

ASSURANCE REPORT

NHS WALES SHARED SERVICES PARTNERSHIP COMMITTEE

Reporting Committee	Shared Service Partnership Committee
Chaired by	Mrs Margaret Foster, Chair
Lead Executive	Mr Neil Frow, Managing Director, NWSSP
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Date of last meeting	17 th November 2016

Summary of key matters including achievements and progress considered by the Committee and any related decisions made.

- As part of the planning cycle for the Integrated Medium Term Plan, the annual "Horizon Scanning" workshop to consult and engage with Committee members on priority areas for NWSSP's Integrated Medium Term Plan (IMTP) 2017-2020 was led by Andy Butler, Director of Finance & Corporate Services. The Committee noted the positive feedback received from Welsh Government on the 2016-2019 IMTP and the progress made in delivering against the objectives in the 2016-2019 IMTP which included:
 - Investment in a programme Management Office (PMO) function to improve project management arrangements
 - Increased efficiencies in working practice, e.g. Employment Services, Primary Care Services.
 - Investment in information governance and Welsh Language resource
 - Successful transfer of the Surgical Material Testing Laboratory (SMTL) from ABMU and the continued development of the Health Courier Service.
 - Implementation of the TRAC recruitment software system, ESR Enhance and Technology Enabled Learning (TEL)
 - The development of prediction tools to analyse NHS Wales workforce models
 - GP Speciality recruitment / single employer – inductees and returners
 - Primary Care Single Point of Contact (SPOC) & Recruitment service
 - Facilitation of key national projects – Finance Academy, Value based procurement, Hire to Retire and support for the Nurse Agency Group.
 - Introduction of contact centres for procurement services and recruitment services
 - Establishment of clerical staffing bank to manage resources effectively
 - Delivering procurement savings through clinical engagement

The workshop highlighted the importance of the Committee's contribution to ensure that the IMTP was evidence led and focussed on the priority areas identified by the individual Health Boards (HB's) and Trusts. The workshop

supported the proactive work already being undertaken by NWSSP to consult and engage with NHS bodies through quarterly review meetings with HB's, meetings with key stakeholders (including Welsh Government) and all Wales professional peer groups, e.g. NHS Wales Directors of Finance (DOF) forum and NHS Wales Directors of Primary and Community Care and Mental Health Directors (DPCMH) forum.

Feedback from NWSSP's partners had already identified some focus areas for consideration including:

- Added value Hire to Retire service
- Support to deliver the learning from the Lord Carter NHS efficiency review in England to NHS Wales
- Transform processes using technology & social media
- Value for Money from the new services
- Improved data quality delivering real-time information
- The need to commission more health students
- Further support to the national primary care plan
- Continued development of the accounts payable process
- Provision of an All Wales Occupational Health Service

The Committee considered the external challenges ahead and noted that there were significant workforce planning issues for NHS Wales over the next three years. The potential new support services for NWSSP to deliver additional support to NHS Wales included a Welsh Language Translation Unit, HR Helpdesk for NHS Wales, and an All Wales Job Evaluation Unit. In addition, it was agreed that other services such as benchmarking/informatics and an all Wales staff bank system required further consideration. As part of the "Once for Wales" vision opportunities had also been identified to extend NWSSP's existing services to primary care and the wider public sector as well as taking on board the ongoing work regarding laundry services.

The Committee members were asked to consider any potential pressures or areas that NWSSP could help support or how NWSSP could contribute towards meeting the challenges that HB's/Trusts may face over the next three years. Any challenges identified should be fed back as part of the HB's/Trust's own IMTP processes.

2.Chairman's Report

The Committee **received** a verbal update from the Chair who advised that she and the Managing Director had recently met with the Executive Board at Abertawe Bro Morgannwg UHB (ABMU) and had discussed progress against NWSSP's IMTP and NWSSP's performance in providing support functions to ABMU.

The Chair advised that she had attended the Royal College of Nursing (RCN) "Nurse of the Year Award" ceremony and that it was good to see recognition being given to staff who were making a difference to the lives of patients in Wales, especially the Consultant Nurse (Child Health) at Aneurin Bevan University Health Board, who won the RCN In Wales Nurse of the Year Award 2016.

The Chair also advised that following attendance at the recent Welsh Risk Pool (WRP) Committee meeting that consideration be given to reviewing the membership of the WRP Committee with a view to ensuring consistent membership at meetings. She also stated that she had written to HB's/Trusts to highlight that consideration should be given to investing more time and resource on claims and concerns.

3.Managing Director's Report

The Committee **received** a verbal report from the Managing Director, NWSSP which included an update on:

- **Velindre NHS Trust Board (VNHST) Meeting** – provided an update on NWSSP services to VNHST Board with regard to the hosting arrangements and agreed a process to facilitate the potential extension of NWSSP's services in line with the NWSSP IMTP. The Board were fully supportive in terms of the long-term vision of NWSSP and endorsed the governance approach being taken and the link to the Velindre NHS Trust Audit Committee for Shared Services.
- **Health Education Wales (HEW) Review** - the Cabinet Secretary for Health, Wellbeing and Sport announced on the 10th November 2016 that a new body would be introduced to oversee strategic workforce planning, workforce design and education commissioning for NHS Wales. The announcement was the culmination of the work taken forward through the Health Professionals Education Investment (HPEI) review, led by Mr Mel Evans OBE, which was published in April 2015. The announcement does have an impact on the work of NWSSP's Workforce, Education and Development Services (WEDS) function, however some elements of their service such as supporting the Directors of Workforce and Organisational Development (DWODS) work programme and supporting pay modeling work would not fall under the remit of the new organisation. NWSSP is fully committed to help support setting the new body up to ensure successful delivery by the April 2018 target. A formal consultation is due to commence in early 2017.
- **Robotic Process Automation (RPA)** – the Oracle Strategy and Development Group (STRAD) group have piloted two proofs of concept utilising Robotic Process Automation (RPA) to test the potential of using RPA solutions for NHS services. Both pilots were successful and a full report on progress would be presented to the Committee in January 2017.
- **Welsh Risk Pool (WRP) Annual Report** – the WRP Committee had agreed the WRP Annual Report and it would now be distributed to Health Boards/Trusts.
- **Transfer of Primary Medical Care Advisory Team (PMCAT)** – the PMCAT function will be transferring from PHW to NWSSP in January 2017 and subject to agreement from Aneurin Bevan University Health Board Dr Richard Lewis would be appointed under an honorary contract as the NWSSP Medical Director to provide professional support to the PMCAT.
- **Directors of Primary Care Services (DPCS)** – NWSSP were represented on the DPCS group and work was progressing to develop a suite of products to support primary care services, which included payroll services for GPs.

NWSSP were currently supporting Aneurin Bevan UHB with records scanning for records held at all of their GP practices.

- **Shared Services – sharing good practice** – NWSSP had received several requests from other shared services providers, including NHS Scotland Shared Services, NHS Shared Business Services (SBS) in England and the HSC Business Services Organisation (BSO), Northern Ireland, to learn more about NWSSP’s business model and the advanced stages of its operating procedures. Feedback received had indicated that NWSSP were running a successful business model that they wished to learn from and replicate where possible. Queries had also been received from health bodies in Northern England and South West England on the benefits of operating a shared services business model.
- **Welsh Risk Pool Comparison with NHS England** – following a request from the NHS Wales DOF group a review had been undertaken into the similarities and differences between Wales and England in relation to their respective management of Clinical Negligence and Personal Injury Claims. The findings of the review identified that increases in expenditure, in terms of in-year spend and increased HB financial pressures, in England had not been reflected in Wales. The review demonstrated that the Welsh in-house model for securing legal services demonstrated VFM compared to the system operating in England where external solicitors were used.
- **Welsh Language Unit** – a scoping study had been undertaken by NWSSP on the feasibility of introducing a Welsh Language Translation Unit to support NHS Wales with the additional pressures they are likely to face in complying with the standards outlined within the Welsh Language (Health Sector) Regulations due to be introduced in 2017. A business case will be presented to Committee in January 2017.
- **Paperless Board** – a business case was being formulated and discussions were being held with procurement services to consider the benefits of introducing an electronic board software system for Committee meetings which would support NWSSP in convening paperless meetings and reducing its impact on the environment.

4. SSPC Forward Plan of Business 2017-2018

The Committee **received** an annual forward plan of business for 2017-2018, which outlined the key decisions and information that the Committee will deal with, diary dates for meetings and venues for meetings. The Committee resolved to **approve** the plan.

5. Service Level Agreement (SLA)

The Committee **received** a report proposing minor amendments to the overarching Service Level Agreement (SLA) and updated supporting service schedules for Audit and Assurance, Employment Services, Specialist Estates Services, Legal and Risk services (incl Welsh Risk Pool), Primary Care Services, Procurement Services and the Health Courier Service. When NWSSP was first created in 2011 a number of operational arrangements were inherited and to ensure business continuity the SLA and supporting schedules were introduced which outline responsibilities in respect of specific work areas. To ensure effective governance the SLA and supporting schedules are reviewed on an annual basis

and each service area consults with individual Health Boards/Trusts on the details of service provision. The Committee **approved** the updated SLA schedules.

6. Laundry Services Review

The Committee **received** a verbal update on progress with the NHS Wales Laundry Service Review. Following the Committee's decision to explore potential areas of extension of NWSSP's services at its March 2016 meeting as outlined in the IMTP 2016-2019, and the review undertaken by the Specialist Estates Services department on laundry services in preparation for the introduction of new standards for laundry and linen services in 2017, a Project Board comprising of representatives from each HB had been set up to lead the work. The primary objective of the review was *"to develop a national service model that is fit for purpose, complies with modern standards, provides a sustainable and resilient laundry service and represents value for money for NHS Wales"*. The Committee **noted** the progress made and **agreed** that a staff side representative should be included on the project board.

7. Prudent Procurement

The Committee **received** a verbal report from the Managing Director, NWSSP concerning progress made in respect of the **All Wales Medical Consumables and Devices Strategy Group (AWMCDSG)** on Prudent Procurement. The annual work programme for the Group had been shared with the NHS Wales Medical Directors group and it was agreed that the AWMCDSG work programme should be shared with the NHS Wales Chief Executives group.

8. ESR Enhance "Hire to Retire" progress update

The Committee **received** an update report on the NHS Wales 'Hire to Retire' work programme which had been set up to maximise use of the ESR platform and standardise, streamline and simplify workforce processes, maximise the efficiencies of electronic and interfacing workforce technology and to enhance the quality of workforce information held on ESR with regards to the NHS Wales workforce. The Committee **noted** that the ESR re-tender undertaken in 2015 included the requirement for both technical and user enhancements to be delivered across NHS England and Wales from April 2016. However, the service provider was unable to meet the target delivery timescales and following a review an abridged roadmap of ESR enhancements had been deployed in June 2016 which outlined prioritised enhancements required by December 2017, namely technical user experience and increasing business functionality. Despite some slippage due to different IT specifications across NHS Wales good progress had been made in achieving key milestones and that the robustness of the "Hire to Retire" programme governance could enable swift resolution to the issues highlighted.

9. Finance and Performance

The Committee **received** a report from the Director of Finance & Corporate Services summarising the latest **financial position** and key performance indicators (KPIs). It was noted that NWSSP reported a break-even position at the close of Month 6. This was after reserving funds for distribution/reinvestment to NHS Wales of £1.5million and potential brokerage of £0.750m. A review of the

forecast outturn for the Welsh Risk Pool had identified that the outturn would fall in the range of £70m - £75m. The Committee **noted** that the majority of NWSSP's KPI's were within target.

10. Welsh Risk Pool Financial Position

The Committee **received** a report from the Director of Finance & Corporate Services updated the Committee on the current financial **position regarding the Welsh Risk Pool** and the proposed actions to strengthen the related processes including learning lessons from claims.

11. Reports for Information

The Committee **received** and **noted** a number of reports for information, these included:

- Velindre NHS Trusts Audit Committee for NWSSP Terms of Reference
- National Procurement Service (NPS) Update

Key risks and issues/matters of concern and any mitigating actions

The Committee received an update on **key risks** and reviewed the updated Corporate Risk Register. The risks contained within the risk register included matters discussed within the business of the meeting. The Committee **noted** that following an in depth review of the risks on the register the number of risks had reduced from 23 to 9, which demonstrated effective risk management resulting in the de-escalation of some longstanding risks. The two main risks related the ongoing issues following the changes made by NHS England in relation to primary care records transfers and the proposed changes to the Exeter payment and patient registration system; and the ongoing issues within the Accounts Payable team and the arrangements in place within NHS bodies that has resulted in some delay in payment to suppliers in a number of Health Boards and Trusts. The Managing Director highlighted that a Purchase to Pay review group, chaired by Andrew Naylor and with representation from all health bodies had been created. The Group had devised a work plan and were already reviewing existing processes and introducing new and consistent ways of working which would address ongoing issues result in improved stability with improvements to PSSP figures across Wales.

Matters requiring Board level consideration and/or approval

- The Board is asked to **NOTE** the work of the SSPC and ensure where appropriate that Officers support the related work streams.
- The Board is asked to **CONSIDER** any potential pressures that NWSSP could consider providing support for, or any areas which NWSSP could invest in to further support HB's/Trusts in meeting any additional challenges over the next three years. To be reported back to the next Committee meeting.

Matters referred to other Committees

n/a

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