



Support Services Partnership
South West London



Annual Report 2008/09



Who we are

Support Services Partnership (SSP) South West London was set up in 2002 to provide the NHS in the local area with a wide range of reliable, efficient and cost-effective support services.

A non-profit making NHS organisation, SSP is a 'one stop shop' delivering everything from procurement to fire safety advice and domestic cleaning. Using such shared services results in savings and efficiencies that enable local NHS managers and staff to direct their time, effort and resources to delivering patient care.

Hosted by Wandsworth PCT, SSP provides services to PCTs in Croydon, Kingston, Richmond and Twickenham, Sutton and Merton and Wandsworth.



John Guppy



Acting Joint Chief Operating Officers' introduction

2008/09 has been a year of success against a backdrop of increasingly challenging times. We thank our staff for their continued hard work and our partners for their support - together we've made strong progress. The bar is constantly being raised and we continue to meet expectations. However, there can be no room for complacency. We are planning now for the even greater pressures around the corner.

This annual report outlines our achievements during the year and pays tribute to the professionalism of our staff for their dedication to help meet our partners' objectives.

Our main focus has been on raising standards. A significant amount of time has been devoted to training our staff - to raising their skills and competency and to meet best practice requirements of health and safety regulations.

We've conducted a series of risk assessments to drive up working practices and produced site manuals which lay out in detail the best policies and working practices specifically for those premises.

During 2008/09, we successfully completed a major Health and Safety project which resulted in, among other things, improved processes around the control of Legionella and the monitoring of asbestos. In addition we have instigated an annual Health and Safety work plan which will lead us to our goal of achieving excellence in Health and Safety management.

With the pattern of community services changing, all our service level agreements have also been scrutinised to ensure they are fit for the future.

In line with previous years, our Facilities team was involved in the annual Patient Environment Action Team (PEAT) audit for 2008 at Teddington Memorial Hospital (Richmond and Twickenham PCT) where we made a significant contribution to the Trust achieving the score of "Excellent" in all categories.

Our Procurement team also helped maximise taxpayers' money, purchasing quality products and services while at the same time securing at least five per cent savings for all our partner Primary Care Trusts (PCTs).

In Technical Services, we have delivered a new waste contract resulting in both efficiencies and better quality standards. We have also secured contracts to support GPs and pharmacies with specialist waste collection.

Next year, in preparation for much tougher times from 2011, there is no doubt we will have to become smarter and more innovative. We need to plan how we can help our partners respond to the expected levels of efficiency savings.

We are working closely with our PCT partners in relation to their estates responsibilities and with the organisational change required from Transforming Community Services. Throughout, we need to maintain our focus, to push ahead and continue making improvements in our services.

With Service Level Agreement income of £17 million, we are a relatively small NHS partner however, there is an additional £7 million Non-Service Level Agreement expenditure which relates mainly to minor work and capital expenditure on behalf of our partner PCTs. Our size is also our strength enabling us to be agile and responsive to help steer and deliver our partners' challenges and objectives.

This report is an opportunity for our people and partners to look back on our joint achievements and share in the successes. We hope you will find this report valuable and very much welcome your comments.



Tony Griffiths



Grace Bishop



Contents

■	Who we are	02
■	Acting Joint Chief Operating Officers' introduction	03
■	Projects and partnering	06-07
■	Operational services	08-09
■	Technical services	10-11
■	Contracting services and procurement	12-13
■	Corporate services	14-15
■	A word about our people	16-17
■	Vision and objectives	18
■	Summary income and expenditure	19





Team of the Year SSP Award Winners 2009: St John's Variation - Final Commissioning Team with Ann Radmore, Chief Executive of Wandsworth PCT (fourth from left)



Projects and partnering

What we do

Projects and Partnering are a highly-skilled team with health planning expertise which provides wide-ranging advice, support and project management to Primary Care Trusts (PCTs) across South West London.

Our services comprise the project management of capital projects, developments in primary care and the purchase and disposal of NHS estates and land.

A strong focus of the team is to guide PCTs through the complex capital investment process. Comprehensive support is provided at all stages, from the business case process to commissioning and the occupation of

a new building. We advise commissioners on changes to individual GP practices and third party developments in primary care. Other services provided include the review of local planning applications and help in any 'Section 106' negotiations where a PCT is asked to enter into a legal agreement to offset negative impacts caused by a new development.

Our achievements

We started with 12 projects and finished with 22. The increased demand for our work resulted in us expanding the team. One of the first projects completed in 2008/09 was the final decommissioning and handover of Roehampton House after Wandsworth PCT moved to new

offices. The developer complimented all the SSP teams involved in the process on its safe condition on handover.

The Decontamination Implementation Project, which ensured all our PCT partners met the latest surgical instrument decontamination guidelines, was launched on time and on budget. The management of the contract was handed over to our Contracting Services team in July 2008. Work continued during the year with Sutton and Merton PCT on the Orchard Hill land disposal project. All departments within SSP were involved as services were scaled down and buildings decommissioned. Part of the site was handed over, under licence,



Roehampton House

Comprehensive support is provided at all stages, from the business case process to commissioning and the occupation of a new building.



X-ray Room at St John's Therapy Centre



Waiting Room at St John's Therapy Centre



Ian Brown,
Head of Projects & Partnering

to the London Borough of Sutton to make way for the proposed new £38m Stanley Park High School.

We played a key role in managing the redesign of the ground floor of the St John's Therapy Centre following the closure of Bolingbroke Hospital in Battersea. Wandsworth PCT agreed to change extensively the new centre in order to house a number of services including x-ray, ultrasound, geriatric outpatients and the elderly day hospital. A courtyard became a new waiting area. A new digital x-ray room was created along with the redesign of reception areas and the addition of new treatment rooms.

Feedback from staff and patients has shown that they are impressed with the new modern facilities.

During 2008/09, we completed

Phase 2 of Wandsworth's Redecoration Programme. This was a £4.2m makeover of the PCT's healthcare facilities across more than 30 sites. The programme focussed on refurbishing premises, upgrading infection control across GP practices and improving access for people with disabilities.

■ Looking ahead

Among our priorities for 2009/10 is to complete phase 1 of Sutton and Merton PCT's, Better Healthcare Closer to Home programme. This involves managing the lease and fit-out arrangements for new office space that will release space for future clinical developments.

We will work with our LIFT partners on the next phase of the Richmond and Twickenham PCT's Whitton

Development for a new community health care facility. This will encompass a number of GP practices as well as PCT, local authority and mental health services.

We are working on a number of projects for Wandsworth PCT. This includes the development of the capital projects outlined in the Battersea and North Wandsworth Programme. We are arranging the lease and fit-out for new office property for Wandsworth PCT and conducting a feasibility study for new accommodation for intermediate care.

In Roehampton, we are providing feasibility advice and support for a polyclinic. Further projects include reviewing the efficient use of space at a number of Wandsworth PCT sites and developing GP-led health centres in Croydon and Mitcham.



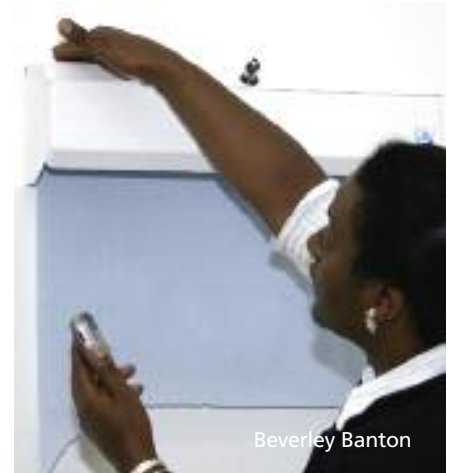
Operational services



Harry Traynor



Eric Toilehie



Beverley Banton

What we do

We provide a range of operational services to our NHS partners. Our extensive portfolio includes estates maintenance including out-of-hours and on-call services and domestic services including the management of third-party contracts for pest control, window cleaning and grounds and gardens.

Our comprehensive facilities management service incorporates front-of-house, security, portering and catering staff, non-emergency patient transport and courier services covering NHS services within South West London.

In addition, we manage the SSP Helpdesk which is the gateway to all SSP services. We also provide project management services to Kingston, Wandsworth, Croydon and Sutton and Merton PCTs to enable them to meet their minor capital programmes.

We will continue to strive to exceed National Specifications for Cleanliness in the NHS while ensuring our services are cost-effective and value for money.

Our achievements

As part of the final stages of the Orchard Hill Decommissioning Programme for Sutton and Merton PCT, we successfully redeployed seven members of staff within the local NHS. This ensured we did not lose the services of high quality staff.



Serge Dandjinou



Staff Nomination SSP Award Winners 2009 - Estates Craftsmen with Grace Bishop and Tony Griffiths

In November, Teddington Memorial Hospital was awarded for the second year in succession "Five Stars" in the Food Standards Agency "Score on the Door" scheme. "Five Stars" or "Excellent" is the highest accolade given for compliance with food safety management and legislation. To gain "Five Stars", the standards of food safety management must be very high and comply with food safety legislation.

We were delighted to be involved in the annual Patient Environment Action Team (PEAT) audit for 2008 at Teddington Memorial Hospital (Richmond and Twickenham PCT) where we made a significant contribution to the Trust achieving the score of "Excellent" in all categories.

For Wandsworth PCT, we facilitated the co-ordination of the first PEAT audit at Dawes House, an intermediate 16 bed in-patient care facility, which achieved acceptable results. We will be working with the PCT to continually improve standards.

Following up on our project initiation document development, we had a successful audit inspection and an excellent audit report from Croydon PCT.

■ Looking ahead

In 2009/10, we are continuing the roll-out of the PEAT model for non in-patient facilities such as clinics and health centres. This is being piloted in Sutton and Merton PCT with the aim of incorporating it within Wandsworth PCT and Richmond and Twickenham PCT.

Building on the success of our Quality Surveys, we intend to make more available on-line for all our departments.

We will continue to strive to exceed the National Specifications for Cleanliness in the NHS while ensuring our services are cost-effective and value for money.

To continue to meet our partners' expectations, our focus during the year will be the ongoing development of all of our staff including customer relationship management.



Steve Curran, Head of Operational Services



Technical services

What we do

We provide our partners with a full range of technical estates services to enable them to meet statutory and legal requirements.

Our services include advice on energy contracts, security, fire, estates (usage and reporting), waste management and the management of SSP risks.

Our achievements

During 2008/09, we expanded our waste management service, implementing new contracts across four PCTs. To meet the increase in demand for these services, we recruited an assistant waste manager to join the team.

We worked closely with our partners to improve attendance at fire safety awareness courses and continue to seek new ways of attracting more staff to attend these statutory courses.

Considerable work was involved in producing site manuals where we provide services to ensure key information on quality and safety is readily available to partner and SSP staff alike.

We introduced a series of quarterly reports on energy consumption, waste, security and fire training which have proven useful in highlighting issues which need to be addressed. This will be rolled out to all our partners in 2009/10.

All available property information has been captured on digital format on the SSP server. This will be updated as and when information becomes available from the PCTs.

Our services include advice on energy contracts, security, fire, estates (usage and reporting), waste management and the management of SSP risks.



Graham Flynn

Looking ahead

In 2009/10 our team will work with our partners to develop a plan to measure and reduce our carbon footprint. This will be in line with the NHS Carbon Reduction Strategy. It will apply to both commissioners and providers.

We will expand our new waste contracts to encompass GPs and pharmacies to help our partners comply with legislation while seeking to secure best value.

As part of our on-going commitment to staff development, two team members will continue HNC courses in surveying and data management. It is intended that these staff members will form the bedrock of the Technical Services team for the future. We believe that by investing in our staff today, we will be well placed with the skills and knowledge to meet tomorrow's challenges.

In order to provide more comprehensive security support, we will merge fire and security disciplines under one manager. This will ensure there is always an appropriate response to fire or security issues whenever they occur.



Tony Dowdeswell

We believe that by investing in our staff today, we will be well placed with the skills and knowledge to meet tomorrow's challenges.



Paul Norman-Brown,
Head of Technical Services





Contracting services and procurement

■ What we do

The contract management and procurement service uses its specialist knowledge, experience and collaboration to secure the best value-for-money contracts for our NHS partners and ensure these are managed and monitored appropriately.

Our mix of skills enables us to steer our partners safely through the negotiation and management of all types of contracts from complex multi-million pound partnership projects to small-scale purchases. We offer a comprehensive range of procurement services from general goods and services to clinical services tenders.

We also provide contract management and performance monitoring of operational PFI and LIFT projects, major estates and facilities services contracts, and specialist and general procurement services including a full range of tendering and advice.

■ Our achievements

In 2008/09, we introduced specialist procurement services to PCT commissioners in support of World Class Commissioning. Although in its infancy, the new service supported the procurement of two GP-led health centres and a range of clinical services across three PCT partners.

Our organisation will continue to work on the Transforming Community Services programme. This involves reviewing all our services to ensure we continue to meet the changing NHS environment and the needs of our partners.



Vivette Bell,
Head of Contracting Services
and Procurement

Throughout the year, we carried out more than 170 performance audits, 30 client satisfaction surveys, completed 100 procurement projects and ensured compliance with SFIs and EU legislation on the procurement of £20 million of goods and services. We delivered savings in excess of £800k as well as performance improvements for our partners.

Two new contracts moved from project to operational phase as another PCT saw the benefit of using SSP's procurement service, and the new decontamination contract got underway.

A great deal of hard work together with service providers at Queen Mary's Hospital, saw an improvement in the PEAT scores for Patient Environment and demonstrated what a good working partnership can achieve.

All our achievements showed a marked increase in performance from the previous year and resulted in us meeting our corporate objectives.

■ Looking ahead

As in previous years, we plan to build on our successes. In 2009/10, we will initiate a further programme of partner satisfaction surveys to secure partner and patient feedback, ensuring services continue to be delivered and to make further improvements.

Sound financial management and collaborative working, both with our SSP colleagues and external procurement networks, will underpin our goals.

Soft FM services within Queen Mary's Hospital are due to be benchmarked to ensure that they continue to deliver

value for money.

We will continue to develop commercial procurement support for commissioners as they strive to meet the demands of World Class Commissioning and contestability.

Our organisation will continue to work on the Transforming Community Services programme. This involves reviewing all our services to ensure we continue to meet the changing NHS environment and the needs of our partners.

There is no doubt there will be tough times ahead, but our team is more than prepared to take up the challenge.



Suzanne Fitter and Karen Jones



Corporate services

■ What we do

Our role is to ensure the smooth operation of the day-to-day running of the organisation in line with our corporate vision and objectives.

We support all departments to provide quality services within agreed costs and timescales by ensuring compliance with integrated governance and through reviewing our services against models of best practice.

■ Our achievements

Our activities throughout 2008/09 comprised the breadth of business support services.

Under Human Resources and Organisational Development, we provided increased training to improve competencies and personal development across the organisation. We also developed a local induction for people joining SSP and a staff handbook.

Our Financial Services included reporting on expenditure and income through the year, and the comparison of services with other NHS organisations.

We monitored our performance through the production of quarterly reports with service key performance indicators (KPIs) for our PCT partners.

Our team maintained a strong focus on business planning, ensuring our objectives were met through ongoing

monitoring and review throughout the year. We developed detailed service level agreements for 2009/10 by property and improved variation process.

To improve communications, we introduced a bi-monthly newsletter and further developed the SSP website.

Our drive for efficiency savings continued through collaborative procurement, providing savings for our PCT partners of at least twice and up to five times the amount of their investment. We also work closely with London Procurement Project (LPP) on a wide range of initiatives.

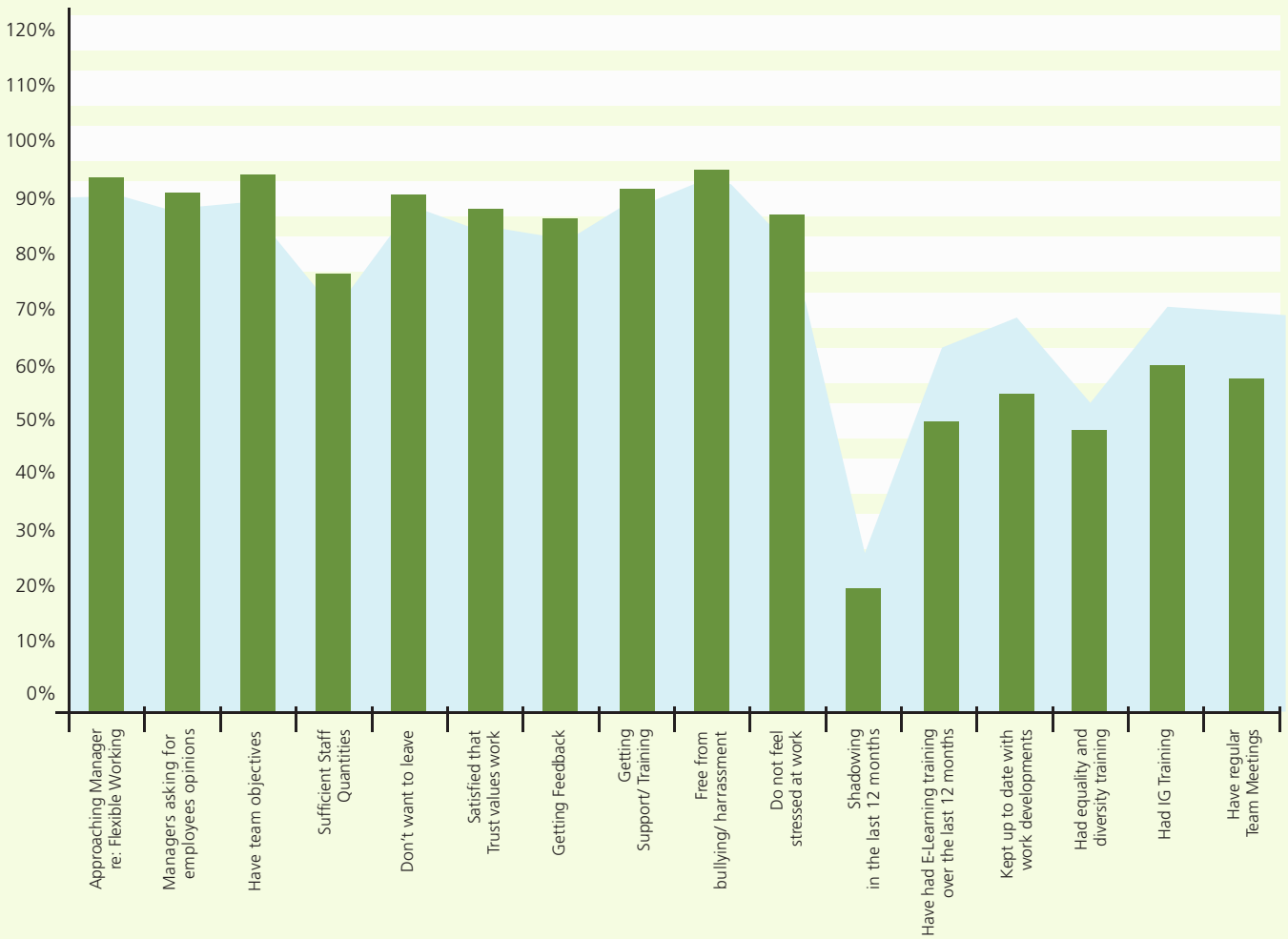
■ Looking ahead

The corporate focus for 2009/10 is to continue to deliver our services while embracing the Transforming Community Services policy, so we are prepared to compete in the new NHS.

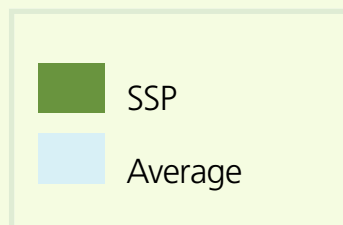


Our team maintained a strong focus on business planning, ensuring our objectives were met through ongoing monitoring and review throughout the year. We developed detailed service level agreements for 2009/10 by property and improved variation process.

NHS Staff Survey 2008



In 2008, we carried out the NHS staff survey and were delighted that 85% of SSP staff responded which was the highest percentage within Wandsworth PCT. The bars show SSP results against the average. Our weaknesses are being addressed and our strengths reinforced.





A word about our people

It's an immense honour to watch our staff and our organisation continue to flourish. In 2008/09 our teams made huge strides, increasing our professionalism and together embracing our overriding goal to deliver a high level of performance for our partner PCTs.

Nowhere was this more evident than in February when during some of the worst snow storms for years, some of our staff pulled out all the stops to make it into work, in some cases by foot, to ensure our services never faltered.

Their sheer determination was recognised in our Annual Review Awards 2009. Just a few of our personnel who battled through the exceptional conditions are pictured opposite receiving our Making a Difference award. Congratulations to all our award-winning staff who also made outstanding contributions during the year including Vince Auletta, one of our estates managers, who retired after 46 years of service.

All of these immense efforts by our staff have been at a time of uncertainty over our future. Transforming Community Services offers an opportunity to embrace Lord Darzi's focus on quality and embark on a new path to further improving community services. I am confident that, whatever form it takes, our skills and services will play an integral role in that journey and meeting future patient needs.

Our achievements too would not have been possible without the feedback and support of members of the SSP board. Their expertise will be invaluable as we confront the challenges ahead.

Congratulations to all our award-winning staff who also made outstanding contributions during the year including Vince Auletta, one of our estates managers, who retired after 46 years of service.



Godfrey Allen, Chairman, SSP

SSP Annual Review 2009



Vince Auletta



Steve Harley



John Welch



Graham Rapier

Our achievement winners were:

Outstanding contribution

Vince Auletta

Team of the year

St John's Variation - Final Commissioning Team
Winston Alaneme, Hasu Dhanji, Wendy Gorman, Katie Bradley, Liz Whelan, Kalpesh Mistry, Luis Simon, Carol Ward, Beverley Banton

Outstanding progress and personal development

John Welch

Best innovation of the year

Site Manual Team
Cathy White, Tony Walker, Peter Leighton, Paul Norman-Brown

Staff nomination

Estates Craftsmen

Dave Kirkby, Allan Wort, Martyn Bassett, Mick Martin, Michael Crossley, Dave Dunn

Staff nomination

Elizabeth Duncan

Key skills development/ internal focus

Steve Harley

Customer focus

Graham Rapier

Making a difference

SSP personnel who managed to get to work during the snow storms of 2 February 2009



Cathy White



Tony Walker, Peter Leighton, Paul Norman-Brown with Nick Wilkinson, Assistant Director, Community Health Services, Croydon PCT



Some of the personnel who made a difference:

Tony Dowdeswell, John Welch, Ian Brown, Emmanuel Osei, Peter Leighton, Helen Phynn, Luis Simon, David Ferriter, Jon Beeson, Aneta Warecka, Nelita Davies with Richard Tyler, Chief Operating Officer, Community Health Services and Estates, Richmond and Twickenham PCT (tenth from left)



Vision & objectives

Our corporate objectives for 2009/10 have been drawn up to meet the continually changing PCT landscape – specifically the division of separate commissioning and provider arms and in response to the final report of Lord Darzi’s NHS Next Stage Review ‘High Quality Care for All’.

SSP continues to drive for efficiency and to maximise the benefits of shared services for all our partner Primary Care Trusts.

We will deliver and exceed SLA expectations by maintaining financial balance; ensuring value for money and continuing to develop and embed equality and diversity into all SSP services.

■ Corporate objectives

We will deliver and exceed SLA expectations by maintaining financial balance; ensuring value for money and continuing to develop and embed equality and diversity into all SSP services.

We will implement the Transforming Community Services policy by:

1. Evaluating and agreeing the benefits of different organisational forms to ensure competitive advantage in the developing marketplace.
2. Continually engaging staff in the process.
3. Working with corporate services within the PCTs to create and develop back office synergies.
4. Becoming more business-like by developing our financial understanding through service line reporting.
5. Developing a business test to validate business expansion or retraction decisions.
6. Understanding and reducing business risks.



SSP Heads of Function



Financial Report

	Overheads £k	Management Services £k	Shared Services £k	Tech Estates Services £k	Operational Services £k	Facilities Services £k	Total 2008/09 £k
--	-----------------	------------------------------	--------------------------	--------------------------------	-------------------------------	------------------------------	------------------------

■ SLA INCOME

Wandsworth PCT	113	1,020	658	4,505	1,154	1,024	8,474
Sutton and Merton PCT	111	596	357	1,461	1,089	2,101	5,715
Richmond and Twick'm PCT	30	101	62	586	334	880	1,993
Kingston PCT	10	54	53	51	225	55	448
Croydon PCT	18	121	105	48	44	34	370
Other NHS Bodies							0
Total SLA Income	282	1,892	1,235	6,651	2,846	4,094	17,000

■ NON-SLA INCOME

Wandsworth PCT		4,099					4,099
Sutton and Merton PCT		176	24	17	12	505	734
Richmond and Twick'm PCT		54				2	56
Kingston PCT		4			14	489	507
Croydon PCT		60		25	73	655	813
Others		1,008	20			37	1,065
Total Non-SLA Income	0	5,401	44	42	99	1,688	7,274

■ TOTAL INCOME

Wandsworth PCT	113	5,119	658	4,505	1,154	1,024	12,573
Sutton and Merton PCT	111	772	381	1,478	1,101	2,606	6,449
Richmond and Twick'm PCT	30	155	62	586	334	882	2,049
Kingston PCT	10	58	53	51	239	544	955
Croydon PCT	18	181	105	73	117	689	1,183
Others	0	1,008	20	0	0	37	1,065
*Total Income	282	7,293	1,279	6,693	2,945	5,782	24,274

■ EXPENDITURE

Pay	534	1,327	1,193	437	884	2,543	6,918
Non-Pay	3,261	4,855	162	6,028	1,452	1,598	17,356
Overheads	-3,513	1,111	-76	228	609	1,641	0
Total Expenditure	282	7,293	1,279	6,693	2,945	5,782	24,274
Excess of income over expenditure	0	0	0	0	0	0	0

* Total income for SSP based on Accounting Standards is required to be shown gross to show all costs, e.g. includes recharges for minor capital works.

Contact Us

If you have any questions or require any further information you can contact us by post, telephone, fax or email below:

[Support Services Partnership South West London](#)

The Wilson
Cranmer Road
Mitcham
CR4 4TP

Tel: 020 8687 4650

Fax: 020 8687 7098

Email: sspexecutiveoffice@swlondonssp.nhs.uk

website: www.sspswl.nhs.uk