

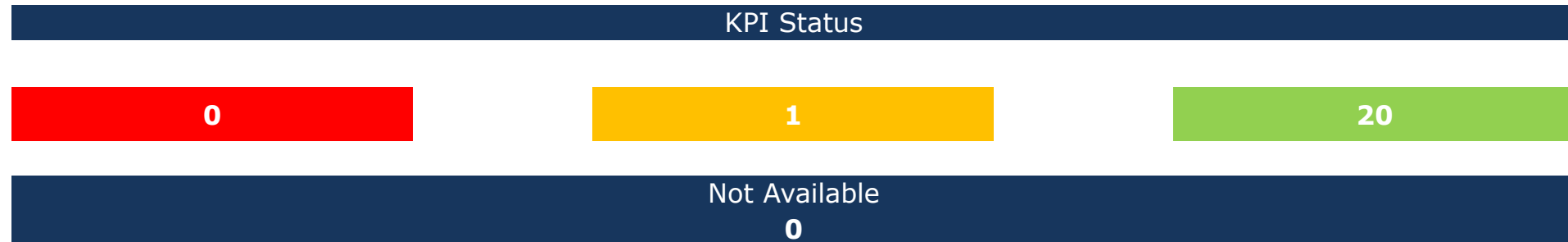
**NWSSP
SUMMARY PERFORMANCE REPORT**

**HYWEL DDA
UNIVERSITY HEALTH BOARD**

**Period 1st October 2025 – 31st
December 2025**

*Delivering Value, Innovation
and Excellence through
Partnership*





Points of Contact

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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 December 2025.

As part of the approval of our Year 1 of our IMTP for 2025-26, 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 21 Lead indicators in total.

The Quarter 3 performance for the organisation was good with 20 out of 21 KPIs showing as green.

The time to hire target was achieved in December.

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

Of the 1 KPI 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 audit performance.

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 – December 2025 for the organisation is £7.3M with the breakdown in the following table.

Service	YTD Benefit £m
Specialist Estates Services	0.15
Procurement Services	5.30
Legal & Risk Services	1.26
Accounts Payable	0.31
Oxygen Finance – PSP	0.02
Counter Fraud Services*	0.24
Total	7.3

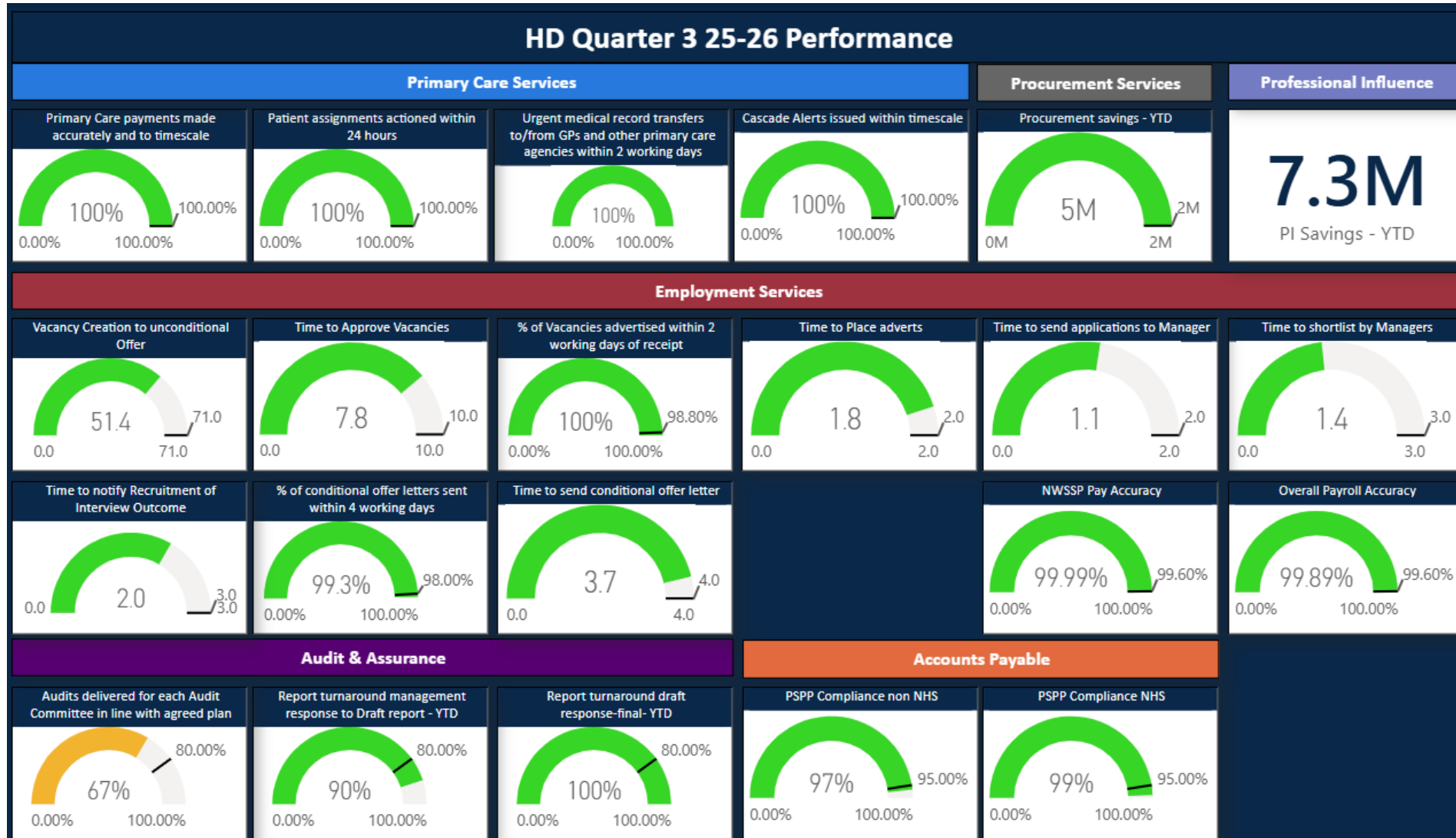
* Q1 & Q2 only

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

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

Appendix 3 highlights the position for all health organisations at the end of December 2025.

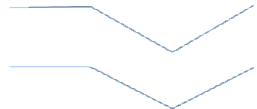
Appendix 4 highlights the Outcome measures reporting at the end of December 2025 along with some supporting information.



Action Plan for Lead Indicators

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

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

HD High Level - KPIs Dec 2025	Target	31/03/2025	30/06/2025	30/09/2025	31/12/2025	Trend
Audit & Assurance						
Audits reported to agreed Audit Committee (Excluding External Factors)	80%	74%	Not Applicable	88%	67%	
% of audit outputs in progress		13%	16%	27%	14%	
Report turnaround management response to Draft report - YTD	80%	81%	Not Applicable	86%	90%	
Report turnaround draft response-final- YTD	80%	100%	Not Applicable	100%	100%	

What is happening?

Audits reported to agreed Audit Committee failed the 80% target reporting 67% during December. 10 of the 15 reports were submitted on time.

What are we 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 submissions to committees.

Supplementary Information - All Wales Audit & Assurance performance at the end of December 2025.

Client	Total Reviews Planned	Audits Reported (Draft / Final)	Audits in Progress	On Track/ Achieved Proposed Audit Committee	Report turnaround fieldwork to draft reporting [10 days]	Report turnaround management response to draft report [15 days]	Report turnaround draft response to final reporting [10 days]
Aneurin Bevan	28	35.7%	21.4%	90.00%	100.0%	50.0%	100.0%
Betsi Cadwaladr	35	40.0%	31.4%	91.67%	100.0%	54.5%	100.0%
Cardiff & Vale	36	33.3%	19.4%	63.64%	100.0%	77.8%	100.0%
Cwm Taf Morgannwg	33	21.2%	30.3%	57.14%	100.0%	33.3%	100.0%
DHCW	13	46.2%	38.5%	100.00%	100.0%	50.0%	100.0%
HEIW	12	66.7%	16.7%	90.00%	100.0%	100.0%	100.0%
Hywel Dda	29	44.8%	13.8%	66.67%	100.0%	90.0%	100.0%
Joint Commissioning Committee	4	0%	25.0%	100.00%			
NHS Wales Performance & Improvement	4	25.0%	50.0%	100.00%	100.0%	0%	100.0%
NWSSP	18	33.3%	33.3%	83.33%	100.0%	66.7%	100.0%
PHW	12	50.0%	25.0%	87.50%	100.0%	100.0%	100.0%
Powys THB	23	39.1%	13.0%	77.78%	100.0%	87.5%	100.0%
Swansea Bay	27	40.7%	18.5%	80.00%	100.0%	42.9%	100.0%
Velindre	17	35.3%	23.5%	100.00%	100.0%	60.0%	80.0%
WAST	20	40.0%	35.0%	80.00%	100.0%	80.0%	100.0%
Total	311	37.6%	24.4%	80.56%	100.0%	68.1%	98.9%

Other Points to Note

Medical Examiner Service

Below is an extract from the winter planning risk register. The mitigation demonstrates that MES implemented robust plans and available evidence confirms these have been effective. The mitigation refers to the CMO’s request for Health Boards to produce draft plans, which are being followed up and expanded. We request that these plans are shared with NWSSP so we can review them and assess any process or operational changes Health Boards have introduced, enabling us to maximise efficiencies.

To date, these plans have not been shared; however, as part of lessons learned and continuous improvement, we would welcome the opportunity to review them in full.



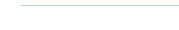
















In addition, the Strategic Oversight Board established by Welsh Government last year developed standardised communications and leaflets for the death certification pathway and all Health Boards were asked to update their websites to ensure accurate and consistent messaging. Some Health Board websites still contain outdated or inaccurate information and we would ask that websites are reviewed and updated in line with the Board’s recommendations.

Risk Title	Overview	Likelihood Jan 26	Impact Jan 26	Mitigation	WG Risk Owner
Increase in time in death certification process	Increase in time in death certification process impacting on mortuary capacity and subsequently hospital flow			<p>CMO commissioned MDs to create action plans including winter contingency planning if increases in time to certification occur. These are currently being followed up and expanded on</p> <p>Review of current death certification processes and timeliness conducted August-Sept 2025 with recommendations due to be shared with key system partners</p> <p>Medical Examiner Service (MES) now sharing live data with health boards around process step timings, enabling greater knowledge on bottlenecks and areas for action</p> <p>MES have developed winter staffing plans to provide more staff sessions at key weeks/months</p> <p>MES have created clear escalation plan for work processes if capacity concerns are observed.</p>	Ben Brown

Appendix 1 – Performance for the period to 31st December 2025

HD High Level - KPIs Dec 2025	Target	31/03/2025	30/06/2025	30/09/2025	31/12/2025	Trend
Financial Information						
Professional Influence Savings - YTD		£18.171 m	£2.217 m	£4.398 m	£7.271 m	
Employment Services						
Payroll Services						
NWSSP Pay Accuracy	99.6%	99.96%	99.98%	99.98%	99.99%	
Overall Pay Accuracy	99.6%	99.89%	99.93%	99.91%	99.89%	
Organisation KPIs Recruitment						
% of vacancy creation to unconditional offer within 71 days		80.0%	92.4%	86.6%	86.8%	
Vacancy creation to unconditional offer	71	50.8	49.6	52.2	51.4	
% of vacancies approved within 10 working		79.5%	81.5%	91.5%	84.8%	
Time to Approve Vacancies	10	7.4	9.0	5.9	7.8	
% of vacancies shortlisted within 3 working		92.5%	95.1%	90.4%	90.8%	
Time to Shortlist by Managers	3	1.2	1.1	1.7	1.4	
% of interview outcomes notified within 3 working		91.3%	80.9%	88.5%	79.7%	
Time to notify Recruitment of Interview Outcome	3	1.6	2.3	1.6	2.0	
NWSSP KPIs Recruitment						
% of Vacancies advertised within 2 working of receipt	95.00%	100.0%	100.0%	100.0%	100.0%	
Time to Place Adverts	2	1.8	1.6	1.8	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	1.1	1.2	1.1	1.1	
% of conditional offer letters sent within 4 working	95.00%	100.0%	100.0%	100.0%	99.3%	
Time to send Conditional Offer Letter	4	3.8	3.2	3.6	3.7	
Procurement Services						
Procurement savings - YTD		Target £3.012m Actual £4.784m	Target £0.983m Actual £1.983m	Target £2.046m Actual £3.973m	Target £2.284m Actual £5.300m	
Accounts Payable						
PSPP Compliance non NHS	95%	96.4%	96.8%	96.2%	96.8%	
PSPP Compliance NHS	95%		80.2%	85.8%	98.9%	
Primary Care Services						
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%	
Audit & Assurance						
Audits reported to agreed Audit Committee (Excluding External Factors)	80%	74%	Not Applicable	88%	67%	
% of audit outputs in progress		13%	16%	27%	14%	
Report turnaround management response to Draft report - YTD	80%	81%	Not Applicable	86%	90%	
Report turnaround draft response-final- YTD	80%	100%	Not Applicable	100%	100%	

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

ALL WALES KPIS		31/03/2025	30/06/2025	30/09/2025	31/12/2025	Trend
Primary Care Services						
Prescription - Payment Month keying Accuracy rates	99%	99.84%	99.69%	99.81%	99.23%	
Prescriptions processed (Apr - Oct)		73.1m	7.03m	42m	50m	
Welsh Risk Pool						
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%	
Legal and risk						
Advice acknowledgement- 24hrs	90%	100%	100%	100%	100%	
Advice response – within 3 days	90%	100%	100%	100%	100%	
Student Awards						
% of NHS Bursary Applications processed within 20 days	100%	100%	100%	100%	100%	
Student Awards % Calls Handled	95%	98.9%	98.9%	98.4%	99.3%	
CTeS						
P1 incidents raised with the Central Team are responded to within 20 minutes	80%	100%	100%	Not Applicable	Not Applicable	
BACS Service Point tickets received before 14.00 will be processed the same working day	92%	100%	100%	99%	100%	
Digital Workforce						
DWS % Calls Handled	85%	96%	96%	98%	96%	
SMTL						
% of Monitoring reports completed within 14 days from receipt into the laboratory	91%	100%	100%	100%	100%	
% of Monitoring reports completed within 40 days from receipt into the laboratory	91%	100%	100%	100%	100%	
% delivery of Audited reports on time (NHS)	92%	100%	100%	100%	100%	
Pharmacy Services						
Complaints	0	0	0	0	0	
Medical Examiner						
Deaths Scrutinised		100%	100%	100%	100%	
All Wales Laundry						
Orders dispatched meeting customer standing orders	90%	94%	94%	97%	98%	
Microbiological contact failure points	85%	97%	97%	95%	95%	
Number of pieces of returned linen by customer not meeting quality standards	<100	0	0	0	0	

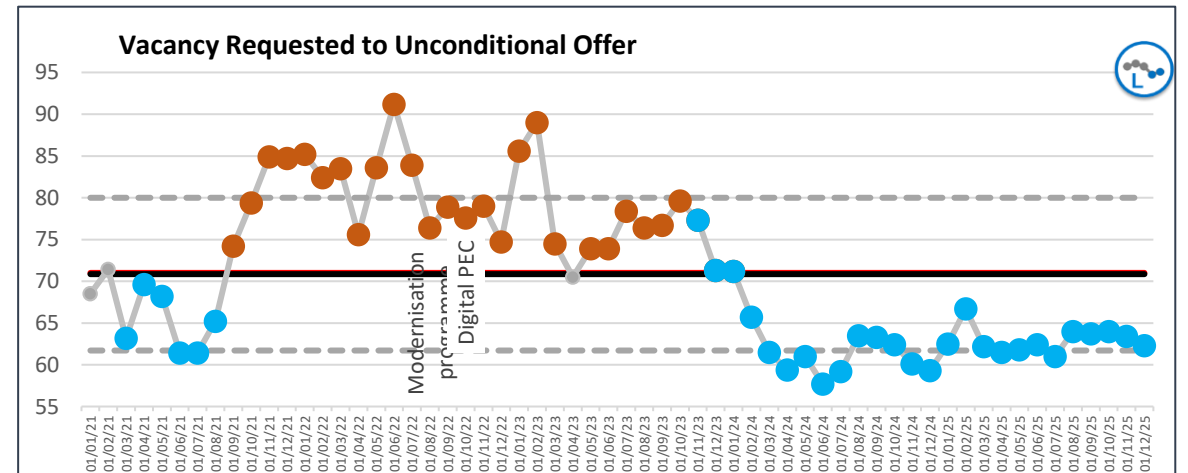
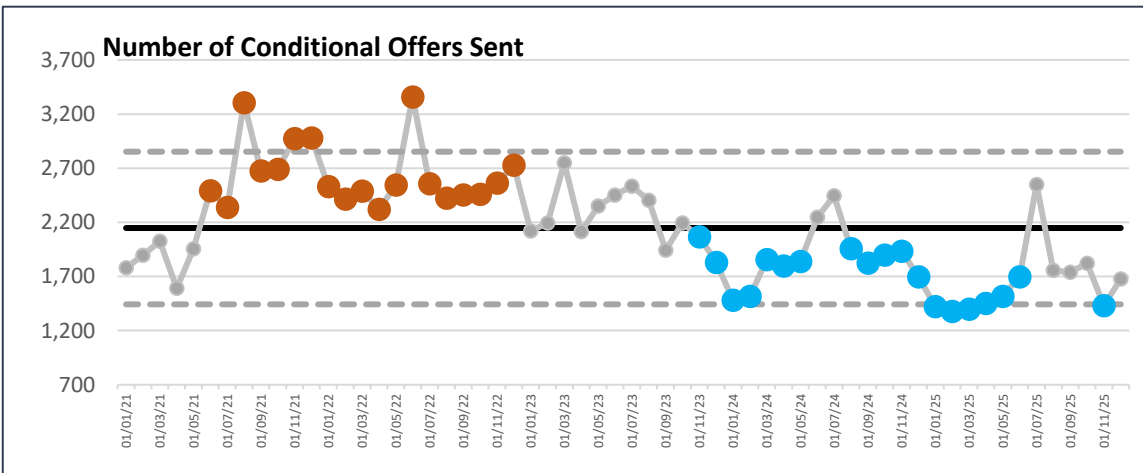
Appendix 3 – Health Org Performance comparison 31st December 2025

KPIs Dec 25	KFA	Target	SB	AB	BCU	C&V	CTM	HD	PHW	PTHB	VEL	WAST	HEIW	DHCW
HEALTH ORG KPIs Financial Information														
Professional Influence Savings- YTD	Our Value		£57.461 m	£27.608 m	£19.310 m	£17.394 m	£19.645 m	£7.271 m	£0.391 m	£0.818 m	£1.952 m	£2.182 m	£0.069 m	£0.307 m
Employment Services														
Payroll Services														
NWSSP Pay Accuracy	Our Services	99.6%	99.97%	99.99%	99.99%	99.95%	99.93%	99.99%	99.89%	100.00%	99.92%	99.96%	100.00%	100.00%
Overall Pay Accuracy	Our Services	99.6%	99.82%	99.89%	99.82%	99.79%	99.65%	99.89%	99.82%	99.86%	99.72%	99.78%	99.74%	99.84%
Calls Handling % Quarterly Average	Our Services	95%						98.7%						
Organisation KPIs Recruitment														
Vacancy creation to unconditional offer	Our Services	71 days	81.1	56.8	65.5	90.1	76.8	51.4	49.9	69.2	48.3	77.1	60.7	45.9
Time to Approve Vacancies	Our Services	10 days	27.3	7.1	2.6	24.4	19.6	7.8	3.4	2.6	0.3	11.7	5.0	0.3
Time to Shortlist by Managers	Our Services	3 days	6.4	8.4	5.0	5.0	8.7	1.4	9.3	9.8	14.0	3.6	5.8	12.3
Time to notify Recruitment of Interview Outcome	Our Services	3 days	7.0	3.5	2.3	2.4	3.7	2.0	3.8	3.9	5.6	5.5	3.3	6.6
NWSSP KPIs Recruitment														
Time to Place Adverts	Our Services	2 days	1.5	1.5	1.6	1.6	1.5	1.8	1.7	1.8	1.5	1.8	1.7	1.6
Time to Send Applications to Manager	Our Services	2 days	1.0	1.2	1.0	1.0	1.0	1.1	1.0	1.0	0.8	1.0	1.0	1.0
Time to send Conditional Offer Letter	Our Services	4 days	3.6	3.6	3.9	3.4	3.6	3.7	3.4	3.6	3.5	3.8	3.8	3.0
Calls Handling % Quarterly Average	Our Services	95%						99.2%						
Procurement Services														
Procurement Savings- YTD	Our Value		Target £3.224m Actual £4.949m	Target £5.552m Actual £9.726m	Target £3.847m Actual £7.450m	Target £4.908m Actual £7.305m	Target £3.226m Actual £5.539m	Target £2.284m Actual £5.300m	Target £0.009m Actual £0.067m	Target £0.245m Actual £0.667m	Target £0.262m Actual £1.426m	Target £0.005m Actual £0.426m	Target £0.001m Actual £0.047m	Target £0.000m Actual £0.000m
Accounts Payable														
Call Handling% - Quarterly Average	Our Services	95%						98.0%						
PSPP Compliance non NHS	Our Services	95%	96.8%	97.4%	97.1%	93.5%	95.3%	96.8%	97.2%	92.5%	95.7%	97.7%	97.7%	98.6%
PSPP Compliance NHS	Our Services	95%	87.2%	96.2%	90.2%	89.7%	60.0%	98.9%	94.0%	87.9%	86.0%	96.1%	98.9%	96.6%
Audit & Assurance														
Audits reported to Agreed Audit Committee (Excluding External Factors)	Our Services	80%	80%	90%	92%	64%	57%	67%	88%	78%	100%	80%	90%	100%
% of Audit outputs in progress	Our Services		19%	21%	31%	19%	30%	14%	25%	13%	24%	35%	17%	39%
Report turnaround (15 days) management response to Draft report - YTD	Our Services	80%	43%	50%	55%	78%	33%	90%	100%	88%	60%	80%	100%	50%
Report turnaround (10 days) draft response-final- YTD	Our Services	80%	100%	100%	100%	100%	100%	100%	100%	100%	80%	100%	100%	100%
Primary Care Services														
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

Employment Services – Recruitment

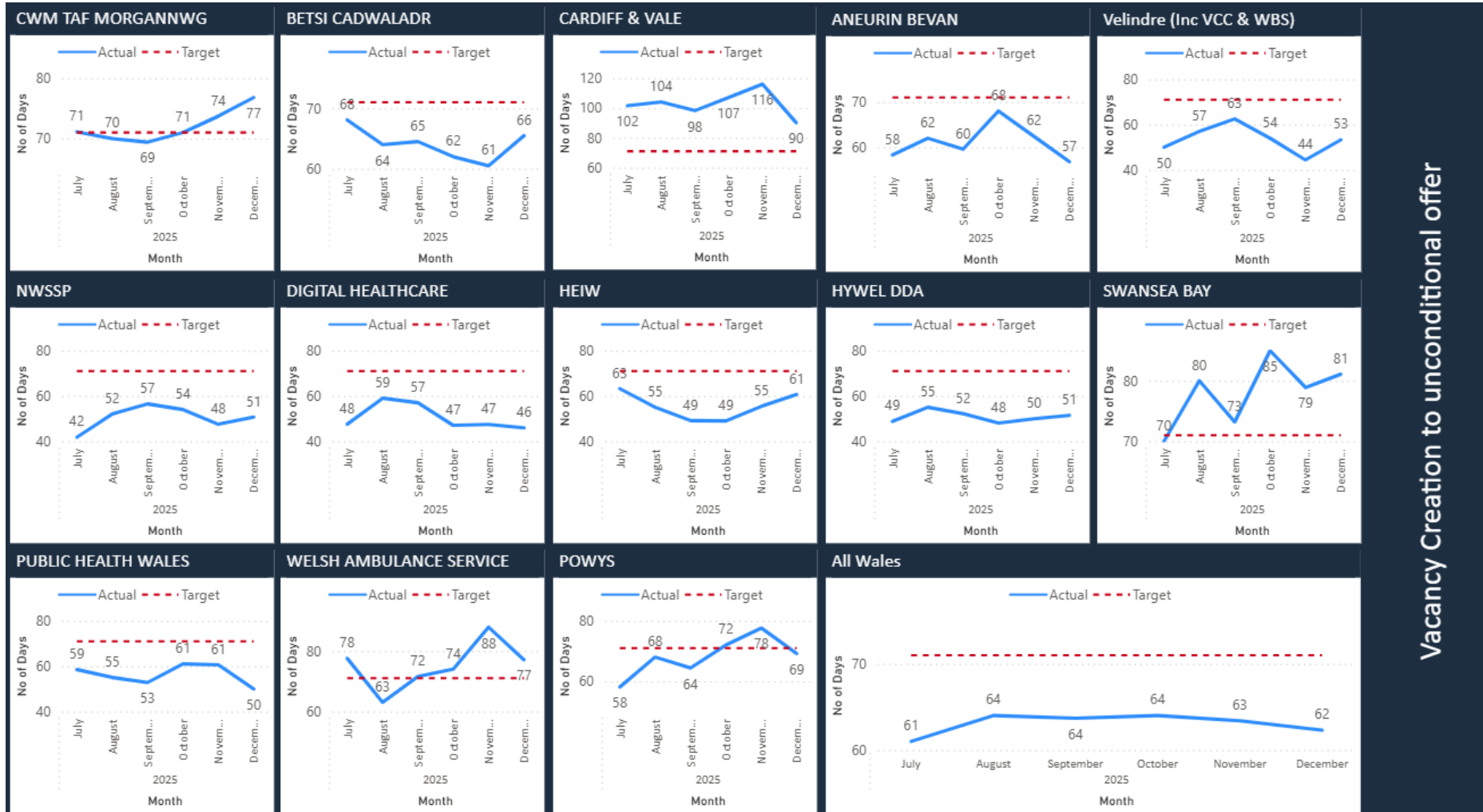
For information - All Wales performance in relation to recruitment time to hire for the last 12 months ending December 25.

Recruitment		Vacancy Creation to Unconditional Offer												
Org	Target	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Trend
AB	71	70	64	64	58	59	61	58	62	60	68	63	57	
BCU	71	58	58	56	60	58	63	68	64	65	62	62	66	
CV	71	81	88	95	88	86	94	102	104	98	107	116	90	
CTM	71	74	76	74	70	68	70	71	70	69	71	74	77	
HD	71	56	48	51	48	49	50	49	55	52	48	50	51	
HEIW	71	61	66	47	60	48	58	63	55	49	49	55	61	
DHCW	71	57	53	32	34	58	46	48	59	57	47	47	46	
NWSSP	71	61	56	61	58	54	58	42	52	57	54	48	51	
PTHB	71	76	70	81	65	68	71	58	68	64	72	78	69	
PHW	71	52	59	63	55	59	58	59	55	53	61	61	50	
SBU	71	68	71	72	76	73	70	70	80	73	85	79	81	
VEL	71	49	67	54	55	50	54	50	57	63	54	44	53	
WAST	71	77	76	76	84	96	76	78	63	72	74	88	77	
All Wales	71	63	67	62	62	62	62	61	64	64	64	63	62	



Employment Services – Recruitment

For Information - The charts below shows the time to hire performance for the individual organisations July – December 25.



Vacancy Creation to unconditional offer

Appendix 4 – Outcome Reporting (Our Services)



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



NHS Wales Staff Survey



Staff Award Submissions



Top 3 Sickness Reasons

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

Annual Turnover (Excluding SLE)

9%

December 25 - Reasons for Leaving (Excluding SLE) (Top 2)

1. Voluntary
2. Retirement

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

179

Response Rate - 2024



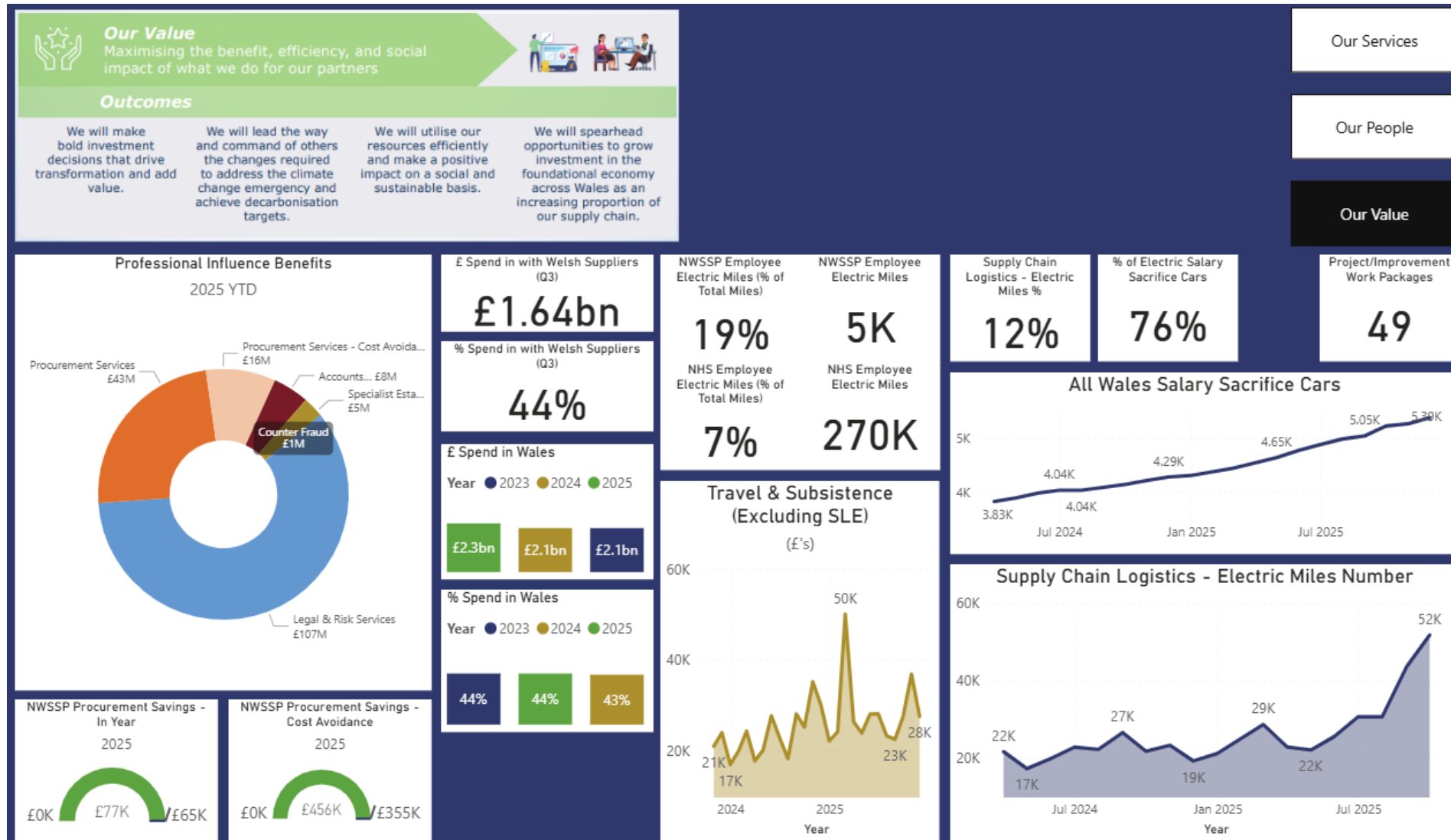
Response Rate 2024 excluding SLE

38%

Engagement Score - 2024

77%

Appendix 4 – Outcome Reporting (Our Value)



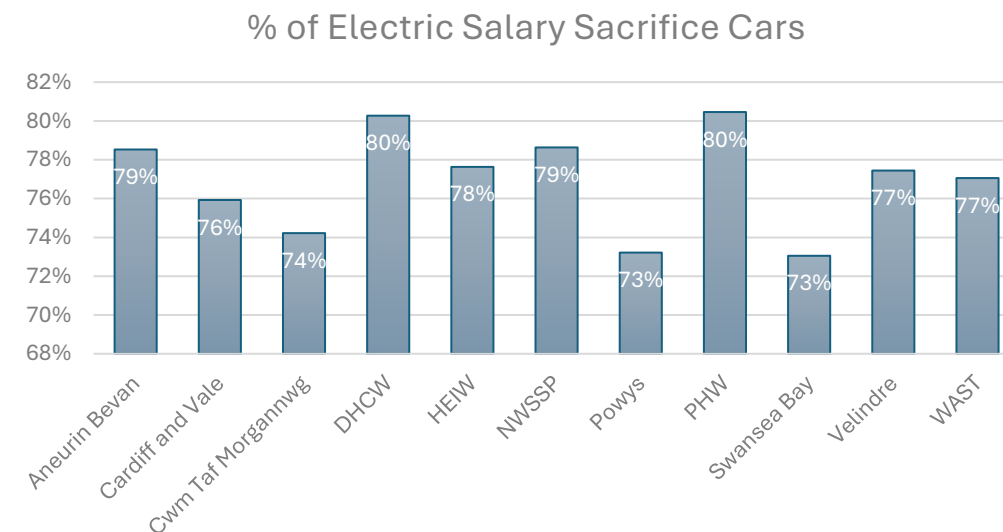
For information - The table below provides an overview of the total mileage claims by organisation, along with the proportion that are electric miles in December 2025.

Organisation	Total Miles Claimed	Electric Miles	
		Claimed	Electric Miles %
Cardiff & Vale	210,318	12,856	6%
WAST	192,630	21,062	11%
DHCW	11,672	2,849	24%
CVB	7,723	-	0%
Public Health	80,955	8,112	10%
AB	440,044	37,382	8%
NWSSP SLE	385,474	13,723	4%
NWSSP exc SLE	26,513	5,140	19%
BCU	673,838	61,602	9%
Powys	206,703	13,068	6%
HEIW	14,306	2,568	18%
Hywel Dda	523,106	35,212	7%
Cwm Taf	442,957	33,849	8%
Velindre	19,027	22	0%
Swansea Bay	384,660	22,129	6%
Total	3,619,927	269,575	7%

Salary Sacrifice Cars

For information - The table and chart below provide an overview of the total number of vehicles managed under the NWSSP scheme, along with the proportion that are electric as of December 2025.

Organisation	Total Cars	Live Electric	Live Hybrid	Live Petrol	% Electric
Aneurin Bevan	1,006	790	189	27	79%
Cardiff and Vale	1,026	779	204	43	76%
Cwm Taf Morgannwg	927	688	196	43	74%
DHCW	147	118	25	4	80%
HEIW	76	59	15	2	78%
NWSSP	337	265	72	-	79%
Powys	112	82	25	5	73%
PHW	174	140	31	3	80%
Swansea Bay	987	721	215	51	73%
Velindre	133	103	27	3	77%
WAST	462	356	94	12	77%
TOTAL	5,387	4,101	1,093	193	76%



NWSSP does not provide salary sacrifice cars to Hywel Dda as the Health Board run their own scheme.

Accounts Payable

For Information - The following table highlights the All Wales performance in relation to P2P as at the end of December 2025.

All Wales Accounts Payable data - July to Dec 2025																										
July to December 2025	AB		BCU		C&V		CTM		DHCW		HEIW		HD		POWYS		PHW		SBU		VEL		WAST		TOTAL	
	End of July	End of Dec	End of July	End of Dec	End of July	End of Dec	End of July	End of Dec	End of July	End of Dec	End of July	End of Dec	End of July	End of Dec	End of July	End of Dec	End of July	End of Dec	End of July	End of Dec	End of July	End of Dec	End of July	End of Dec	End of July	End of Dec
Number of Invoices on Hold	6,077	5,912	8,176	7,832	7,169	7,409	6,412	6,635	167	124	442	444	3,085	3,261	841	856	1,440	855	5,686	4,408	2,422	1,732	541	563	42,458	40,031
Value of Invoices on Hold £m	10.145	14.574	18.128	14.574	24.440	25.458	14.918	15.310	2.184	3.857	6.618	4.608	7.690	11.370	8.937	14.820	17.162	4.796	13.789	14.586	7.635	8.654	7.011	2.545	138.656	135.152
No of Invoices on hold > 30 days	4,606	4,189	5,748	5,307	5,211	5,039	4,295	4,742	76	66	115	69	1,777	1,926	506	481	1,019	648	3,749	2,753	1,735	1,056	329	329	29,166	26,605
No of invoices on No PO No Pay Hold	985	754	727	915	288	368	1,158	879	7	19	6	14	95	101	100	105	121	106	1,141	608	127	198	62	106	4,817	4,173
No of NPNP invoices - Top 15 suppliers	509	174	297	318	74	107	748	295	2	5	2	3	16	6	19	22	26	22	642	255	31	34	12	15	2,378	1,256
No of invoice lines - Receipting hold	4,739	4,309	5,202	5,720	3,687	4,322	4,368	4,974	58	-	74	112	2,477	2,777	854	342	389	342	4,245	3,588	1,645	845	320	330	28,058	27,661
Priority Supplier - Rebate income	£14,767	£29,720	£39,112	£85,766	£17,522	£43,160	£43,509	£77,203	£1,706	£3,889	£413	£1,015	£11,806	£22,745	£1,896	£3,940	£1,447	£3,244	£36,078	£75,034	£21,512	£46,917	£18,538	£38,635	£208,306	£431,268

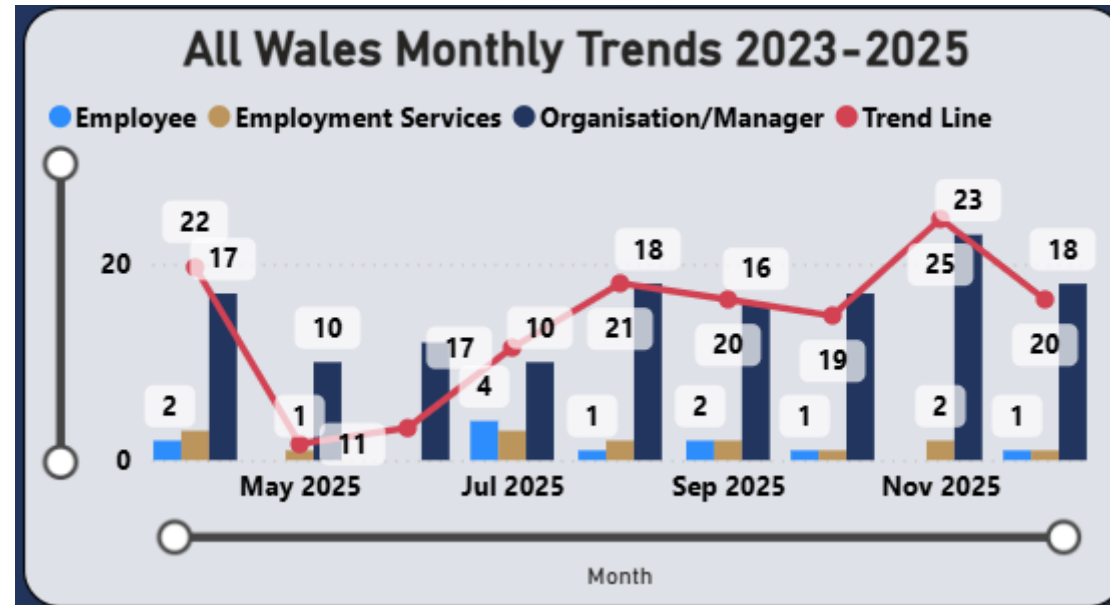
Key

- Deterioration on end of July position
- Same as end of July position
- Improvement end of July position

Supporting information for the Procurement savings - The table below provides an overview of the identified cash releasing procurement savings by procurement team for April – December 2025.

HB	HDT	
	Target	Actual
TEAM DELIVERING SAVINGS		
HYWEL DDA PROCUREMENT TEAM	£487,189	£1,417,609
NATIONAL - CLINICAL	£0	£262,963
NATIONAL - COMMISSIONING	£12,443	£12,443
NATIONAL - ENERGY	£1,179	£625
NATIONAL - HOTEL SERVICES AND TEXTILES	£33,094	£52,812
NATIONAL - ICT & OFFICE EQUIPMENT	£61,383	£104,459
NATIONAL - MAINTENANCE	£8,618	£54,783
NATIONAL - MEDICAL	£249,028	£331,427
NATIONAL - PHARMACY	£1,431,123	£3,047,358
NATIONAL - PROVISIONS	£0	£15,377
	£2,284,058	£5,299,855

For information - The chart below provides a summary of the payroll overpayment volumes for the organisation, based on data from the overpayments dashboard covering the period from April to December 2025.



Note: The data was recorded as at the end of December.



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