

**PWYLLGOR CYLLID A PHERFFORMIAD  
FINANCE AND PERFORMANCE COMMITTEE**

<b>DYDDIAD Y CYFARFOD: DATE OF MEETING:</b>	26 June 2025
<b>TEITL YR ADRODDIAD: TITLE OF REPORT:</b>	NHS Wales Shared Services Partnership Performance Report Quarter 4 2024/25
<b>CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:</b>	Huw Thomas, Executive Director of Finance
<b>SWYDDOG ADRODD: REPORTING OFFICER:</b>	Rhian Davies, Assistant Director of Finance

**Pwrpas yr Adroddiad (dewiswch fel yn addas)**

**Purpose of the Report (select as appropriate)**

Er Sicrwydd/For Assurance

**ADRODDIAD SCAA**

**SBAR REPORT**

Sefyllfa / Situation

The purpose of this report is to provide the Finance and Performance Committee with summary performance data in respect of the services provided by NHS Wales Shared Services Partnership (NWSSP) for the quarter ended 31 March 2025 (Quarter 4 2024/25).

The Finance and Performance Committee is requested to receive an assurance from the content of the NWSSP Performance Report for Quarter 4 2024/25.

Cefndir / Background

The NWSSP is hosted and governed by the Velindre NHS Trust Shared Services Regulations and the Shared Services Partnership Committee (SSPC). The SSPC is hosted by Velindre on behalf of the seven Health Boards, three Trusts and two Special Health Authorities within NHS Wales (the partners) and is responsible for monitoring governance and performance. The required standards for effective governance are outlined within the SSPC's Standing Orders, Values and Standards of Behaviours framework, and associated policies. The partners participate in the SSPC and take collective responsibility for the delivery of the services through a hosting agreement between the partners.

The purpose of the SSPC is to:

- Set the policy and strategy for NWSSP;
- Monitor the delivery of Shared Services, through the Managing Director of NWSSP;
- Seek to improve the approach to delivering Shared Services which are effective, efficient and provide value for money for partners;
- Ensure the efficient and effective leadership direction and control of NWSSP; and
- Ensure a strong focus on delivering savings that can be re-invested in direct patient care.

The Board has approved Standing Orders in relation to the establishment of joint committees. In line with these Standing Orders, Hywel Dda University Health Board (HDdUHB) has

established a NWSSP Committee as a joint committee of the Board, the activities of which require reporting to the Board.

### Asesiad / Assessment

As part of the approval of Year 1 of the SSPC Integrated Medium Term Plan (IMTP) for 2024-27, the SSPC reviewed its Key Performance Indicators. A number of Lead indicators were identified for each division. There are 20 Lead indicators in total.

Full details of the performance against all Wales agreed KPIs for services provided to HDdUHB are attached (**Appendix 1 - 3**) with comparison data for the rolling twelve-month period to 31 March 2025.

### **HDdUHB Specific Key Performance Indicators**

In summary, of the 20 Lead indicators for Quarter 4 the performance is as follows:

	Green	Amber	Red	Not Available
Quarter 4 2024/25	18	1		1*
Quarter 3 2024/25	17	2	1	

\* At the time of writing the report PSPP data for year-end was not available. This has now been confirmed as 96.7%. (Subject to audit)

By exception, the area where performance is not on target is highlighted below:

### **Audit and Assurance – Audit Reported to agreed Audit Committee**

Performance driven by both HDdUHB and NWSSP shows the organisation missing the following KPI:

- **Audit reported to agreed Audit Committee: Target 80%**
- **Performance: 74%**

#### *What is happening?*

14 of the 19 reports were completed within the time frame. The missed targets were due to internal reasons such as field work taken additional time to work through across both organisations. Reports have been written.

#### *What is NWSSP doing about it?*

Heads of Audit discuss any delays directly with the health organisations and are made aware of any revised timings of reports and submission to committees.

## All Wales Key Performance Indicators

Performance is reported on an all Wales basis for KPIs that cannot be attributed to a specific health organisation, with comparative data for the rolling twelve-month period to 31 March 2025.

## Summary Assessment by NWSSP

The Quarter 4 performance for the organisation was good with 18 out of 20 KPIs showing as green. The time to hire target was achieved in March and NWSSP continues to work with the organisation to cleanse the older records which continues to affect the overall time to hire performance.

Heads of Audit continue to work with key individuals within the organisation to improve delivery against targets.

**Appendix 4** shows the Outcome measures that NWSSP has been working on at the end of March 2025 to highlight and report the impact and importance of what it does.

## Argymhelliad / Recommendation

The Finance and Performance Committee is requested to:

- **RECEIVE ASSURANCE** from the content of the NWSSP Performance Report for Quarter 4 2024/25 that services provided are being delivered to expected standards; and
- **NOTE** the work being developed regarding outcome measures reporting.

Amcanion: (rhaid cwblhau) Objectives: (must be completed)	
Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	3.1.11 Commission regular reviews of key contracts, suppliers and partners to ensure they continue to deliver value for money.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not Applicable
Parthau Ansawdd: Domains of Quality <a href="#">Quality and Engagement Act (sharepoint.com)</a>	Not Applicable
Galluogwyr Ansawdd: Enablers of Quality: <a href="#">Quality and Engagement Act (sharepoint.com)</a>	Not Applicable

Amcanion Strategol y BIP: UHB Strategic Objectives:	6. Sustainable use of resources
Amcanion Cynllunio Planning Objectives	Not Applicable
Amcanion Llesiant BIP: UHB Well-being Objectives: <a href="#">Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022</a>	10. Not Applicable

<b>Gwybodaeth Ychwanegol: Further Information:</b>	
Ar sail tystiolaeth: Evidence Base:	Summary performance data in respect of the services provided by NHS Wales Shared Services Partnership (NWSSP) for the quarter ended 31 March 2025.
Rhestr Termiau: Glossary of Terms:	Contained within the body of the report.
Partion / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Cyllid a Pherfformiad: Parties / Committees consulted prior to Finance and Performance Committee:	Shared Services Partnership Committee (SSPC)

<b>Effaith: (rhaid cwblhau) Impact: (must be completed)</b>	
<b>Ariannol / Gwerth am Arian: Financial / Service:</b>	NWSSP was established to improve the approach to delivering Shared Services, which are effective, efficient and provide value for money for Partners.
<b>Ansawdd / Gofal Claf: Quality / Patient Care:</b>	NWSSP has a remit to focus on delivering savings that can be re-invested in direct patient care.
<b>Gweithlu: Workforce:</b>	NWSSP is hosted by Velindre NHS Trust and any workforce implications are dealt with by the Trust.
<b>Risg: Risk:</b>	In line with its Standing Orders, the Health Board has established a NWSSP Joint Committee, the activities of which require reporting to the Board.
<b>Cyfreithiol: Legal:</b>	In line with its Standing Orders, the Health Board has established a NWSSP Joint Committee, the activities of which require reporting to the Board.

<b>Enw Da: Reputational:</b>	Not Applicable
<b>Gyfrinachedd: Privacy:</b>	Not Applicable
<b>Cydraddoldeb: Equality:</b>	Not Applicable

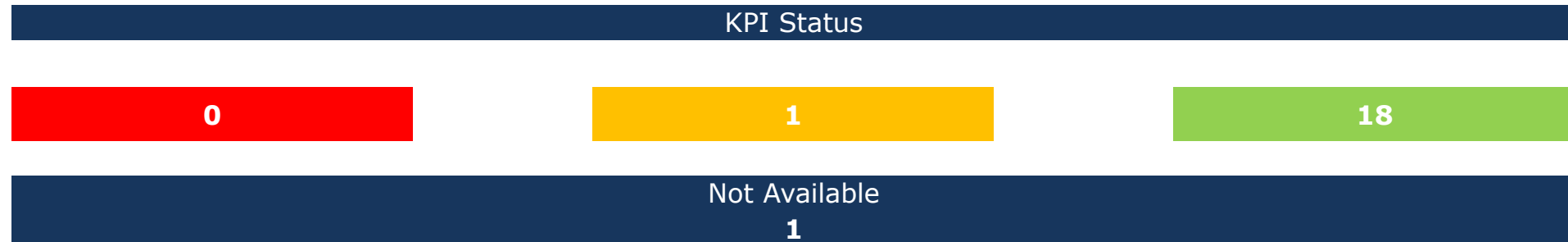
**NWSSP  
SUMMARY PERFORMANCE REPORT**

**HYWEL DDA  
UNIVERSITY HEALTH BOARD**

**Period 1st January 2025– 31st March  
2025**

*Delivering Value, Innovation  
and Excellence through  
Partnership*





**Points of Contact**

Rebecca Nelson – Director of Planning, Performance & Informatics (Rebecca.Nelson2@wales.nhs.uk)  
Richard Phillips – Business & Performance Manager (Richard.phillips@wales.nhs.uk)

The purpose of this report is to provide summary performance data in respect of the services provided by NHS Wales Shared Services Partnership (NWSSP) for the quarter ended 31st March 2025.

As part of the approval of our Year 1 of our IMTP for 2024-25, the Shared Services Partnership Committee (the Committee) reviewed our Key Performance Indicators. We then identified a number of Lead indicators for each division. There are 20 Lead indicators in total.

The Quarter 4 performance for the organisation was good with 18 out of 20 KPIs showing as green.

The time to hire target was achieved in March and NWSSP continue to work with the organisation to cleanse the older records which can influence the overall time to hire performance.

Further action will continue to be taken forward to address the performance in areas of underperformance.

Of the 1 KPIs that did not achieve the targets:

- 1 is a combination of NWSSP and Health Board responsibility.

NWSSP continue to support the organisation in relation to recruitment performance.

Heads of Audit continue to work with key individuals within the organisation to improve delivery against targets.

Accounts Payable – The non-NHS Public Sector Payment Policy (PSPP) - Information on the payment of non-NHS invoices within 30 days is currently unavailable. An updated report on the PSPP will be issued once it becomes available.

The main financial benefits accruing from NWSSP relate to professional influence benefits derived from NWSSP working in partnership with Health Boards and Trusts. These benefits relate to savings and cost avoidance.

- Legal Services – Settled Claims savings, damages and cost savings.
- Procurement Services – Cost reduction, catalogue management etc. (Heads of Procurement discuss with Director of Finance of Health Orgs)
- Specialist Estates Services – Property management/lease/rates negotiated reductions and Build for Wales framework savings.
- Counter Fraud Services – Financial Recoveries and prevention.
- Accounts Payable - statement reconciliation, priority supplier programme (PSP) and the prevention of duplicate payments.

The indicative financial benefits arising in the period April – March 2025 for the organisation is £18.2M with the breakdown in the following table.

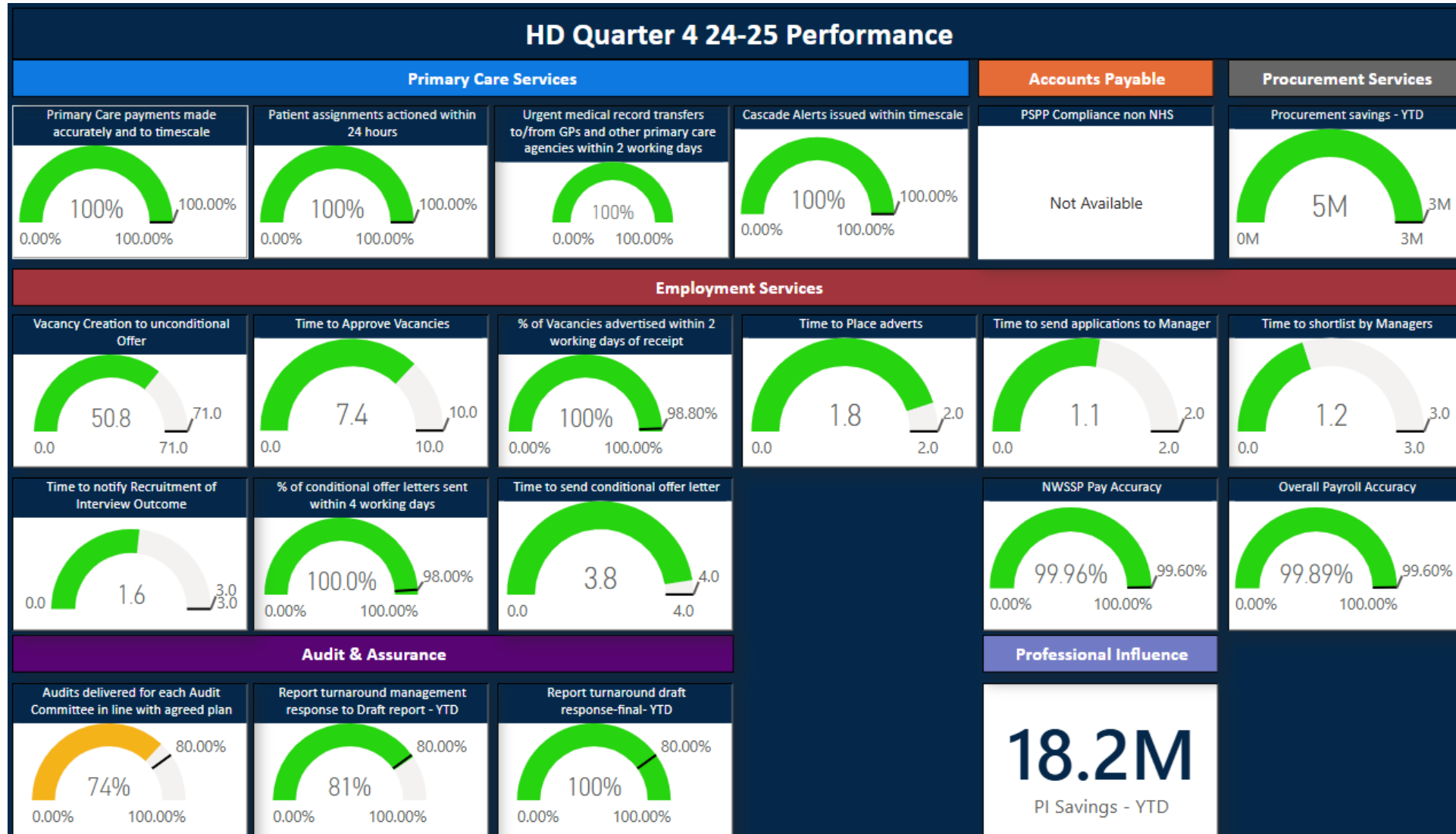
Service	YTD Benefit £m
Specialist Estates Services	0.10
Procurement Services	4.78
Legal & Risk Services	12.60
Accounts Payable	0.64
Oxygen Finance – PSP	0.03
Counter Fraud Services	0.06
<b>Total</b>	<b>18.2</b>

**Appendix 1** to this report provides the March performance for your health organisation against the Lead indicators with comparison data for the rolling twelve-month period to 31st March 2025.

**Appendix 2** provides March performance against All Wales KPIs which cannot be attributed to a specific health organisation but report an All-Wales position with comparison data for the rolling twelve-month period to 31st March 2025.

**Appendix 3** then highlights the position for all health organisations at the end of March 2025.

**Appendix 4** highlights the Outcome measures reporting we have been working on at the end of March 2025.



# Action Plan for Lead Indicators

There was no KPI showing as red for the in-month March position.

There was one KPI showing as amber for the in-month March position.

HD High Level - KPIs Mar 2025	Target	30/06/2024	30/09/2024	31/12/2024	31/03/2025	Trend
<b>Audit &amp; Assurance</b>						
Audits reported to agreed Audit Committee (Excluding External Factors)	80%			50%	74%	
% of audit outputs in progress		13%	28%	19%	13%	
Report turnaround management response to Draft report - YTD	80%	Not Applicable	80%	82%	81%	
Report turnaround draft response-final- YTD	80%	Not Applicable	100%	100%	100%	

## What is happening?

Audits delivered for each Audit Committee within agreed plan (Excluding external reasons) – Previously reported as a binary "Yes" or "No," this new metric measures the percentage of audits delivered.

Audit reported to agreed Audit Committee failed to reach the 80% target reporting 74%. 14 of the 19 reports were completed within that time frame.

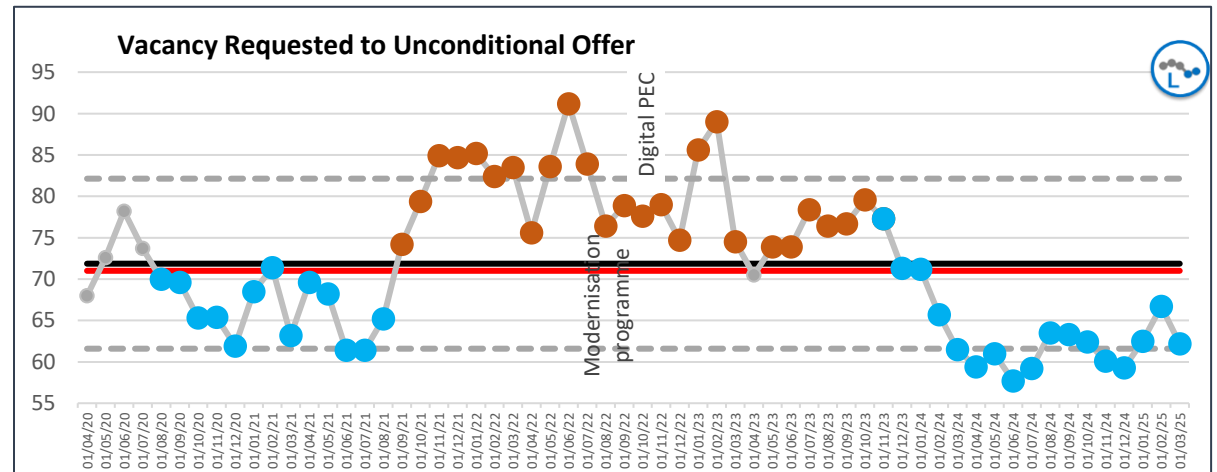
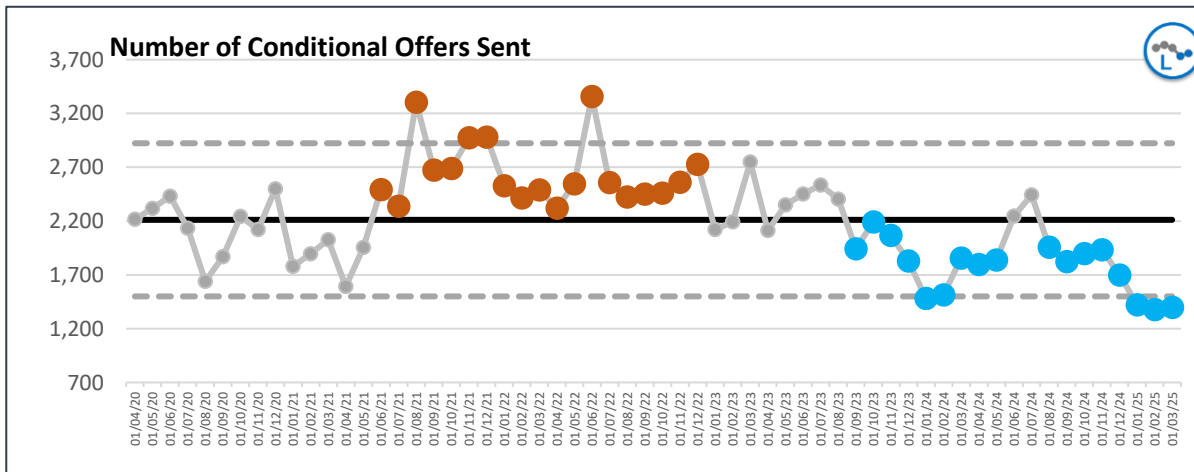
The missed targets were due to internal reasons such as field work taken additional time to work through across both organisations. Reports have been written.

## What are we doing about it?

Heads of Audit discuss any delays directly with the health orgs and are made aware of any revised timings of reports and submission to committees.

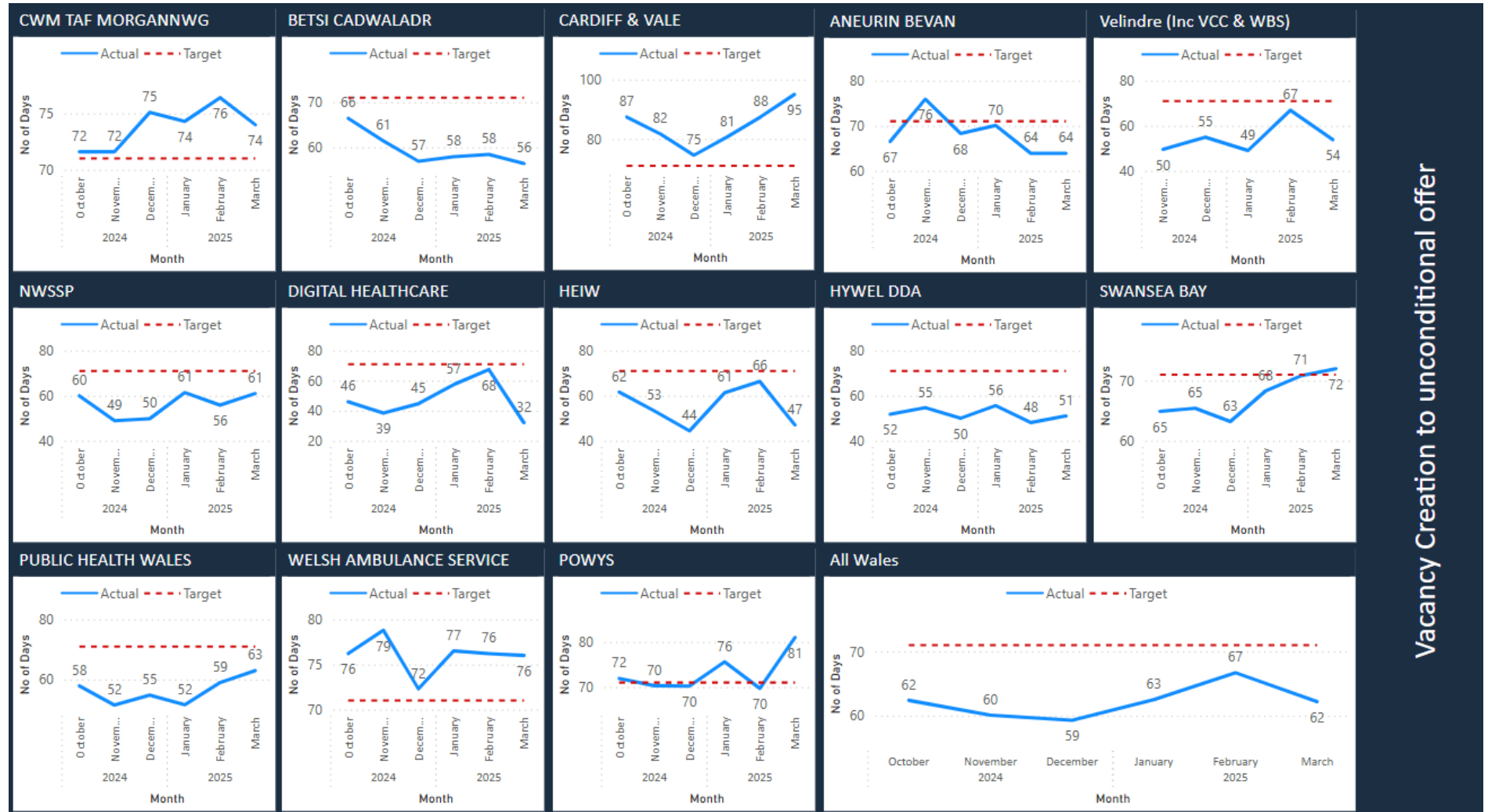
# Employment Services – Recruitment

Recruitment	Vacancy Creation to Unconditional Offer														Trend
	Org	Target	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	
AB	71	70	68	69	72	67	69	67	76	68	70	64	64	↔	
BCU	71	63	68	65	69	71	66	66	61	57	58	58	56	↑	
CV	71	87	84	76	78	82	85	87	82	75	81	88	95	↓	
CTM	71	67	64	66	70	74	71	72	72	75	74	76	74	↑	
HD	71	51	49	50	51	52	55	52	55	50	56	48	51	↓	
HEIW	71	55	51	52	50	51	55	62	53	44	61	66	47	↑	
DHCW	71	48	57	37	45	34	43	46	39	45	57	53	32	↑	
NWSSP	71	46	55	56	56	62	63	60	49	50	61	56	61	↓	
PTHB	71	68	66	59	59	78	71	72	70	70	76	70	81	↓	
PHW	71	55	54	47	48	54	55	58	52	55	52	59	63	↓	
SBU	71	61	57	57	58	62	60	65	65	63	68	71	72	↓	
VEL	71	49	49	56	56	65	58	51	50	55	49	67	54	↑	
WAST	71	73	94	65	65	71	70	76	79	72	77	76	76	↑	
All Wales	71	59	61	58	59	64	63	62	60	59	63	67	62	↑	



# Employment Services – Recruitment

The charts shows the Vacancy creation to unconditional offer performance for the individual organisations Oct 24 – March 25.



Vacancy Creation to unconditional offer

# Appendix 1 – Performance for the period to 31st March 2025



HD High Level - KPIs Mar 2025	Target	30/06/2024	30/09/2024	31/12/2024	31/03/2025	Trend
<b>Financial Information</b>						
Professional Influence Savings - YTD		£4.275 m	£8.761 m	£16.173 m	£18.171 m	
<b>Employment Services</b>						
<b>Payroll Services</b>						
NWSSP Pay Accuracy	99.6%	99.96%	99.99%	99.95%	99.96%	
Overall Pay Accuracy	99.6%	99.89%	99.82%	99.86%	99.89%	
<b>Organisation KPIs Recruitment</b>						
% of vacancy creation to unconditional offer within 71 days		87.2%	81.2%	86.3%	80.0%	
Vacancy creation to unconditional offer	71	49.8	54.6	50.0	50.8	
% of vacancies approved within 10 working		76.4%	85.0%	80.2%	79.5%	
Time to Approve Vacancies	10	7.9	6.1	8.0	7.4	
% of vacancies shortlisted within 3 working		91.8%	82.8%	94.8%	92.5%	
Time to Shortlist by Managers	3	1.5	2.5	3.3	1.2	
% of interview outcomes notified within 3 working		79.7%	76.1%	85.8%	91.3%	
Time to notify Recruitment of Interview Outcome	3	1.7	1.5	1.5	1.6	
<b>NWSSP KPIs Recruitment</b>						
% of Vacancies advertised within 2 working of receipt	95.00%	99.3%	99.2%	98.9%	100.0%	
Time to Place Adverts	2	1.5	1.7	1.6	1.8	
% of applications moved to shortlisting within 2 working of vacancy closing		100.0%	100.0%	100.0%	100.0%	
Time to Send Applications to Manager	2	1.0	1.0	1.0	1.1	
% of conditional offer letters sent within 4 working	95.00%	97.6%	98.3%	94.5%	100.0%	
Time to send Conditional Offer Letter	4	3.7	3.8	4.0	3.8	
<b>Procurement Services</b>						
Procurement savings - YTD		Target £1.906m Actual £2.223m	Target £2.622m Actual £2.928m	Target £2.751m Actual £4.676m	Target £3.012m Actual £4.784m	
<b>Accounts Payable</b>						
Invoices older than 30 days not disputed		1,152	1,033	1,326	638	
% Invoices on hold not disputed over 30 days		63%	58%	59%	41%	
PSPP Compliance non NHS	95%	94.7%	95.8%	97.8%	Not Available	
<b>Primary Care Services</b>						
Primary Care payments made accurately and to timescale	100%	100%	100%	100%	100%	
Patient assignments actioned within 24 hours	100%	100%	100%	100%	100%	
Urgent medical record transfers to/from GPs and other Primary Care agencies within 2 working days	100%	100%	100%	100%	100%	
Cascade Alerts issued within timescale	100%	100%	100%	100%	100%	
<b>Audit &amp; Assurance</b>						
Audits reported to agreed Audit Committee (Excluding External Factors)	80%			50%	74%	
% of audit outputs in progress		13%	28%	19%	13%	
Report turnaround management response to Draft report - YTD	80%	Not Applicable	80%	82%	81%	
Report turnaround draft response-final- YTD	80%	Not Applicable	100%	100%	100%	

# Appendix 2 – All Wales Performance for the period to 31st March 2025

ALL WALES KPIs		30/06/2024	30/09/2024	31/12/2024	31/03/2025	Trend
<b>Primary Care Services</b>						
Prescription - Payment Month keying Accuracy rates	99%	99.70%	99.72%	99.77%	99.84%	/
Prescriptions processed (Apr - Jan)	£72.68m	7.28m	21.9m	43.2m	73.1m	
<b>Welsh Risk Pool</b>						
Time from submission to consideration by the Learning Advisory Panel	95%	100%	100%	100%	100%	
Time from consideration by the Learning Advisory Panel to presentation to the Welsh Risk Pool Committee	100%	100%	100%	100%	100%	
Holding sufficient Learning Advisory Panel meetings	90%	100%	100%	100%	100%	
<b>Legal and risk</b>						
Advice acknowledgement- 24hrs	90%	100%	100%	100%	100%	
Advice response – within 3 days	90%	100%	100%	100%	100%	
<b>Student Awards</b>						
% of NHS Bursary Applications processed within 20 days	100%	100%	100%	100%	100%	
Student Awards % Calls Handled	95%	96.4%	98.0%	97.7%	98.9%	
<b>CTeS</b>						
P1 incidents raised with the Central Team Are responded to within 20 minutes	80%	100%	100%	100%	100%	
BACS Service Point tickets received before 14.00 will be processed the same working day	92%	99%	100%	100%	100%	
<b>Digital Workforce</b>						
DWS % Calls Handled	85%	94.35%	97.96%	90.82%	96.47%	
<b>SMTL</b>						
% of Monitoring reports completed within 14 days from receipt into the laboratory		100%	100%	100%	100%	
% of Monitoring reports completed within 40 days from receipt into the laboratory		100%	100%	100%	100%	
% delivery of Audited reports on time (Commercial)	87%	100%	100%	100%	100%	
% delivery of Audited reports on time (NHS)	87%	N/A	N/A	N/A	100%	
<b>Pharmacy Technical Services</b>						
Service Errors	<0.5%	0	0	0	0	
<b>Medical Examiner</b>						
Deaths Scrutinised	60%	100%	100%	100%	100%	
<b>All Wales Laundry</b>						
Orders dispatched meeting customer standing orders	90%	89%	88%	95%	94%	
Microbiological contact failure points	85%	97%	97%	100%	97%	
Inappropriate items returned to the laundry including Clinical waste items	<5	0	0	1	0	

# Appendix 3 – Health Org Performance comparison 31st March 2025

KPIs Mar 25	KFA	Target	SB	AB	BCU	C&V HEALTH ORG KPIs Financial Information	CTM	HD	PHW	PTHB	VEL	WAST	HEIW	DHCW
Professional Influence Savings- YTD	Our Value		£48.014 m	£46.437 m	£68.142 m	£73.857 m	£33.548 m	£18.171 m	£3.678 m	£1.935 m	£1.521 m	£4.246 m	£0.188 m	£0.284 m
<b>Employment Services</b>														
<b>Payroll Services</b>														
NWSSP Pay Accuracy	Our Services	99.6%	99.97%	99.99%	99.97%	99.89%	99.91%	99.96%	100.00%	99.96%	99.90%	99.98%	99.87%	99.76%
Overall Pay Accuracy	Our Services	99.6%	99.83%	99.92%	99.81%	99.84%	99.74%	99.89%	100.00%	99.75%	99.62%	99.73%	99.87%	99.84%
Calls Handling % Quarterly Average	Our Services	95%	98.7%											
<b>Orgalisation KPIs Recruitment</b>														
Vacancy creation to unconditional offer	Our Services	71 days	72.2	64.0	56.4	94.5	74.1	50.8	63.2	81.3	67.7	75.7	46.6	32.4
Time to Approve Vacancies	Our Services	10 days	13.2	6.2	4.5	9.6	19.6	7.4	5.0	16.3	1.1	10.3	10.0	0.1
Time to Shortlist by Managers	Our Services	3 days	10.0	5.5	4.9	5.1	7.2	1.2	6.2	9.1	15.2	19.5	7.4	4.8
Time to notify Recruitment of Interview Outcome	Our Services	3 days	5.8	3.3	2.8	1.4	3.4	1.6	2.7	1.8	2.6	2.1	1.0	1.8
<b>NWSSP KPIs Recruitment</b>														
Time to Place Adverts	Our Services	2 days	1.7	1.9	1.5	1.9	1.9	1.8	1.6	1.6	1.5	1.7	2.0	1.4
Time to Send Applications to Manager	Our Services	2 days	1.0	1.0	1.0	1.0	1.0	1.1	1.0	0.9	1.0	1.0	1.2	1.2
Time to send Conditional Offer Letter	Our Services	4 days	3.6	3.7	3.8	3.2	3.6	3.8	3.9	3.9	3.8	3.8	3.3	3.2
Calls Handling % Quarterly Average	Our Services	95%	98.6%											
<b>Procurement Services</b>														
Procurement savings- YTD	Our Value		Target £2.532m Actual £3.703m	Target £6.614m Actual £7.944m	Target £3.483m Actual £4.303m	Target £5.932m Actual £9.280m	Target £3.402m Actual £3.380m	Target £3.012m Actual £4.784m	Target £0.050m Actual £0.110m	Target £0.298m Actual £0.388m	Target £0.120m Actual £0.450m	Target £0.045m Actual £0.303m	Target £0.073m Actual £0.085m	Target £0.006m Actual £0.026m
<b>Accounts Payable</b>														
Invoices older than 30 days not disputed	Our Services		1,937	1,682	3,177	2,811	2,336	638	679	237	673	199	48	27
% Invoices on hold not disputed over 30 days	Our Services		55%	43%	62%	64%	50%	41%	71%	48%	41%	68%	43%	52%
Call Handling% - Quarterly Average	Our Services	95%	98.6%											
PSPP Compliance non NHS	Our Services	95%	Not Available											
<b>Audit &amp; Assurance</b>														
Audits reported to Agreed Audit Committee (Excluding External Factors)	Our Services	80%	88%	95%	85%	60%	76%	74%	44%	71%	64%	76%	67%	92%
% of Audit outputs in progress	Our Services		26%	32%	28%	25%	38%	13%	0%	25%	57%	30%	18%	8%
Report turnaround (15 days) management response to Draft report - YTD	Our Services	80%	47%	33%	86%	43%	60%	81%	89%	75%	43%	64%	38%	70%
Report turnaround (10 days) draft response-final- YTD	Our Services	80%	100%	100%	100%	100%	93.3.3%	100%	89%	100%	100%	100%	100%	100%
<b>Primary Care Services</b>														
Primary Care payments made accurately and to timescale	Our Services	100%	100%	100%	100%	100%	100%	100%	N/A	100%	N/A	N/A	N/A	N/A
Patient assignments actioned within 24 hours	Our Services	100%	100%	100%	100%	100%	100%	100%	N/A	100%	N/A	N/A	N/A	N/A
Urgent medical record transfers to/from GPs and other Primary Care Agencies within 2 working days	Our Services	100%	100%	100%	100%	100%	100%	100%	N/A	100%	N/A	N/A	N/A	N/A
Cascade Alerts Issued within timescale	Our Services	100%	100%	100%	100%	100%	100%	100%	N/A	100%	N/A	N/A	N/A	N/A

## Our Services

Driving the pace of innovation and consistently providing high quality services



Our Services

Our People

Our Value

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Outcomes

We will enable our customer facing teams to close the majority of enquiries at first contact, by improving service speed, quality, and experience.

We will drive innovation, setting the standard for good practice, and enhance our processes through automation.

We will cultivate partnerships with industry leaders and academic institutions and seek University status.

We will be data driven, sharing intelligence with our partners to influence decision making across NHS Wales.

### RPA Processes

Division

- Central Te... 57
- Employm... 14
- Accounts ... 9
- Other 9
- Primary C... 5



### Legal & Risk Services

Case Closure Client Satisf...



### DWS

Customer Satisfaction



### Primary Care Services

Customer Satisfaction re...



### Central Team

Annual Customer Satisfa...



### Specialist Estates

Annual Customer Satisfa...



Website Bounce Rate

# 34%

### Customer Service Excellence

CSE Compliance Met

45

CSE Compliance P...

12

### NWSSP Assurance Overview - YTD



### Calls Answered



Website Users

# 11K

Website Page Views

# 32K

#### Website Pages - March 25 (Top 3)

1. Current Vacancies - 3,663
2. Student Award Services - 3,025
3. How do I apply for a bursary - 2,245

# Appendix 4 – Outcome Reporting (Our People)



**Our People**  
Working together to be the best that we can be



Our Services

**Our People**

Our Value

**Outcomes**

We will create opportunities for our current and future staff to maximise their potential and nurture our talent pipeline.

We will increase the diversity of our workforce and advance the use of the Welsh Language in all that we do.

We will promote physical, social, mental, and financial wellbeing throughout the organisation to support our staff.

We will listen and learn from our staff to co-produce innovative solutions with our partners.

**Sickness**



**Top 3 Sickness Reasons**

1. Anxiety/ stress/ depression/ other psychiatric illness
2. Cold, Cough, Flu - Influenza
3. Other Musculoskeletal problems

**NHS Wales Staff Survey**



**Staff Award Submissions**

2023	176
2024	116

Annual Turnover (Excluding SLE)

10%

**Response Rate - 2024**



Response Rate 2024 excluding SLE

38%

**March 24 - Reasons for Leaving (Excluding SLE) (Top 3)**

1. Voluntary
2. Retirement
3. End of Fixed Term Contract

NWSSP Internal Promotion excl SLE (October 23 - September 24)

179

Engagement Score - 2024

77%

# Appendix 4 – Outcome Reporting (Our Value)





*Delivering  
Value, Innovation and  
Excellence through  
Partnership*