

## ASSURANCE REPORT

### NHS WALES SHARED SERVICES PARTNERSHIP COMMITTEE

Reporting Committee	Shared Service Partnership Committee
<b>Chaired by</b>	Mrs Margaret Foster, Chair
<b>Lead Executive</b>	Mr Neil Frow, Managing Director, NWSSP
<b>Author and contact details.</b>	Peter Stephenson, Head of Finance and Business Development
<b>Date of meeting</b>	20 September 2018

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

*The full agenda and accompanying reports can be accessed on our website <http://www.nwssp.wales.nhs.uk/committee-papers-2018>*

#### 1. DEEP DIVE – GP Specialty Trainees

Members **received** an informative presentation on progress with the employment and training arrangements for GP Specialty Registrar Trainees (GPSTR) from Gareth Hardacre, Director of Workforce and Organisational Development, NWSSP.

The GPSTR Medical Workforce Team currently manage the employment of approximately 420 GPST Registrars providing a comprehensive workforce service across Wales. 65 GP Trainees are due to qualify in July/August and leave the training programme, with a further 110 planned to join the scheme. It is therefore anticipated that circa 470 GP Trainees will be managed by NWSSP on behalf of the Health Boards and GP practices.

The success of this project as well as the Lead Employer status for GP Trainees has demonstrated the ability of NWSSP to add significant value by streamlining transactional processes, and provides a positive platform to undertake a centralised approach for the Recruitment On-boarding and right to work checks for all Medical and Dental Trainees.

Following requests from GP Practices enquiring how NWSSP can help with sponsoring/employing a doctor after their training has completed, the NWSSP Employment Services team is currently in discussion with the Home Office to extend the Lead Sponsor arrangements to Primary Care.

Members **noted** the benefits brought about following the introduction of the lead employer for trainee GPs, and the potential opportunities that may arise from extending the approach to other clinical professions such as radiologists.

## 2. Chair's Report

The Committee **received** a verbal update from the Chair.

- **Visits to Health Boards/Trusts** - the Chair advised that she had recently undertaken a visit to Hywel Dda UHB where there had been a good discussion and constructive debate about the services provided by NWSSP . In overall terms the feedback was very positive.
- **Horizon Scanning and Planning Day** - The Chair advised that she had attended a horizon scanning day on the 13<sup>th</sup> September which covered both a review of the IMTP process for 2018/19 and a look forward to the approach for 2019/20. The day was attended by representatives from Welsh Government who gave very positive feedback on the 2017/18 IMTP and an update on the key strategic drivers including "Healthier Wales" . Approximately 40 NWSSP employees from all divisions attended the event and the section on the 2018/19 plan was facilitated by the new Head of IMTP, Iain Hardcastle. The day was very productive and would be invaluable in developing the IMTP.

## 3. Managing Director's Report

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

- All-Wales Bank – at present this initiative is delayed due to uncertainty over funding from Welsh Government. NWSSP Committee have agreed to invest some resource to take it forward, but have been advised that a separate meeting with Welsh Government on 12/10 to look at the bigger opportunity might prove advantageous and it may therefore be beneficial to await the outcome of this meeting.
- Prudent Procurement – new structure is now in place, which is giving greater focus.
- National Procurement Service – potential for the current service offering to be significantly reduced.
- NHAIS – a preferred option is emerging from the business case although further work is needed to understand any potential legal issues that may need to be resolved.
- Laundry – OBC progressing well, and should be ready in next few weeks to be sent to organisations before the next Committee meeting. Health Boards will need to decide shortly as to whether they want to proceed to the next phase. Welsh Government have requested an update on the project be provided.
- ESR Helpdesk - this has now been established for a couple of months and is progressing well, albeit that call volumes are much higher than originally predicted. Still in Phase One of the project, launch of Phase two may require a review of resource.
- GP Indemnity - Significant work undertaken to support the Cabinet Secretary to introduce a state-backed scheme for GPs. A decision on how

this will work and who will operate it, was awaited. It was however evident that there will be a lot to do to implement this by the 1<sup>st</sup> April.

- Pay Deal – With the pay deal agreed, significant work required to ensure that this is implemented in October, with back-dated amounts paid in November.
- ESR Salary Sacrifice Lease Cars - There has been an issue this month with incorrect information being sent from Central Oracle ESR to HMRC, which will lead to an overpayment in September, but which will be recovered in October. This is a national issue effecting all relevant employees in England and Wales. A letter is being sent to all affected employees.
- Brexit – Significant activity is now taking place to assess storage capacity for additional medical consumables in the event of a no-deal Brexit and NWSSP has now been included in various meeting with Welsh Government. There is potential to support social care as well.

#### **4. Workforce Education Development Services (WEDS) Legacy Statement**

Members **received** a paper setting out the position with regards to the WEDS service prior to its transfer into HEIW on 1 October. It was noted that WEDS is being handed over in “good shape” with a robust financial position, a substantial assurance rating from Internal Audit over its key controls and processes, and good completion rates on PADR and Statutory and Mandatory Training. Members **approved** the statement and passed on their thanks to NWSSP staff who had played a considerable contribution to the creation of HEIW.

#### **5. Welsh Risk Pool – Risk Sharing Agreement**

Members **received** a paper that set out the implications for the establishment of HEIW in terms of the risk-sharing agreement. It was **agreed** that HEIW would not be required to take part in the risk-sharing scheme for 2018/19, but would be incorporated into it for 2019/20. Further discussion took place on the role of HEIW with regards to the SSPC. Given the exact constitution of the Partnership Committee is set out in secondary legislation the Committee **agreed** to invite the CEO of HEIW (or nominated Director) to attend as an observer.

#### **6. Risk Appetite Statement**

Members **approved** the Risk Appetite Statement for NWSSP which is based on guidance from the Good Governance Institute.

#### **7. Project Management Office Highlight Report**

Members **received** the regular update on projects managed by the PMO. The report demonstrated that projects were largely on-track in terms of timescales and budget.

#### **8. Finance & Performance Report**

Members **received** the report which demonstrated that additional savings had been made leading to a small surplus at the end of M5 and that key performance indicators were largely being met. There is a need to address long-term sickness and to improve PADR compliance in a small number of Divisions.

## 9. Welsh Risk Pool Finance Report

Members **received** the report which showed that the budget was currently on-track and that it was therefore thought unlikely that we would have to invoke the risk-sharing agreement in the current financial year. There has been a slight reduction in the number of overall claims, but they are tending to be of a more complex nature, with a resulting higher monetary value. The future costs of current claims had now exceeded £1bn.

## 10. Corporate Risk Register

Members **reviewed** the Corporate Risk Register containing one red risk relating to the NHAIS replacement which was covered in the MD's report. A further red risk is to be added relating to the implications on procurement of a no-deal Brexit. Further current risks where significant work is being undertaken include security of NWSSP sites; review of the performance framework; impact of the Bridgend transfer; the establishment of HEIW; the implementation of the pay award; and the introduction of the Welsh Language Standards. One risk has been removed from the register relating to the 3<sup>rd</sup> Generation Construction and Consultancy Framework as the issue with its introduction has now been addressed.

## 11. Robotics Process Automation

The Committee **received** an update on progress.

So far, two members of staff have been recruited to take this initiative forward. The team has engaged with Divisions to identify potential areas for automation and have an initial list of 52 processes that could be considered. These are taken to a Programme Board, chaired by the Director of Employment Services, for review. Currently there are five live automated processes – the reconciliation of supplier statements has been particularly successful.

It was **noted** that this is a big area to cover and a lot of work is required to take it forward. For the time being our focus will be on internal processes, but we may be able to roll-out automated processes to HBs/Trusts within the next six months.

## 12. Health & Care Standards Action Plan

The Committee **received** the action plan containing 13 actions which are monitored on a regular basis by NWSSP SMT.

## 13. Audit Committee Annual Report 2017-2018 and Terms of Reference.

The Committee **received** the above papers.

Members **NOTED** that the Annual Report reflected a positive year where 18 Internal Audit reports were received during the year, and none of which were rated as no or limited assurance. The overall Head of Internal Audit opinion gave reasonable assurance for NWSSP, and there are no outstanding audit recommendations at the current time.

The results of the annual Audit Committee Effectiveness Survey were very positive and the focus for 2018/19 is on strengthening governance and reducing duplication.

There was a general discussion on audit recommendations that require HB or Trust input to implement. It was agreed that ideally management actions should be limited to that which is in the gift of NWSSP to fully implement. However, when there are implications for HBs or Trusts in audit reports, these are advised to the relevant HoIA for inclusion in their progress reports to their own Audit Committees.

The Audit Committee Terms of Reference have been updated to reflect some changes in job titles, but otherwise remain unchanged.

#### **14. Wales Audit Office Management Letter 2017/18**

The Committee **received** the above report.

During their annual external audit, Wales Audit Office (WAO) review five key areas:

- Audit & Assurance - no issues raised;
- Primary Care Services – no issues raised;
- Employment Services – identified a few minor exceptions where the controls were not working as required;
- Procurement – Generally, a positive report but identified that electronic invoicing makes it harder to obtain source documentation;
- Legal & Risk – no issues apart from one instance where we could not initially provide proof of approval for a payment but this has since been obtained.

The Committee agreed that this was a very positive report.

#### **15. IMTP Update**

The Committee **received** the above report.

As previously noted, NWSSP held a Horizon Scanning day on the 13<sup>th</sup> September

to discuss the IMTP and the following points were raised:

- There is a change to the process this year with only a single submission date at the end of January;
- NWSSP received excellent feedback from Welsh Government on our plan for 2018/21;
- Going forward we need to ensure that our plans are underpinned by the Healthier Wales document and the outcomes of the Parliamentary Review;
- There is a drive to be bolder and look at risk appetite in terms of service development and innovation;
- NWSSP needs to be clearer with the HB's as to what we want from them, and what we can do for them.

Members discussed the above and the future direction of NWSSP. All members would like to see NWSSP taking on a more mature role in terms of the services that it provides. For instance, there is a need to provide business intelligence rather than just data, to allow organisations to take decisions that will enable them to improve their services, and potentially save money. It was noted that requests for new work had been made during the year which had not featured in the original IMTP. Such areas included pay modelling, HEIW and Bridgend boundary changes which have an impact on our capacity for development.

A paper on NWSSP's strategic direction will be shared in a future Committee meeting.

## 16. Reports for Information

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

- o Health & Safety Annual Report 2017/18; and
- o Audit Committee Highlight Report.

## Matters requiring Board/Committee 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.

## Matters referred to other Committees

N/A

## Date of next meeting

15<sup>th</sup> November 2018