and demand for its support is increasing across the organisation, this led to the development of a trainee RPA post to improve robustness and allow for the continued expansion of service provided. This is helping to improve both process efficiency and quality, leading to improved customer satisfaction.

Processes developed in recent years include:

- Automation of Outstanding Medical Records (OSMR) – working with colleagues in the Primary Care Services Patient Registration team.
- Automation of the Remove final data process to allow colleagues who have left the NHS to receive COVID-19 bonus payments and backdated overtime and holiday pay adjustments.
- Automation of General Ophthalmic Services work allocation process.
- Automation of Single lead Employer Rotations.
- Creation of additional user accounts to support the move from 120 to 043.
- Download Personal File and Move to Outcome as part of the modernisation of TRAC processes.

The plan for next year is to continue to identify automation opportunities and deploy RPA solutions:

- SLE employer Rotational Hires - Inputting New Applicant Form data into ESR.
- Automating the data transfer to ESR from New Appointment Forms.
- Contact Centre Management (CCM) Reporting, uploading information to Qlikview.
- Enhanced reporting of sickness and other absences for Single Lead Employer service.
- Employment Services - Automating Issue of Contract Documentation
- eEnablement Apex Reporting tool through Oracle financials.

Our work for next year will also consider moving to a cloud-based solution and develop a plan for the integrating and use of power apps and power automate to facilitate a controlled rollout.

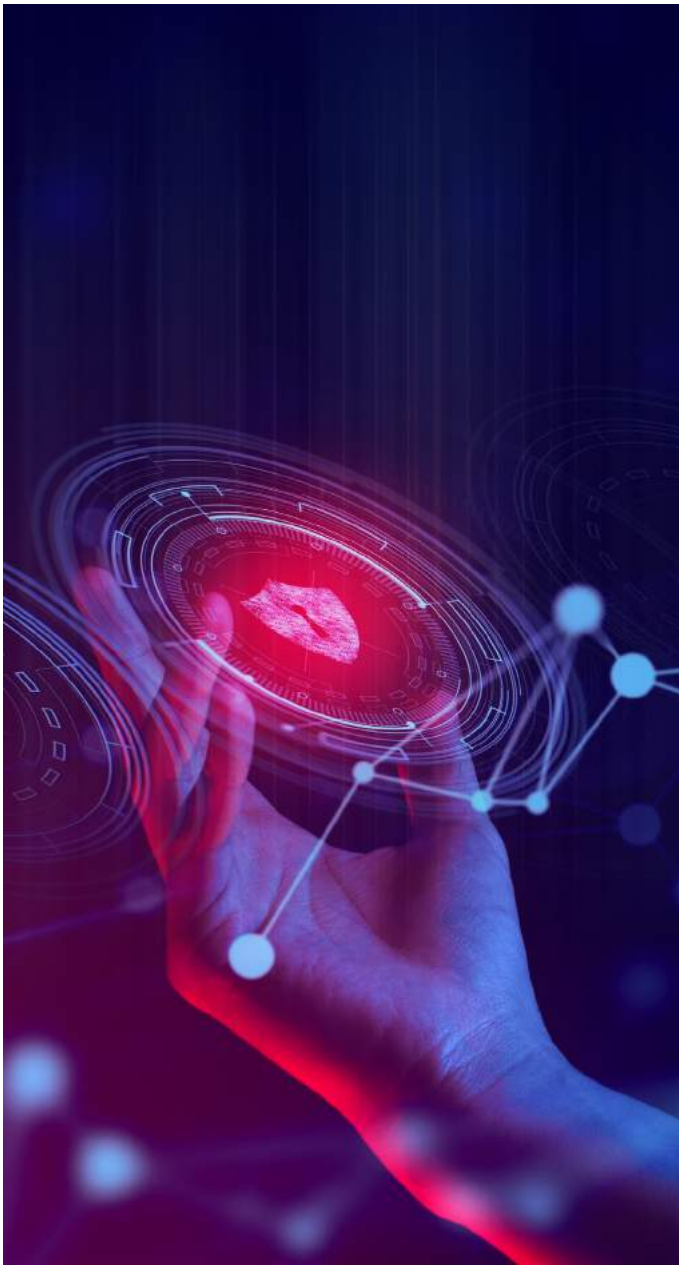
Cyber Resilience

The threat of cyber security attacks is recognised as a key corporate risk that we actively manage. We remain vigilant and continue to review and enhance our Information and Communications Technology (ICT) infrastructure to ensure that it remains robust in the context of the ever-changing threats we face. In recent months we have strengthened the team with the appointment of a Senior ICT Specialist in Cyber Security to support the work of the Information Security Manager.

We have also procured a contract that enables us to run phishing exercises where fake e-mails are sent to staff, and if they click on the suggested fake link it takes them to the training package to remind them of the need to be vigilant with emails. Controls have been tightened over changes to supplier bank details following several incidents earlier in the year where supplier e-mails were hacked into.

In recent months NWSSP has been one of the pilot sites in NHS Wales to complete the Cyber Assessment Framework as part of the Networks and Information Systems Directive (NIS D). The Directive aims to raise levels of cyber security and resilience of key systems across organisations. Completion of the Cyber Assessment Framework provides an assessment of how cyber security risks are being managed.

An action plan has been developed to address any gaps in our current approach. Presentations have been given to our Senior Leadership Team to promote an awareness of the threats and risks we face, as well as the controls we have in place. We have also rolled out a mandatory Cyber Awareness training package for all our staff to complete. Our business continuity plan is up to date and has been recently refreshed to ensure there is clarity on the back-up and testing arrangements for both inhouse and contracted-out key systems.



Wider Programme for Government

Appendix D – Wider Programme for Government

1. Decarbonisation Action Plan Summary of Approach

As an organisation NWSSP is committed to managing its environmental impact, reducing its carbon footprint and increasing sustainability in accordance with the Decarbonisation Agenda set by Welsh Government to combat the climate emergency. NWSSP's Environmental Management System (EMS) was produced and established to provide direction for environmental management within the organisation and to meet the requirements of the ISO 14001:2015 Standard. The EMS describes the principles, practices and procedures developed to demonstrate NWSSP's commitment.

Alongside the EMS we are committed to developing an NWSSP focused action plan which includes an indicative timeline to support NHS Wales in achieving the NHS Wales Decarbonisation Strategic Delivery Plan (2022-2030).

We have built the foundations of our plan around workshops with our people and the development of proposals with our lead experts in Specialist Estates and Procurement Services.

We have already undertaken several early steps to implement actions that support the reduction in carbon across our estates which include, LED lighting upgrades, the provision of Electrical Vehicle Charging points, a 75% reduction in staff travel (2020-21 data) and purchase of single use plastics becoming prohibited.

Our plan moving forward will reflect the following road map:

1. **Moving up a Gear (2020-2022)**
2. **Well on our Way (2022-2026)**
3. **Achieving our Goal (2026-2030)**

This road map will encompass both local and national planning agendas for NWSSPs Decarbonisation IMTP.

Local Agenda plans include:

- Establishment of a Steering Group to oversee the decarbonisation programme.
- A staff decarbonisation communication and engagement strategy.
- Establishing our baseline carbon emissions.
- Implementing changes to existing heating systems and lighting.
- Installing local energy generation where practical to do so.
- Downsizing our estate to reflect the agile working strategy.
- Embed decarbonisation in all plans, business process and decision making.

National Agenda Plans include:

- Developing and embedding a zero-carbon building standard as a requirement for all NHS new builds.
- Strengthening current guidance to ensure strategic estate planning will have carbon efficiency as a core principle.
- Transition to a market-based approach for supply chain emissions accounting.
- Advising Health Boards and Trusts on an appraisal approach for allocating land for uses such as renewable energy generations and greenhouse gas removal.
- Improving supply chain logistics and distribution to reduce carbon emission from associated transport.

Our approach to decarbonisation will be adaptive in line with evolving technology and regulatory environmental change. We will continue to create an organisation where our people are invested in the environment, sustainability, and social partnership.

2. Maximising our Support Towards the Foundational Economy

NHS Wales Shared Services Partnership recognises the requirement to deliver sustainable and responsible products, provisions, and services to the people of Wales. The procurement process is designed to ensure that the patient is at the centre of all requirements, and typically this is achieved through sourcing at the right quality for our patients, in a manner that delivers efficiently and reliably, while maintaining a competitive price that delivers value for the whole of Wales.

Some of the qualities that are at the forefront of this consideration relate to the environmental, social, and economic impacts of our supply chains. Public sector procurement in Wales accounts for over £6 billion worth of annual expenditure, presenting a significant opportunity for economic regeneration and community wealth building. By sourcing closer to home, NHS Wales can help foster an increase in the number of Wales-based economic operators who can provide everyday products and services from categories such as food, health and care, energy, and construction; all in a manner that reduces our carbon footprint and mitigates some of the risks associated with global supply chains and their potential disruption.

By investing in Wales-based firms they may also be able to trade internationally, bringing additional prosperity to their surrounding areas, while offering more jobs, raising standards of living, and ultimately improving population health. It is for these reasons that the Foundational Economy agenda is so critically important to NWSSP and Procurement Services.

To continue delivering and improving on this position, Procurement Services is committed towards several supporting activities, including:

- The use of industry-leading spend analytics tools to harness regional supplier intelligence.
- Standardising and improving procurement data quality from across all of NHS Wales' Health Boards and Trusts, with view towards regularly publishing an NHS Wales Procurement Pipeline.
- Reviewing regional use of quotation tools and Wales-based suppliers' engagement with those tools, to promote increased response rates and competition within the region.
- Targeted and informed supplier engagement to improve links with Wales-based suppliers who do not currently trade with NHS Wales but may have significant opportunities to do so.

As well as these transformational activities, Procurement Services has developed a Social Value Assessment Tool that has been deployed across the organisation with a mandated 15% weighting of the total award criteria for tendering activities. This means that procurement will be assessing bidders' social value contribution to the Wellbeing of Future Generations Act in terms of non-financial benefits, e.g. jobs for long term unemployed and the additional fiscal and economic benefits created.

The tool will also help measure bidders' decarbonisation ambitions in line with NHS Wales' support for Welsh Government's Net Zero public sector target for 2030, and the tool assesses suppliers' overall impact on the Foundational Economy. By recognising the suppliers that do best in these areas, and making it part of the decision-making process, more contracts will continue to be awarded to suppliers that deliver against our strategic priorities. This collective action in support of the Foundational Economy will help deliver a healthier Wales, alongside a healthier and more sustainable NHS Wales.

3. Prudent and Value Based Healthcare

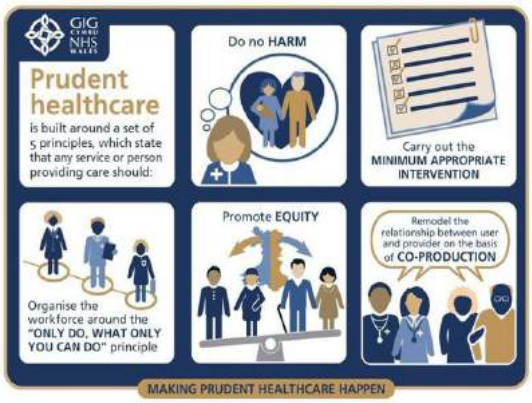
Value based and prudent healthcare continue to be priorities that are being delivered throughout NWSSP.

Across Procurement Services, products and services are often selected based on their ability to reduce costs along the cycle of care while improving outcomes that matter to patients (for example improved quality of life). By working in partnership with suppliers, NHS Wales and its supply chain partners share the objective and responsibility for improving patient outcomes.

Our organisation continues to achieve this through a value based approach that delivers benefits such as:

- Product price efficiencies.
- Releasing clinical time.
- Logistics efficiencies.
- Improved patient experience and outcomes with products delivered on time when needed. Patients receiving care closer to home.
- Reduced waste and improved environmental performance.

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



4. Sustainability

We continue to embed the Well-being of Future Generations (Wales) Act 2015 with a commitment to support sustainable development across the organisation.

We are applying sustainable development principles in our activity and our IMTPs reflects actions that embrace the five ways of working as set out by Welsh Government.

At NWSSP we will:

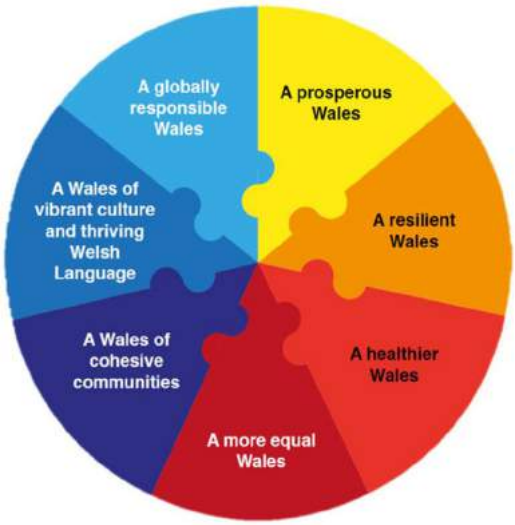
- Continually identify opportunities to improve our efficiency for using finite and scarce resources through implementing and launching the NWSSP ideas initiative for staff to identify suggestions to reduce our environmental impact.
- Complete sustainability risk assessments for all relevant procurement frameworks in excess of £25,000 and applying a community benefits approach to all relevant procurement.
- Undertake a review of the NWSSP Sustainable Procurement Policy in line with best practice and current legislative and regulatory requirements.
- Continue to contribute towards achieving the well-being objectives and showcasing our contributions through the publishing of an Annual Sustainable Development Statement to support this.
- Ensure our Digital Strategy addresses digital challenges and creates consistency and efficiencies.

- Publish a statement to identify transparency in supply chain and demonstrating compliance with the Welsh Government's Ethical Employment Code of Practice Commitments and the Modern Slavery Act 2015.

- Enable delivery and expansion of the Single Lead employer model.

- Support Welsh Government's Wales Procurement Policy Statement and contribute to the UK goal of being among global leaders in sustainable procurement.

- Commit a programme of on-going work around the decarbonisation agenda set out by Welsh



5. Primary Care Model for Wales

Our Primary Care Division is continuing to develop and implement both improvement and transformational change programmes to support Primary Care Contractors and Health Boards to deliver the Primary Care Model for Wales. In addition, it is leading an NWSSP wide programme of work aimed at supporting the sustainable primary care agenda.

We are supporting primary care sustainability through broader collaboration with stakeholders at national, regional, and local levels to understand the key issues being faced in the planning and delivery of services, and then, through the deployment of skills and knowledge from across NWSSP, to develop products, services and integrated solutions that meet identified needs.

Our IMTP supports primary care sustainability through both the development of enhanced data management capabilities to support primary care service planning and through the provision of specific products and services to support primary care delivery.

Our plan is inclusive of:

- Ensuring continuity of service during the development and transition to the e- prescribing service in Wales, working in partnership with Digital Health Care Wales.
- Consolidating and streamlining current data information products to enable data driven service development and performance management.
- Building on the direction outlined in 'A Healthier Wales' to support a national eye care service, review contracted services and standard operating procedures.
- Developing the full functionality of the new contractor payment system.

6. The National Endoscopy Programme

Welsh Government published the 'National Endoscopy Programme (NEP) Action Plan 2019-2023' in October 2019, setting out a phased improvement plan to support health boards to develop sustainable endoscopy services. The programme aims to balance demand and capacity, enable optimisation of the bowel screening programme, achieve JAG (Joint Advisory Group on Gastrointestinal endoscopy) accreditation of units and to enable delivery of the single cancer pathway.

Underpinning the Board are four work stream subgroups, each with an agreed work plan to enable delivery of the programme aim: Demand and Capacity, Clinical Pathways, Workforce training and development and Facilities and Infrastructure. Our Specialist Estates Services (SES) are supporting the NEP with the delivery of this programme and in particular the Facilities and Infrastructure work stream to enable a world class endoscopy estate.

This will result in increased decontamination service capability across Wales, with work ongoing developing this future service model including exploring the need for larger facilities in the acute centres across Wales.

The Facilities/Infrastructure workstream also aims to achieve Joint Advisory Group (JAG) accreditation for all endoscopy units in Wales. JAG accreditation is an important mark of quality and safety and accredited service status enables us to provide assurance that our endoscopy services are comparable to the best in the UK. The decontamination service is part of the JAG assessment process and NWSSP-SES have been pro-active in supporting HB's and the NEP on the attainment of the required standards. Future NWSSP work includes engagement and partnership working to ensure decontamination services for flexible endoscopy meet national standards.

Key Performance Indicators

Appendix E - Key Performance Indicators

Set out below are our Key Performance Indicators (KPIs) for 2022-23 and where applicable proposed targets for 2022-25.

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

During 2021-22 we refined the format of our performance monitoring report, adopting a dashboard approach, and increasing the use of statistical process control (SPC) charts. An SPC chart is used to study the changes in the process over time.

During 2021-22 we began to implement a standard approach to measuring our Customer Satisfaction by applying standard core questions to our annual divisional surveys so that we can benchmark between divisions and share knowledge and good practice where needed. 2022-23 will be the first year we should be in a position to report on this revised approach.

We have also begun to identify KPIs to measure progress with a number of new initiatives referenced in this IMTP including as examples:

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

Whilst we have agreed initial areas of focus, we are still developing internal processes to capture the relevant data to be able to report on a timely and accurate basis. These two examples also provide opportunity to share and learn from others across the NHS and wider public sector in Wales and ensure consistency and comparability over time.

During 2022-23 we plan further work, with more emphasis on developing outcome measures that will complement our traditional and largely transactional KPIs. In turn this dataset will sit alongside reporting progress against this IMTP to the Partnership Committee, Welsh Government and our customers.

Appendix E - Key Performance Indicators

Key Focus Area (KFA)	Description of Key Performance Indicator	Responsibility	Frequency	2022-23	2023-24	2024-25
Corporate Services						
Value for Money	Financial Position	NWSSP	Monthly	Breakeven	Breakeven	Breakeven
Value for Money	Planned Distribution	NWSSP	Annual	£750k	£750k	£750k
Value for Money	Professional Influence Savings	Both	Annual	£110m	£110m	£110m
Our People	Staff Engagement - Staff Survey *	NWSSP	Annual	Baseline to be Set	Baseline to be Set	Baseline to be Set
Our People	Attract and retain people/talent - Staff Attrition *	NWSSP	Quarterly	Baseline to be Set	Baseline to be Set	Baseline to be Set
Our People	Attract and retain people/talent - Exit interview *	NWSSP	Quarterly	Baseline to be Set	Baseline to be Set	Baseline to be Set
Our People	Business Travel *	NWSSP	Annual	Baseline to be Set	Baseline to be Set	Baseline to be Set
Excellence	Customer Satisfaction - How satisfied are you with the quality of service?	NWSSP	Annual	Baseline to be Set	Baseline to be Set	Baseline to be Set
Excellence	Customer Satisfaction - How Satisfied are you with the response times from [Directorate]?	NWSSP	Annual	Baseline to be Set	Baseline to be Set	Baseline to be Set
Excellence	Customer Satisfaction - I found the staff professional and courteous?	NWSSP	Annual	Baseline to be Set	Baseline to be Set	Baseline to be Set
Excellence	Customer Satisfaction - How easy did you find it to contact the [Directorate]?	NWSSP	Annual	Baseline to be Set	Baseline to be Set	Baseline to be Set
Excellence	Customer Satisfaction - If you've ever raised a concern/ query/problem with [Directorate] about the service they provide, how satisfied were you with how it was resolved?	NWSSP	Annual	Baseline to be Set	Baseline to be Set	Baseline to be Set

Appendix E - Key Performance Indicators

Key Focus Area (KFA)	Description of Key Performance Indicator	Responsibility	Frequency	2022-23	2023-24	2024-25
Audit & Assurance Services						
Excellence	Audit plans agreed/in draft by 31 March	NWSSP	Annual	100%	100%	100%
Excellence	Audit opinions delivered by 31 May	NWSSP	Annual	100%	100%	100%
Excellence	Audits reported vs. total planned audits	NWSSP	Monthly	> 95%	> 95%	> 95%
Excellence	Audits delivered for each Audit Committee in line with agreed plan	Both	Each Committee	Yes/No	Yes/No	Yes/No
Our People	% of recommendations implemented and their impact	Both	Annual	Reported in Annual Audit Opinion Report	Reported in Annual Audit Opinion Report	Reported in Annual Audit Opinion Report
Accounts Payable						
Customers and Excellence	Public Sector Pay Performance – Non NHS	Both	Monthly	95%	95%	95%
Central Team						
Customers	P1 incidents raised with the Central Team are resolved within 8 hours between the time of 9am-5pm, within capability	NWSSP	Monthly	95%	95%	95%
Customers	BACS Service Point tickets received before 14.00 will be processed the same working day unless issues are identified and the requestor is not available to address them. The remaining tickets will be processed the next working day.	NWSSP	Monthly	95%	95%	95%
Single Lead Employer						
Customers	% of calls answered on Action point /Zen Desk within 72 Hours	NWSSP	Monthly	70%	80%	95%

Appendix E - Key Performance Indicators

Key Focus Area (KFA)	Description of Key Performance Indicator	Responsibility	Frequency	2022-23	2023-24	2024-25
Legal and Risk						
Customers	Timeliness of preliminary advice – within 3 business days	NWSSP	Monthly	95%	95%	95%
Customers	Time from consideration by the Learning Advisory Panel to presentation to the Welsh Risk Pool Committee	NWSSP	Monthly	95%	95%	95%
Customers	Case Closure Client Satisfaction response	NWSSP	Monthly	95%	95%	95%
Customers	Annual Client Satisfaction Questionnaire response	NWSSP	Annually	Positive narrative responses	Positive narrative responses	Positive narrative responses
Excellence	Achieved successful Lexcel Accreditation	NWSSP	Annually	Achieve	Achieve	Achieve
Excellence	Achieved successful Customer Service Excellence Accreditation	NWSSP	Annually	Achieve	Achieve	Achieve
Medical Examiner						
All	Eligible Deaths Scrutinised	Both	Monthly	60%	100%	100%
Excellence	Timeliness (within 72 hours of notification of death)	Both	Monthly	98%	98%	98%

Appendix E - Key Performance Indicators

Key Focus Area (KFA)	Description of Key Performance Indicator	Responsibility	Frequency	2022-23	2023-24	2024-25
Primary Care Services						
VFM/ Customer	KPI 1 - Primary care payments made in accordance with Statutory deadlines	NWSSP	Monthly	100%	100%	100%
Customer	KPI 2 - Patient assignment actioned within 24 hours of receipt of request	NWSSP	Monthly	100%	100%	100%
Excellence/ Customer	KPI 4 - Urgent medical record transfers actioned within 2 working days	NWSSP	Monthly	100%	100%	100%
VFM/ Customer	KPI 7 - Category A Cascade alerts to be issued within 4 hours of receipt	NWSSP	Monthly	100%	100%	100%
VFM/ Excellence	KPI 12 - Prescription Accuracy Rates compliant with SLA (99%)	NWSSP	Monthly	100%	100%	100%
Excellence/ Customer	KPI 14 - Bulk Mail released within 6 working days of the completed request	NWSSP	Monthly	98%	98%	98%
All	KPI 17 - Retain Customer Service Excellence accreditation	NWSSP	Annual	Yes/No	Yes/No	Yes/No
Procurement Services						
Value for Money	Savings against Plan	Both	Monthly	£22m	£40m	£50m
Customers	Customer Satisfaction	NWSSP	Monthly	95%	95%	95%

Appendix E - Key Performance Indicators

Key Focus Area (KFA)	Description of Key Performance Indicator	Responsibility	Frequency	2022-23	2023-24	2024-25
Specialist Estates Services						
Excellence	Timeliness of advice	NWSSP	Monthly	95%	95%	95%
Customers	Customer Satisfaction: % of customer satisfaction based on survey information	NWSSP	Annual	95%	95%	95%
Customers	Issues and Complaints – deal with the same in line with the requirements of the Issues and Complaints Management Protocol (number of complaints)	NWSSP	Monthly	0 complaints	0 complaints	0 complaints
Value for Money	Charge comparison – compare property surveyor hourly rate to the private sector rate (Target: <Average Commercial Rate)	NWSSP	Annual	SES hourly rate less than the average commercial rate (ACR)	SES hourly rate less than the average commercial rate (ACR)	SES hourly rate less than the average commercial rate (ACR)
Value for Money	Professional Influence Benefits	NWSSP	Monthly/ Quarterly	£16m	£16m	£16m
Surgical Materials Testing Laboratory						
Customers/ Excellence	% of incident reports sent to regulatory authority within 50 days of receipt of form	NWSSP	Monthly	To be reviewed once new triage system in place	TBA	TBA
Customers/ Excellence	% delivery of audited reports on time (Commercial)	NWSSP	Monthly	89.00%	90.00%	90.00%
Customers/ Excellence	% delivery of audited reports on time (NHS)	NWSSP	Monthly	89.00%	90.00%	90.00%
Customers/ Excellence	% delivery of Technical assurance evaluations on time	NWSSP	Monthly	87.00%	89.00%	90.00%
Counter Fraud Services						
Customers/ Excellence	Increase Financial recoveries secured per annum	Both	Annual	Ongoing	Ongoing	Ongoing

Appendix E - Key Performance Indicators

Key Focus Area (KFA)	Description of Key Performance Indicator	Responsibility	Frequency	2022-23	2023-24	2024-25
CIVAS@IP5 Medicines Unit						
Quality and Safety	This is a KPI to identify errors that occur within the manufacturing process that will have a quality impact on the medicines produced. It is seen as a % error rate I relation to batches produced	NWSSP	Monthly	<0.5%	<0.5%	<0.5%
Laundry Services						
Customers/ Excellence	Orders dispatched meeting customer standing orders	NWSSP	Weekly	85%	TBA	TBA
Customers/ Excellence	Delivery's made within 2 hours of agreed delivery time	NWSSP	Weekly	85%	TBA	TBA
Customers/ Excellence	Microbiological contact failure points	NWSSP	Weekly	< 5	TBA	TBA
Customers/ Excellence	Inappropriate items returned to the laundry including Clinical waste items	Customer	Weekly	< 5	TBA	TBA
Employment Services						
Customers	Average Working Days - Vacancy created on Trac to Unconditional Offer target 71 days	Both	Monthly	71 Days	71 Days	71 Days
Excellence	% of calls answered - Recruitment	NWSSP	Monthly	95.00%	95.00%	95.00%
Excellence	% of calls answered - Payroll	NWSSP	Monthly	95.00%	95.00%	95.00%
Excellence	% of calls answered - Student Award	NWSSP	Monthly	95.00%	95.00%	95.00%
Customers and Excellence	% of pay accuracy in pay period	NWSSP	Monthly	99.60%	99.60%	99.60%
Customers	% of NHS Bursary Applications processed within 20 days	NWSSP	Monthly	85.00%	85.00%	85.00%
Customers	Average number of Applications that have not been assessed in any day not to exceed 400 claims	NWSSP	Monthly	100.00%	100.00%	100.00%

Appendix E - Key Performance Indicators

Key Focus Area (KFA)	Description of Key Performance Indicator	Responsibility	Frequency	2022-23	2023-24	2024-25
Digital Workforce						
Excellence	% of Calls Handled	NWSSP	Monthly	95.00%	97.00%	100.00%
Customers	% customer satisfaction year on year	NWSSP	Monthly	90%	95%	95%
Customers	% of live chat responses	NWSSP	Monthly	95%	97%	100%
Excellence	% standardisation and data quality in ESR in line with National Workforce Data sets	Customers	Quarterly	99%	99%	99%
Salary Sacrifice						
Customers and Excellence	Growth in the size of the Salary Sacrifice fleet – 10% growth year on year. Base is Oct 21 – 2,300 vehicles. Also applies to an increase in the number of Electric Vehicles 1142 vehicles	NWSSP	Annual	2530 Vehicles 1256 Electric	2783 Vehicles 1381 Electric	3061 Vehicles 1519 Electric
Customers, Excellence and Service Development	Reduction in CO2 emissions for the salary sacrifice fleet	NWSSP	Annual	80g/km	80g/km	60g/km

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

Appendix F

Year 2 and 3 Plans

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

Adding Value Through Partnership, Innovation & Excellence

GIG CYMRU NHS WALES | Partneriaeth Cydwasanaethau Shared Services Partnership

Our Strategic Objectives

Value for Money	Excellence	Service Development	Customers & Partners	Our People
✓ Highly efficient and effective organisation. ✓ Deliver real term savings and service quality benefits in partnership with our customers. ✓ Measure value in terms of quality, socio-economic benefit and not solely on cost.	✓ A customer centric organisation that delivers process excellence. ✓ Focus on continuous service improvement, automation and the use of digital technology. ✓ Leads the way on adopting new ways of working to tackle climate change and decarbonisation targets.	✓ Extend the range of high quality services provided to NHS Wales and Welsh public sector. ✓ Adapt and change our processes and systems to support the Foundational Economy in Wales.	✓ Open and transparent customer-focused culture. ✓ That supports the delivery of high quality services.	✓ Appropriately skilled, productive, engaged and healthy workforce. ✓ Embed diversity and inclusiveness into our NWSSP culture and actions. ✓ Encourage the use Welsh in our roles and workplaces, supporting staff to improve their skill level.

2023-24 Key Deliverables

Expand the range of drugs offered through our Pharmacy Technical Services to reduce purchase and distribution costs for Health Boards.	Continue to modernise warehousing and inventory management model for NHS Wales.	Continuous improvement in the use of data analytics in Primary Care Counterfraud investigations.	Scope internal audit approach to cross sector and other regional partnership arrangements.	Build on staff development programmes to build resilience within Divisions.
Creation of an All Wales staff benefits programme to capitalise on economies of scale.	Carry out a benchmarking review of the Medical Examiner Service to evidence service development and improvements.	Further develop the Once for Wales Concerns Management System in response to the Evans Report to identify themes and trends.	Develop and digitalise learning platforms to support the development of the Health and Social Care work force.	Develop workforce capability and capacity to meet the changing needs of our organisation to include recruitment and retention.
Continued expansion of Robotics Process Automation and use of Power BI within several our Divisions.	Embed Welsh digital standards into customer centric contact centre service design.	Expand the use of the sustainable procurement Code of Practice.	Continue to test the feasibility of an electronic staff passport to aid recruitment.	Continue to embed the agile working culture and principles within the organisation.
Evaluate the Single Lead Employer operational systems, processes, and end user experience.	Ensure the internal audit Quality Assurance Improvement Programme meets the requirements of external quality assessment.	Implementation of a new student awards service software.	Work with primary Care stakeholders to develop further a suite of NWSSP services available at cluster level.	Engagement with Pharmacy Technical workforce as part of the transition to fully operational TRAMS.
Final Business case approval for Laundry South West and North West	Progress our Decarbonisation Action plan to achieve net zero carbon by 2030.	Outline Business Case for ESR Transformation Programme	Apply the lessons learnt from first pipeline of Primary Care estate schemes.	Continue to promote the use of the Welsh language throughout our organisation.

Our Core Values

Listening & Learning

Working Together

Taking Responsibility

Innovating

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

Adding Value Through Partnership, Innovation & Excellence

GIG CYMRU NHS WALES | Partneriaeth Cydwasanaethau Shared Services Partnership

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2024-25 Key Deliverables

Review locum medical arrangements with the Medical Efficiency Group.	Extend testing capabilities within our laboratories including use of reusable PPE and organic carbon.	Increase vehicle charging points, LED lighting, use of solar panelling and increased electric vehicle fleet.	Continue to promote opportunities to Welsh suppliers in the foundational economy.	Continue to monitor the impact of agile working and other new ways of working.
Commission South East Wales Laundry hub.	Support the implementation of Oracle Cloud upgrade.	Review the benefits of the new contractor payments system.	Evaluate the impact of the Collaborative Bank model.	Implementation of the All-Wales Laundry operating model.
Further deployment of Scan for Safety modernisation programme.	Continue to support the momentum behind NHS Wales achieving net zero carbon by 2030.	Consider the creation of an NHS Wales IT/Cyber and Intellectual Property team in Legal Services.	Counterfraud to explore joint working with wider public sector.	Phased transfer of Pharmacy Technical staff to the South East TRAMs hub.
Continue to work closely with our partners regarding the reinvestment of cash generated surpluses.	Continue to refine our Quality Assurance and Improvement Programme within Audit and Assurance.	Construction of second TRAMs hub due to commence.	Support Medical Workforce programme; e-rostering and bank arrangements.	Build upon the 'Leading for Excellence and Innovation' programme to focus on leadership development as part or our people strategy.

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