



National Public Health
Service for Wales
Gwasanaeth Iechyd Cyhoeddus
Cenedlaethol Cymru

NPHS Balanced Scorecard

Jan-2008 to Mar-2008

Stakeholders

Develop and maintain constructive stakeholder relationships and partnerships

Agree National Work Plan 07/08 with WAG	Target: Work Plan agreed	[green]
Agree National Work Plan 08/09 with WAG	Target: Work Plan agreed (4th quarter)	Draft 'Rolling Work Plan' developed [red]
Obtain high levels of stakeholder satisfaction	Target: >60% of survey respondents indicating 'satisfied' or 'very satisfied' with performance	No survey carried out in year [red]
Approve and implement the external elements of NPHS Corporate Communications Action Plan	Target: Plan approved. Progress in line with plan	[red]

Develop an effective local NPHS presence

Agree a Local Work Plan 07/08 with each LHB	Target: 100% of LHBs with agreed Work Plan	[green]
Agree a Local Work Plan 08/09 with each LHB	Target: 100% of LHBs with agreed Work Plan (4th quarter)	Draft Plan in each area, but not all 'signed off' [red]
Agree Microbiology SLAs 07/08 with each Trust	Target: 100% of Trusts with agreed SLA	[green]
Local Public Health Director assigned to each LHB (or alternative arrangements made to the satisfaction of the LHB)	Target: 100% of LHBs with appropriate arrangements in place	[green]
Develop the NPHS input to Local Service Boards	Target: LPHDs on all established LSBs	[green]

Openness, opportunity & empowerment

Approve and implement an Equality and Diversity Action Plan 07/08	Target: Plan approved. Progress in line with plan.	[green]
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Achieve low staff turnover and sickness rates

Achieve low staff turnover rates	Target: <15%	[green]
Achieve low sickness rates	Target: <4.2%	6.64% [red]

Service delivery to stakeholders

Delivery of National Work Plan		[green]
<ul style="list-style-type: none"> Economic and Physical Environment 		[green]

<ul style="list-style-type: none"> ● Influencing Behaviours 	[green]
<ul style="list-style-type: none"> ● Communities and Families 	[green]
<ul style="list-style-type: none"> ● Microbiology - General 	[green]
<ul style="list-style-type: none"> ● Microbiology - Specialist and Reference Services 	[green]
<ul style="list-style-type: none"> ● Health Protection Team 	[green]
<ul style="list-style-type: none"> ● Communicable Disease Surveillance Centre 	[green]
<ul style="list-style-type: none"> ● Emergency Preparedness 	[green]
<ul style="list-style-type: none"> ● Antibiotic Resistance Programme 	[green]
<ul style="list-style-type: none"> ● Blood Borne Virus Programme 	[green]
<ul style="list-style-type: none"> ● Healthcare Associated Infections Programme 	[green]
<ul style="list-style-type: none"> ● Sexually Transmitted Infections Programme 	[green]
<ul style="list-style-type: none"> ● Vaccine Preventable Infections Programme 	[green]
<ul style="list-style-type: none"> ● Respiratory Infections Programme 	[green]
<ul style="list-style-type: none"> ● Health Service Quality and Commissioning Support 	[green]
<ul style="list-style-type: none"> ● Pharmaceutical Public Health Team 	[green]
<ul style="list-style-type: none"> ● Health Information and Analysis Team 	[green]
<ul style="list-style-type: none"> ● Library and Knowledge Management Service 	[green]
<ul style="list-style-type: none"> ● Primary Care Quality and Information Team 	[green]
<ul style="list-style-type: none"> ● Primary Medical Care Advisory Team 	[green]
<ul style="list-style-type: none"> ● Dental Public Health Team 	[green]
<ul style="list-style-type: none"> ● Child Protection Service 	[green]
<p>Delivery of Specific SLAs and Annexes</p>	
<ul style="list-style-type: none"> ● Microbiology - Cardiff and Vale 	[green]
<ul style="list-style-type: none"> ● Microbiology - Swansea 	[green]
<ul style="list-style-type: none"> ● Microbiology - Carmarthenshire 	[green]
<ul style="list-style-type: none"> ● Microbiology - Ceredigion 	[green]

- Microbiology - Conwy and Denbighshire
- Microbiology - North West Wales
- All Wales Smoking Cessation Service
- Workplace Health
- Primary Care Support Services

Delivery of Local Work Plans

- Anglesey
- Blaenau Gwent
- Bridgend
- Caerphilly
- Cardiff
- Carmarthenshire
- Ceredigion
- Conwy
- Denbighshire
- Flintshire
- Gwynedd
- Merthyr Tydfil
- Monmouthshire
- Neath Port Talbot
- Newport
- Pembrokeshire
- Powys
- Rhondda Cynon Taff

[green]
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[green]
Objectives adjusted to accommodate staff vacancies [green]
[green]
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[green]
Objectives adjusted to accommodate staff vacancies [green]
[green]
[green]
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[green]
[green]

- Swansea
- Torfaen
- Vale of Glamorgan
- Wrexham

[green]
[green]
[green]
[green]
[green]

Resource Utilisation

Adherence to core financial duties

Remain within resource limit

Target: Forecast expenditure in line with budget

[green]

Develop an effective NPHS specialist resource

Development of all Wales Smoking Cessation Service

Target: Progress in line with plan

[green]

Complete and implement the recommendations of the NPHS Emergency Response Project

Target: Project completed. Implementation in line with plan

[green]

Fully implement the recommendations of the microbiology Specialist & Reference Services Review

Target: Progress in line with plan

[green]

Undertake review of food and water microbiology services

Target: Progress in line with plan

Review deferred to 2008/09 [green]

Establish NPHS Commissioning Advisory Service

Target: Progress in line with plan

[green]

Review the management of and support to the Child Protection Service

Target: Progress in line with plan

[green]

Workforce development and modernisation

Approve and implement an NPHS Training and Development Action Plan 07/08

Target: Plan approved. Progress in line with plan

[green]

Review career pathways for public health practitioners working within the NPHS

Target: Review completed on schedule

[green]

Management Processes

Develop and maintain effective leadership and management

Establish the Public Health Strategic Management Group and NPHS Executive Team

Target: Groups established and meeting as planned

[green]

Implement 'Strategic Management by Domain' within the Health Improvement Domain

Target: Progress in line with plan

Completed in line with plans [green]

Implement 'Strategic Management by Domain' within the Health Protection Domain

Target: Progress in line with plan

Completed in line with plans [green]

Implement 'Strategic Management by Domain' within the Health & Social Care Quality Domain

Target: Progress in line with plan

Completed in line with plans [green]

Implement 'Strategic Management by Domain' within the Health Intelligence Domain

Target: Progress in line with plan

[green]

Implement corporate support arrangements underpinning 'Strategic Management by Domain'

Target: Progress in line with plan

[green]

		[green]
Review implementation of 'Strategic Management by Domain'	<i>Target: Progress in line with plan</i>	Review rescheduled [green]
Review and update the NPHS Business Plan	<i>Target: Review completed on schedule</i>	Review rescheduled [green]
Develop an approach to Quality Management and Quality Assurance covering the whole of the NPHS	<i>Target: Progress in line with plan</i>	[green]
Complete the implementation of a single microbiology quality management system	<i>Target: Progress in line with plan</i>	[green]
Approve and implement an NPHS Risk Management Strategy and Action Plan 07/08	<i>Target: Plan approved. Progress in line with plan</i>	[green]
Approve and implement an NPHS Information Governance Action Plan 07/08	<i>Target: Plan approved. Progress in line with plan</i>	[green]
Approve and implement an NPHS Informatics Action Plan 07/08	<i>Target: Plan approved. Progress in line with plan</i>	[green]
Complete the NPHS Records Management Project	<i>Target: Progress in line with plan</i>	[red]
Ensure appraisal arrangements are fully implemented	<i>Target: >70% of staff have had a formal appraisal and PDP agreed within past 12 months</i>	Reported as 46% in NHS Wales Staff Survey [red]
Develop and maintain effective and efficient linkages between NPHS components		
Approve and implement the internal elements of an NPHS Corporate Communications Action Plan 07/08	<i>Target: Plan approved. Progress in line with plan</i>	[red]
Learning & Innovation		
Be an innovative learning organisation		
Develop and implement an NPHS Research and Development Strategy and Action Plan 07/08	<i>Target: Strategy and Plan developed. Progress in line with plan</i>	To be undertaken in 08/09 [red]



Highlight Report

Group: **NPHS**
Scorecard: **Jan-2008 to Mar-2008**

Target: Stakeholders
 Develop and maintain constructive stakeholder relationships and partnerships
Agree National Work Plan 08/09 with WAG

Status: Green Amber Red
Actual Performance: Draft 'Rolling Work Plan' developed
Report Date: **23-May-2008**

Constraints/activity leading to current performance level: The commissioning process for work to be undertaken in 08/09 had not been concluded by the end of 07/08.

Existing Control Measures: Ongoing engagement with the commissioning process.

**Action Plan:
 (additional control measures required)** Work Plan will be revised in the light of agreements reached with Commissioning Advisory Sub Groups

Risk to service delivery if continuation of current performance:

Severity/impact:

Likelihood:

Risk rating

8

Action required within 12 months

Methodology:

N/A

Anticipated impact on performance following achievement of action plan:

None

Accountable Officer:

Director of Operations

Timescale for full recovery:

Mid year

Last updated: Mark Dickinson (23-May-2008)



Velindre NHS Trust
Balanced Scorecard

Highlight Report



Group:	NPHS
Scorecard:	Jan-2008 to Mar-2008
Target:	Stakeholders Develop and maintain constructive stakeholder relationships and partnerships Obtain high levels of stakeholder satisfaction
Status:	<input type="checkbox"/> Green <input type="checkbox"/> Amber <input checked="" type="checkbox"/> Red
Actual Performance:	No survey carried out in year
Report Date:	23-May-2008

Constraints/activity leading to current performance level:	As a result of other pressures a Stakeholder Survey was not carried out in 07/08	
Existing Control Measures:	N/A	
Action Plan: (additional control measures required)	The NPHS intends to carry out a Stakeholder Survey during 08/09, focused on capturing views that will be relevant in developing the delivery of specialist public health services to a new configuration of stakeholders	
Risk to service delivery if continuation of current performance:	Severity/impact: <input type="text" value="2 - Minor"/>	Risk rating 8
	Likelihood: <input type="text" value="4 - Likely"/>	
	Action required within 12 months	
Methodology:	N/A	
Anticipated impact on performance following achievement of action plan:	None	
Accountable Officer:	Head of Communications	
Timescale for full recovery:	Year end	

Last updated: Mark Dickinson (23-May-2008)



Velindre NHS Trust
Balanced Scorecard

Highlight Report



Group:	NPHS
Scorecard:	Jan-2008 to Mar-2008
Target:	Stakeholders Develop and maintain constructive stakeholder relationships and partnerships Approve and implement the external elements of NPHS Corporate Communications Action Plan
Status:	<input type="checkbox"/> Green <input type="checkbox"/> Amber <input checked="" type="checkbox"/> Red
Actual Performance:	
Report Date:	24-Apr-2008

Constraints/activity leading to current performance level:

Delays in taking forward the Unified Public Health System project; additional work taken on with Wales Centre for Health (1000 Lives Campaign, Stroke Project); preparation for E.coli public inquiry; delays in appointing 1000 Lives Campaign communications officer

Existing Control Measures:

End of year reached. Plan being developed for 2008/09.

Action Plan: (additional control measures required)

End of year reached. Plan being developed for 2008/09.

Risk to service delivery if continuation of current performance:

Severity/impact:	<input type="text" value="2 - Minor"/>	Risk rating 8
Likelihood:	<input type="text" value="4 - Likely"/>	
Action required within 12 months		

Methodology:

n/a

Anticipated impact on performance following achievement of action plan:

n/a

Accountable Officer:

Chris Lines, Head of Communications

Timescale for full recovery:

n/a

Last updated: Chris Lines (24-Apr-2008)



Highlight Report



Group:	NPHS
Scorecard:	Jan-2008 to Mar-2008
Target:	Stakeholders Develop an effective local NPBS presence Agree a Local Work Plan 08/09 with each LHB
Status:	<input type="checkbox"/> Green <input type="checkbox"/> Amber <input checked="" type="checkbox"/> Red
Actual Performance:	Draft Plan in each area, but not all 'signed off'
Report Date:	23-May-2008

Constraints/activity leading to current performance level:	A draft 'rolling' plan had been produced in each area by the end of 07/08, but these had not all been formally agreed by LHB Chief Executives	
Existing Control Measures:	Plans are being reviewed within the NPBS to ensure overall alignment with strategic objectives	
Action Plan: (additional control measures required)	To agree reviewed plans with LHB Chief Executives	
Risk to service delivery if continuation of current performance:	Severity/impact: <input type="text" value="2 - Minor"/>	Risk rating 8
	Likelihood: <input type="text" value="4 - Likely"/>	
	Action required within 12 months	
Methodology:	N/A	
Anticipated impact on performance following achievement of action plan:	None	
Accountable Officer:	Director of Operations	
Timescale for full recovery:	Mid year	

Last updated: Mark Dickinson (23-May-2008)



Velindre NHS Trust
Balanced Scorecard

Highlight Report



Group:	NPHS
Scorecard:	Jan-2008 to Mar-2008
Target:	Stakeholders Achieve low staff turnover and sickness rates Achieve low sickness rates
Status:	<input type="checkbox"/> Green <input type="checkbox"/> Amber <input checked="" type="checkbox"/> Red
Actual Performance:	6.64%
Report Date:	18-Apr-2008

Constraints/activity leading to current performance level:	Maternity leave, staff turnover insufficient resources within the HR Department has prevented the team managing sickness absence during 07/08	
Existing Control Measures:	Monthly reports from ESR	
Action Plan: (additional control measures required)	HR Sickness audits to take place on a quarterly basis by HROs. HR will be running sickness absence awareness raising sessions relating to sickness absence policy. HR have produced divisional sickness guidelines with "triggers" to instigate sickness absence management by manager. Long term sickness interview to be conducted every month with staff on longterm sick.	
Risk to service delivery if continuation of current performance:	Severity/impact: <input type="text" value="3 - Moderate"/>	Risk rating 6
	Likelihood: <input type="text" value="2 - Unlikely"/>	
	Action required within 12 months	
Methodology:	HR resources increased to manage sickness absence.	
Anticipated impact on performance following achievement of action plan:	Lower sickness percentage, more productive workforce, better service delivery and morale	
Accountable Officer:	Rachel Davies HRM	
Timescale for full recovery:	By March 2009	

Last updated: Heidi Richardson (18-Apr-2008)



Highlight Report



Group: NPHS
Scorecard: Jan-2008 to Mar-2008

Target: Management Processes
 Develop and maintain effective leadership and management
Complete the NPHS Records Management Project

Status: Green Amber Red

Actual Performance:

Report Date: 23-May-2008

Constraints/activity leading to current performance level:

Sickness absence of an individual key to the Project led to significant delays

Existing Control Measures:

Project has been rescheduled

**Action Plan:
(additional control measures required)**

None

Risk to service delivery if continuation of current performance:

Severity/impact:

Risk rating
8

Likelihood:

Action required within 12 months

Methodology:

N/A

Anticipated impact on performance following achievement of action plan:

None

Accountable Officer:

Director of Operations

Timescale for full recovery:

Year end 08/09

Last updated: Mark Dickinson (23-May-2008)



Highlight Report



Group:	NPHS
Scorecard:	Jan-2008 to Mar-2008
Target:	<p>Management Processes</p> <p>Develop and maintain effective leadership and management</p> <p>Ensure appraisal arrangements are fully implemented</p>
Status:	<input type="checkbox"/> Green <input type="checkbox"/> Amber <input checked="" type="checkbox"/> Red
Actual Performance:	Reported as 46% in NHS Wales Staff Survey
Report Date:	23-May-2008

Constraints/activity leading to current performance level:	Staff survey conducted during 2007 reported 46% compliance.	
Existing Control Measures:	Considerable attention has been devoted to reinforcing the importance of appraisal and to ensure that all managers are able to undertake their responsibilities	
Action Plan: (additional control measures required)	Ongoing reinforcement and training	
Risk to service delivery if continuation of current performance:	Severity/impact: <input type="text" value="3 - Moderate"/>	Risk rating 12
	Likelihood: <input type="text" value="4 - Likely"/>	
	Urgent action required	
Methodology:	eKSF to be used to determine accurate level of compliance	
Anticipated impact on performance following achievement of action plan:	None	
Accountable Officer:	National Director	
Timescale for full recovery:	Year end 08/09	

Last updated: Mark Dickinson (23-May-2008)



Velindre NHS Trust
Balanced Scorecard

Highlight Report



Group:	NPHS
Scorecard:	Jan-2008 to Mar-2008
Target:	Management Processes Develop and maintain effective and efficient linkages between NPHS components Approve and implement the internal elements of an NPHS Corporate Communications Action Plan 07/08
Status:	<input type="checkbox"/> Green <input type="checkbox"/> Amber <input checked="" type="checkbox"/> Red
Actual Performance:	
Report Date:	24-Apr-2008

Constraints/activity leading to current performance level:

Delays in taking forward the Unified Public Health System project; additional work taken on with Wales Centre for Health (1000 Lives Campaign, Stroke Project); preparation for E.coli public inquiry; delays in appointing 1000 Lives Campaign communications officer

Existing Control Measures:

End of year reached. Plan being developed for 2008/09.

Action Plan: (additional control measures required)

End of year reached. Plan being developed for 2008/09.

Risk to service delivery if continuation of current performance:

Severity/impact:	<input type="text" value="2 - Minor"/>	Risk rating 8
Likelihood:	<input type="text" value="4 - Likely"/>	
Action required within 12 months		

Methodology:

n/a

Anticipated impact on performance following achievement of action plan:

n/a

Accountable Officer:

Chris Lines, Head of Communications

Timescale for full recovery:

n/a

Last updated: Chris Lines (24-Apr-2008)

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VELINDRE
NHS TRUST

Velindre NHS Trust
Balanced Scorecard

Highlight Report



Group:	NPHS
Scorecard:	Jan-2008 to Mar-2008
Target:	<p>Learning & Innovation Be an innovative learning organisation</p> <p>Develop and implement an NPHS Research and Development Strategy and Action Plan 07/08</p>
Status:	<input type="checkbox"/> Green <input type="checkbox"/> Amber <input checked="" type="checkbox"/> Red
Actual Performance:	To be undertaken in 08/09
Report Date:	23-May-2008

Constraints/activity leading to current performance level:	Compting priorities led to a postponement of this activity into 08/09	
Existing Control Measures:	Rescheduled for 08/09	
Action Plan: (additional control measures required)	None	
Risk to service delivery if continuation of current performance:	Severity/impact: <input type="text" value="2 - Minor"/>	Risk rating 8
	Likelihood: <input type="text" value="4 - Likely"/>	
	Action required within 12 months	
Methodology:	N/A	
Anticipated impact on performance following achievement of action plan:	None	
Accountable Officer:	Director of Health Protection	
Timescale for full recovery:	Year end 08/09	

Last updated: Mark Dickinson (23-May-2008)