

NHSCFA Business Plan

2021-22

NHS fraud. Spot it. Report it. Together we stop it.





NHSCFA BUSINESS PLAN 2021/2022



Foreword by the CEO Sue Frith

As we launch our plan for 2021-22 it is important to reflect on the impact the pandemic has had on our work to date. When the COVID-19 pandemic struck we had already started to evolve the NHSCFA strategy and planning system significantly. Our strategy has now been developed and aligns with the NHS Long Term Plan and with the Department of Health and Social Care's goal to reduce healthcare fraud. So whilst we were, of course, significantly impacted by the business continuity challenges presented by external conditions beyond our control, we were also reasonably well positioned to:

- Adapt our operations
- Launch business continuity contingencies
- Re-evaluate our operations and provide a relatively clear line of sight through and beyond the immediate horizon

This continuous evolution of the way we operate has undoubtedly helped the NHSCFA to cope with these difficult times and has allowed us to continue with our counter fraud work and to offer ongoing support to the NHS counter fraud community.

As the COVID-19 pandemic unfolded, we adapted the existing business plan to address the operational pressures. This included adjusting the planned delivery against our financial target from a year on year incremental improvement split equally between years, to a goal achievable over a three-years. This enabled us to put in context and absorb the immediate financial impact of the pandemic without destabilising our operation. Our contingency arrangements did mean that some of our planned work could no longer go ahead and we changed emphasis, especially concerning remote working, stakeholder engagement, modification of fraud awareness campaigns and widening our scope for fraud prevention interventions through support for campaigns to protect users of NHS services from fraud.

COVID-19 did not divert us from our NHS counter fraud agenda in any way, as the crisis increased the threat to vulnerable communities and introduced new fraud risks. However, the pandemic imposed huge pressures on our colleagues working on the NHS front line. This inevitably reduced receptiveness to what is rightly perceived as non-essential messaging when faced with widespread loss of life. In response, we worked with the Government Counter Fraud Function to share intelligence and provide information and fraud prevention advice in an accessible way across the NHS, including on COVID-19 vaccination fraud. We also started post-event assurance activity on COVID-19 related procurement spend by the NHS.

Our remit covers the NHS across England and we support some counter fraud services in Wales. We share intelligence and provide computer forensic services to NHS Scotland and share fraud information and intelligence with the NHS in Northern Ireland. This enables our response to fraud to be comprehensive, inclusive and delivered effectively through collaboration with our key local and national partners.

We provided guidance and support to the NHS in tackling COVID-19 related fraud and also lent our counter fraud expertise to advise and support our partners across the wider health sector, for example delivering fraud risk assessment work for NHS Test and Trace.

Thanks to our people, who have adapted very well to changed working conditions, our employee engagement and satisfaction scores improved significantly over the last year, despite the severe disruption. This has helped immeasurably as, despite being a relatively small organisation, we continued to deliver on a revised plan and remain resolutely aligned to our primary purpose.

We developed and recently rolled out new NHS counter fraud requirements (under the Government Functional Standard), which will enable more efficient and effective partnership working to tackle fraud with NHS organisations and the NHS counter fraud community.

Recognising the power of communication and engagement as increasingly important fraud identification and prevention tools, we significantly improved our digital services for the NHS counter fraud community, finalising an extranet platform for LCFSSs, Directors of Finance, Audit Committee Chairs and Fraud Champions that has interactive elements built into it. This will form one of the bedrocks on which we will continue to build a stronger, more systemic and comprehensive stakeholder engagement approach typified by our now monthly Senior Leadership Team-led webinars for the wider NHS counter fraud community.

As we write this business plan for 2021-22, the NHS is still under exceptional pressure from COVID-19 but is also delivering the largest vaccination programme in its history only a year on from the start of a pandemic, a fantastic achievement.

By helping to increase the numbers of stakeholders who recognise and stop fraud, we are bringing money back into the system, funds that can be properly invested on the front line, where it's most needed. There has never been a time where it was acceptable for NHS resources to be lost to fraud – but now more than ever the NHS needs every pound for patient care and there is significant public and wider stakeholder support for cross-agency work to protect the NHS. In this regard we align fully to the Department of Health and Social Care's objectives by ensuring that funding allocated to healthcare is spent appropriately and not lost to fraud, both now and in the future.

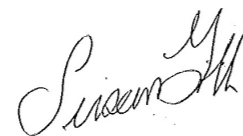
The scale of the fraud challenge still facing the NHS is shown in our annual strategic intelligence assessment. In the latest assessment we

estimated that the NHS loses £1.21 billion each year as a result of vulnerability to fraud, bribery and corruption. We will continue to measure the scale of fraud and working with our partners across the NHS, we will direct and facilitate prevention and disruption strategies to stop fraud before it happens. We will also deliver enforcement activity where necessary, continuing to always evaluate and continuously improve the impact of our work. The renewal of the NHSCFA by Parliament this year has given us a mandate to continue and push forward with our work to protect the NHS from fraud.

Perhaps a marker indicating that our approach to fraud prevention is appropriate in the current climate is the fact that we have recently been approached by healthcare fraud specialists from Germany and France, who are keen to understand our methodology and share best practice.

We cannot know for certain how the COVID-19 pandemic will evolve over the next year. We are expecting another year of significant upheaval and demand for ongoing flexibility and adaptation in light of the direct and indirect impact of the pandemic. But what we know for sure is that the fraud risk to the NHS is ever present and that our focus on finding and fighting fraud is unwavering.

We are confident that by communicating our 3-year strategy, we are extending the counter fraud work horizon of our most important stakeholders both internally and externally. We aim to provide an important focal point during difficult times for the NHS and the country and ensure that by working together we make the NHS as a whole better equipped to fight fraud both during and well beyond the challenges of the pandemic.



Sue Frith
Chief Executive
Officer



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Our vision - what we are aiming to achieve

Our vision is to lead and proactively support the NHS to understand, find, prevent and respond to fraud.

Our purpose

Our purpose is to:

- Provide leadership and expertise in counter fraud as a valued NHS partner
- Collaborate nationally and locally with the NHS to understand fraud threats, vulnerabilities and enablers
- Deliver intelligence-led counter fraud services to find, respond to and prevent fraud
- Reduce the impact of fraud on the NHS
- Work with partners to deliver financial savings that can be reinvested in patient care

What we will achieve

Our ambition is that in three years' time we will be:

- Recognised for pioneering counter fraud initiatives that deliver real savings for the NHS
- Continuing to spearhead the fight against fraud in the NHS
- A valued partner for the whole NHS in fighting fraud, with leaders at national and local level looking to us to innovate and provide knowledge and expertise
- Recognised internationally as a leader in finding and fighting healthcare fraud

Our strategic objectives

To achieve our vision, we have identified four strategic objectives which will translate our ambitions into delivery:

- We will lead and influence the NHS to find, prevent, and reduce fraud, recovering losses and putting money back into patient care
- We will work with partners to reduce fraud loss in the NHS (developing shared programmes of intervention, including identifying opportunities for the NHSCFA to be paid for their contribution to those shared programmes.)
- We will support and empower our people to be the best in their roles and feel valued
- We will effectively use our resources, identify and pursue opportunities for growth and innovation and reduce our operating costs

Our annual integrated planning approach will ensure that we are doing the right things and remain dynamic and flexible to ensure our objectives adapt and anticipate the changing environment. This includes the emerging fraud risks, especially considering the COVID-19 pandemic and its impact globally and nationally on our economy and society.



This business plan sets out our programme of work for 2021-2022 and how we will work with our partners to achieve it.

At a glance - our successes by 2023

1. Lead and influence

- More people understand NHS fraud, are engaged with the counter fraud agenda and report fraud
- A network of fraud champions is embedded in NHS providers
- All NHS organisations are supported in achieving compliance with the Government Counter Fraud Functional standard
- Membership of the Government Counter Fraud Profession is available to the whole NHS counter fraud community in England, with all eligible professionals empowered and supported to become members
- Our stakeholders have high levels of satisfaction in the services we provide

2. Reduce fraud loss

- National and local counter fraud activity will result in measurable financial benefits
- We have a process to measure value for money in local counter fraud functions for both proactive and reactive counter fraud work
- Targeted intervention by the NHSCFA in partnership with health bodies and counter fraud providers will have delivered measurable results
- Data and technology drive efficiencies in how we work and innovate our services

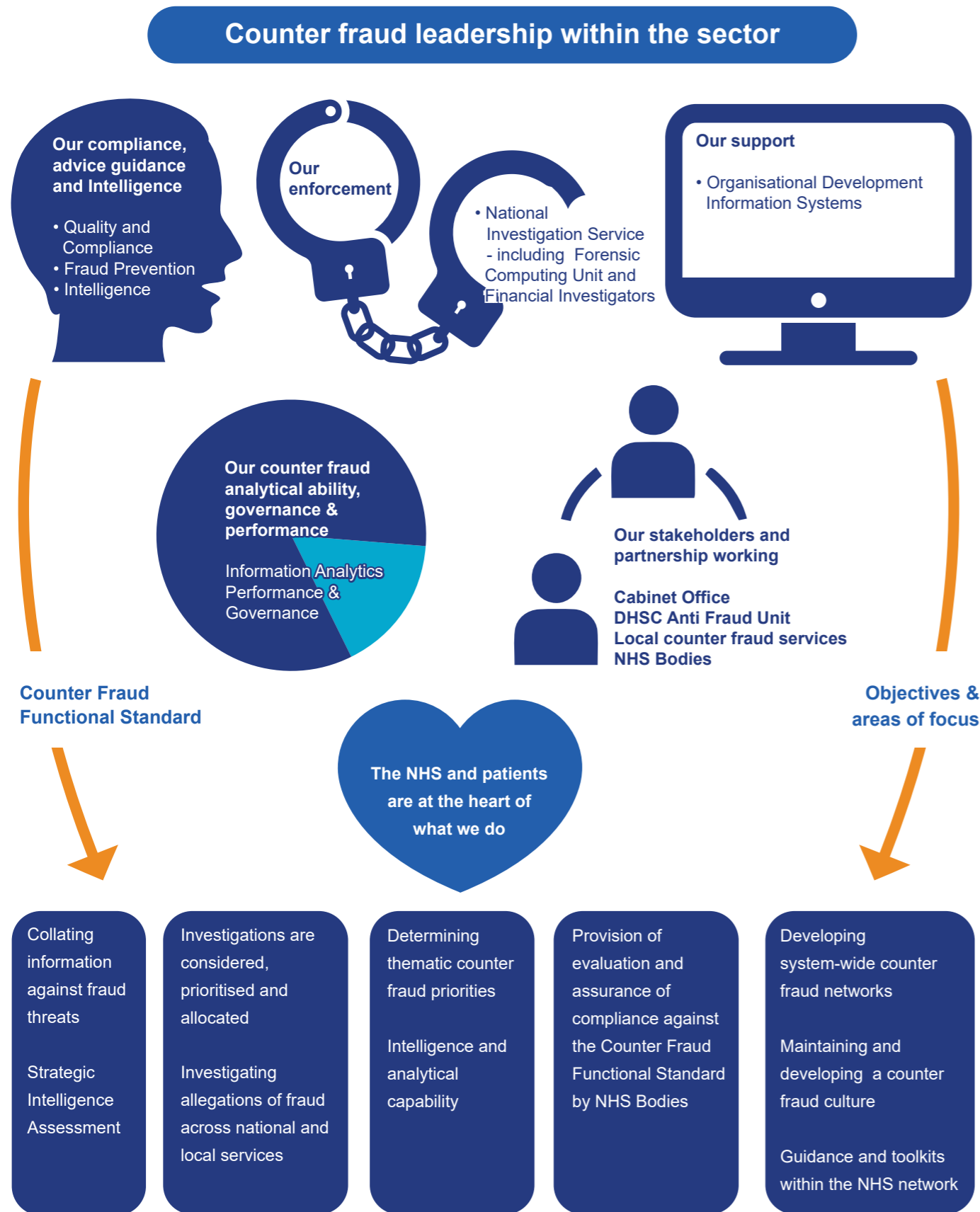
3. Support and empower our people

- We will demonstrate the benefits of adopting smarter working principles
- Leaders are seen to create an open, empowering and supportive culture, where people feel they add value and are treated fairly
- Our people have access to the learning and development they need
- Equality, diversity & inclusion and mental health are promoted and supported in the workplace

4. Effective use of our resources

- We consistently deliver financial balance by integrated alignment of financial, business and workforce, translating our strategy into effective and resourced deliverables
- We have effective performance and project management approaches to drive delivery of our priorities
- All opportunities to secure additional funding and investment are identified & pursued
- We have lower operating costs through rationalisation of our estate, ensuring accommodation is of a high standard but reduced in size where appropriate
- Work differently with NHS partners to seek investment and income generation for the NHSCFA as part of developing and delivering shared programmes of intervention

Our Business Model



Our integrated approach to successful delivery

This plan details the high level programme of work the NHSCFA will implement during the second year of our three year strategy. This includes working with partners to reduce the financial loss to fraud within the health sector by a minimum of £143m in this financial year and utilising a network of trained investigators across the NHS to realise a direct financial value of enforcement activity exceeding a minimum value of £37m.

This plan has been developed in line with the Secretary of State for Health's priorities, i.e. we will embrace technology to facilitate smarter working principles allowing for a more flexible working environment for our people whilst continuing to utilise data to identify areas for collaborative prevention activity across the health sector to strengthen the controls against fraud.

Financial assumptions

The delivery of this business plan is supported by robust financial planning that includes some key assumptions. These assumptions include the expectation that Parliamentary funding will be provided at an adequate level to fund the agreed establishment and non-pay requirements in 2021/22 financial year and that there will be no further changes in service delivery requirements outside of the current plans.

Our Integrated Approach

To fulfil our ambition for our organisation we developed an integrated strategic approach, which ensured all our strategies around estates, finances, digital, data, service provision, business planning and workforce are aligned.

Our key projects and programmes will be delivered through a consistent organisational approach and common standards.

The Strategic Intelligence Assessment (SIA) details the key fraud threats, vulnerabilities and enablers within the NHS. With limited resources at our disposal, the SIA assists us in identifying which priority areas should be our focus for the period of the strategy. The SIA informs our Control Strategy, which sets out our decisions as to where and how we can have the most effective influence and impact on fraud within the NHS.

The Strategic Intelligence Assessment, Control Strategy and integrated planning cycle will inform our work to achieve the financial targets set over the lifespan of the strategy. This will be a mixture of direct savings from NHSCFA activity and wider savings due to behaviour change through our fraud prevention, recovery and assurance work.

With the response to COVID-19 dominating the work of the NHS during 2020, issues relating to the pandemic will feature heavily in our annual plan including the following:

- Procurement fraud will continue to be a key area of focus for the NHSCFA during the life of this strategy, with COVID-19 post event assurance underpinning this work in 2020-21. Continuing into 2021-22 we will present the measurement relating to the impact of COVID-19
- The assessment of Procurement fraud (non COVID-19) will continue in Q3, 2021-22
- Our Intelligence picture in relation to procurement will also be enhanced
- We will also assess the fraud threats to the national rollout of COVID-19 vaccines

- The dynamic nature of people deployment within the NHS has been identified as a fraud vulnerability, therefore the NHSCFA will prioritise fraud prevention activity in relation to agency and bank staff during 2021- 2023
- Continued collaboration with the NHSBSA and access to data has highlighted key areas for analysis for fraud taking place in a number of areas of interest in 2021-2022, specifically Pharmaceutical Out of Pocket Expenses, Optical Contractor Fraud and analysis of dental coding issues in addition maintaining strategic oversight of the vulnerability and threat of fraud across General Practice services
- Targeted prevention and disruption activity will take place during 2021-2023

Our control strategy is aligned to a 3-year planning cycle and supports the delivery of our financial target of £400 million as a result of national and local counter fraud activity (fraud prevented, detected and recovered).

We plan to develop a range of innovative and exploratory interventions to support the prevention and detection of fraud by combining technology, machine learning and advanced analytical techniques, including data mining over the lifecycle of the strategy.

The areas that will be targeted although not restricted to are NHS staff E-rostering, Procurement fraud and Pharmaceutical Contractor fraud.

The development of a Fraud Risk Knowledge Hub to identify risks on a national basis is underway. The Fraud Risk Knowledge hub will assist and direct health bodies and their counter fraud providers with the identification, guidance, and current threat levels for known fraud risks at a national level.

The Fraud Risk Knowledge Hub will be included on the new NHSCFA extranet and will be accessible to audit committee chairs, directors of finance, Local Counter Fraud functions and Fraud Champions.

We also aspire to maintain a strong working relationship under the terms of the UK/EU future relationship in order to collaborate with European law enforcement agencies.

NHSCFA will prepare for implementation of the proposals by government on the reform of the NHS through the identification of potential fraud vulnerabilities.



Our achievements

Our achievements within the previous reporting year cover a diverse range of work conducted in challenging times. It is a testament to the people within NHSCFA who continue to drive fraud from the NHS in difficult circumstances. It must also be acknowledged that working with our partners and supported by our sponsor enabled us to succeed.

NHSCFA has performed well against our agreed annual financial target of £50m, achieving the full value in this reporting year. This is a combined effort from NHSCFA enforcement, work undertaken by the Local Counter Fraud services and ALB's, supplemented by the impact of NHSCFA's fraud prevention advice and guidance to the sector.

We continue to strengthen engagement with the sector having developed and hosted a number of virtual events in order to share our vision, explain our work and discuss our future aspirations, we also welcomed feedback on how we can improve and work closer with Local Counter Fraud services.

Services to the sector have been improved by:

- Sharing Intelligence and threats
- Development of the NHSCFA Extranet and its content
- Development of the Digital Fraud Manual
- Implementing and sharing benchmarking information, work on risks and Local Proactive Exercises
- Supporting membership of the Government Counter Fraud Profession

NHSCFA have successfully delivered a new case management system to Local Counter Fraud services and provided the necessary training required to support successful rollout.

We have received interest from a number of international partners, specifically from the German and French health services with interest from other health services as far away as Australia, who have read our published work sought advice, guidance and technical knowledge regarding how we tackle fraud within the NHS. The reason for their interest was that, in their opinion, our fraud prevention work has achieved so much in setting out fraud prevention methodologies which stand up to scrutiny and not only do we actively prevent fraud but we are able to measure the impact of this in financial terms.

Working with colleagues in the Crown Prosecution Service and the European Union Agency for Criminal Justice Cooperation (Eurojust) to obtain European Investigation Orders to facilitate search warrants and obtain banking and financial records from countries across Europe. In one example members of the National Investigation Service travelled to the Eurojust headquarters in the Hague to meet police officers and prosecutors to request and co-ordinate search warrants in Germany, Holland and Denmark in relation to a high value pharmaceutical fraud investigation.

During the 2020-21 period the global pandemic has impacted everyone. Within NHSCFA we have continued to support the NHS by providing expertise to:

- NHS Test and Trace
- Counter fraud advice to Nightingale hospitals
- Providing timely Intelligence led fraud risks to the sector and providing COVID-19 guidance to prevent fraud taking place within all NHS organisations

NHSCFA have also worked closely with the Cabinet Office to develop and implement the Government Counter Fraud Functional standard across the sector.

Within 2020-21 NHSCFA have successfully undertaken various programmes of work and development activities focusing on leadership development, future leaders and coaching.

We have also improved and maintained standards in the following areas:

- 10% increase in satisfaction from our people about the way we are led by our management tiers and organisation leadership.
- Our People satisfaction score from the annual people survey exceeding the planned annual target increase by over 20% this reflects the work and developmental journey we are on together.
- We have also adapted the way we plan and prepare for new challenges by adopting an Integrated planning approach.
- NHSCFA continue to maintain the highest standards and professional recognition for our work, including the continued ISO 27001 information security risk accreditation and ISO17025 accreditation for our Forensic Computing Service.
- Within the 202-21 reporting year, NHSCFA was also nominated for a series of Tackling Economic Crime Awards and successfully progressed to the final stage of selection.

As an independent Special Health Authority (SpHA) established under the NHS Act 2006 the NHS Counter Fraud Authority (NHSCFA) is limited to a maximum tenure of 3 years (and was due to expire 31 October 2020). Affirmative secondary legislation to extend the abolition date for a further 3 years until 30 October 2023 was passed in October 2020 and came into force on 30 October 2020.



2021-2022 Delivery Plan



Strategic Objectives	Key Actions	KPI/Key Deliverables
We will lead and influence the NHS to find, prevent and reduce fraud, recovering losses and putting money back into patient care	Develop capability through targeted support to NHS organisations, enabling deeper understanding of local fraud risks	Maintain 100% of those eligible for membership of the Government Counter Fraud Profession within the NHSCFA NHSCFA will support and enable the sector to achieve membership of the Government Counter Fraud Profession: 25% of the LCFS community will be members by the end of 2021-22
	Share our expertise with the Government Counter Fraud Function from a healthcare fraud perspective	Further development of accurate, timely and meaningful benchmark reporting to the sector
		Influencing the system by supporting the sector to achieve counter fraud outcomes
		We will assess our impact on the sector by the measurement of NHSCFA intervention and the RoI from targeted partner organisations
	Improving awareness of fraud, including how it occurs and its impact in the NHS	We will share skills, experience, and knowledge in order to fight fraud effectively and efficiently both internally and with our strategic partners (development of a Risk Knowledge Hub)
NHSCFA Corporate Engagement /Stakeholder programme of work with multi-disciplinary representation to focus on areas that influence the sector and raise awareness of fraud within the NHS Continued development of current Fraud Champions, strategic engagement and support including NHSCFA extranet, active recruitment of champions and support to counter fraud work in all NHS organisations. 95% of NHS organisation having Fraud Champions embedded We will increase stakeholder satisfaction by 5% each year		

Strategic Objectives	Key Actions	KPI/Key Deliverables
We will lead and influence the NHS to find, prevent and reduce fraud, recovering losses and putting money back into patient care	Improving awareness of fraud, including how it occurs and its impact in the NHS	We will continually assess new and emerging threats to the NHS during the pandemic and publish regular threat assessments for action by our stakeholders and partners. Including the risk presented from national COVID-19 vaccine rollout
	Increase and improve the quality of fraud reporting	The NHSCFA will provide its counter fraud expertise and resource to support the DHSC in the review of due diligence during the COVID-19 response across the NHS The number of referrals (incidents) converted into reports in the case management system will increase by 4% by end of 2021- 22. Reports converted/ promoted to investigations will also increase by 4% Development of Fraud and Corruption Reporting Online (FCROL) to streamline the process Work will continue in order to embed and enhance the use of our case management system across the sector. Ensuring best practice, standardisation and reporting are adopted Development of the nominations process and Central Person and Organisation Database (CPOD) to incorporate automation and notification of changes
		Support the health sector in meeting the Counter Fraud Functional Standards

Strategic Objectives	Key Actions	KPI/Key Deliverables
We will work with partners to reduce fraud loss in the NHS	Collaborate with key NHS partners (such as NHS Business Services Authority, NHSE/I, NHS Digital and NHSX) and the Cabinet Office, using technology to design fraud out of NHS systems	Reduce losses to fraud within the health sector by contributing to the overall three-year target of £400m. In year delivery of £143 million (2021-22)
	Deliver intelligence assessments and data on fraud threats, vulnerabilities, and enablers	<p>Maintain strategic oversight of the vulnerability and threat of fraud in General Practice services</p> <p>Optical Contractor Fraud: Loss measurement to enhance our intelligence and update our assessment of risk in this area</p> <p>COVID-19 Vaccine Fraud: We will develop and enhance our understanding of fraud associated with the national COVID-19 vaccination programme</p> <p>Post Event Assurance: Obtain a reduction of 1% on the level of fraud risk of NHS COVID-19 procurement spend from post event assurance activity in relation to COVID 19 specific expenditure (£50m).</p> <p>Procurement fraud measurement to restart in Quarter 3, 2021-22 (non-COVID-19 spend)</p> <p>Agency fraud: To identify the threat of fraudulent activity in agency staff spend and work with stakeholders in tightening controls and reducing fraud vulnerability. (year two of planned three-year programme of work)</p>

Strategic Objectives	Key Actions	KPI/Key Deliverables
We will work with partners to reduce fraud loss in the NHS	Build and deliver data analytical capability and approaches internally and with strategic partners for fraud detection and prevention	<p>The analysis of Pharmaceutical Out of Pocket Expenses</p> <p>Remeasurement of coding issues within dental practice.</p> <p>Strengthening our analytical capabilities using machine learning, advanced analytics, and statistics (SR2021 proposed funding)</p> <p>Working with partners to secure data, explore specific problems and share findings and behaviors</p>
	Increase the value of fraud detected and prevented across the NHS	Direct financial value of enforcement and proactive activity across the NHSCFA, local counter fraud provision and other arm's-length bodies will be a minimum of £37m in this year
	Collect counter fraud financial and activity data in order to monitor and influence meaningful system change	Value of reactive enforcement activity by local counter fraud functions will represent a 2:1 return on investment
	Collaborate strategically to reduce the NHS's vulnerability to fraud and measure reduction in financial loss	<p>Maintaining ISO accreditation and service satisfaction rating from our partners and customers in relation to Forensic Computing Services</p> <p>NHSCFA and partners will conduct proactive work in the sector equal to the values of £55m in 2021-22:</p> <p>Examples of disruption activity:</p> <ul style="list-style-type: none"> Selecting appropriate intervention to take place Targeting specific fraud type and coordinating action Targeted communication and media campaigns Challenge reviews via a systematic approach (pre-enforcement) Incident drop monitoring Measurement to identify the impact of targeted disruption
Support NHS leaders deliver effective value for money in counter fraud services		NHSCFA will prepare for implementation of the proposals by government on the reform of the NHS through the identification of potential fraud vulnerabilities

Strategic Objectives	Key Actions	KPI/Key Deliverables
Enable our People to be the best in their roles and feel valued	Continued alignment with the Places for Growth Programme	Continued refinement of our Smarter working principles with 100% of the workforce embedded as flexible workers by virtue of combined home and office-based work
	Build a sense of belonging, wellbeing and strong cross-organisational team working through innovative internal communication and engagement	The development of a sustainable workforce plan aligned to the delivery of our three-year People Strategy and objectives that will include but not restricted to: <ul style="list-style-type: none"> • Work based accreditation • Workforce planning (skills audit) • ED&I Action planning • Leadership development
	Empower people to innovate by creating a safe and supportive environment to develop and implement new ideas, learn from mistakes, and celebrate success	90% of our people will receive Learning and Development programmes
	Promote equality, diversity, and inclusion in our workforce, applying clear, fair, and consistent policies	We will continue to observe a 10% improvement in how well people feel they are being led from 2020-21 annual spotlight survey results
	Invest in the learning and development of our people, and in a robust IT infrastructure to enable our people to succeed	We will observe an increase of 7% in our people satisfaction rating from the 2020-21 annual spotlight survey results
		We will continue to enhance our Management Information and reporting including organisational health metrics regarding our people and operational effectiveness
	Invest in our leaders to encourage open, honest, and supportive cultures, where people feel they add value and are treated fairly	Scope the requirements of an in house (or hybrid) HR service that meets the needs of NHSCFA

Strategic Objectives	Key Actions	KPI/Key Deliverables
We will effectively use our resources, identify and pursue opportunities for growth and innovation and reduce our operating costs	Identify and explore opportunities to secure additional funding and investment by demonstrating positive financial impact	We will achieve best financial outcomes in investment and income generation
	Work with NHS partners to develop investment and income generation shared programmes of intervention, including identifying opportunities for income generation	
	Develop effective performance and project management approaches to drive delivery of our priorities	Implementation of Project, Programme and Performance Management business systems. The impact and delivery of corporate projects will be measured to ensure return on investment is maximised and benefits are realised, through robust governance and assurance structures
	Integrate financial, business and workforce planning, translating our strategy into effective resourced delivery	Continued review and assessment of resources, finances, delivery and achievements against our plans 95% of corporate projects delivered on time and to budget
Reduce operating costs through review and rationalisation of estates to embrace and reflect new ways of working		We will continue to work on the estate's strategy in order to realise a 10% reduction by further development of our smarter working capability. We will successfully streamline our estate in 2021-22.
		We will continually review and monitor the travel and subsistence budget Reduce costs of travel and subsistence by 20% against the 19/20 baseline
		We will implement the outcomes from a series of service reviews, that streamline our approach and ensure efficiency and effectiveness of service delivery across the organisation by the end of the financial year

Our Portfolio of Key Corporate Projects

The integrated planning approach has identified a number of areas that will have the support and oversight afforded by a corporate programme or project approach, the following have been identified as the key projects for the NHSCFA scheduled for delivery in 2021-22 and beyond

2021-22 Objectives	Key Corporate Project/Programmes
Lead and influence the prevention, detection and reduction of NHS Fraud and recover financial loss for the Health Sector to invest in patient care	<ul style="list-style-type: none"> • Organisation wide engagement and Stakeholder Management including LCFS Service Improvement Initiatives • Case management system post Implementation • Nominations process including workflow, notifications, and where applicable automation • Further development of Fraud and Corruption Reporting Online (FCROL)
We will work with partners to reduce fraud loss in the NHS	<ul style="list-style-type: none"> • Loss Analysis Optical Contractor Fraud • Post COVID-19 Assurance • Restart Procurement Fraud (Non-COVID-19) • Agency Fraud – Year 2 • Out of Pocket Expenses (OOPE) • Dental remeasurement of coding issue.
Enable our People to be the best in their roles and feel valued	<ul style="list-style-type: none"> • Workforce Strategy • Continued delivery of the People Plan (Multi- strand projects including the Diversity & Inclusion Action Plan, Leadership) • Smarter Working
Effective Use of Our Resources	<ul style="list-style-type: none"> • Implementation of Project, Programme and Performance Management business systems. • Exploratory Income Generation Opportunities • Implementation of SR2021 bids (if successful)

Accountability & Performance Delivery

Our annual business plan¹ supports delivery of our strategy year on year. The NHSCFA has in place a framework in terms of its business planning cycle and subsequent performance management and delivery assurance. Quarterly strategic accountability meetings with the DHSC, attended by the NHSCFA's Chair and Chief Executive Officer, provide an opportunity to discuss progress against our objectives and targets.

Our Strategy sets out organisational level key performance indicators that have been developed in line with delivery of the three strategic objectives of the organisation. Delivery of these are discharged through this Business Plan. The plan is then supported by divisional and unit business plans to ensure a golden thread and alignment across the organisation's plans.

This Plan will be closely managed and monitored at Board and Executive level through a Board level performance report

and Portfolio Dashboard Report for our key projects and programmes. The transparency of our Board reporting is underpinned by quarterly Performance and Assurance Panels where delivery and performance across all four services of the organisation are reviewed by the Panel. The Heads of Service for each division along with their management teams actively engage in this process of delivery assurance and mitigation. These Panels are chaired by the Director of Performance and Improvement, who directly escalates any key issues, concerns or risks to the Senior Management Team (SMT), Chief Executive and Board Secretary. The management decision making forum on all escalated delivery and performance risks is the SMT in the first instance.

The mitigations against these and all other strategic risks are regularly reviewed as part of our risk management framework and are reported to the Audit and Risk Assurance Committee.



1. This plan is based on the assumption NHSCFA has a full complement of staff