

Well-being Statement & Objectives

Adding Value Through Partnership



GIG
CYMRU
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WALES

Partneriaeth
Cydwasaethau
Shared Services
Partnership

Contents

<u>Item</u>	<u>Description</u>	<u>Page(s)</u>
1.	Introduction	3-4
2.	Our Strategic Objectives	5
3.	Our Financial Performance	6
4.	Our Engagement and Partnership Working	7
5.	Well-being of Future Generations Act 2015 National Indicators – How to Measure a Nation’s Progress	8-9
6.	Five Ways of Working	10
7.	Seven Well-being Goals	11
8.	Themes of Well-being	12
9.	Sustainable Development Principle	13
10.	How Are We Preparing?	14
11.	What Have We Already Done?	15
12.	Our Visits From Rita Singh & Sophie Howe Planning & Design of Our Well-being Objectives SWOT Analysis Exercise	16-20
13.	Our Well-being Objectives	21
14.	What Are We Going To Do?	22
15.	Our Commitment to Welsh Language	23-24
16.	Our Commitment to Equality & Diversity	25-26
17.	Our Commitment to Corporate Social Responsibility Procurement Services Role In CSR Procurement In The Community	27
18.	Our Commitment to Environmental Sustainability	28
19.	Environmental Management System	29
20.	Contact Us	30
<u>Appendices</u>		
21.	Appendix 1 – Our Key Priorities	32-34
22.	Appendix 2 – SMT WBFG Workshop 1 Exercise – Linking Our Strategic Objectives to The Well-being Goals	35
23.	Appendix 3 – SMT WBFG Workshop 2 Exercise – Designing Our Objectives	36-37
24.	Appendix 4 – Well-being “SWOT” Analysis - How We Will Achieve Our Goals	38-52
25.	Appendix 5 – Population of Wales by Ethnicity Group	53
26.	Appendix 6 – Population of Wales by Welsh Speakers	54
27.	Appendix 7 – Population of Wales Aged 65 & Over	55
28.	Appendix 8 – Environmental Objectives	56

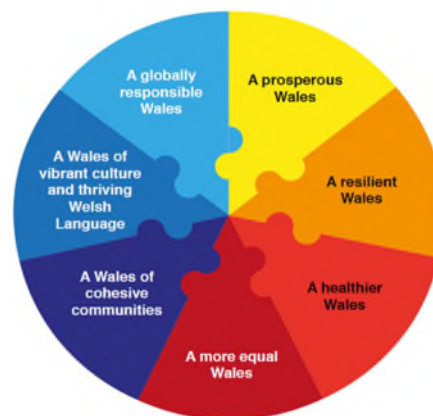
Version Control

Version 1	Senior Management Team	25 th May 2017	Minor amendments
Version 2	Local Partnership Forum	7 th June 2017	Approved
Version 3	Partnership Committee	22 nd June 2017	Approved

Introduction

"Adding Value Through Partnership"

Welcome to the Well-being Statement and Objectives for NHS Wales Shared Services Partnership ("NWSSP"). This Well-being Statement and Objectives have been created pursuant to the requirements set out in the Well-being of Future Generations Act 2015 ("the Act"), which is legislation introduced by the Welsh Government and requires all public bodies to create ambitious yet achievable Well-being Objectives that will contribute to the achievement of the Well-being Goals.



NWSSP has produced a **Well-being Statement** for 2017-2018 which demonstrates how NWSSP is supporting achievement of the **Well-being Goals** that Wales should be; *prosperous, resilient, healthier, more equal, globally responsible and a country of cohesive communities, have a vibrant culture and a thriving Welsh language*. Our reporting framework provides assurance to align with the **seven themes** contained within the Act and the duty to publish a **Well-being Statement**, which is contained herein.

Our existing Strategic Objectives are based on areas that we have identified are key priorities for development and action. We have taken our Overarching Goals and developed our Key Priorities for action over the next three years, aligned to our five Strategic Objectives and these are our road map for 2017-2020. In addition to this, we have considered the requirements of the Act and created Well-being Objectives which (i) are aligned with our Strategic Objectives, (ii) encompass the seven Well-being Goals; and (iii) implement the five ways of working, as specified in the Act, in order to effectively achieve them.



The five ways of working focus on looking to the 'long term', involving others, such as citizens, patient, visitors and donors, in decisions, integrating our approaches with other public or voluntary sector bodies, collaborating on shared solutions and to focus on preventing issues by working to understand the root causes.

NWSSP recognises that in order to set Well-being Objectives in line with the Act, there must be a proper assessment of needs and strengths based on factual data and evidence. Incorporating elements such as the Sustainable Development Principle into our planning will ensure changes are achieved in a sustainable and environmentally friendly way, increasing our strengths and identifying areas which would benefit from improvement.

NWSSP Managing Director, Neil Frow said:

"Shared Services is aware of its obligations under the Act to think about the long-term, to strengthen and improve its working partnerships and to communicate effectively with partners with a view to working in partnership to prevent problems and take a more joined up approach to service delivery. We have embedded the sustainable development principle into our Integrated Medium Term planning process. Our Procurement Services are working closely with the National Procurement Service on sustainable procurement frameworks; our Specialist Estates Services team are working on national frameworks to ensure "community benefits", including apprenticeship schemes and we are working with Welsh Government to harness our purchasing power to assist in supporting Welsh businesses".



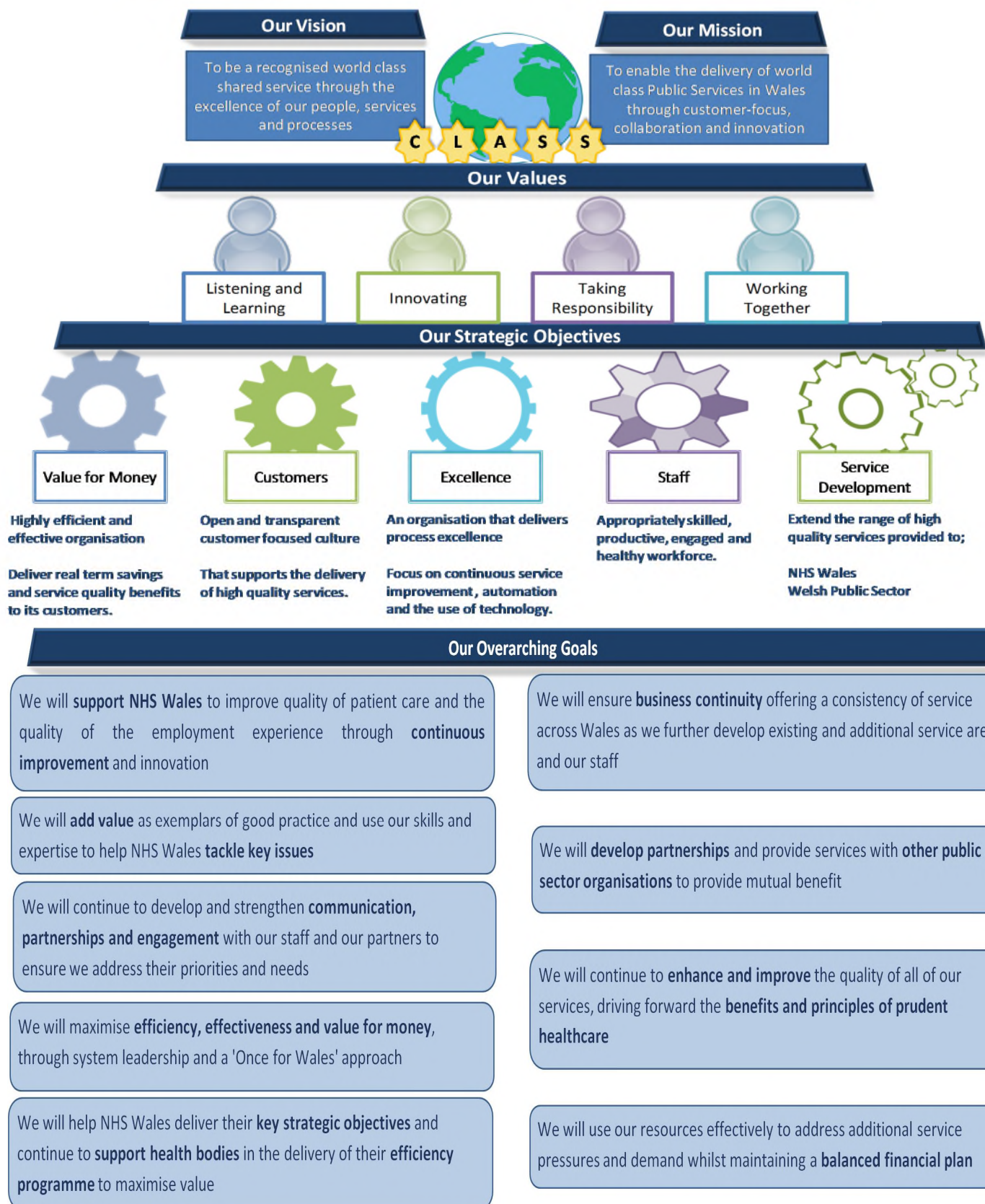
A handwritten signature in black ink, which appears to read 'Neil Frow'.

Neil Frow,
Managing Director
NHS Wales Shared Services
Partnership

Our Strategic Objectives

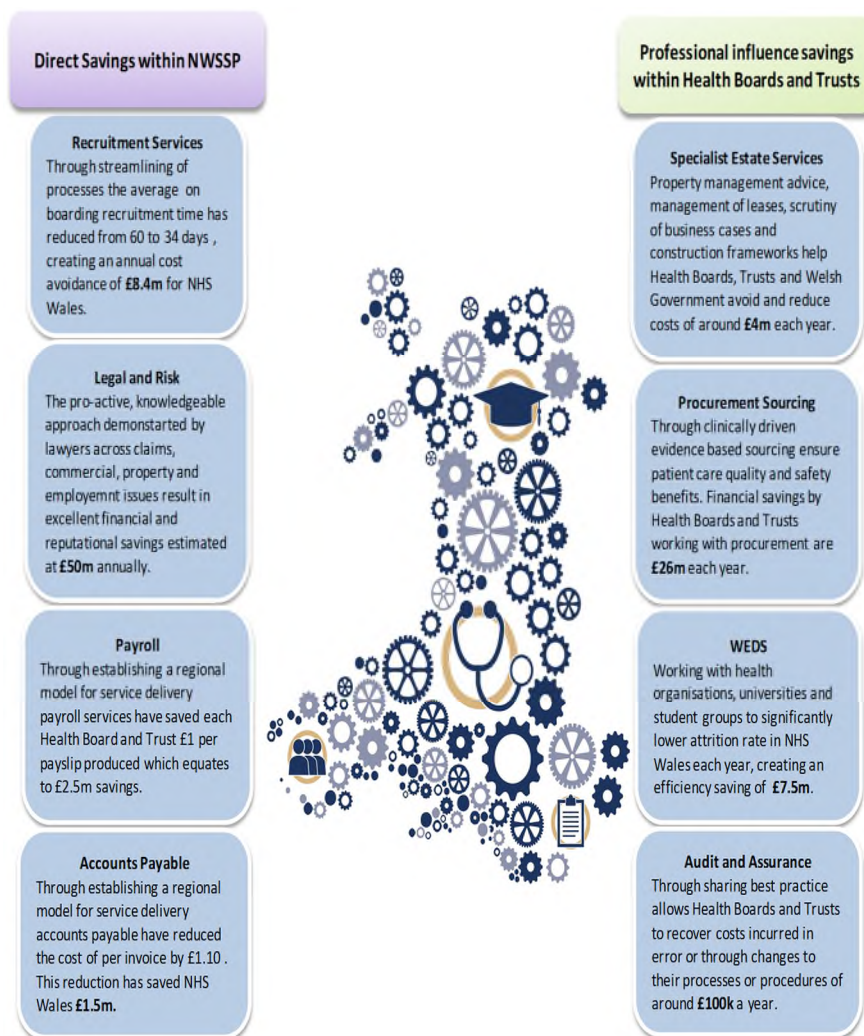
We shaped the NWSSP strategy map at our annual planning and horizon scanning day with Senior Management from across the organisation. We have used this as a focal point for this year's development through our annual planning cycle. A guide to our Key priorities can be found at **Appendix 1**.

Adding Value Through Partnership



Our Financial Performance

We are a dedicated shared services organisation with a distinct identity that provides support to the statutory bodies of NHS Wales through the provision of a comprehensive range of high quality, customer focused support functions and services. Our services are delivered through 7 Health Boards, 3 NHS Trusts and we work in partnership with the 22 Local Authorities in Wales. We are a non-statutory hosted organisation of Velindre NHS Trust. The services we provide ultimately benefit patients and communities all across Wales.



We have achieved all our financial targets and operated within budget during our first five years of operation. During this period we have made direct savings of more than £26m. These savings were used to fund agreed central costs, absorb cost pressures and generate surpluses of £15m that were distributed to health organisations and Welsh Government.

The financial benefits to be gained by health organisations from professional influence savings are significantly greater than those outlined above. Working with organisations, the professional influence and advice from our services has helped generate significant savings and cost avoidance for NHS Wales. Indicative financial benefits within health bodies over the first five years exceed £550m.

Our Engagement and Partnership Working

Partnership working is very important to our journey in ensuring our successful development. We interact with our partners in a variety of ways. As an organisation we wish to develop trusted partnerships across NHS Wales so that we can support the efficiency changes required through the data we hold ensuring we champion a data driven system.

Effective customer engagement processes are essential to establishing and responding to their needs and challenges. Due to the wide variety of our customers we use a number of different methods of engagement, summarised in the diagram below.



The Shared Services Partnership Committee is a decision making committee setting the Shared Services policy for NHS Wales and performs a critical role in monitoring the performance and supporting the strategic development of NWSSP and its services. Our Chair and Managing Director also meets with each of the Health Board and Trust Chief Executives to gain a clearer understanding of their organisations

needs. Over the last year we have developed assurance reports that are considered as part of Health Boards and Trusts executive board meetings.

In addition, Service Directors and other senior staff have a variety of mechanisms for local engagement with customers through routine customer liaison meetings to discuss performance and service delivery.

Individual performance reports are shared with health bodies on a quarterly basis, detailing performance data in respect of a number of services we provide. Following feedback from stakeholders on the initial reports, a standard set of reports have been developed for each organisation providing data on all our services. These performance reports are a key part of our performance discussions with Shared Services Partnership Committee, and a crucial part of our internal operational review of each service, which are being strengthened to build in a systematic review of the key priorities in each Service Delivery Plan.

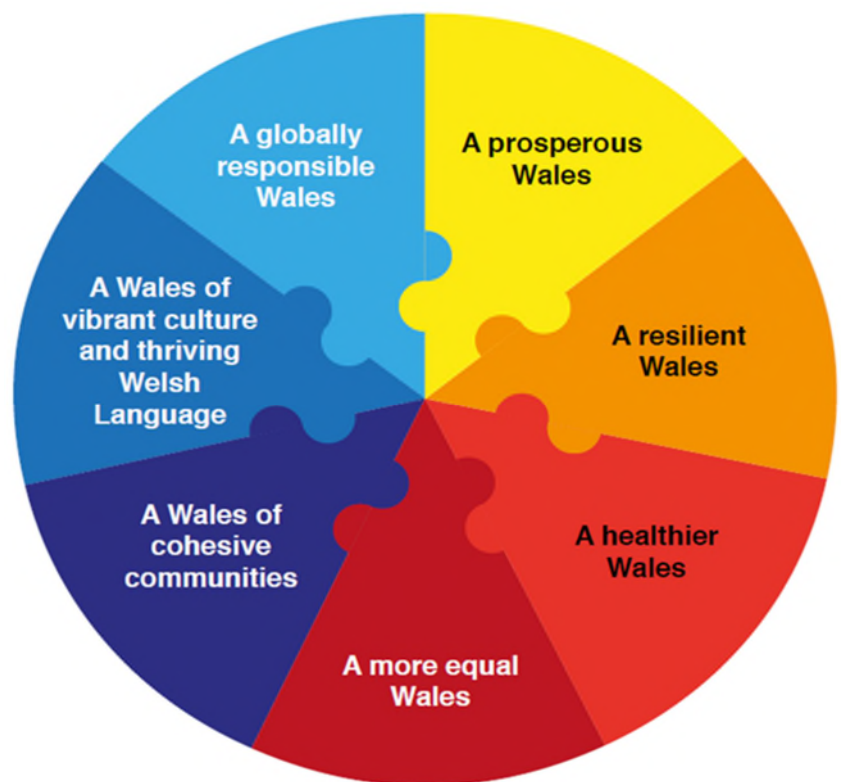
We value our staff and work closely with our trade union colleagues and through our Local Partnership Forum jointly address the management of change to safeguard the quality of service and employment opportunities.

Well-being of Future Generations Act 2015

The **Well-being of Future Generations Act** was introduced by the Welsh Government and came into force in April 2016. The purpose of the Act is to ensure that the governance arrangements of public bodies for improving the **cultural, social, economic** and **environmental** Well-being of Wales also take into consideration the needs of **future generations**, together with any impact arising out of them, without compromising the same for present generations, in accordance with the **Sustainable Development Principles**.

The Act sets out five ambitious long-term goals which will transform aspects of how we currently approach working as a public sector organisation; encouraging us to think and look towards the **long-term**, to strengthen and improve its working partnerships to **involve** and communicate effectively with partners with a view to working in **collaboration**, taking an **integrated** approach to **prevent** problems and take a more joined up approach to service delivery. The Act is designed to help us create a Wales that we all want to live in, now and in the future; helping to develop "**The Wales We Want by 2050**" and on this basis, to ensure we are working towards the same vision, the Act puts into place seven Well-being Goals.

Public bodies are additionally required to **report annually** on their progress towards meeting their **Well-being Objectives** and must report in respect of each financial year. For the purpose of the Act, a financial year is defined as the period of 12 months ending with 31 March. The report must be published as soon as reasonably practicable following the end of the financial year to which the report relates.



View Welsh Government's Statutory Guidance series entitled "Shared Purpose Shared Future at:

National Indicators – How to Measure a Nation's Progress

Under Section (10)(1) of the Well-being of Future Generations (Wales) Act 2015, the Welsh Ministers must (a) publish indicators that must be applied for the purpose of measuring progress towards the achievement of the Well-being goals, and (b) lay a copy of the national indicators before the National Assembly.

A national indicator must be expressed as a value or characteristic that can be measured quantitatively or qualitatively against a particular outcome. It may be measured over such period as the Welsh Ministers consider appropriate and may be measurable in relation to Wales or any part of it.

View the National Indicators for Wales at:

The Five Ways of Working

The principle is made up of **five key ways of working** that public bodies are required to take into account when applying sustainable development. These are:

1. Looking to the **long-term** so that we do not compromise the ability of future generations to meet their own needs;
2. Taking an **integrated** approach so that public bodies look at all the well-being goals in deciding on their priorities;
3. **Involving** a diversity of the population in the decisions that affect them;
4. Working with others in a **collaborative** way to find shared sustainable solutions;
5. Understanding the root causes of issues to **prevent** them from occurring.

What must we do to meet the requirements of the Act?

The core duty in the Act (**Well-being Duty**) is that all public bodies must set **Well-being Objectives** that maximise their contribution to achieving the **Well-being Goals** outlined. In doing so, they must take all reasonable steps to meet those **Well-being Objectives**, in accordance with the **Sustainable Development Principles** and the **five key ways of working** outlined above. In summary we must:

- Set and publish well-being objectives
- Take all reasonable steps to meet those objectives
- Publish a statement about our well-being objectives
- Publish an annual report of progress
- Publish our response to any recommendations made by the Future Generations Commissioner for Wales



Seven Well-being Goals

The Well-being of Future Generations (Wales) Act is about encouraging public bodies to think more about the long-term, work better with people and communities and each other, look to prevent problems and take a more joined-up approach. This will help us to create a Wales that we all want to live in, now and in the future. To make sure we are all working towards the same vision, the Act puts in place **seven** well-being goals, which are noted below:

Goal	Description of the Goal
A prosperous Wales	An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change), and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.
A resilient Wales	A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).
A healthier Wales	A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.
A more equal Wales	A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).
A Wales of cohesive communities	Attractive, viable, safe and well-connected communities.
A Wales of vibrant culture and thriving Welsh language	A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.
A globally responsible Wales	A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing makes a positive contribution to global well-being.

Themes of Well-being

Community Safety

Demographics

Transport

Health & Social Care

Poverty & Deprivation

Environment

Economy & Employment

Housing

Climate Change

Energy

Culture, Heritage & Language





Sustainable Development Principle

Sustainable development relates to improving the way in which we can achieve our economic, social, environmental and cultural Well-being. The Act starts by giving a definition of what we mean by sustainable development:

"In this Act "sustainable development" means the process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the well-being goals." - Part 2 'improving well-being' section 2 'sustainable development'

The Act places a duty that the public bodies will be expected to carry out. A duty means they have to do this by law. The well-being duty states: For Wales to be sustainable it is important that we improve all four aspects of our well-being. Each is as important as the others.

The concept of sustainable development can be interpreted in many different ways, but at its core is an approach to development that looks to balance different, and often competing, needs against an awareness of the environmental, cultural, social and economic limitations we face as a society. Living within our environmental limits is one of the central principles of sustainable development. One implication of not doing so is climate change.

But the focus of sustainable development is far broader than just the environment. It's also about ensuring a strong, healthy and just society. This means meeting the diverse needs of all people in existing and future communities, promoting personal Well-being, social cohesion and inclusion, and creating equal opportunity.

Sustainable development is about finding better ways of doing things, both for the future and the present. We might need to change the way we work and live now, but this doesn't mean our quality of life will be reduced.

Sustainable development provides an approach to making better decisions on the issues that affect all of our lives. By incorporating health plans into the planning of new communities, for instance, we can ensure that residents have easy access to healthcare and leisure facilities. (By encouraging more sustainable food supply chains, we can ensure the UK has enough food for the long-term future.)

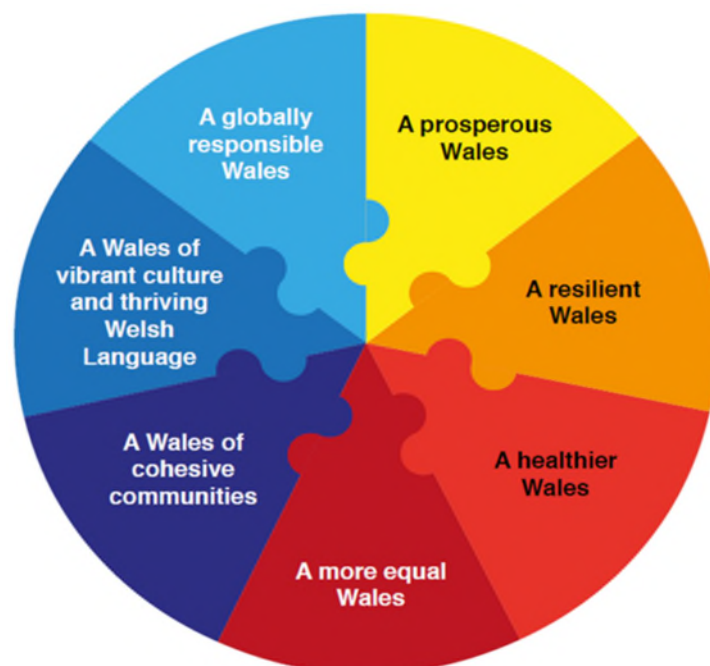
How Are We Preparing For This?

NWSSP is not specifically named in the Act, as we are a non-statutory hosted organisation. Our Hosting Agreement is with Velindre NHS Trust, who are specifically named within the Act itself. Although we are not legally obligated to produce a Statement and Objectives, as an organisation, NWSSP are highly committed Well-being of future generations for our staff, communities and patients, and to complying with the Act, by producing a **Well-being Statement** and developing our own **Well-being Goals**.

Each of our organisation's **Strategic Objectives** contributes towards at least one specific **Well-being Goal** and often touches upon **multiple Goals**, given that we have purposefully aligned our **Integrated Medium Term Plan** (covering 2017 – 2020) with the **Well-being Goals**, together with the purpose and remit of the Act generally, considering its effect and how we may best maximise our contribution to achieving those **Goals**. We have identified where our strongest links have been made, however, collectively, our set of **Well-being Objectives**, contributes to all **seven Well-being Goals**.

On 9 March 2017, we held a **Well-being of Future Generations Planning Day**, where our Senior Management Team and key individuals participated in **Well-being Workshops** to discuss, design and develop **Well-being Objectives**. Please see overleaf for further information. Our **Well-being Objectives** have been prepared in **consultation** with the **Integrated Medium Term Plan Lead** and **Workforce Lead**.

We have been keeping our **staff** updated on how we are planning to “**future fit**” our services for the **Next Generation** by publishing articles in our in-house newsletter, **Rhannu**. In our **March 2017** edition of **Rhannu**, we have outlined the purpose of the **Act**, the **Well-being Goals** and the **five ways of working**.



What Have We Already Done?

Well-being Goals	NWSSP Contribution
A prosperous Wales	<ol style="list-style-type: none"> 1. Explore innovative solutions to reduce carbon use. 2. Reduce, reuse and recycle where safe and possible. 3. NWSSP attained the ISO14001 Environmental Management System standard in 2014
A resilient Wales	<ol style="list-style-type: none"> 1. For major construction schemes in excess of £4million, NWSSP complies with the NHS in Wales's construction procurement and delivery framework "Designed for Life: Building for Wales" 2. Rolled out online payslips across our own organisation and working in partnership to gain agreement in other health bodies 3. Procured one electric expenses system for all health organisations so paper expense claims are no longer required. 4. Modernising our working practices and workforce through the strategic use of our ICT, via process mapping, workflows and automated task generation
A healthier Wales	<ol style="list-style-type: none"> 1. A series of Mindfulness courses have been offered to staff across all our regions to support managing stress in the workplace 2. Healthy foods are the only options available in vending machines across the majority of our sites with a further review to be undertaken 3. Set minimum healthcare standards or product specification to guarantee quality and fail suppliers who do not conform
A more equal Wales	<ol style="list-style-type: none"> 1. Use sourcing practices to tackle health inequalities through increasing access to, and quality of treatment for all persons 2. We continue to build on our commitment and support to the LIFT initiative and we are pleased to confirm that 7 placements are now employed within NWSSP in permanent posts 3. We have run 4 employability programmes with Cardiff LIFT team and we have piloted Core Skills Training Framework for prospect placements coming into the NHS in Wales
A Wales of cohesive communities	<ol style="list-style-type: none"> 1. Technology Enabled Learning (TEL) Programme providing e-learning support, content design and hosting solutions to NHS Wales and the wider public sector 2. Strive for collaboration across HBs and Trusts and other procurement organisations in Wales to drive economies of scale and secure value for money 3. Include community health council members within procurement tender processes
A Wales of vibrant culture and thriving language	<ol style="list-style-type: none"> 1. Aim to ensure our customers can access Welsh language services without obstacles 2. Encourage and support our staff to attend Welsh Lessons which are held on site and staff can access for free 3. Working to ensure our internal intranet site is bilingual in tandem with its re-development by August 2017
A globally responsive Wales	<ol style="list-style-type: none"> 1. Implement requirements of Ethical Employment Code of Conduct and Modern Slavery Act within procurement tenders 2. Purchase products with ethical (environmental & social) certification including fairly traded products 3. Encourage our partners to limit the purchase of products known to damage the environment

Our Visit from Head of Policy, Rita Singh

On 8 September 2016, the NWSSP SMT invited Rita Singh, Head of Policy at the Future Generations Commissioner's Office, along to their Horizon Scanning & Planning Day at the Life Sciences Hub, Cardiff Bay. The day also included a section on WBFGA and an interactive breakout session which explored how NWSSP's strategic objectives aligned with the new seven priorities for NHS Chief Executive, that were agreed at "Team Wales" in July 2016.

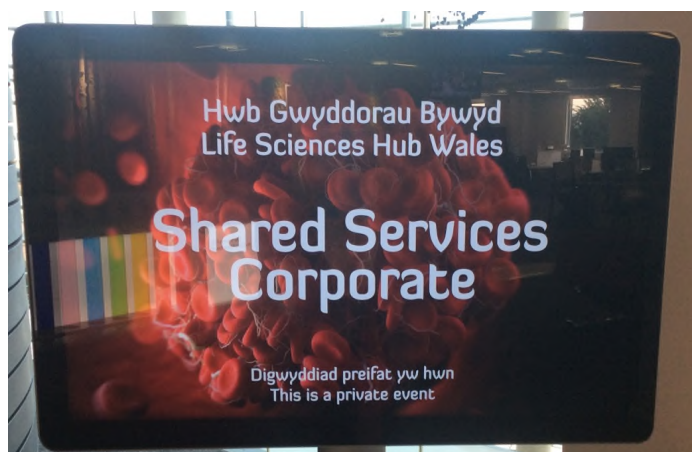
The SMT were also joined by Mary McKerrow, Head of Planning at Welsh Government who highlighted expectations for the development of IMTPs and collaboration between health organisations. In the afternoon, each Director was asked to present a snapshot of what their individual priorities were and what challenges lay ahead in developing and strengthening NWSSP's services.



Rita Singh, Head of Policy, Future Generations Commissioner's Office presenting to NWSSP's Senior Management Team on WBFGA at Life Sciences Hub, Cardiff Bay

Our Visit from Future Generations Commissioner, Sophie Howe

On the 26 January 2017, the NWSSP Senior Management Team (SMT) met with Sophie Howe, Future Generations Commissioner for Wales who discussed how NWSSP could support improving the social, economic, environmental and cultural well being of Wales to comply with the Well-Being of Future Generations (Wales) Act 2015.



Visit the Future Generations Commissioner's Website at <https://futuregenerations.wales/>.



Planning & Designing of Our Well-being Objectives

On 9 March 2017, we held a Well-being of Future Generations Planning Day, where our Senior Management Team and key individuals participated in Well-being Workshops to discuss, design and develop Well-being Objectives.

The workshops asked delegates to map NWSSP's Strategic Objectives and Overarching Goals against the 7 Well-being Goals and were asked to develop specific Well-being Objectives to outline NWSSP's commitment to contributing to achieving the WBFG Objectives.

The workshop included case study examples of how we are already integrating the need to consider the WBFG Goals, including our sustainable procurement processes which factor in key requirements to consider sustainable and responsible sourcing and supply of goods; how the project management processes in place for all projects consider WBFG requirements, how the corporate planning process is integrating WBFG into impact assessments for key decision making and how our Specialist Estates Services ensure that the sustainable development principle is embedded into their work.



Jacqui Maunder, Head of Corporate Services, gives an overview of the day and NWSSP's duties with regards to the WBFGA

Glyn Thomas, Project Manager, explaining the role of Project Management in assisting NWSSP to achieve the requirements of the WBFGA



The session also explored the five ways of working outlined within the Act, the importance of aligning to the NHS Wales prudent healthcare principles and we considered the Well-being Objectives agreed by our host, Velindre NHS Trust, for its specific services. Our Mapping Matrix Outcomes from this exercise are displayed at **Appendix 2**.

The morning workshop sessions in progress. Teams map NWSSP's strategic objectives against the WBFGA goals



From left: Kelly Skene (Employment Services), Clare Primett (Legal & Risk Services), Simon Cookson (Audit & Assurance) and Martin Cooper (Specialist Estates Services)

The second workshop asked delegates to identify potential Well-being Objectives that were designed to maximise our contribution to achieving each of the Well-being Goals. Our Mapping Matrix Outcomes from this exercise are displayed at **Appendix 3**.

The session provoked a lot of interesting debate and some of the headline discussions included the need for:

- Sustainable workforce planning and retention through innovative models of delivery
- Delivering bold solutions to the environmental challenges posed by our activities
- Demonstrating respect for the diverse cultural heritage of modern Wales
- Partnership working with NHS Wales and the broader public sector.

The afternoon sessions saw teams develop their own well-being objectives and consider how these integrate with the WBFGA goals



From left: Dave Hopkins (Primary Care Services), Keir Warner (Procurement Services), Neil Jenkins (Primary Care Services) & NWSSP Managing Director, Neil Frow

NWSSP Managing Director, Neil Frow (*Pictured overleaf*), said: *"The workshop enabled senior managers to be directly involved in setting Well-being objectives which will ensure that NWSSP acts in a manner which seeks to ensure that the needs of the present are met, whilst also considering the impact of our business decisions on people living in Wales in the future".*

Feedback from the group facilitated by Glyn Thomas, Project Manager, including Paul Thomas, Jonathan Webb, James Goddard and Sharon Jones included:

"It is clear we are helping to achieve the Well-being goals and we can see we need to work with other public bodies, as we move forward in our journey to be a world class organisation".

Additionally, in January 2017, NWSSP appointed a Compliance Officer into their Corporate Services division. The Compliance Officer's role will include co-ordinating the compliance of the WBFGA on an ongoing basis. The Compliance Officer will work closely with the IMTP Lead to ensure the WBFGA is embedded throughout all aspects of the organisation.

SWOT Analysis Exercise

In April 2017, the Head of Corporate Services and Compliance Officer developed a SWOT Analysis to accompany our Well-being Objectives, highlighting the strengths, weaknesses, opportunities and threats, and to demonstrate how we have considered the five ways of working. This was carried out in consultation with the IMTP Lead and Workforce Lead. Our methodology for this is presented at **Appendix 4**, as our Well-being SWOT Analysis.

The draft Well-being Objectives were presented to our Senior Management Team in April 2017 and subsequently approved and endorsed. The draft Well-being Statement and our approved Objectives were then taken back to our SMT for further approval and consequently presented to the Local Partnership Forum and Shared Services Partnership Committee, for assurance. The finalised version was also shared with our host's Velindre's Trust Board and Velindre's Well-being of Future Generations Group.

Our Well-being Objectives

1

GOALS 01 GOALS 02 GOALS 04

To promote consistency of service across Wales by engagement with stakeholders whilst respecting local needs and requirements

2

GOALS 01 GOALS 02 GOALS 04 GOALS 05

Extend the scope of NWSSP's services into other areas of NHS Wales and wider public sector in order to drive value for money, consistency of approach and innovation for the benefit of the people of Wales.

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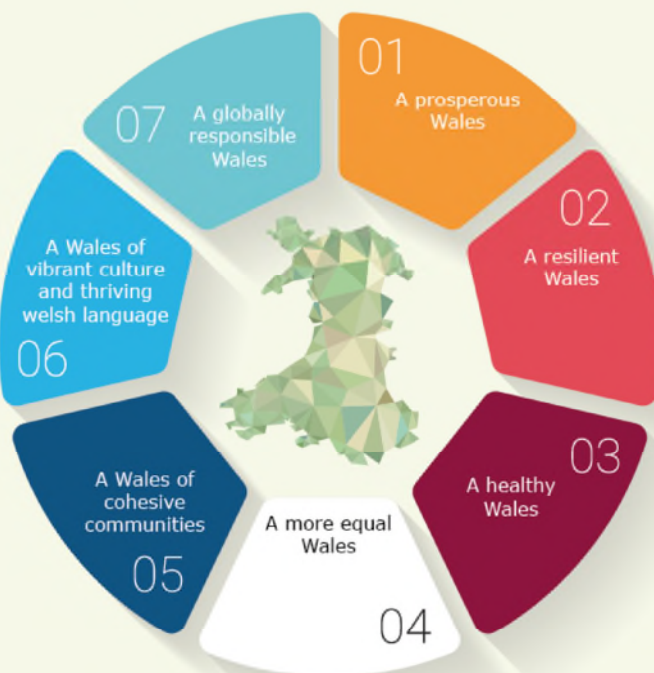
GOALS 01 GOALS 02 GOALS 07

Strengthen the National and International reputation as a centre for excellence, influencing innovation, modernisation and consistency, delivering on and enabling high quality services.

7

GOALS 01 GOALS 02 GOALS 03 GOALS 04 GOALS 05

Work in partnership to deliver and support world class services that will reduce health inequality and lead to a healthier Wales.



3

GOALS 01 GOALS 02 GOALS 04 GOALS 05

As an employer and service provider, we will continue to standardise, innovate and modernise our models of service delivery, to achieve WBFGA goals.

4

GOALS 01 GOALS 02 GOALS 03 GOALS 04 GOALS 05 GOALS 06 GOALS 07

To be an employer of choice for today and future generations, by attracting, training and retaining a highly skilled and resilient workforce who are supported and encouraged to maximise their potential.

6

GOALS 01








Provide excellent customer service by ensuring that resources are efficiently and proportionately focused on front line and high quality services.

5

GOALS 01 GOALS 03 GOALS 04

Deliver continued efficiencies, direct and indirect savings, re-investment of the Welsh pound back into the economy.

Key: Denotes which of the 7 well-being goals align with each objective.

- | | |
|---|--|
|  A prosperous Wales |  A resilient Wales |
|  A healthier Wales |  A more equal Wales |
|  A Wales of cohesive communities |  A Wales of vibrant culture and thriving Welsh Language |
|  A globally responsible Wales | |

What Are We Going To Do?

- *Transport
- *Demographics
- *Health & Social Care
- *Environment
- *Climate Change
- *Energy
- *Culture, Heritage & Language
- *Economy & Employment
- *Poverty & Deprivation

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Our Commitment to Welsh Language

NWSSP is committed to treating the English and Welsh language on the basis of equality. As a non-statutory, hosted organisation NWSSP are required to adhere to the Velindre NHS Trust Welsh Language Scheme and the provisions of the Welsh Language (Wales) Measure 2011. We continue to review our Welsh Language services to ensure that we have a measurable implementation plan to enable NWSSP to be fully compliant against the new Welsh Language Standards (Health Sector) Regulations 2016 due to be approved by Welsh Government, Welsh Assembly and the Welsh Language Commissioner. Our plan sets an ambitious strategic direction for each of our service areas and pays due regard to the need to actively offer services through the medium of Welsh. It aims to ensure our customers can access Welsh language services without obstacles. Following consultation with Health Boards and Trusts we have also recognised the need to invest resource to meet the challenges they will face in adhering to the standards.

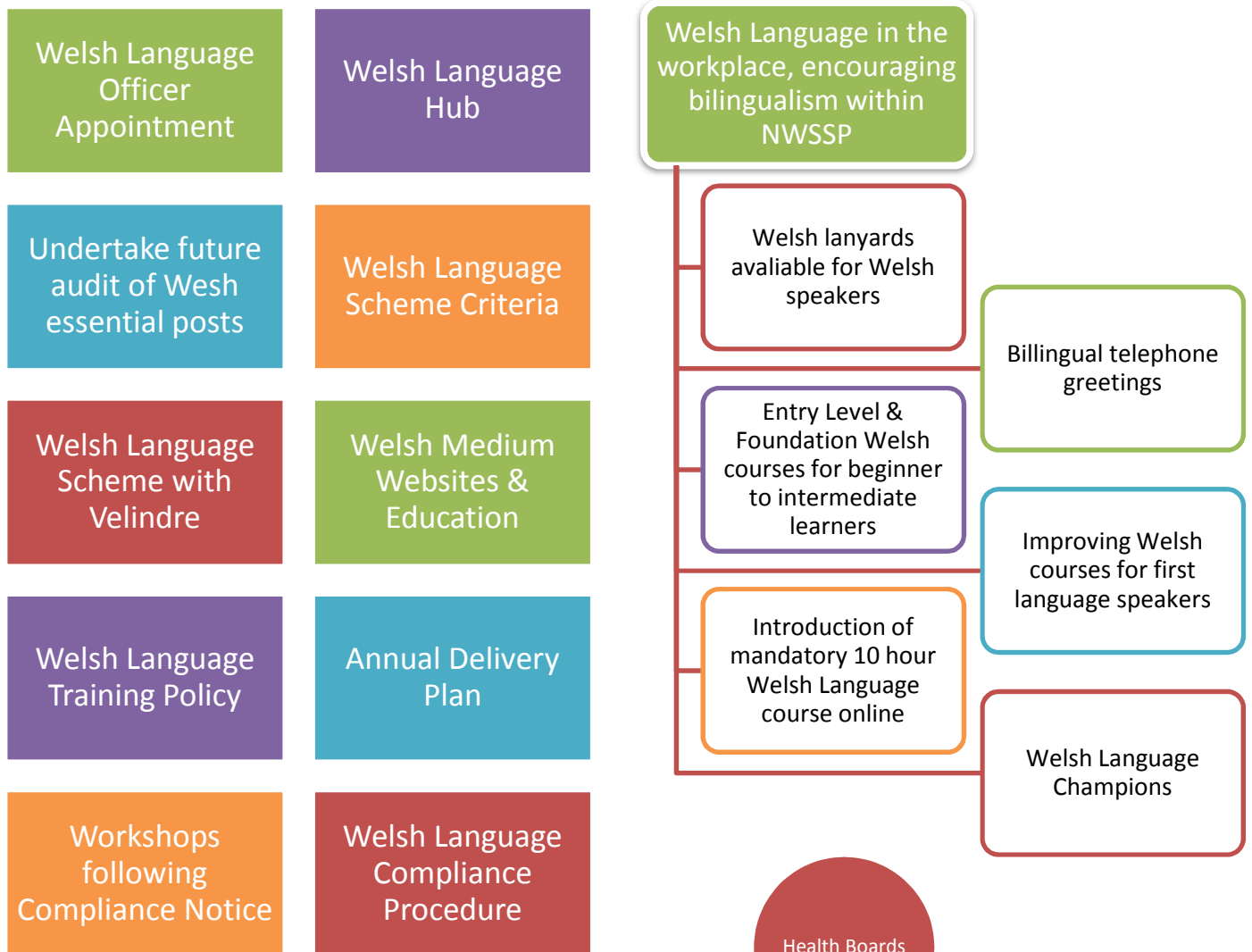
We work in partnership with the NHS Wales organisations and as an employer, and service provider to NHS bodies in Wales we recognise our role in supporting NHS Wales to strengthen Welsh language compliance and to increase the number of Welsh speakers by educating, informing, encouraging and support staff to be able to learn Welsh and to use their existing Welsh language skills in the work place and in wider society.

Our longer term thinking chimes with the Welsh Government's strategy to reach a million speakers in Wales by 2050 and the "More than just words" Strategic Framework for Welsh Language Services in Health, Social Services and Social Care" and we strive make the "Active Offer" available to all. We are proactive in considering our longer term strategy to sustain the Welsh Language as part of our duty under the Well-Being of Future Generations Act 2015.

To further strengthen NWSSP's compliance, a dedicated Welsh Language Officer was appointed who has begun to lead in the implementation of required changes in order to become fully compliant with the legislation.

Please see **Appendices 5 to 7**, which set out the demographics of equality and diversity in Wales, covering Ethnicity, Age and Welsh Speakers, obtained from the Office of National Statistics' 2011 Welsh Census.

Welsh Language Initiatives



Our Commitment to Equality & Diversity

Our priority is to develop a culture that values each person for the contribution they can make to our services for NHS Wales. Control measures are in place to ensure that all the organisation's obligations under equality, diversity and human rights legislation are complied with. NWSSP follows the policies and procedures of the Velindre NHS Trust as the host organisation. All staff have access to the Intranet where the policies are available.

As a non-statutory hosted organisation under Velindre NHS Trust NWSSP are required to adhere to Velindre NHS Trust Equality and Diversity policy, which sets out the Trust's commitment to equality and diversity and the legal setting for doing so. The policy aims to ensure that "no present or future employee or job applicant receives less favourable treatment (whether actual or perceived), or on the grounds of an association with someone who may fall under a protected characteristic".



Our host has a dedicated Equality and Diversity Manager, who holds regular workshops, training sessions and sends out communications on equality, diversity and the promotion of dignity and respect for Velindre and shares the information if required.

We also benefit from the proactive work undertaken by VNHST to strengthen compliance with equality and diversity legislation, for example the Trust has received the Positive About Disabled People "Double tick" symbol which demonstrates we encourage application for people who identify as having a disability. In addition, they have attained "The Rainbow Mark" which is an equality mark sponsored by the Welsh Assembly Government and supported by the Welsh Local Government Association and Tai Pawb – a signifier of good practice, commitment and knowledge of the specific needs, issues and barriers facing lesbian, gay, bisexual, and transgender (LGBT) people in Wales.

Velindre NHS Trust has an agreed Equality Impacts Assessment (EIA) proforma and a well established Equalities Group which meets on a

monthly basis and is attended by the Assistant Director of Workforce. The group comprises of representatives from NWSSP, NWIS, Trade Unions, Welsh Language, Training, Finance and other stakeholders who have collective responsibility for reviewing the completed EIA's for policies, projects and service plans.

In addition, during the course of the discussions other compliance requirements were touched upon and the group suggested that the EQIA develop into an "Integrated Impact Assessment (IIA)" process to consider the impact of other legislative and regulatory requirements, (e.g. WBFG). Personal data in relation to equality and diversity is captured on the Electronic Staff Record (ESR) system and staff are responsible for updating their own personal records using the Electronic Staff Record Self-Service. This includes: Ethnic Origin; Nationality; Country of Birth; Religious Belief, Sexual Orientation and Welsh language competencies.

NWSSP has a statutory and mandatory induction training programme for all new recruits which includes the NHS Wales "Treat Me Fairly" e-learning module which focuses on equality and diversity. The module is a national training package and the statistical information pertinent to NWSSP completion contributes to the overall figure for NHS Wales. NWSSP provides a "Core Skills for Managers" Training Programme and the, "Managing Conflict" module, includes an awareness session on the Dignity at Work Policy and Procedure.

To recognise "Sensory Loss Awareness Month", in December 2016, NWSSP ran a series of articles in the "Rhannu" staff magazine to raise awareness.

The "NHS Jobs" all Wales recruitment service, run by NWSSP adheres to all of the practices and principles in accordance with the Equality Act and quality checks the adverts and supporting information to ensure that there are no discriminatory elements.

Please see **Appendices 5 to 7**, which set out the demographics of equality and diversity in Wales, covering Ethnicity, Age and Welsh Speakers, obtained from the Office of National Statistics' 2011 Welsh Census.

Our Commitment to Corporate Social Responsibility

Corporate Social Responsibility (CSR) is about ensuring that NWSSP makes a positive impact on society and aligns social and environmental responsibility to economic goals and value for money. It seeks to raise awareness of the impact that our work has on people and our environment, and the steps being taken to reduce any negative effects. It covers areas related to:

- Employment
- Procurement
- Environmental
- Sustainability
- Global Health
- Health and Well-being

NWSSP has recognised that its approach to Corporate Social Responsibility (CSR) must mature and continue to expand to our key areas of influence. This is as well as continuing to have a positive impact via our direct operations. The benefits to NWSSP in undertaking CSR activities can help to:

- Develop the workforce
- Boost innovation & enthusiasm
- Enhance trust
- Attract and retain staff
- Increase reputation.

NWSSP want to ensure that our staff are inspired to develop opportunities for others to engage in community programmes and are able to take forward ideas and use their creative skills for good.

Procurement Services role in Corporate Social Responsibility

To ensure the organisation's activities and those of suppliers are conducted on a fair and ethical basis. Procurement Services will, through compliance with Velindre NHS Trust and local policies and procedures, ensure that its procurement activity embodies the principles of transparency, non-discrimination and fair treatment in line with all relevant EU and domestic procurement legislation. In addition to our Supplier Procurement Policy, supplier obligations are outlined in detail in the NHS Conditions of Contract which form the basis of any contract entered into with suppliers unless otherwise stated.

Procurement and the Community

Sustainable procurement is often primarily associated with environmental issues, but there is now greater awareness of the need to extend this to social and economic issues. Procurement Services fully supports the Welsh Government in its efforts to ensure that public monies are spent wisely and deliver added value to the subject of the contract will implement its guidance as set out in 'Community Benefits – Delivering Maximum Value for the Welsh Pound'.

Our Commitment to Environmental Sustainability

NWSSP recognises that in our day to day operations we impact upon the environment in a number of ways and therefore should report upon our potential impacts in a responsible manner. Sustainability reporting is an essential part of organisational governance in the public sector in Wales and the Welsh Government's aim is to enable integrated reporting. The environmental sustainability agenda is taken forward in a structured manner and supported by strong governance arrangements.

NWSSP is committed to managing its environmental impact, the organisation's carbon footprint and increasing its sustainability. NWSSP recognises the need to establish robust and accurate data to enable it to set realistic targets and manage data effectively. NWSSP continues to make progress in this area but recognises that more work is needed.

<http://www.wales.nhs.uk/sitesplus/documents/955/NWSSP%20Sustainability%20Report%202016-2017.pdf>



Environmental Management System

Developed and published by the International Standards Organisation ISO 14001 specifies requirements for organisations who wish to achieve and demonstrate sound environmental performance by controlling the impact of their activities, products or services on the environment.

Attaining the ISO 14001 environmental management standard in 2014 has set a baseline for how we manage the environmental aspects (positive and negative) of NWSSP' activities more effectively, while taking into consideration environmental protection and pollution prevention. The ISO 14001 standard sets a basis for how to manage the environmental aspects (positive and negative) of business activities more effectively, while taking into consideration environmental protection and pollution prevention. The benefits of reducing carbon footprint and implementing an environmental management system include:

- Enhanced reputation amongst peers and stakeholders
- Cost savings
- Manage the organisation's environmental impact
- Reduction in waste and energy use
- Compliance with legislation
- Improved working environment.

Our commitment to active carbon management and reducing our carbon footprint is very strong. NWSSP's Senior Management Team agrees environmental objectives annually, which are integrated into NWSSP's overall strategy and will be reviewed annually. NWSSP's Environmental Objectives for 2017/2018 are set out at **Appendix 8**.

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Further information

If you require additional copies of this document, it can be downloaded in both English and Welsh versions from our website. Alternatively, if you require the document in an alternative format, we can provide a summary of this document in different languages, larger print or Braille (English only). Please contact 01443 848 585.



GIG
CYMRU
NHS
WALES

Partneriaeth
Cydwasaethau
Shared Services
Partnership

Well-being of Future Generations Act 2015

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Well-being Statement & Objectives

-

2017-2018

Appendices 1 - 8

Appendix 1 - Our Key Priorities

SO1	<u>Value for Money</u> To develop a highly efficient and effective shared services organisation which delivers real term savings and service quality benefits to its customers
	<ol style="list-style-type: none"> 1. Delivering a sustainable shared support service which allow greater opportunities for service development 2. Improve the quality of our service whilst maintaining a financially balanced plan 3. Deliver professional influence savings and benefits > £100m 4. Secure £4.5m capital funding for technology, systems and infrastructure 5. Invest in services aligned to our stakeholder requirements: 6. Invest in: <ul style="list-style-type: none"> • Project management skills development • IT technologies and robotic process automation • Establishing a data analysis function • Delivering our accommodation strategy 7. Deliver process efficiency and driving down costs by working with our partners 8. Continue the focused effort to ensure cost containment and prevent cost growth

SO2	<u>Customers</u> To develop an open and transparent customer focussed culture that supports the delivery of high quality services
	<ol style="list-style-type: none"> 1. Ensure we provide an excellent customer experience in all we do 2. Strengthen our relationships with our customers so we are recognised as trusted partners 3. Develop engagement and co-production to improve quality and user experience 4. Work with our customers to remove inappropriate variation 5. Turn our data into intelligent information to support the NHS Wales quality and safety agenda 6. Support customers in the delivery of their plans 7. Support our partners' significant service change whilst leading and facilitating NHS Wales's priorities including: <ul style="list-style-type: none"> • Learning lessons from efficiency agenda • Shift to Primary Care • Welsh Language • Data Driven System • Major capital programmes

S03	<u>Staff</u> To have an appropriately skilled, productive, engaged and healthy workforce resourced to meet service needs
<ol style="list-style-type: none"> 1. Improve recruitment, retention and succession planning ensuring we have a workforce that meets our customer needs 2. Grow our professional staff to counteract the competitive employment market 3. Develop leadership, innovation and people skills; harnessing creativity and ideas supporting staff with the right skills 4. Support staff to live the values of NWSSP 5. Continue to refocus the culture of the organisation around continuous improvement and customer service 6. Further develop the emotional Well-being support programme 7. Develop and implement an action plan based on the 2016 national staff survey outcomes 8. Ensure staff are supported through change management working with our Local Partnership Forum and trade union colleagues 9. Continue the rollout of a robust performance management and appraisal system 	

S04	<u>Excellence</u> To develop an organisation that deliver process excellence through a focus on continuous service improvement automation and the use of technology
<ol style="list-style-type: none"> 1. Strive for organisational excellence 2. Ongoing standardisation, modernisation and automation through the 'Once for Wales' principles 3. Continue refinement of Key Performance Indicators in partnership with customers 4. Use our All Wales performance data to highlight improvement opportunities 5. Work in partnership with Directors of Finance and Workforce to drive excellence in systems and procedures: initial priorities to improve further performance in our processes are: <ul style="list-style-type: none"> • Purchase to Pay • Hire to Retire • Record to Report 6. Continue our investment in technology driving efficiency and quality improvements, including: <ul style="list-style-type: none"> • e-Workforce solutions • Service user contact management systems • Cleric (HCS delivery tracking) • Intelligent document scanning • Temperature controlled boxes • Improved legal case management system • Robotic Process Automation 	

7. Take full advantage of larger regional centres of excellence for resilience, efficiency, standardisation and collaboration

S05	<u>Service Development</u> To develop and extend the range of high quality services provided to NHS Wales and the wider public sector
<ol style="list-style-type: none"> 1. Engage with customers to define needs for new service areas; foster best practice and innovation 2. Provide new shared services to NHS Wales and the wider public sector; possible areas include: <ul style="list-style-type: none"> • Laundry • Welsh language hub • Putting things right • Single lead employer • Occupational Health • National Clinical Assessment Service 3. Extend our services support and enable sustainable systems in the Primary Care sector, examples of service areas include: <ul style="list-style-type: none"> • PMCAT • Patient medication record service • Payroll • Recruitment • Procurement 4. Act as an enabler for NHS Wales and support the implementation of the recommendations of the Jenkins review of the NHS Wales workforce 	

Appendix 2 – Workshop 1 Exercise - SMT Well-being of Future Generations Workshop

A prosperous Wales		A resilient Wales	A healthier Wales	A more equal Wales	A Wales of cohesive communities	A Wales of vibrant culture and thriving Welsh Language			A globally responsible Wales				
1		2	3	4	5	6			7				
Our Strategic Objectives						1	2	3	4	5	6	7	Maximum Score
S01	Value for Money: To develop a highly efficient and effective shared services organisation which delivers real term savings and service quality benefits to its customers					5	1	2	2	1	3	2	5
S02	Customers: To develop an open and transparent customer focussed culture that supports the delivery of high quality services					3	2	0	1	3	1	2	5
S03	Staff: To have an appropriately skilled, productive, engaged and healthy workforce resourced to meet service needs					4	2	5	4	2	4	0	5
S04	Excellence: To develop an organisation that deliver process excellence through a focus on continuous service improvement automation and the use of technology					4	2	1	1	0	1	1	5
S05	Service Development: To develop and extend the range of high quality services provided to NHS Wales and the wider public sector					4	3	1	1	0	1	1	5
Our Overarching Goals						1	2	3	4	5	6	7	Maximum Score
OG1	We will support NHS Wales to improve quality of patient care and the quality of the employment experience through continuous improvement and innovation					4	2	5	3	1	1	0	5
OG2	We will add value as exemplars of good practice and use our skills and expertise to help NHS Wales tackle key issues					5	1	3	1	2	1	2	5
OG3	We will develop partnerships and provide services with other public sector organisations to provide mutual benefit					2	1	2	1	3	0	0	5
OG4	We will continue to enhance and improve the quality of all of our services, driving forward the benefits and principles of prudent healthcare					4	3	5	5	2	1	1	5
OG5	We will maximise efficiency, effectiveness and value for money through system leadership and a 'Once For Wales' approach					4	3	2	5	2	0	0	5
OG6	We will help NHS Wales deliver their key strategic objectives and continue to support health bodies in the delivery of their efficiency programme to maximise value					5	3	4	4	2	2	3	5
OG7	We will ensure business continuity offering a consistency of service across Wales as we further develop existing and additional service areas and our staff					3	4	2	3	0	0	0	5
OG8	We will continue to develop and strengthen communications, partnerships and engagement with our staff and our partners to ensure we address their priorities and needs					3	1	3	4	1	0	0	5
OG9	We will use our resources effectively to address additional service pressures and demand whilst maintaining a balanced financial plan					5	3	3	3	0	0	0	5
Total Score per Well-being Goal:						55	31	38	38	19	15	12	Maximum Score per Goal: 70

Well-being Goal Correlation Popularity:		Score	Well-being Goal Correlation Popularity:		Score
1	A Prosperous Wales	55	5	A Wales of Cohesive Communities	19
2	A Resilient Wales	31	6	A Wales of Vibrant Culture & Thriving Welsh Language	15
3	A Healthier Wales	38	7	A Globally Responsible Wales	12
4	A More Equal Wales	38			

Appendix 3 – Workshop 2 Exercise
SMT Well-being of Future Generations Workshop

Key – Those columns highlighted in lime green are those which correlate with Velindre’s Well-being Objectives. Those with asterisks incorporate elements of Velindre’s Well-being Objectives, but the wording has been amended.

A prosperous Wales		A resilient Wales		A healthier Wales		A more equal Wales		A Wales of cohesive communities		A Wales of vibrant culture and thriving Welsh Language			A globally responsible Wales			
1		2		3		4		5		6			7			
Well-being Objectives										1	2	3	4	5	6	7
Group 1	To promote consistency of service across Wales, by engagement with stakeholders whilst respecting local needs and requirements. <i>-SLAs -IMTP –Customer Newsletter –General Communications –Internal KPIs –Transient workforce.</i>									X	X		X			
Group 1	Provide opportunities and empower staff to benchmark their skills against similar services across the sectors. <i>-Identify opportunities, help to instil, share best practice.</i>									X	X		X	X		
Group 1	Extend the scope of NWSSP’s services into other areas of NHS Wales and the wider public sector in order to drive VFM, consistency of approach and innovation, for the benefit of the people of Wales.									X	X		X	X		
Group 2*	Develop and maintain a highly skilled workforce to drive service improvement. <i>Focus on: Staff/Equal</i>									X		X	X			
Group 2*	Promote and support a diverse cultural heritage of modern Wales. <i>Focus on: Social/Cultural</i>									X				X	X	
Group 2	Deliver bold solutions to the environmental challenges posed by our activities. <i>Focus on: Environment</i>									X	X					X
Group 2	Work in collaboration to develop strategic partnerships with key stakeholders to support a healthier population. <i>Focus on: Health</i>									X		X		X		
Group 2	Continually drive forward innovative practices to deliver efficient and effective services to customers. <i>Focus on: Prosperity/Health/Equal</i>									X		X	X			
Group 3	Work more with other public sector organisations to assist achieving each of the WBFGA goals									X	X	X	X	X	X	
Group 3	As an employer and service provider, we will continue to standardise, innovate and modernise on our models of service delivery.									X	X	X	X		X	X
Group 3	Train, keep, attract and retain a highly skilled and resilient workforce for today and future generations.									X	X	X	X	X	X	X
Group 3	To become an employer of choice, whilst embracing the diverse cultural heritage of Wales Cymru.									X	X	X	X	X	X	
Group 3	Promote and facilitate sustainable and healthy resources and services for our NHS Wales partners.									X		X	X			
Group 4	We will provide a healthy and support workplace that allows staff to maximise their potential. <i>-Agile workforce, flexible working, reducing carbon footprint.</i> <i>Focus on: Staff</i>									X		X	X			
Group 4	Deliver continued efficiencies, direct and indirect savings, re-investment of the Welsh pound back into the economy. <i>-Better efficient services that allow more money to go back into patient care.</i> <i>Focus on: Value for money</i>									X		X				X

Group 4	Innovation measured through productivity, time and finances to further the efficiencies removing risk and adding value. <i>Focus on: Innovating</i>							
Group 4	-Customers, how do we support our customers? Resources efficiently and proportionately focus on front line care, high quality services, measuring customer satisfaction with organisational delivery. Section specifically targets WBFG. Target of customer satisfaction level over 80% in 5 years. <i>Focus on: Customer satisfaction</i>	X						
Group 4	-Communities, Welsh based business, SMEs. Measure value of Welsh business – target is Procurement and Estates / Public Sector White Paper. <i>Focus on: Communities / SME / Welsh / Wider public</i>					X		X
Group 5	Work in partnership to deliver and support world class services that will reduce health inequality and lead to a healthier Wales.	X	X	X	X	X		
Group 5	Create new, highly skilled jobs and attract and seek investment by increasing our focus on research, innovation and new models of delivery.	X	X	X	X	X		X
Group 5	Deliver bold solutions to the environmental challenges posed by our activities.	X	X	X	X			X
Group 5	Demonstrate respect for the diverse cultural heritage of modern Wales.		X		X	X	X	
Group 5	Strengthen the National reputation of NWSSP as a centre of excellence, influencing innovation, modernisation and consistency, delivering on and enabling high quality.	X		X				X
Total Score per Well-being Goal:		20	12	14	15	11	6	8

Well-being Goal Correlation Popularity:		Score
1	A Prosperous Wales	20
2	A Resilient Wales	12
3	A Healthier Wales	14
4	A More Equal Wales	15
5	A Wales of Cohesive Communities	11
6	A Wales of Vibrant Culture & Thriving Welsh Language	6
7	A Globally Responsible Wales	8

Appendix 4 - Well-being Objectives "SWOT" Analysis

How We Will Achieve Our Goals

Well-being Objective 1: To promote consistency of service across Wales by engagement with stakeholders whilst respecting local needs and requirements.



Strengths	Weaknesses
<ul style="list-style-type: none"> • Integrated Medium Term Plan (IMTP) • Procurement • Partnership Committee (SSPC) are involved in decision making • Peer Review Group • Director Quarterly Review • Corporate Risk Register <ul style="list-style-type: none"> ◦ Partnership Committee (SSPC) ◦ Audit Committee ◦ Senior Management Team ◦ 	<ul style="list-style-type: none"> • Integrated approach on Well-being Goals, we only have the Integrated Medium Term Plan (IMTP), Partnership Committee (SSPC) front cover and Integrated Impact Assessments (IIA). • Non-statutory hosted organisation • Not included within WBFGA stakeholder list; therefore no involvement with Public Service Boards (PSBs).
Opportunities	Threats
<ul style="list-style-type: none"> • Get NWSSP into Health Boards & Trust's Integrated Medium Term Plan (IMTP) and focus on service delivery and WBFG. • Service Level Agreements (SLAs) • Social Services Well-being Act 2014 • Broader Public Sector • Resources • WBFG Group • Service Delivery Plans • Integrated Medium Term Plan (IMTP) 	<ul style="list-style-type: none"> • Communications - if Health Boards & Trusts don't alert us to issues • Resource - need continuous dialogue (e.g. Customer Account Manager / on quality of service) • WBFG Co-ordinator

<p>How we will measure our progress; considering how much we have done, how well we have done it and whether anyone has benefitted as a consequence:</p>	<ul style="list-style-type: none"> • SSPC meetings / Audit Committee meetings • Horizon scanning days • Peer group feedback • IMTP review and reflection • Annual Review document • Customer satisfaction surveys • Benchmarking data • Managing Director/Chair Board meetings • Service Level Agreements (SLAs) • Improved customer satisfaction rates • Feedback from SSPC meetings / Audit Committee • Key Performance Indicators (KPIs)
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Well-being Objective 2: Extend the scope of NWSSP's services into other areas of NHS Wales and wider public sector in order to drive value for money, consistency of approach and innovation for the benefit of the people of Wales.



Strengths	Weaknesses
<ul style="list-style-type: none"> Integrated Medium Term Plan (IMTP) Partnership Committee (SSPC) extension of services Discussion on IT Project management methodology (e.g. Laundry Project Group/Risk Log) 	<ul style="list-style-type: none"> Integrated Medium Term Plan (IMTP) only focuses on mid-term (3 years) Need to have more involvement with Health Boards and Trusts <ul style="list-style-type: none"> Peer Review
Opportunities	Threats
<ul style="list-style-type: none"> Horizon Scanning Days Integrated Medium Term Plan (IMTP) Planning Days Integrated Medium Term Plan (IMTP) Peer Review Days with Health Boards Local Government Reform / White Paper Annual Review performance to date Benchmarking 	<ul style="list-style-type: none"> Velindre Establishment Order Resource to meet demand and expectation Policy change (e.g. Terms & Conditions)
<p>How we will measure our progress; considering how much we have done, how well we have done it and whether anyone has benefitted as a consequence:</p>	<ul style="list-style-type: none"> Extension of Service Reports <ul style="list-style-type: none"> Partnership Committee (SSPC) and Velindre Board Customer feedback Improved Key Performance Indicators (KPIs) Recognition – Local Government Reform / White Paper Reduced costs and value for money

Well-being Objective 3: As an employer and service provider, we will continue to standardise, innovate and modernise our models of service delivery, to achieve the WBFGA goals.



Strengths	Weaknesses
<ul style="list-style-type: none"> • Integrated Medium Term Plan (IMTP) • Procurement • Electronic Staff Record (ESR) • Internal Audit • Employment Services • TRAC • LIFT Programme • Welsh Language 	<ul style="list-style-type: none"> • Financial resource
Opportunities	Threats
<ul style="list-style-type: none"> • Service Level Agreements (SLAs) • Extension of services • Procurement purchasing power • Workforce planning • Benchmarking • Robotic Process Automation • Local Government Reform / White Paper 	<ul style="list-style-type: none"> • Sustainable resource • Velindre Establishment Order • Welsh Language • Internal software systems
<p>How we will measure our progress; considering how much we have done, how well we have done it and whether anyone has benefitted as a consequence:</p>	<ul style="list-style-type: none"> • Key Performance Indicators (KPIs) • Workforce plans • Integrated Medium Term Plan (IMTP) • Staffing models • Internal Audit Reports • On-boarder / Exit surveys • Percentage of Welsh suppliers for Procurement • Customer feedback • Supplier feedback • Staff feedback • Recruitment feedback • Quality Awards feedback • Health Board & Trust feedback • Welsh Government feedback

Well-being Objective 4: To be an employer of choice for today and future generations, by attracting, training and retaining a highly skilled and resilient workforce who are supported and encouraged to maximise their potential.



Strengths	Weaknesses
<ul style="list-style-type: none"> • Workforce plans • Integrated Medium Term Plan (IMTP) • Service Delivery Plans • Training and development • GP Trainees • Working with Welsh Government • Finance Academy • Student placements (e.g. Network 75) • LIFT Programme • NWSSP brand - "World Class" • Welsh Language and bilingual services • Regional locations • Procurement suppliers <ul style="list-style-type: none"> ◦ Buy4Wales ◦ Local suppliers • Attendance at Peer Groups • TRAC / NHS Jobs • Training and development • LIFT programme • Student Placements (e.g. Network 75) • Finance Academy • Corporate Health Standard • Health & Care Standards • Health & Safety policies • Flexible working policy • PADRs (Personal Appraisal Development Reviews) • Welsh Language courses • Occupational health facilities • Accommodation strategy (e.g. Matrix house) • Counselling service • ISO14001 and the environment 	<ul style="list-style-type: none"> • Only 3 year Workforce planning • Welsh speaking staff • Knowledge management • Welsh Language resource • Energy monitoring at regional sites • Carbon reduction calculations • Waste calculations

<ul style="list-style-type: none"> • Team meetings • HSG65 • Staff awards • Long service recognition • Staff surveys • Cycle to work • Salary sacrifice • NHS Fleet cars • NHS discounts 	
Opportunities	Threats
<ul style="list-style-type: none"> • Health Education Wales (WEDS) • Succession planning for NHS Wales Group • Integrated Impact Assessment (IIA) • On-boarder / Exit interviews • Local Government Reform / White Paper • Welsh Language Hub (Localisation) • In Partnership magazine • NHS Careers website • Staff retention rates • Staff Travel Survey 	<ul style="list-style-type: none"> • Workforce plans • Agenda 4 Change - recruitment/salary issues • Financial resource • Aging workforce and aging demographic • Brexit • Stress in the workplace • Seasonal staff absence
<p>How we will measure our progress; considering how much we have done, how well we have done it and whether anyone has benefitted as a consequence:</p>	<ul style="list-style-type: none"> • Key Performance Indicators (KPIs) for staff retention • Events attended • GP Trainees appointed • Nursing conversion and attrition rates • Integrated Medium Term Plan (IMTP) • DWODs meetings (Director of Workforce & Organisational Development) • Joint marketing campaigns with Welsh Government • NHS Jobs / TRAC data • On-boarder / Exit interviews • Number of Welsh-essential posts • Training Evaluation Questionnaires • Number of LIFT placements in permanent roles

	<ul style="list-style-type: none"> • Staff Survey Results • PADRs • Workforce Key Performance Indicators (KPIs) • Number of job applications received • Number of jobs advertised in welsh • Number of jobs advertised as welsh essential • Number of interview conducted in welsh • Welsh Language training for new staff • Corporate induction • Other training • Core Skills Training Framework • Statutory & Mandatory Training Modules • PADRs • Figures/statistics from TRAC/NHS Jobs • Statistics for number of job applications received • Statistics for number of jobs advertised in welsh • Statistics for number of jobs advertised as Welsh-essential • Statistics for number of interviews conducted in Welsh • Staff turnover • Stress related incidents • Sickness absence • Rhannu • Annual Review • ISO14001 accreditation • HPMa Awards (Healthcare People Management Association) • Wales Quality Awards feedback • Health & Safety Annual Report • Sustainability Report • Quarterly Health & Safety Reports • Quarterly ISO14001 Reports • Training Evaluation and Surveys
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Well-being Objective 5: Deliver continued efficiencies, direct and indirect savings, re-investment of the Welsh pound back into the economy.



Strengths	Weaknesses
<ul style="list-style-type: none"> • Procurement processes – <ul style="list-style-type: none"> ◦ Buy4Wales ◦ Sell2Wales • Procurement Risk Assessments <ul style="list-style-type: none"> ◦ Sustainability • Welsh Risk Pool • Savings re-invested into NWSSP • Standing financial instructions • TRAC / NHS Jobs • Specialist Estates Services 	<ul style="list-style-type: none"> • Resource and capacity
Opportunities	Threats
<ul style="list-style-type: none"> • Extension of services • Local Government Reform / White Paper • Capital Funding • Benchmarking (NHS England) • Robotic Process Automation • Finance Academy • National Procurement Service (NPS) 	<ul style="list-style-type: none"> • Velindre Establishment Order • Single Tender Action • National Procurement Service (NPS)
<p>How we will measure our progress; considering how much we have done, how well we have done it and whether anyone has benefitted as a consequence:</p>	<ul style="list-style-type: none"> • Financial Reports • Procurement Reports • Number of Welsh suppliers used • Feedback from Health Boards and Trusts • Benchmark with National Procurement Service (NPS)

Well-being Objective 6: Provide excellent customer service by ensuring that resources are efficiently and proportionately focused on front line are and high quality services.



Strengths	Weaknesses
<ul style="list-style-type: none"> • Vision, Values & Mission • Customer Charter • Customer Surveys • Key Performance Indicators (KPIs) • Integrated Medium Term Plan (IMTP) • Annual Review • Service Level Agreements (SLAs) • Welsh Language mystery customers • Prudent Healthcare Principles 	<ul style="list-style-type: none"> • No established percentage of customer satisfaction target identified for NWSSP as a whole
Opportunities	Threats
<ul style="list-style-type: none"> • Benchmarking with others • Service Level Agreements (SLAs) • Wales Quality Centre Awards • Local Government Reform / White Paper 	Velindre Establishment Order
How we will measure our progress; considering how much we have done, how well we have done it and whether anyone has benefitted as a consequence:	<ul style="list-style-type: none"> • Customer feedback • Key Performance Indicators (KPIs) • Service Level Agreements (SLAs) • Quarterly meetings • Neil Frow & Margaret Foster attending Board meetings • Peer Review meetings • Horizon scanning event • Partnership Committee (SSPC) • Audit Committee (SSAC) • Internal Audit Reports • Staff survey

Well-being Objective 7: Work in partnership to deliver and support world class services that will reduce health inequality and lead to a healthier Wales.



Strengths	Weaknesses
<ul style="list-style-type: none"> • Collaboration • Integrated Medium Term Plan (IMTP) • Service Level Agreements (SLAs) • Welsh Risk Pool • Partnership Committee (SSPC) • Team Wales • NIMB (National [Ind] Members Board) • Dofs (Director of Finance) • DWODs (Director of Workforce & Organisational Development) • ADoPs (Assistant Director of Procurement) • Board Secretaries Group • Universities • GP surgeries • Opticians • Welsh Language Group • Health Courier Services (HCS) • PMCAT (Primary Medical Care Advisory Team) • SMTL (Surgical Material Testing Laboratory) • Technology Enabled Learning (TEL) • Electronic Staff Record (ESR) Enhanced • Purchase2Pay (P2P) • Hire2Retire 	<ul style="list-style-type: none"> • Resource and capacity
Opportunities	Threats
<p>Health Education Wales (WEDS) Welsh Language Hub Laundry Review Welsh Risk Pool</p>	<ul style="list-style-type: none"> • Communication and engagement beyond Partnership Committee (SSPC)

<p>How we will measure our progress; considering how much we have done, how well we have done it and whether anyone has benefitted as a consequence:</p>	<ul style="list-style-type: none"> • Customer feedback • Service Level Agreements (SLAs) • Integrated Medium Term Plan (IMTP) • Annual Review • Quarterly meetings • Partnership Committee (SSPC) • External feedback • Welsh Language Monitoring Report • Health & Safety Report • Wales Quality Centre Reports • Key Performance Indicators (KPIs) • Financial savings • Energy savings
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Well-being Objective 8: Strengthen the National and International reputation as a centre for excellence, influencing innovation, modernisation and consistency, delivering on and enabling high quality services.



Strengths	Weaknesses
<ul style="list-style-type: none"> • Integrated Medium Term Plan (IMTP) • Recognition – Local Government Reform / White Paper • Benchmarking • Vision, Mission & Values • Robotic Process Automation • Savings and re-investment • Corporate branding • Extension of services • Value for money and efficiency • Technology Enabled Learning (TEL) • Electronic Staff Record (ESR) Enhanced • Purchase2Pay (P2P) • Hire2Retire 	<ul style="list-style-type: none"> • Capacity for innovation • Business Continuity Planning (BCP)
Opportunities	Threats
<ul style="list-style-type: none"> • Welsh Language Hub • HPMA Awards • Local Government Reform / White Paper • Extension of services 	<ul style="list-style-type: none"> • Accounts payable • NHAIS (National Health Authority Information System) • Student bursaries • Knowledge management • Velindre Establishment Order
<p>How we will measure our progress; considering how much we have done, how well we have done it and whether anyone has benefitted as a consequence:</p>	<ul style="list-style-type: none"> • Integrated Medium Term Plan (IMTP) • feedback • Benchmarking • Wales Quality Awards feedback • Risk Register • Assurance Framework • Awards • Annual Review • Press releases

Appendix 5

Statistics obtained from Office of National Statistics, Census Data for Wales 2011
 Percentages will not round up to 100% in every case, as respondents are able to choose more than one option

Population of Wales by Ethnicity Group								
	All Wales Figures	Aneurin Bevan Health Board	Abertawe Bro Morgannwg University Health Board	Betsi Cadwaladr University Health Board	Cardiff & Vale University Health Board	Cwm Taf Health Board	Hywel Dda Health Board	Powys Local Health Board
Ethnicity Group	Population	Percentage Per Ethnicity Group						
	3063456							
White; English/Welsh/Scottish/Northern Irish/British	2855450	94.9	94.8	95.2	87.4	95.5	94.7	96.1
White; Irish	14086	0.3	0.4	0.6	0.6	0.2	0.6	0.4
White; Gypsy or Irish Traveller	2785	0.1	0.0	0.1	0.1	0.1	0.2	0.1
White; Other White	55932	1.2	1.4	1.8	2.6	1.8	2.1	1.8
Mixed/Multiple Ethnic Groups; White and Black Caribbean	11099	0.4	0.2	0.3	0.8	0.3	0.2	0.2
Mixed/Multiple Ethnic Groups; White and Black African	4424	0.1	0.1	0.1	0.4	0.1	0.1	0.1
Mixed/Multiple Ethnic Groups; White and Asian	9019	0.3	0.2	0.3	0.5	0.3	0.2	0.2
Mixed/Multiple Ethnic Groups; Other Mixed	6979	0.2	0.2	0.2	0.5	0.2	0.2	0.1
Asian/Asian British; Indian	17256	0.4	0.3	0.3	1.4	0.3	0.4	0.1
Asian/Asian British; Pakistani	12229	0.5	0.1	0.1	1.0	0.1	0.1	0.0
Asian/Asian British; Bangladeshi	10687	0.3	0.4	0.1	0.8	0.1	0.1	0.1
Asian/Asian British; Chinese	13638	0.3	0.5	0.4	0.8	0.4	0.3	0.1
Asian/Asian British; Other Asian	16318	0.4	0.5	0.4	0.9	0.5	0.4	0.6
Black/African/Caribbean/Black British; African	11887	0.3	0.3	0.2	0.8	0.4	0.1	0.0
Black/African/Caribbean/Black British; Caribbean	3809	0.1	0.1	0.0	0.3	0.0	0.1	0.1
Black/African/Caribbean/Black British; Other Black	2580	0.0	0.0	0.0	0.3	0.0	0.0	0.0
Other Ethnic Group; Arab	9615	0.1	0.3	0.2	0.8	0.1	0.1	0.0
Other Ethnic Group; Any Other Ethnic Group	5663	0.2	0.2	0.1	0.4	0.1	0.1	0.1

Appendix 6

Statistics obtained from Office of National Statistics, Census Data for Wales 2011

Percentages will not round up to 100% in every case, as respondents are able to choose more than one option

Population of Wales by Welsh Speakers		
Local Authorities by Health Boards	Population	Percentage of Welsh Speakers
Population of Wales (Usual Residents)	2955841	19.0%
Aneurin Bevan Health Board	555622	9.6%
Blaenau Gwent County Borough Council	67348	7.8%
Caerphilly County Borough Council	171972	11.2%
Monmouthshire County Council	88609	9.9%
Newport City Council	139849	9.3%
Torfaen County Borough Council	87844	9.8%
Abertawe Bro Morgannwg University Health Board	500978	12.1%
Neath Port Talbot County Borough Council	135278	15.3%
City and County of Swansea	231155	11.4%
Bridgend County Borough Council	134545	9.7%
Betsi Cadwaladr University Health Board	663808	33.5%
Conwy County Borough Council	111724	27.4%
Denbighshire County Council	90527	24.6%
Flintshire County Council	146940	13.2%
Gwynedd Council	117789	65.4%
Isle of Anglesey County Council	67403	57.2%
Wrexham County Borough Council	129425	12.9%
Cardiff & Vale University Health Board	454291	11.0%
Cardiff Council	332273	11.1%
Vale of Glamorgan Council	122018	10.8%
Cwm Taf Health Board	282178	10.6%
Merthyr Tydfil County Borough Council	56623	8.9%
Rhondda Cynon Taf County Borough Council	225555	12.3%
Hywel Dda Health Board	369881	36.8%
Carmarthenshire County Council	177642	43.9%
Ceredigion County Council	73847	47.3%
Pembrokeshire County Council	118392	19.2%
Powys Local Health Board	129083	18.6%
Powys County Council	129083	18.6%

Appendix 7

Statistics obtained from Office of National Statistics, Census Data for Wales 2011

Percentages will not round up to 100% in every case, as respondents are able to choose more than one option

Population of Wales Aged 65 & Over		
Local Authorities by Health Boards	Population	Percentage of People Aged 65 & Over
Population of Wales (Usual Residents)	3063456	18.3%
Aneurin Bevan Health Board	576754	17.9%
Blaenau Gwent County Borough Council	69814	17.9%
Caerphilly County Borough Council	178806	16.5%
Monmouthshire County Council	91323	20.8%
Newport City Council	145736	16.3%
Torfaen County Borough Council	91075	18.0%
Abertawe Bro Morgannwg University Health Board	518013	18.1%
Neath Port Talbot County Borough Council	139178	17.9%
City and County of Swansea	239023	17.9%
Bridgend County Borough Council	139812	18.5%
Betsi Cadwaladr University Health Board	687937	20.5%
Conwy County Borough Council	115228	24.4%
Denbighshire County Council	93734	21.1%
Flintshire County Council	152506	17.6%
Gwynedd Council	121874	20.7%
Isle of Anglesey County Council	69751	22.4%
Wrexham County Borough Council	134844	17.0%
Cardiff & Vale University Health Board	472426	15.8%
Cardiff Council	346090	13.2%
Vale of Glamorgan Council	126336	18.3%
Cwm Taf Health Board	293212	16.9%
Merthyr Tydfil County Borough Council	58802	16.7%
Rhondda Cynon Taf County Borough Council	234410	17.1%
Hywel Dda Health Board	382138	21.1%
Carmarthenshire County Council	183777	20.8%
Ceredigion County Council	75922	20.8%
Pembrokeshire County Council	122439	21.8%
Powys Local Health Board	132976	22.8%
Powys County Council	132976	22.8%

Appendix 8 –Environmental Objectives 2017/2018

1. OBJECTIVE: To reduce our contribution to Climate Change

TARGET: 3% year on year reduction (2014/15 baseline)

1.1 Reduce the environmental impact from staff travel, e.g. by increasing the use of video conferencing and encouraging car sharing at NWSSP sites, to reduce the amount of business miles travelled.

1.2 We will continually monitor carbon emissions for our fleet vehicles and we will endeavour to consider low emission/hybrid vehicles for future vehicle replacement programmes.

1.3 Utilise IT technologies, e.g. Microsoft Lync, a uniformed communication platform for desktop video conferencing.

1.4 Promote energy awareness to staff.

2. OBJECTIVE: To identify opportunities to improve our efficiency for using finite or scarce resources.

TARGET: to be established

2.1 By introducing measures to reduce paper usage at NWSSP sites including electronic payslips and increased use of scanning.

3. OBJECTIVE: To minimise waste associated with our activities.

TARGET: Reduce waste to landfill by 5% year on year from 2014-15 baseline (Towards Zero Waste Strategy)

3.1 By continually monitoring and measuring the quantity of waste produced and recycled at each NWSSP site, to enable improvement targets to be set.

4. OBJECTIVE: To support Welsh Government 'Wales Procurement Policy Statement' and contribute to the UK goal of being among EU leaders in sustainable procurement.

TARGET: Undertake Sustainable Risk Assessments on all contracts with value in excess of £25,000.

4.1 Utilisation of SRAs for all relevant procurement frameworks in excess of £25,000.

4.2 By applying a Community Benefits approach to all procurement.