Bwrdd Iechyd Prifysgol
Hywel Dda
University Health Board

Pwyllgor Cyllid a Pherfformiad/ Finance and Performance Committee

DYDDIAD Y CYFARFOD: DATE OF MEETING:	27 August 2026
TEITL YR ADRODDIAD: TITLE OF REPORT:	NHS Wales Shared Services Partnership Performance Report Quarter 1 2026/27
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Huw Thomas, Executive Director of Finance
SWYDDOG ADRODD: REPORTING OFFICER:	Tim John, Head of Accounting and Statutory Reporting

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 30 June 2026 (Quarter 1 2026/27).

The Finance and Performance Committee is requested to receive an assurance from the content of the NWSSP Performance Report for Quarter 1 2026/27.

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 2026-27, the SSPC reviewed its Key Performance Indicators. A number of Lead indicators were identified for each division. There are 21 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 30 June 2026.

HDdUHB Specific Key Performance Indicators

In summary, of the 21 Lead indicators for Quarter 1 the performance is as follows:

	Green	Amber	Red	Not Applicable
Quarter 1 2026/27	17		1	3

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

Accounts Payable – NHS Public Sector Prompt Payment (PSPP)[1]

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

- **PSPP Compliance NHS: Target 95%**
  Performance: 78.4% (Red)

What is happening?

PSPP Compliance NHS missed the 95% target during Quarter 1 reporting 78.4%

What is NWSSP doing about it?

[1] Definition of the CBI Prompt Payment Code financial target for NHS bodies:
Payment of at least 95% of non-NHS invoices within 30 calendar days from the receipt of goods or a valid invoice (whichever is later) unless other payment terms have been agreed. NHS bodies must disclosure in their financial statements performance against the measure set out above and also performance on the same basis for NHS invoices (although the latter is not a financial target).

Accounts Payable continues to support NHS and non-NHS PSPP reporting by providing regular updates and invoice on hold data to help address the performance.

Following exploratory discussions between senior Finance and NWSSP colleagues, a three-themed action plan has been developed to improve PSPP compliance. This includes reducing the volume and age profile of Invoices on Hold (IOH), with practical actions now underway around receipting reminders, Scan4Safety opportunities, targeted supplier review, and management of aged items. In addition, raising purchase orders for manual invoices in respect of NHS Wales organisations and Local Authorities is being considered. Ongoing oversight is expected through Senior Finance Group, Non-Pay Group and the Audit and Risk Assurance Committee (ARAC).

The Health Board continues to meet the non-NHS PSPP target which is the required financial target.

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 30 June 2026.

Summary Assessment by NWSSP

The Quarter 1 performance for the organisation was good with 17 out of 18 KPIs showing as green. The time to hire target was achieved in June 2026.

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

- 1 KPI did not achieve the targets:

This is a combination of NWSSP and Health Board responsibility. NWSSP continues to support the organisation in relation to accounts payable performance.

Appendix 4 shows the outcome measures reporting at the end of June 2026, along with supporting information, to highlight and report the impact and importance of NWSSP services.

Argymhelliad / Recommendation

The Finance and Performance Committee is requested to:

- **RECEIVE ASSURANCE** from the content of the NWSSP Performance Report for Quarter 1 2026/27 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)

Cyfeirnod Cylch Gorchwyl y Pwyllgor: Committee ToR Reference:	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, Teitl a Sgôr Risg Cyfredol: Datix Risk Register Reference and Score:	Not Applicable
Parthau Ansawdd: Domains of Quality Quality and Engagement Act (sharepoint.com)	Not Applicable
Galluogwyr Ansawdd: Enablers of Quality: Quality and Engagement Act (sharepoint.com)	Not Applicable
Amcanion Strategol y BIP: UHB Strategic Objectives:	All Strategic Objectives are applicable
Nodau Cynllunio 2026/27 Planning Goals 2026/27	Not Applicable
Hypergyswllt i Amcanion Llesiant HDdUHB 2026 Hyperlink to HDdUHB Well-being Objectives 2026	10. Not Applicable
Model Cymdeithasol ar gyfer Iechyd a Llesiant: (wedi'i gwblhau ar gyfer newid strategol a/neu newidiadau sylweddol i wasanaethau) A Social Model for Health and Wellbeing: (*complete for strategic change and/or significant service changes*)	Not Applicable
Gwybodaeth Ychwanegol: **Further Information:**	

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 30 June 2026.
Rhestr Termau: Glossary of Terms:	Contained within the body of the report
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y cyfarfod hwn: Parties / Committees consulted prior to this meeting:	Shared Services Partnership Committee (SSPC)

Effaith: (rhaid cwblhau) **Impact: (must be completed)**	
Ariannol / Gwerth am Arian: **Financial / Service:**	NWSSP was established to improve the approach to delivering Shared Services, which are effective, efficient and provide value for money for Partners.
Ansawdd / Gofal Claf: **Quality / Patient Care:**	NWSSP has a remit to focus on delivering savings that can be re-invested in direct patient care.
Gweithlu: **Workforce:**	NWSSP is hosted by Velindre NHS Trust and any workforce implications are dealt with by the Trust.
Tegwch Iechyd: **Health Equity:**	In line with its Standing Orders, the Health Board has established a NWSSP Joint Committee, the activities of which require reporting to the Board.
Risg: **Risk:**	In line with its Standing Orders, the Health Board has established a NWSSP Joint Committee, the activities of which require reporting to the Board.
Cyfreithiol: **Legal:**	Not Applicable

Enw Da: **Reputational:**	Not Applicable
Gyfrinachedd: **Privacy:**	Not Applicable
Cydraddoldeb: **Equality:**	NWSSP was established to improve the approach to delivering Shared Services, which are effective, efficient and provide value for money for Partners.

NWSSP
SUMMARY PERFORMANCE REPORT

HYWEL DDA
UNIVERSITY HEALTH BOARD

Period 1st April 2026 – 30th June 2026

Delivering Value, Innovation and Excellence through Partnership

GIG CYMRU NHS WALES | Partneriaeth Cydwasanaethau Shared Services Partnership

Overview

KPI Status		
1	0	17

Not Available
0
Not Applicable
3

Points of Contact
Rebecca Nelson – Director of Planning, Performance & Informatics (Rebecca.Nelson2@wales.nhs.uk)
Richard Phillips – Assistant Director of Planning & Performance (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 30th June 2026.

As part of the approval of our Year 1 of our IMTP for 2026-27, 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 1 performance for the organisation was good with 17 out of 18 KPIs showing as green.

The time to hire target was achieved in June.

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 accounts payable 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 – June 2026 for the organisation is £2.2M with the breakdown in the following table.

Service	YTD Benefit £m
Specialist Estates Services	0.07
Procurement Services	1.84
Legal & Risk Services	0.07
Accounts Payable	0.20
Oxygen Finance – PSP	0.01
Counter Fraud Services*	-
Post Payment Verification	0.00
Total	**2.2**

Explanation of Appendices

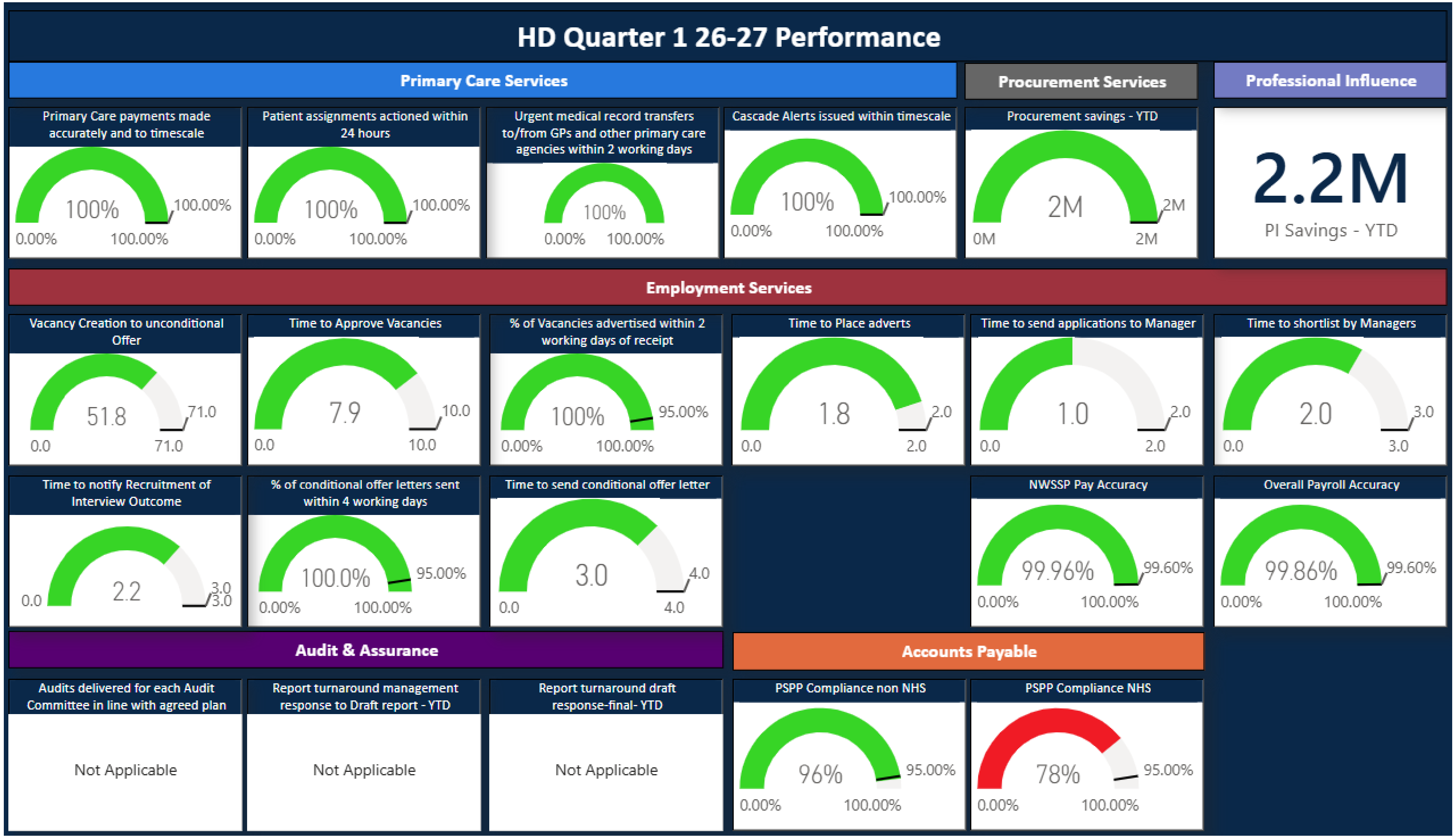
Appendix 1 provides the June performance for your health organisation against the Lead indicators with comparison data for the rolling twelve-month period to 30th June 2026.

Appendix 2 provides June 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 30th June 2026.

Appendix 3 highlights the position for all health organisations at the end of June 2026.

Appendix 4 highlights the Outcome measures reporting at the end of June 2026 along with some supporting information.

Summary Performance



Action Plan for Lead Indicators

There was one KPI showing as red for the in-month June position.

There were no KPI’s showing as amber for the in-month June position.

Accounts Payable - NHS PSPP

HD High Level - KPIs Jun 26	Target	30/09/2025	31/12/2025	31/03/2026	30/06/2026	Trend
		Accounts Payable				
PSPP Compliance non NHS	95%	96.2%	96.8%	96.6%	96.0%	
PSPP Compliance NHS	95%	85.8%	98.9%	81.6%	78.4%	

What is happening?
PSPP Compliance NHS missed the 95% target during Quarter 1 reporting 78.4%.

What are we doing about it?
Accounts Payable continues to support NHS and non-NHS PSPP reporting by providing regular updates and invoice on hold data to help address the performance.

Accounts Payable

GIG CYMRU NHS WALES Partneriaeth Cydwasanaethau Shared Services Partnership

For Information - The following table highlights the All-Wales performance in relation to P2P as at the end of June 2026.

All Wales Accounts Payable data - March 2026 to June 2026

	AB		BCU		C&V		CTM		DHCW		HEIW		HD		POWYS		PHW		SBU		VEL		WAST		TOTAL	
	End of March	End of June	End of March	End of June	End of March	End of June	End of March	End of June	End of March	End of June	End of March	End of June	End of March	End of June	End of March	End of June	End of March	End of June	End of March	End of June	End of March	End of June	End of March	End of June	End of March	End of June
Number of Invoices on Hold	6,347	6,598	7,299	7,796	6,546	6,243	6,665	5,777	121	111	334	215	3,121	3,324	816	944	910	1,056	4,360	5,197	1,818	1,554	506	562	38,843	39,377
Value of Invoices on Hold £m	17.904	13.954	20.849	23.085	22.489	27.972	24.920	14.619	1.768	44.161	2.192	4.477	15.615	20.346	19.175	17.828	4.251	7.580	17.905	13.300	10.933	15.067	2.665	10.110	160.666	212.499
No of Invoices on hold > 30 days	4,347	4,910	4,910	5,162	4,354	3,891	4,372	4,119	60	72	89	65	1,778	1,913	422	531	497	579	2,575	3,324	1,086	921	192	249	24,682	25,736
%age of invoices disputed		48.9%		33.3%		25.9%		38.3%		50.5%		36.7%		22.7%		39.4%		34.1%		35.2%		39.5%		27.6%		34.7%
Over 30 days %age invoices not in dispute		42.5%		58.1%		65.5%		52.3%		31.9%		4.6%		66.2%		48.4%		51.5%		52.0%		48.1%		55.4%		63.5%
No of invoices on No PO No Pay Hold	927	898	814	870	462	293	862	815	11	15	10	5	106	96	127	173	97	140	699	918	233	148	87	116	4,435	4,487
No of NPNP invoices - Top 15 suppliers	237	276	191	276	100	59	240	275	4	4	1	1	5	6	36	26	2	14	296	373	62	30	12	6	1,186	1,346
No of invoice lines - Receipting hold	4,934	4,337	4,948	5,212	3,484	4,241	5,139	3,773	50	36	30	25	3,400	3,350	493	738	362	510	3,489	3,830	946	659	208	303	27,483	27,014
Priority Supplier - Rebate income - YTD	£37,216	£7,370	£117,600	£17,106	£63,189	£15,167	£105,499	£17,212	£5,376	£1,122	£1,530	£181	£28,834	£5,774	£5,325	£1,361	£4,967	£917	£105,293	£21,303	£61,279	£14,601	£70,894	£12,042	607,002	£114,156

Key
- Deterioration on end of March position
- Same as end of March position
- Improvement end of March position

Appendix 1 – Performance for the period to 30th June 2026

GIG CYMRU NHS WALES | Partneriaeth Cydwasanaethau Shared Services Partnership

HD High Level - KPIs Jun 26	Target	30/09/2025	31/12/2025	31/03/2026	30/06/2026	Trend
Financial Information						
Professional Influence Savings - YTD		£4.398 m	£7.271 m	£15.181 m	£2.186 m	
Employment Services Payroll Services						
NWSSP Pay Accuracy	99.6%	99.98%	99.99%	99.98%	99.96%	
Overall Pay Accuracy	99.6%	99.91%	99.89%	99.88%	99.86%	
Organisation KPIs Recruitment						
% of vacancy creation to unconditional offer within 71 days		86.6%	86.8%	87.5%	88.5%	
Vacancy creation to unconditional offer	71	52.2	51.4	49.8	51.8	
% of vacancies approved within 10 working		91.5%	84.8%	82.8%	81.5%	
Time to Approve Vacancies	10	5.9	7.8	9.1	7.9	
% of vacancies shortlisted within 3 working		90.4%	90.8%	91.5%	91.7%	
Time to Shortlist by Managers	3	1.7	1.4	1.6	2.0	
% of interview outcomes notified within 3 working		88.5%	79.7%	85.7%	91.3%	
Time to notify Recruitment of Interview Outcome	3	1.6	2.0	1.8	2.2	
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	1.8	1.9	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	1.1	1.1	1.0	
% of conditional offer letters sent within 4 working	95.00%	100.0%	99.3%	100.0%	100.0%	
Time to send Conditional Offer Letter	4	3.6	3.7	3.6	3.3	
Procurement Services						
Procurement savings - YTD		Target £2.046m Actual £3.973m	Target £2.284m Actual £5.300m	Target £2.864m Actual £6.346m	Target £1.712m Actual £1.841m	
Accounts Payable						
PSPP Compliance non NHS	95%	96.2%	96.8%	96.6%	96.0%	
PSPP Compliance NHS	95%	85.8%	98.9%	81.6%	78.4%	
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%	88%	67%	76%	Not Applicable	
% of audit outputs in progress		27%	14%	21%	6%	
Report turnaround management response to Draft report - YTD	80%	86%	90%	80%	Not Applicable	
Report turnaround draft response-final- YTD	80%	100%	100%	100%	Not Applicable	

Appendix 2 – All Wales Performance for the period to 30th June 2026

ALL WALES KPIs		30/09/2025	31/12/2025	31/03/2026	30/06/2026	Trend
Primary Care Services						
Prescription - Payment Month keying Accuracy rates	99%	99.81%	99.23%	99.70%	99.79%	
Prescriptions processed (Apr)		42m	50m	72m	7m	
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%	98.4%	99.3%	99.3%	99.0%	
CTeS						
P1 incidents raised with the Central Team are responded to within 20 minutes	80%	Not Applicable	Not Applicable	Not Applicable	100%	
BACS Service Point tickets received before 14.00 will be processed the same working day	92%	99%	100%	100%	100%	
Digital Workforce						
DWS % Calls Handled	85%	98%	96%	91%	93%	
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 (Commercial)	92%	100%	100%	100%	100%	
Pharmacy Services						
Complaints	0	0	0	0	0	
Medical Examiner						
Deaths Scrutinised		100%	100%	100%	One Month Reporting Lag	
All Wales Laundry						
Orders dispatched meeting customer standing orders	90%	97%	98%	94%	94%	
Microbiological contact failure points	85%	95%	95%	97%	99%	
Number of pieces of returned linen by customer not meeting quality standards	<100	0	0	0	0	

Appendix 3 – Health Org Performance comparison 30th June 2026

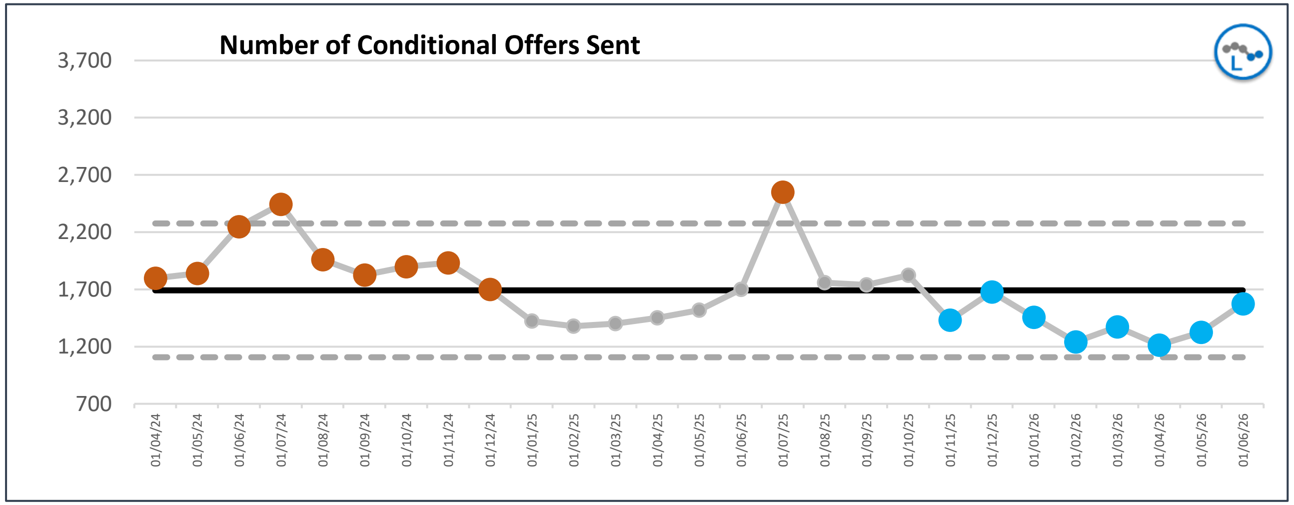
KPIs Jun 26	KFA	Target	SB	AB	BCU	C&V	CTM	HD	PHW	PTHB	VEL	WAST	HEIW	DHCW
HEALTH ORG KPIs Financial Information														
Professional Influence Savings- YTD	Our Value		£4.319 m	£5.998 m	£13.450 m	£5.435 m	£13.868 m	£2.186 m	£0.093 m	£0.185 m	£1.288 m	£0.132 m	£0.015 m	£0.001 m
Employment Services														
Payroll Services														
NWSSP Pay Accuracy	Our Services	99.6%	99.96%	99.98%	99.99%	99.97%	99.96%	99.96%	99.89%	99.97%	100.00%	100.00%	100.00%	100.00%
Overall Pay Accuracy	Our Services	99.6%	99.84%	99.91%	99.89%	99.87%	99.79%	99.86%	99.79%	99.71%	99.88%	99.71%	99.87%	99.96%
Calls Handling % Quarterly Average	Our Services	95%	98.8%											
Orgalisation KPIs Recruitment														
Vacancy creation to unconditional offer	Our Services	71 days	108.8	59.9	60.4	86.3	73.3	51.8	51.7	58.0	56.3	67.3	55.3	119.2
Time to Approve Vacancies	Our Services	10 days	40.8	8.7	5.4	17.0	29.9	7.9	4.4	3.5	0.6	0.9	9.6	Not Applicable
Time to Shortlist by Managers	Our Services	3 days	6.6	5.1	5.4	7.2	6.1	2.0	4.8	5.4	7.8	2.9	7.1	Not Applicable
Time to notify Recruitment of Interview Outcome	Our Services	3 days	7.1	3.1	2.3	3.4	2.1	2.2	3.2	2.9	2.6	1.5	6.1	6.0
NWSSP KPIs Recruitment														
Time to Place Adverts	Our Services	2 days	1.5	1.8	1.5	1.9	1.7	1.8	1.8	1.9	1.6	1.7	1.9	Not Applicable
Time to Send Applications to Manager	Our Services	2 days	1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.8	1.0	1.0	1.0	Not Applicable
Time to send Conditional Offer Letter	Our Services	4 days	3.7	3.7	3.7	3.2	3.6	3.3	3.5	3.4	3.8	3.8	4.0	4.0
Calls Handling % Quarterly Average	Our Services	95%	99.6%											
Procurement Services														
Procurement Savings- YTD	Our Value		Target £3.750m Actual £2.694m	Target £4.285m Actual £5.323m	Target £3.885m Actual £3.972m	Target £5.113m Actual £4.914m	Target £3.072m Actual £2.773m	Target £1.712m Actual £1.841m	Target £0.000m Actual £0.000m	Target £0.174m Actual £0.177m	Target £0.886m Actual £0.919m	Target £0.000m Actual £0.004m	Target £0.005m Actual £0.000m	Target £0.000m Actual £0.000m
Accounts Payable														
Call Handling% - Quarterly Average	Our Services	95%	97.7%											
PSPP Compliance non NHS	Our Services	95%	97.1%	97.0%	92.6%	96.7%	95.5%	96.0%	96.7%	92.7%	96.3%	98.1%	98.1%	99.1%
PSPP Compliance NHS	Our Services	95%	87.5%	95.8%	89.0%	89.6%	83.1%	78.4%	97.2%	78.8%	91.4%	83.7%	98.8%	98.8%
Audit & Assurance														
Audits reported to Agreed Audit Committee (Excluding External Factors)	Our Services	80%	100%	100%	50%	100%	Not Applicable	Not Applicable	100%	100%	100%	100%	100%	100%
% of Audit outputs in progress	Our Services		24%	7%	26%	13%	13%	6%	25%	15%	7%	0%	9%	29%
Report turnaround (15 days) management response to Draft report - YTD	Our Services	80%	Not Applicable	Not Applicable	100%	100%	100%	Not Applicable	Not Applicable	100%	Not Applicable	Not Applicable	100%	Not Applicable
Report turnaround (10 days) draft response- final- YTD	Our Services	80%	Not Applicable	Not Applicable	Not Applicable	100%	Not Applicable	Not Applicable	Not Applicable	100%	Not Applicable	Not Applicable	Not Applicable	Not Applicable
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 tralsfers 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

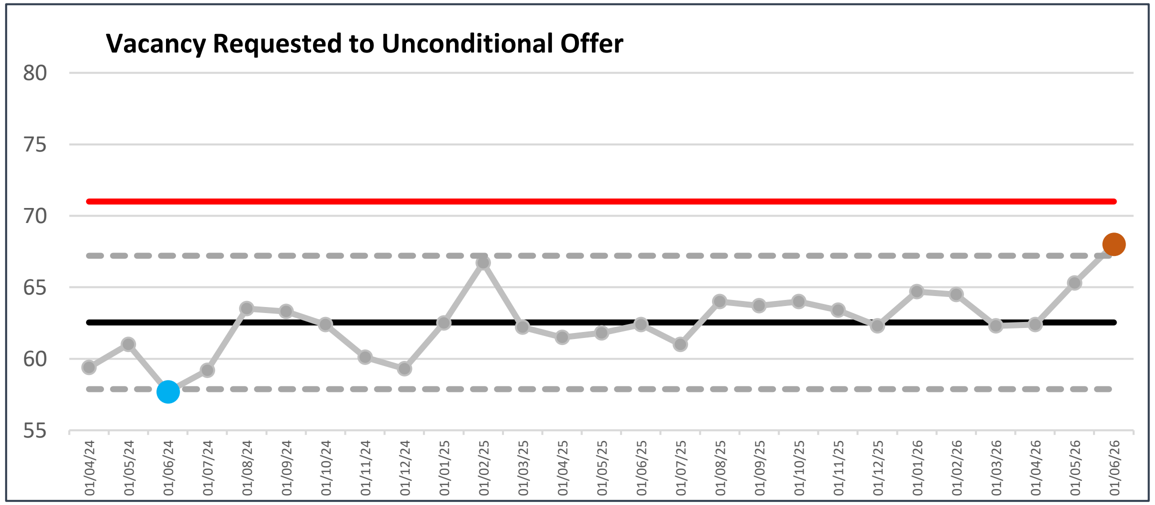
Employment Services – Recruitment

GIG CYMRU NHS WALES Partneriaeth Cydwasanaethau Shared Services Partnership

For information - All Wales performance in relation to recruitment time to hire for the last 12 months ending June 26.

Recruitment		Vacancy Creation to Unconditional Offer												
Org	Target	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Trend
AB	71	61	58	62	60	68	63	57	64	63	57	56	60	60	
BCU	71	63	68	64	65	62	62	66	68	70	68	64	59	60	
CV	71	94	102	104	98	107	116	90	95	94	84	94	92	86	
CTM	71	70	71	70	69	71	74	77	76	85	80	80	80	73	
HD	71	50	49	55	52	48	50	51	55	59	50	49	52	52	
HEIW	71	58	63	55	49	49	55	61	58	60	48	49	55	55	
DHCW	71	46	48	59	57	47	47	46	55	56	61	49	70	119	
NWSSP	71	58	42	52	57	54	48	51	55	54	56	57	55	56	
PTHB	71	71	58	68	64	72	78	69	71	62	65	61	65	58	
PHW	71	58	59	55	53	61	61	50	62	50	47	56	67	52	
SBU	71	70	70	80	73	85	79	81	85	92	86	105	112	109	
VEL	71	54	50	57	63	54	44	53	53	55	58	50	51	58	
WAST	71	76	78	63	72	74	88	77	71	75	70	68	61	67	
All Wales	71	62	61	64	64	64	63	62	65	65	62	62	65	68	





Employment Services – Recruitment

Partneriaeth Cydwasanaethau
Shared Services Partnership

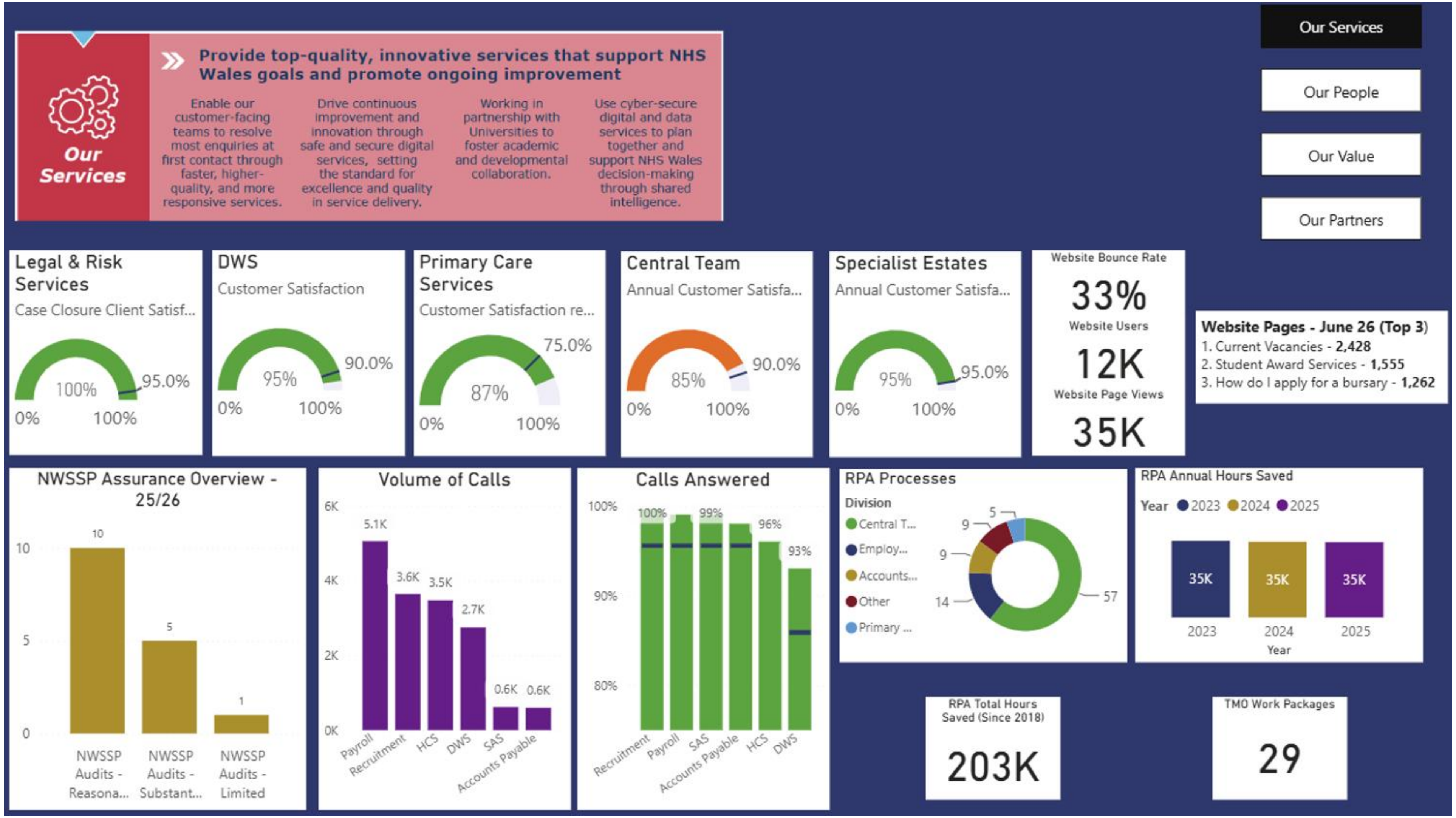
The charts below show the Vacancy creation to unconditional offer performance for the individual organisations January – June 26.

Appendix 4 – Outcome Reporting

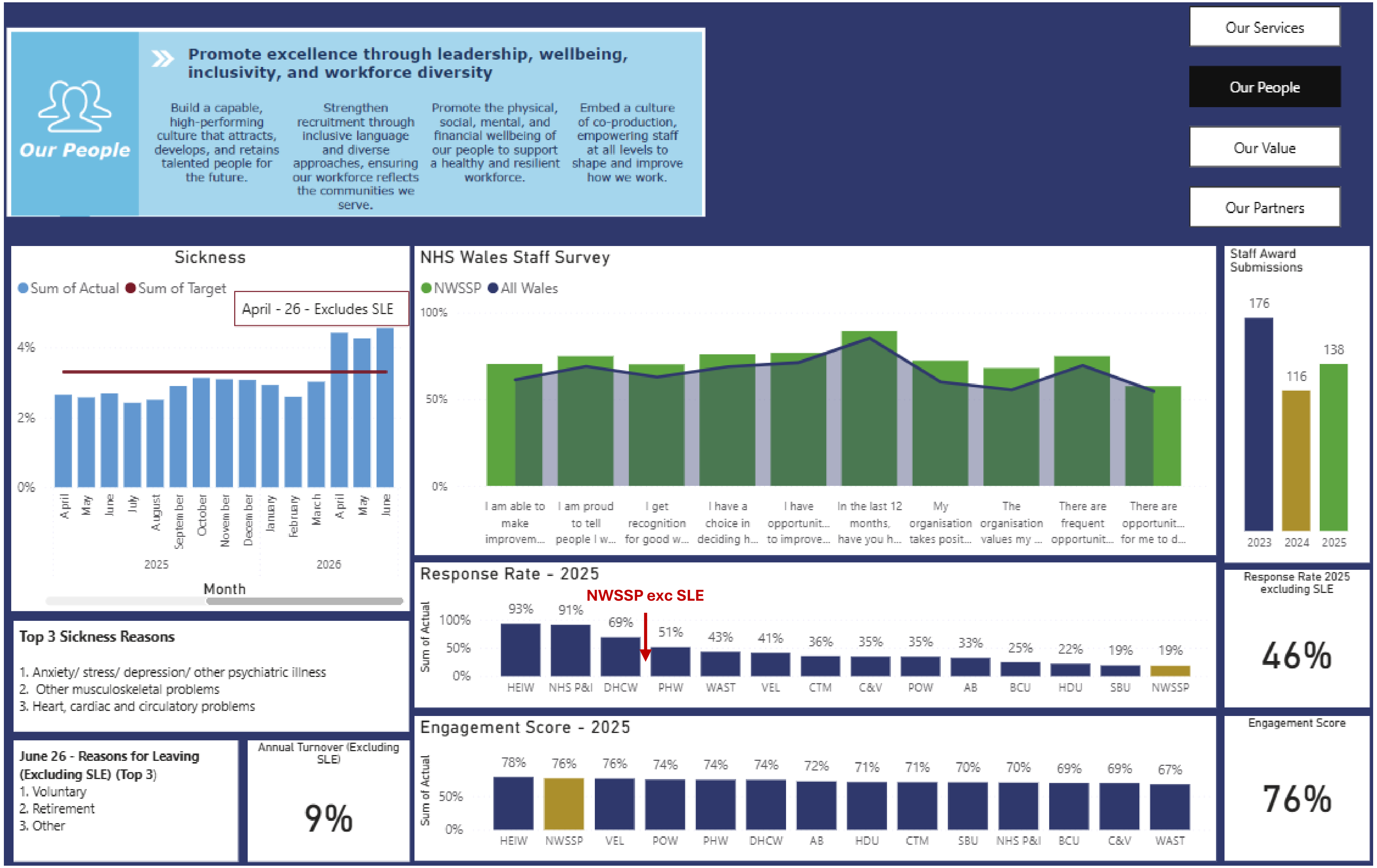
Delivering Value, Innovation and Excellence through Partnership

GIG CYMRU NHS WALES | Partneriaeth Cydwasanaethau Shared Services Partnership

Our Services

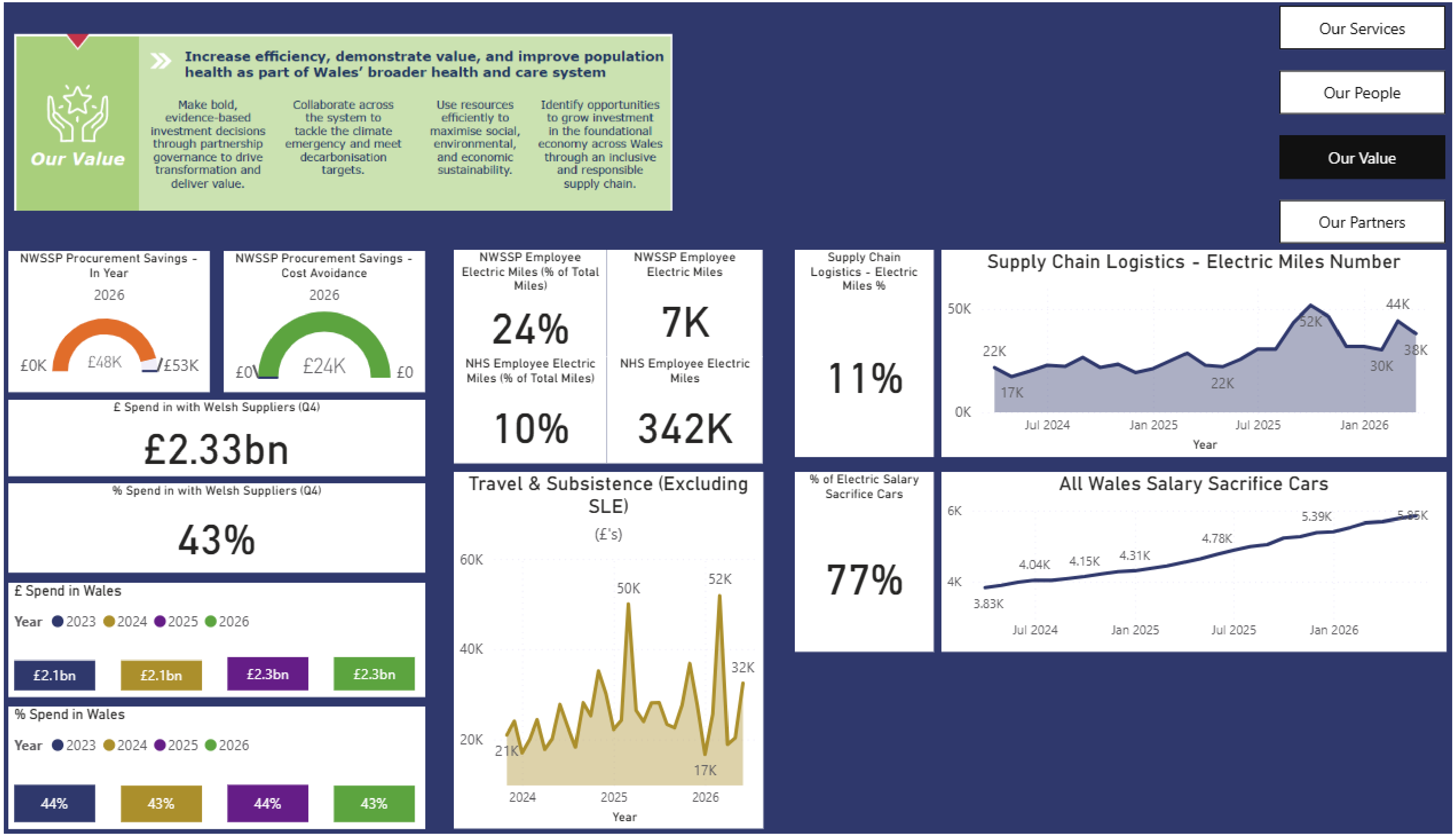


Our People


Promote excellence through leadership, wellbeing, inclusivity, and workforce diversity
Our People
Build a capable, high-performing culture that attracts, develops, and retains talented people for the future.
Strengthen recruitment through inclusive language and diverse approaches, ensuring our workforce reflects the communities we serve.
Promote the physical, social, mental, and financial wellbeing of our people to support a healthy and resilient workforce.
Embed a culture of co-production, empowering staff at all levels to shape and improve how we work.
Our Services
Our People
Our Value
Our Partners
Sickness
Sum of Actual
Sum of Target
April - 26 - Excludes SLE
4%
2%
0%
April
May
June
July
August
September
October
November
December
January
February
March
April
May
June
2025
2026
Month
NHS Wales Staff Survey
NWSSP
All Wales
100%
50%
0%
I am able to make improvem...
I am proud to tell people I w...
I get recognition for good w...
I have a choice in deciding h...
I have opportunit... to improve...
In the last 12 months, have you h...
My organisation takes posit...
The organisation values my ...
There are frequent opportunit...
There are opportunit... for me to d...
Staff Award Submissions
176
116
138
2023
2024
2025
Response Rate - 2025
NWSSP exc SLE
Sum of Actual
100%
50%
0%
93%
91%
69%
51%
43%
41%
36%
35%
35%
33%
25%
22%
19%
19%
HEIW
NHS P&I
DHCW
PHW
WAST
VEL
CTM
C&V
POW
AB
BCU
HDU
SBU
NWSSP
Response Rate 2025 excluding SLE
46%
Top 3 Sickness Reasons
1. Anxiety/ stress/ depression/ other psychiatric illness
2. Other musculoskeletal problems
3. Heart, cardiac and circulatory problems
Engagement Score - 2025
Sum of Actual
50%
0%
78%
76%
76%
74%
74%
74%
72%
71%
71%
70%
70%
69%
69%
67%
HEIW
NWSSP
VEL
POW
PHW
DHCW
AB
HDU
CTM
SBU
NHS P&I
BCU
C&V
WAST
Engagement Score
76%
June 26 - Reasons for Leaving (Excluding SLE) (Top 3)
1. Voluntary
2. Retirement
3. Other
Annual Turnover (Excluding SLE)
9%

Our Value

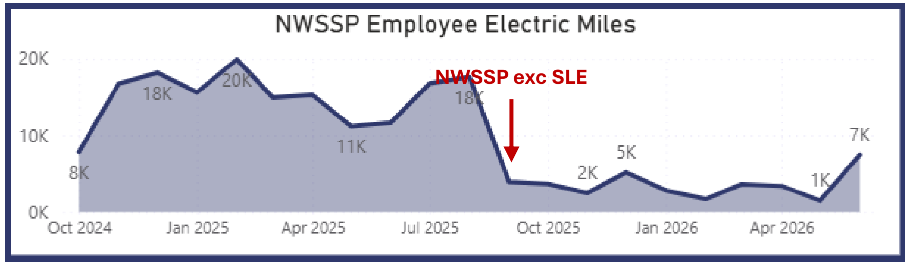
GIG CYMRU NHS WALES Partneriaeth Cydwasanaethau Shared Services Partnership

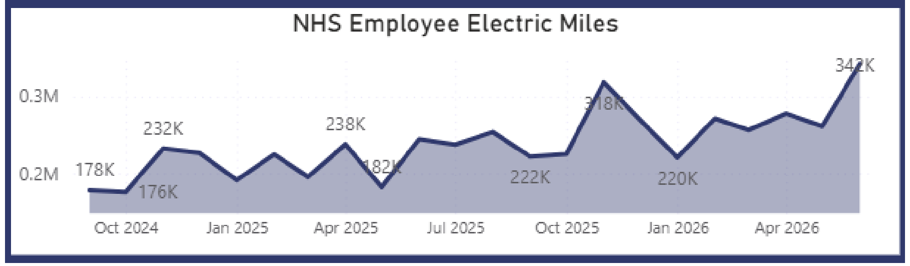


Mileage Claims

For information - The table below provides an overview of the total mileage claims by organisation, along with the proportion that are electric miles in June 26.

Organisation	Total Miles Claimed	Electric Miles Claimed	Electric Miles %
Cardiff & Vale	200,656	17,228	9%
WAST	157,427	20,354	13%
DHCW	10,990	2,313	21%
CVB	5,798	0	0%
Public Health	61,926	5,871	9%
AB	471,773	48,828	10%
NWSSP SLE	329,755	24,244	7%
NWSSP exc SLE	30,943	7,421	24%
BCU	680,073	86,198	13%
Powys	205,440	15,291	7%
HEIW	12,869	3,206	25%
Hywel Dda	518,410	38,359	7%
Cwm Taf	470,856	40,204	9%
Velindre	24,192	1,702	7%
Swansea Bay	383,321	31,084	8%
Total	3,564,429	342,303	10%

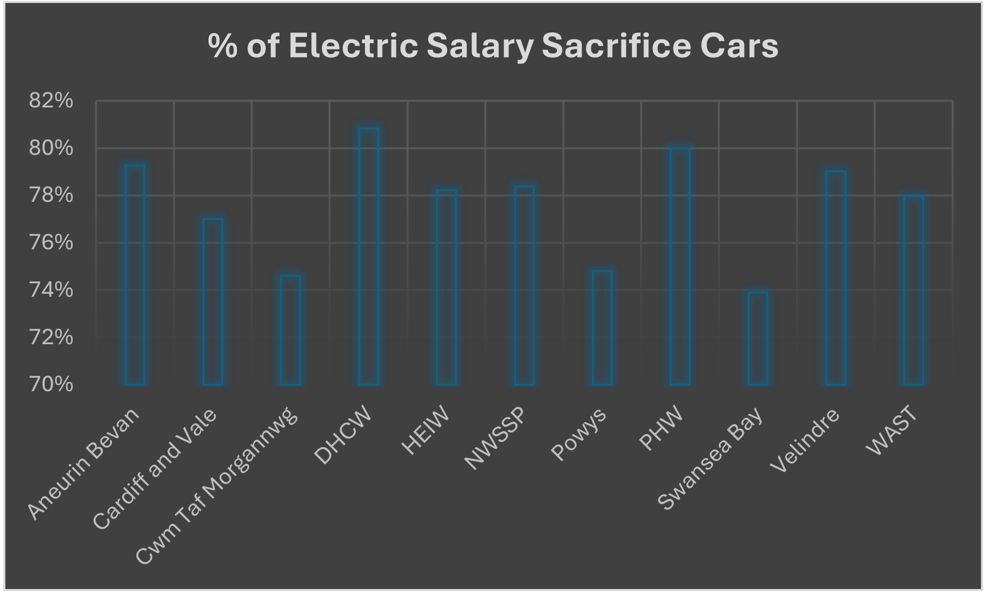




Salary Sacrifice Cars

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 June 26.

Organisation	Total Cars	Live Electric	Live Hybrid	Live Petrol	% Electric
Aneurin Bevan	**1124**	891	207	26	79%
Cardiff and Vale	**1105**	851	216	38	77%
Cwm Taf Morgannwg	**996**	743	212	41	75%
DHCW	**167**	135	29	3	81%
HEIW	**78**	61	15	2	78%
NWSSP	**370**	290	79	1	78%
Powys	**127**	95	25	7	75%
PHW	**180**	144	32	4	80%
Swansea Bay	**1038**	767	225	46	74%
Velindre	**143**	113	27	3	79%
WAST	**526**	410	104	12	78%
TOTAL	**5854**	**4500**	**1171**	**183**	**77%**



Our Partners

Our Services

Our People

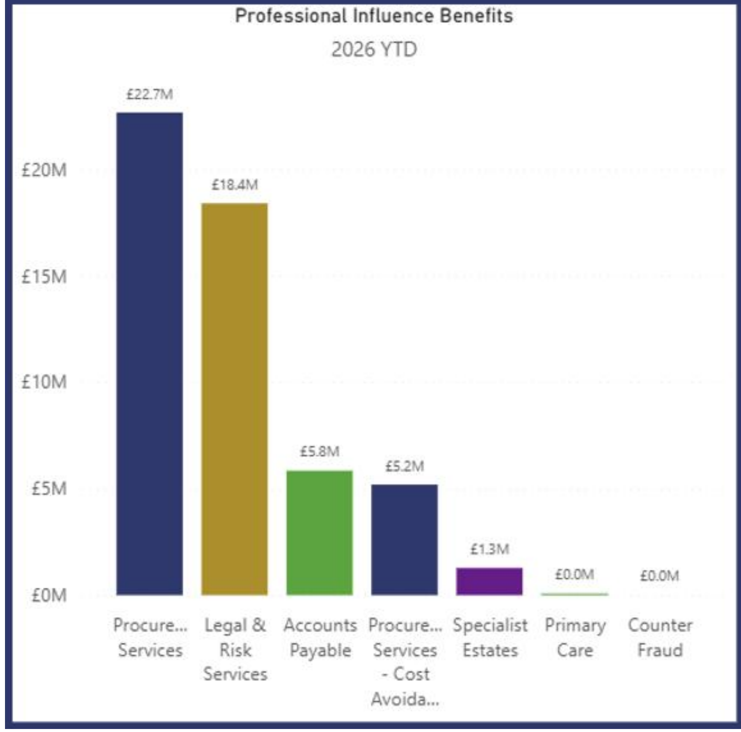
Our Value

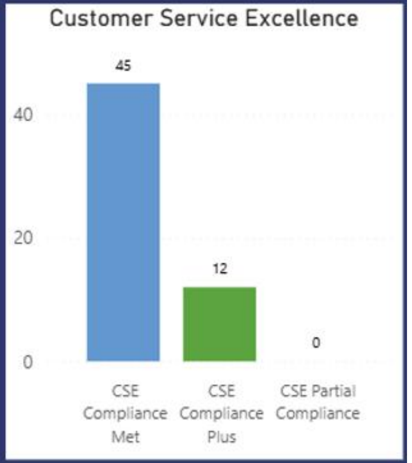
Our Partners

Our Partners

Enhance collaboration through mutual partnership to achieve shared health goals and better services

- Work in co-production with our partners to design and deliver services that improve outcomes and value across health and care.
- Collaborate with health and care organisations, industry, and academia to share insight, innovation, and expertise.
- Strengthen system-wide relationships that enable collective planning and sustainable improvement for NHS Wales.
- Demonstrate leadership in partnership working, building trust and alignment to deliver shared priorities across the health and care system.





Voice of the Customer

This summary consolidates feedback gathered during recent performance meetings with NHS Health Organisations. It captures recurring themes expressed by stakeholders across divisions, grouped under “Areas of Strength” and “Areas for Consideration.” The intent is to inform continuous improvement efforts, surface emerging opportunities, and celebrate areas of high performance as voiced directly by our partners. The themes are not attributed to individual organisations but reflect collective insight.

Areas of Strength

Theme	Summary of Customer Voice
Strong Working Relationships	Praise for collaborative and supportive engagement with NWSSP teams, particularly in Accounts Payable, **Recruitment**, Audit, **Legal, Single Lead Employer** and Employment Services.
Responsiveness & Timeliness	Acknowledgement of improved responsiveness and timely support in several areas including Audit, Recruitment and **local Procurement**.
System Developments	Positive feedback regarding the usability and usefulness of the SMA application.
Engagement & Communication	Customers feel well engaged, particularly where performance is transparent and support is proactive.
Data Insight	Additional data and insights now shared routinely has received positive feedback and generated meaningful discussion.

Areas of Consideration

Theme	Summary of Customer Voice	What we have done or are doing
Recruitment Efficiency	High applicant volumes causing delays. Desire for automation, AI screening, possible use of filter questions and system usability.	Potential process improvements for handling high-volume recruitment across NHS Wales organisations.
Audit & Assurance Timeliness	Acknowledgement of delays in management responses causing delays to audit report turnaround times. Consider improving communication.	We are now ensuring that target response times are communicated to the service at the start of each audit
Customer Satisfaction Insight	Interest in more qualitative satisfaction data across services where we do not currently report – not just cost or performance metrics.	In development.
System & Process Development	Improvements in internal systems, smarter forms, and innovation in service delivery. **Share best practice with health org colleagues.**	Our Transformation Management Office and service teams are regularly collaborating to identify and implement service improvements, including the use of new technologies such as **Robotic Process Automation (RPA) and Power Automate**.
Benchmarking & Best Practice	Interest in learning from high-performing areas by sharing success stories and comparative performance insights.	We are developing a breakdown of our performance measures by each individual health organisation
Common Approach	**Identify areas where health boards do things differently within their teams and identify good practice suggestions.**	**Work with divisions to identify where processes differ and share examples of good practice**.
Data insight	**Stronger data science capability is needed to support analysis, insights and value realisation across services.**	**Explore how insight is shared across the health organisations.**

Any specific points from the meetings are being picked up with the relevant division separately.

Audit & Assurance performance final position for 2025/26.

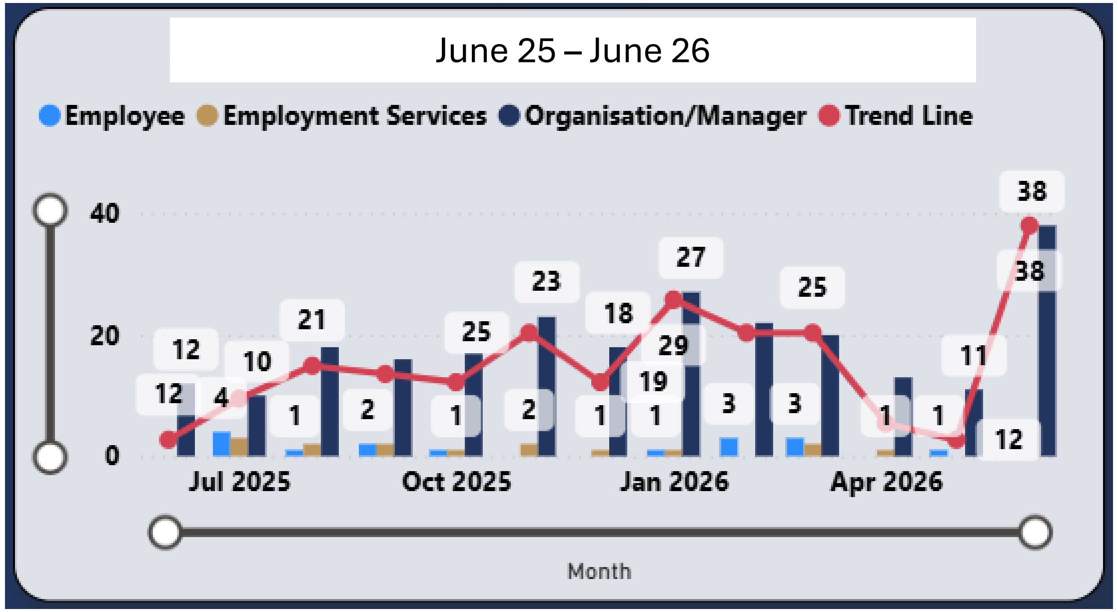
Client	Total Reviews Planned	Audits Reported (Draft/Final)	Audits in Progress	Report turnaround fieldwork to draft reporting [10 days]	Report turnaround management response to draft report [15 days]	Report turnaround draft response to final reporting [10 days]
Aneurin Bevan	25	100.00%	0.00%	100.00%	50.00%	100.00%
Betsi Cadwaladr	34	94.00%	6.00%	100.00%	64.00%	100.00%
Cardiff & Vale	33	97.00%	3.00%	100.00%	70.00%	100.00%
Cwm Taf Morgannwg	29	86.21%	13.79%	100.00%	33.33%	100.00%
DHCW	12	100.00%	0.00%	100.00%	58.00%	100.00%
HEIW	11	100.00%	0.00%	100.00%	81.82%	100.00%
Hywel Dda	29	100.00%	0.00%	100.00%	73.00%	100.00%
NWSSP	16	93.75%	6.25%	100.00%	73.00%	100.00%
PHW	12	100.00%	0.00%	100.00%	91.67%	100.00%
Powys THB	21	95.00%	5.00%	100.00%	84.00%	100.00%
Swansea Bay	26	100.00%	0.00%	85.00%	70.00%	100.00%
Velindre	17	100.00%	0.00%	100.00%	73.00%	100.00%
WAST	20	100.00%	0.00%	80.00%	80.00%	100.00%
Total	**285**	**97.38%**	**2.62%**	**97.31%**	**69.37%**	**100.00%**

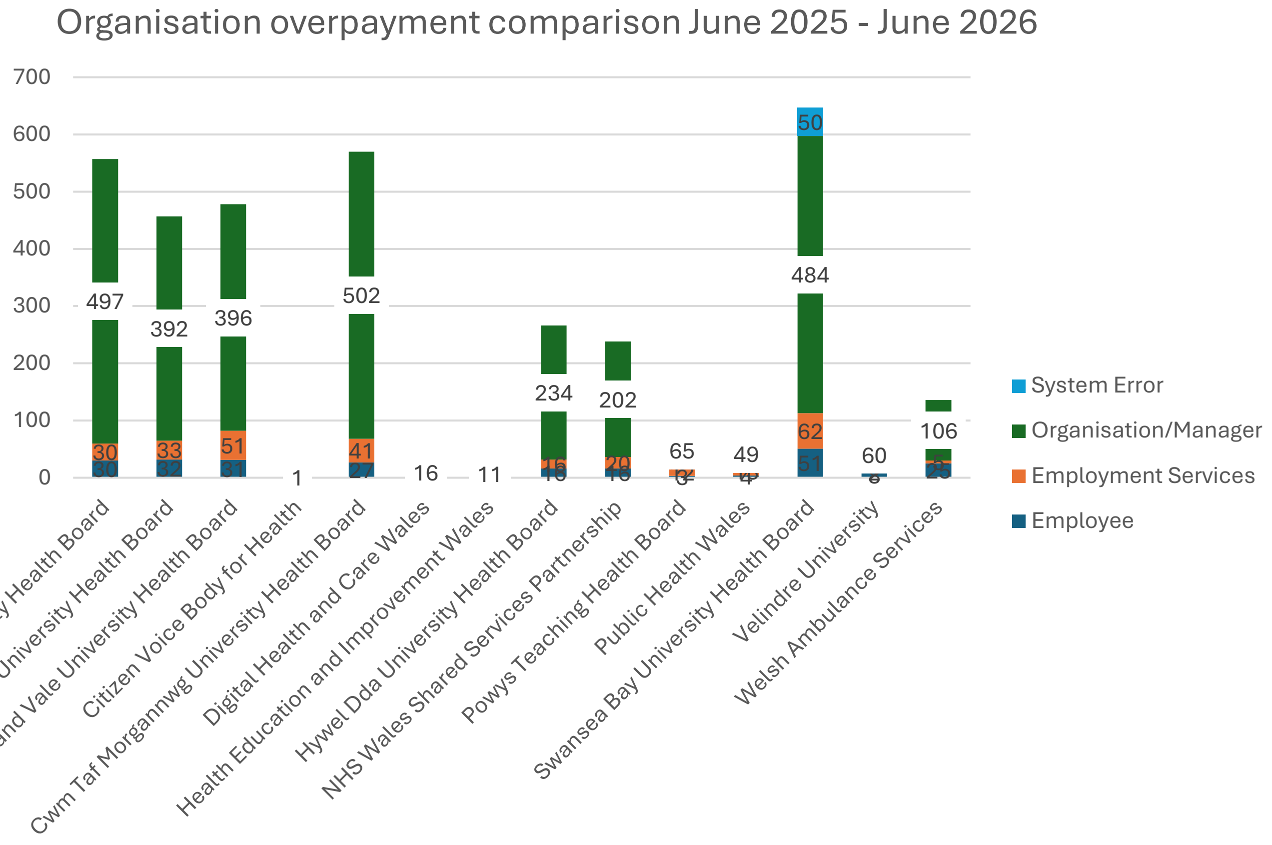
Supporting information for the Procurement savings - The table below provides an overview of the identified cash releasing procurement savings by procurement team for April – June 2026.

HB – Hywel Dda	**HDT**	
TEAM DELIVERING SAVINGS (APR–JUN)	**Target**	**Actual**
HYWEL DDA PROCUREMENT TEAM	£82,508	£147,260
NATIONAL - CLINICAL	£10,000	£76,799
NATIONAL - ENERGY	-	£3,367
NATIONAL - HOTEL SERVICES AND TEXTILES	£21,848	-
NATIONAL - ICT & OFFICE EQUIPMENT	-	£3,105
NATIONAL - MAINTENANCE	£2,049	£4,531
NATIONAL - MEDICAL	£6,533	£11,981
NATIONAL - PHARMACY	£1,585,036	£1,594,117
NATIONAL - PROVISIONS	£4,326	£143
TOTAL	**£1,712,300**	**£1,841,303**

Payroll Overpayments

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 June 2025 to June 2026.





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

NWSSP Opportunities – For information

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NWSSP Opportunities

2026/27 work already commenced - The table below summarises the opportunities already under way.

Initiative	Strategic benefit	Impact	Status	Next milestone	Lead	Target Date
Estate rationalisation	Rationalise the estate footprint and secure sustainable accommodation solutions across South East and North Wales.	£ cost saving	Search activity is under way in South East Wales. Engagement with partner organisations is planned to test North Wales options, including Llandudno Junction.	Complete the option appraisal and confirm the preferred estate solution.	Jonathan Nettleton *(Head of Estates and Facilities)*	Q2
Laundry service efficiency review	Improve the sustainability of laundry services through service reconfiguration or external income generation.	Operational efficiency £ income generation	An option appraisal is in progress to assess service consolidation and wider market opportunities.	Conclude the appraisal and identify the recommended delivery model.	Anthony Hayward *(Assistant Director of Laundry Operations)*	Q2
Accounts Payable redesign	Increase efficiency and release capacity through automation and a standardised operating model.	£ Cost saving Operational efficiency	A baseline assessment has been completed and is informing the wider change approach. New Head of Accounts Payable appointed to start in post in October 2026.	Develop the change plan and confirm implementation timetable.	Linsay Payne *(Deputy Director of Finance with responsibility for Accounts Payable)*	Q3/Q4
Fleet optimisation Review	Identify opportunities to improve fleet efficiency, utilisation and value for money.	£ Cost saving Operational efficiency	Delivery is linked to the external review commissioned through the agreed PBC for 2025/26.	Receive the review findings and agree the priority improvement actions.	Jonathan Irvine *(Director of Procurement & Health Courier Services)*	Q2
Payroll modernisation	Modernise payroll delivery and release capacity in advance of the Future Workforce Solution.	£ Cost saving Operational efficiency	Progress is dependent on Swansea Bay's transition to SMA App, which remains a key prerequisite.	Confirm the dependency timeline and agree the scope of modernisation.	Darren Rees *(Deputy Director of Employment Services)*	Q2
Procurement framework access model	Generate additional income through framework access arrangements for non-NHS Wales organisations.	£Income generation	The opportunity has been identified and now requires development into a deliverable commercial model. Engagement has been undertaken with 3rd parties and we are awaiting final confirmation.	Develop the business proposition, pricing approach and implementation plan.	Jonathan Irvine *(Director of Procurement & Health Courier Services)*	Q2

NWSSP Opportunities

2026/27 work already commenced - *Continued*

Initiative	Strategic benefit	Impact	Status	Next milestone	Lead	Target Date
Direct purchasing agreements	Strengthen supply resilience through direct purchasing arrangements with manufacturers. Value and Sustainability on non-pay.	Quality £Cost saving	The opportunity has been identified and is ready for prioritisation and market scoping. Engagement has begun with potential manufacturers.	Confirm priority categories and commence market engagement.	Jonathan Irvine *(Director of Procurement & Health Courier Services)*	Q2
TrAMs programme delivery – Additional benefits	Improve resilience and deliver cash-releasing benefits through the TrAMs programme.	Quality £Cost saving	Delivery is progressing through the existing programme, with South West and North hub projects now mobilised.	Monitor hub delivery milestones and confirm the associated benefit profile. Additional opportunities on ward boxes and pharmacy offerings.	Laura Jayne Keating *(Director of Pharmacy Services)*	Yr 1-3
Future Workforce Solution delivery	Reduce external dependency and streamline transactional HR services through a centralised delivery model.	Operational Efficiency	This work sits within the wider FWS programme and now requires clearer definition of scope and expected benefits.	Confirm scope, dependencies and anticipated service and financial benefits.	Gareth Hardacre *(Director of Workforce, OD and Employment Services)*	Yr 1-3
Oracle Finance point release	Support the Finance Operating Model through improved use of existing Oracle functionality.	Operational Efficiency	The opportunity has been defined and now requires formal agreement of scope and delivery requirements.	Agree the requirements and approve the delivery plan.	Alison Ramsey *(Director of Finance and Corporate Services)*	Q2
Medicines value procurement	Deliver targeted savings through enhanced analytics and more focused medicines procurement.	£Cost savings Quality Operational Efficiency	The opportunity has been identified, with investment required to enable the necessary analytical capability. Awaiting approval of business case by Welsh Government.	Develop the investment case and confirm the benefits profile.	Laura Jayne Keating *(Director of Pharmacy Services)*	Q2
Primary care low vision service	Improve user experience through a more responsive product access model.	Quality £Cost saving	The opportunity has been identified and now requires definition of the operational delivery model.	Confirm the operating model and implementation requirements.	Nicola Phillips *(Director of Primary Care Services)*	Q2

NWSSP Opportunities

Additional Opportunities - The table below summarises additional opportunities.

Initiative	Strategic benefit	Impact	Status	Lead
Medical workforce recruitment	Consistency of approach across NHS Wales. Alignment with workforce planning including international recruitment.	Quality £Cost Saving Operational Efficiency	A number of WODs have requested that NWSSP consider this opportunity.	Gareth Hardacre *(Director of Workforce, OD and Employment Services)*
All Wales Staff Bank	Easier cover for sickness, vacancies and busy periods. Less reliance on agency. Keeps experienced NHS workers within the service.	Quality £Cost Saving Operational Efficiency	Project scoping exercise established.	Gareth Hardacre *(Director of Workforce, OD and Employment Services)*
Primary Care procurement	Improved compliance with new Procurement Act. Consistency of approach across NHS Wales. Alignment with Community by Design principles. Knowledge of GP practice arrangements and established stakeholder relationships within Primary Care Services.	Quality	Primary Care Directors have raised concerns about compliance driven by capability and capacity concerns in their local teams. A recent Audit Wales report highlighted weaknesses in an isolated case. Lack of capacity within NWSSP to absorb this without additional resource.	Jonathan Irvine *(Director of Procurement & Health Courier Services)* Nicola Phillips *(Director of Primary Care Services)*
Estates procurement	Improved compliance with new Procurement Act. Consistency of approach across NHS Wales. Could be developed on a regional footprint, not necessarily a national footprint.	£Cost saving Operational Efficiency	Lack of capacity within NWSSP to absorb this without additional resource.	Jonathan Irvine *(Director of Procurement & Health Courier Services)* Stuart Douglas *(Director of Specialist Estates Services)*

Additional Opportunities - *Continued*

Initiative	Strategic benefit	Impact	Status	Lead
Local Counter Fraud Services – South West Wales	Regional collaboration model, whilst not mandating a national model. Consistency of approach to service delivery and risk assessment. Resilience in the workforce. Career development opportunities. Aligns with Counter Fraud Strategy for NHS Wales.		Request from DoFs in the South West region for NWSSP to host local counter fraud services under a Lead LCFS. Draft paper prepared by the DoFs shared with NWSSP in June 2026 for further development. Professional leadership and support from the Head of Counter Fraud Wales.	Alison Ramsey *(Director of Finance and Corporate Services)*
Accounts Receivable	Processing consistency with standardised policies for invoicing, credit checks, collections and write-offs. Improved customer experience with a single point of contact. Single source of truth for AR data allowing improved monitoring, benchmarking and analytics.	Operational Efficiency	Early stage of exploration.	Alison Ramsey *(Director of Finance and Corporate Services)*

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Longer-term initiatives - The table below summarises longer-term opportunities.

Initiative	Strategic benefit	Impact
All Wales Decontamination Services	Centralisation would reduce bureaucracy and present best service based upon locality and clinical need rather than organisational need. It provides an opportunity to reduce certification and accreditation costs by operating a single quality management system across Wales, thereby reducing the overhead in the maintenance of SOPS, equipment, training, and potentially spreading the costs of third party inspections. It also provides resilience by ensuring that the specialist expertise required is available across the whole of the Welsh NHS rather than being siloed within Health Boards.	Quality £Cost saving Operational Efficiency
Shared Business Services for Wider Public Sector	NWSSP already provides high-quality administrative and professional services across NHS Wales. By widening the scope of our services, NWSSP will be able to generate a public sector distribution back into NHS Wales. Investment may be needed for new systems/process in order to provide services to non-NHS bodies.	£Income generation

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