



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

|                                                        |                                                                            |
|--------------------------------------------------------|----------------------------------------------------------------------------|
| <b>DYDDIAD Y CYFARFOD:</b><br><b>DATE OF MEETING:</b>  | 30 June 2026                                                               |
| <b>TEITL YR ADRODDIAD:</b><br><b>TITLE OF REPORT:</b>  | NHS Wales Shared Services Partnership Performance Report Quarter 4 2025/26 |
| <b>CYFARWYDDWR ARWEINIOL:</b><br><b>LEAD DIRECTOR:</b> | Huw Thomas, Executive Director of Finance                                  |
| <b>SWYDDOG ADRODD:</b><br><b>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 (FPC) with summary performance data in respect of the services provided by NHS Wales Shared Services Partnership (NWSSP) for the quarter ended 31 March 2026 (Quarter 4 2025/26).

The Finance and Performance Committee is requested to receive an assurance from the content of the NWSSP Performance Report for Quarter 4 2025/26.

**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 2025-26, 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 31 March 2026.

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

In summary, of the 21 Lead indicators for Quarter 4 the performance is as follows:

|                   | Green | Amber | Red | Not Applicable |
|-------------------|-------|-------|-----|----------------|
| Quarter 4 2025/26 | 19    | 1     | 1   |                |
| Quarter 3 2025/26 | 20    | 1     |     |                |
| Quarter 2 2025/26 | 20    |       | 1   |                |
| Quarter 1 2025/26 | 17    |       | 1   | 3              |

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

### **Audit and Assurance – Audits reported to agreed Audit Committee (Excluding External Factors)**

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

- **Audits reported to agreed Audit Committee: Target 80%**

**Performance: 76% (Amber)**

#### *What is happening?*

Audits reported to agreed Audit Committee failed the 80% target reporting 76% as of March. Sixteen of the twenty-one reports were submitted on time. The delays were due to Internal resource pressures, client delays together with the audit field work taking longer than planned.

#### *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 submissions to Committees.

## Accounts Payable – NHS Public Sector Prompt Payment (PSPP)<sup>1</sup>

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

- **PSPP Compliance NHS: Target 95%**

**Performance: 81.6% (Red)**

*What is happening?*

PSPP Compliance NHS missed the 95% target during Quarter 4 reporting 82% with a **year-to-date position of 86.6%**.

*What is NWSSP doing about it?*

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

To improve compliance across the P2P process, the Core Accounting Team, local Procurement team and NWSSP Accounts Payable are working together to review issues and agree actions alongside NWSSP's national IOH initiatives. Despite raising this at the Finance and Digital Executive Improving Together Session in November and seeking Executive Team support to promote compliance as part of financial oversight, meeting the target remains challenging.

The Finance team has contacted another health board that has achieved the target to understand what processes could be applied in Hywel Dda. A key difference is that they require a Purchase Order for NHS suppliers, whereas NHS organisations are currently exempt under the all-Wales policy. They also provide dedicated resource to support the process.

The Health Board met the non NHS PSPP target at 31 March 2026 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 31 March 2026.

### Summary Assessment by NWSSP

The Quarter 4 performance for the organisation was good with 19 out of 21 KPIs showing as green. The time to hire target was achieved in March.

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<sup>1</sup> 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 disclose 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).

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

Both KPIs that did not achieve the target are a combination of NWSSP and Health Board responsibility. NWSSP continues to support the organisation in relation to audit and accounts payable performance.

Appendix 4 shows the Outcome measures that NWSSP has been working on at the end of March 2026 to highlight and report the impact and importance of what it does.

Extra tables and charts have been included by NWSSP to provide additional detailed insights gathered from feedback from health organisations performance meetings. These tables have been headed as 'For Information' within the various appendices. Accounts Payable (page 11) and Payroll Overpayments (page 24) are routinely monitored via the Financial Assurance paper presented to Audit and Risk Assurance Committee (ARAC).

### Argymhelliad / Recommendation

The Finance and Performance Committee is requested to:

- **RECEIVE ASSURANCE** from the content of the NWSSP Performance Report for Quarter 4 2025/26 that services provided are being delivered to expected standards; and
- **NOTE** the work being developed regarding outcome measures reporting.

| Amcanion: (rhaid cwblhau)<br>Objectives: (must be completed)                                               |                                                                                                                                |
|------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|
| Committee ToR Reference:<br>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:<br>Datix Risk Register Reference and Score:                 | Not Applicable                                                                                                                 |
| Parthau Ansawdd:<br>Domains of Quality<br><a href="#">Quality and Engagement Act (sharepoint.com)</a>      | Not Applicable                                                                                                                 |
| Galluogwyr Ansawdd:<br>Enablers of Quality:<br><a href="#">Quality and Engagement Act (sharepoint.com)</a> | Not Applicable                                                                                                                 |
| Amcanion Strategol y BIP:<br>UHB Strategic Objectives:                                                     | 6. Sustainable use of resources                                                                                                |

|                                                                                                                                           |                    |
|-------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| Amcanion Cynllunio<br>Planning Objectives                                                                                                 | Not Applicable     |
| Amcanion Llesiant BIP:<br>UHB Well-being Objectives:<br><a href="#">Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022</a> | 10. Not Applicable |

| <b>Gwybodaeth Ychwanegol:<br/>Further Information:</b>                                                                                                                     |                                                                                                                                                    |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|
| Ar sail tystiolaeth:<br>Evidence Base:                                                                                                                                     | Summary performance data in respect of the services provided by NHS Wales Shared Services Partnership (NWSSP) for the quarter ended 31 March 2026. |
| Rhestr Termiau:<br>Glossary of Terms:                                                                                                                                      | Contained within the body of the report.                                                                                                           |
| Partïon / Pwyllgorau â ymgynhorwyd<br>ymlaen llaw y Pwyllgor Cyllid a<br>Pherfformiad:<br>Parties / Committees consulted prior<br>to Finance and Performance<br>Committee: | Shared Services Partnership Committee (SSPC)                                                                                                       |

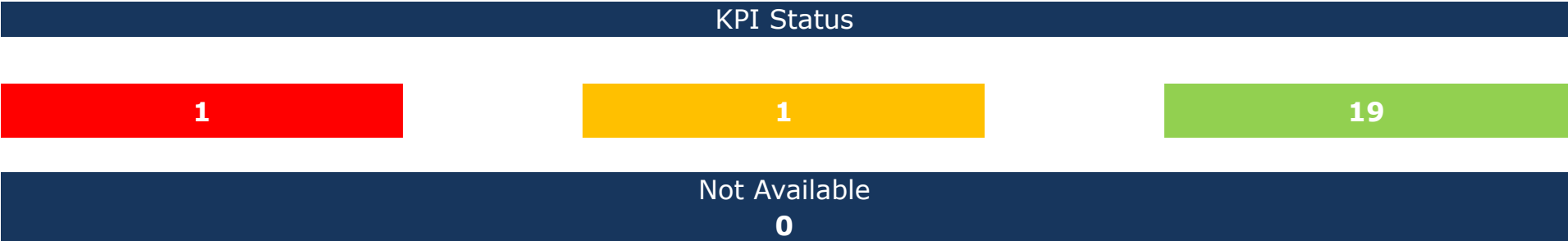
| <b>Effaith: (rhaid cwblhau)<br/>Impact: (must be completed)</b> |                                                                                                                                                       |
|-----------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Ariannol / Gwerth am Arian:<br/>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:<br/>Quality / Patient Care:</b>        | NWSSP has a remit to focus on delivering savings that can be re-invested in direct patient care.                                                      |
| <b>Gweithlu:<br/>Workforce:</b>                                 | NWSSP is hosted by Velindre NHS Trust and any workforce implications are dealt with by the Trust.                                                     |
| <b>Risg:<br/>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:<br/>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:<br/>Reputational:</b>   | Not Applicable |
| <b>Gyfrinachedd:<br/>Privacy:</b>  | Not Applicable |
| <b>Cydraddoldeb:<br/>Equality:</b> | Not Applicable |

# **NWSSP SUMMARY PERFORMANCE REPORT**

## **HYWEL DDA UNIVERSITY HEALTH BOARD**

**Period 1st January 2026 – 31st March  
2026**



**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)

## Key Messages

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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 March 2026.

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 4 performance for the organisation was good with 19 out of 21 KPIs showing as green.

The time to hire target was achieved in March .

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

Of the 2 KPIs that did not achieve the targets:

- 2 are a combination of NWSSP and Health Board responsibility.

NWSSP continue to support the organisation in relation to audit and 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 – March 2026 for the organisation is £15.2M with the breakdown in the following table.

| Service                     | YTD Benefit<br>£m |
|-----------------------------|-------------------|
| Specialist Estates Services | 0.17              |
| Procurement Services        | 6.35              |
| Legal & Risk Services       | 7.83              |
| Accounts Payable            | 0.57              |
| Oxygen Finance – PSP        | 0.03              |
| Counter Fraud Services*     | 0.24              |
| <b>Total</b>                | <b>15.2</b>       |

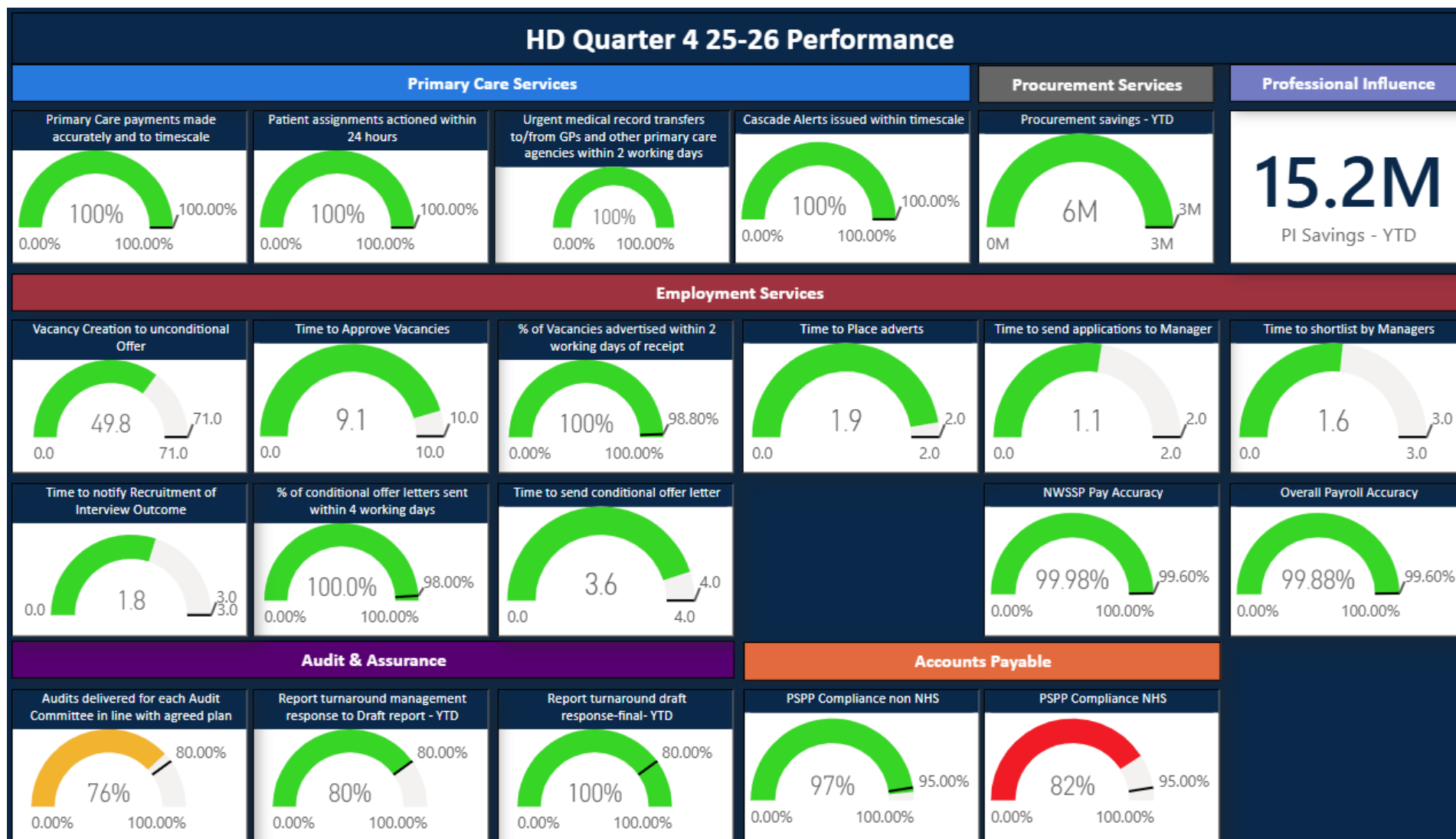
\* Q1- Q3 only

**Appendix 1** provides the March performance for your health organisation against the Lead indicators with comparison data for the rolling twelve-month period to 31st March 2026.

**Appendix 2** provides March 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 March 2026.

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

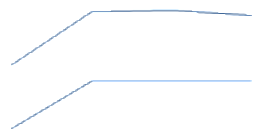
**Appendix 4** highlights the Outcome measures reporting at the end of March 2026 along with some supporting information.



# Action Plan for Lead Indicators

There was one 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 26                                            | Target | 30/06/2025     | 30/09/2025 | 31/12/2025 | 31/03/2026 | Trend                                                                               |
|------------------------------------------------------------------------|--------|----------------|------------|------------|------------|-------------------------------------------------------------------------------------|
| Audit & Assurance                                                      |        |                |            |            |            |                                                                                     |
| Audits reported to agreed Audit Committee (Excluding External Factors) | 80%    | Not Applicable | 88%        | 67%        | 76%        |  |
| % of audit outputs in progress                                         |        | 16%            | 27%        | 14%        | 21%        |                                                                                     |
| Report turnaround management response to Draft report - YTD            | 80%    | Not Applicable | 86%        | 90%        | 80%        |                                                                                     |
| Report turnaround draft response-final- YTD                            | 80%    | Not Applicable | 100%       | 100%       | 100%       |                                                                                     |

### What is happening?

Audits reported to agreed Audit Committee failed the 80% target reporting 76% as of March. Sixteen of the twenty-one reports were submitted on time. – The delays were due to Internal resource pressures, client delays together with the audit field work taking longer than planned.

### 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 March 2026.

| Client                                 | Total Reviews<br>Planned | Audits Reported<br>(Draft / Final) | Audits in<br>Progress | On Track/ Achieved<br>Proposed Audit<br>Committee | Report turnaround<br>fieldwork to draft reporting<br>[10 days] | Report turnaround<br>management response to<br>draft report [15 days] | Report turnaround draft<br>response to final reporting<br>[10 days] |
|----------------------------------------|--------------------------|------------------------------------|-----------------------|---------------------------------------------------|----------------------------------------------------------------|-----------------------------------------------------------------------|---------------------------------------------------------------------|
| Aneurin Bevan                          | 25                       | 64.0%                              | 28.0%                 | 86.96%                                            | 100.0%                                                         | 38.5%                                                                 | 100.0%                                                              |
| Betsi Cadwaladr                        | 35                       | 74.3%                              | 25.7%                 | 85.00%                                            | 100.0%                                                         | 61.9%                                                                 | 100.0%                                                              |
| Cardiff & Vale                         | 33                       | 72.7%                              | 27.3%                 | 64.71%                                            | 100.0%                                                         | 76.5%                                                                 | 100.0%                                                              |
| Cwm Taf Morgannwg                      | 29                       | 62.1%                              | 34.5%                 | 60.87%                                            | 100.0%                                                         | 27.3%                                                                 | 100.0%                                                              |
| DHCW                                   | 12                       | 91.7%                              | 8.3%                  | 91.67%                                            | 100.0%                                                         | 70.0%                                                                 | 100.0%                                                              |
| HEIW                                   | 11                       | 100.0%                             | 0%                    | 81.82%                                            | 100.0%                                                         | 80.0%                                                                 | 100.0%                                                              |
| Hywel Dda                              | 29                       | 69.0%                              | 20.7%                 | 76.19%                                            | 100.0%                                                         | 66.7%                                                                 | 100.0%                                                              |
| Joint Commissioning<br>Committee       | 3                        | 33.3%                              | 33.3%                 | 66.67%                                            | 100.0%                                                         | 100.0%                                                                | 100.0%                                                              |
| NHS Wales Performance &<br>Improvement | 4                        | 75.0%                              | 25.0%                 | 100.00%                                           | 100.0%                                                         | 66.7%                                                                 | 100.0%                                                              |
| NWSSP                                  | 18                       | 55.6%                              | 16.7%                 | 66.67%                                            | 100.0%                                                         | 55.6%                                                                 | 100.0%                                                              |
| PHW                                    | 12                       | 66.7%                              | 33.3%                 | 91.67%                                            | 100.0%                                                         | 87.5%                                                                 | 100.0%                                                              |
| Powys THB                              | 21                       | 71.4%                              | 19.0%                 | 78.57%                                            | 100.0%                                                         | 84.6%                                                                 | 100.0%                                                              |
| Swansea Bay                            | 26                       | 61.5%                              | 38.5%                 | 88.46%                                            | 100.0%                                                         | 61.5%                                                                 | 100.0%                                                              |
| Velindre                               | 17                       | 70.6%                              | 29.4%                 | 68.75%                                            | 100.0%                                                         | 50.0%                                                                 | 100.0%                                                              |
| WAST                                   | 20                       | 75.0%                              | 25.0%                 | 75.00%                                            | 100.0%                                                         | 90.0%                                                                 | 100.0%                                                              |
| <b>Total</b>                           | <b>295</b>               | <b>69.8%</b>                       | <b>25.4%</b>          | <b>78.35%</b>                                     | <b>100.0%</b>                                                  | <b>65.3%</b>                                                          | <b>100.0%</b>                                                       |

| HD High Level - KPIs Mar 26 | Target | 30/06/2025 | 30/09/2025 | 31/12/2025 | 31/03/2026 | Trend                                                                               |
|-----------------------------|--------|------------|------------|------------|------------|-------------------------------------------------------------------------------------|
| Accounts Payable            |        |            |            |            |            |                                                                                     |
| PSPP Compliance non NHS     | 95%    | 96.8%      | 96.2%      | 96.8%      | 96.6%      |  |
| PSPP Compliance NHS         | 95%    | 80.2%      | 85.8%      | 98.9%      | 81.6%      |  |

### What is happening?

PSPP Compliance NHS missed the 95% target during Quarter 4 reporting 82% with a **year-to-date position of 86.6%**.

### 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.

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

| All Wales Accounts Payable data - July 2025 to March 2026 |             |              |             |              |             |              |             |              |             |              |             |              |             |              |             |              |             |              |             |              |             |              |             |              |             |              |
|-----------------------------------------------------------|-------------|--------------|-------------|--------------|-------------|--------------|-------------|--------------|-------------|--------------|-------------|--------------|-------------|--------------|-------------|--------------|-------------|--------------|-------------|--------------|-------------|--------------|-------------|--------------|-------------|--------------|
| July 2025 to March 2026                                   | AB          |              | BCU         |              | C&V         |              | CTM         |              | DHCW        |              | HEIW        |              | HD          |              | POWYS       |              | PHW         |              | SBU         |              | VEL         |              | WAST        |              | TOTAL       |              |
|                                                           | End of July | End of March | End of July | End of March | End of July | End of March | End of July | End of March | End of July | End of March | End of July | End of March | End of July | End of March | End of July | End of March | End of July | End of March | End of July | End of March | End of July | End of March | End of July | End of March | End of July | End of March |
| Number of Invoices on Hold                                | 6,077       | 6,347        | 8,176       | 7,299        | 7,169       | 6,546        | 6,412       | 6,665        | 167         | 121          | 442         | 334          | 3,085       | 3,121        | 841         | 816          | 1,440       | 910          | 5,686       | 4,360        | 2,422       | 1,818        | 541         | 506          | 42,458      | 38,843       |
| Value of Invoices on Hold £m                              | 10.145      | 17.904       | 18.128      | 20.849       | 24.440      | 22.489       | 14.918      | 24.920       | 2.184       | 1.768        | 6.618       | 2.192        | 7.690       | 15.615       | 8.937       | 19.175       | 17.162      | 4.251        | 13.789      | 17.905       | 7.635       | 10.933       | 7.011       | 2.665        | 138.656     | 160.666      |
| No of Invoices on hold > 30 days                          | 4,606       | 4,347        | 5,748       | 4,910        | 5,211       | 4,354        | 4,295       | 4,372        | 76          | 60           | 115         | 89           | 1,777       | 1,778        | 506         | 422          | 1,019       | 497          | 3,749       | 2,575        | 1,735       | 1,086        | 329         | 192          | 29,166      | 24,682       |
| No of invoices on No PO No Pay Hold                       | 985         | 927          | 727         | 814          | 288         | 462          | 1,158       | 862          | 7           | 11           | 6           | 10           | 95          | 106          | 100         | 127          | 121         | 97           | 1,141       | 699          | 127         | 233          | 62          | 87           | 4,817       | 4,435        |
| No of NPNP invoices - Top 15 suppliers                    | 509         | 237          | 297         | 191          | 74          | 100          | 748         | 240          | 2           | 4            | 2           | 1            | 16          | 5            | 19          | 36           | 26          | 2            | 642         | 296          | 31          | 62           | 12          | 12           | 2,378       | 1,186        |
| No of invoice lines - Receipting hold                     | 4,739       | 4,934        | 5,202       | 4,948        | 3,687       | 3,484        | 4,368       | 5,139        | 58          | 50           | 74          | 30           | 2,477       | 3,400        | 854         | 493          | 389         | 362          | 4,245       | 3,489        | 1,645       | 946          | 320         | 208          | 28,058      | 27,483       |
| Priority Supplier - Rebate income                         | £14,767     | £37,216      | £39,112     | £117,600     | £17,522     | £63,189      | £43,509     | £105,499     | £1,706      | £5,376       | £413        | £1,530       | £11,806     | £28,834      | £1,896      | £5,325       | £1,447      | £4,967       | £36,078     | £105,293     | £21,512     | £61,279      | £18,538     | £70,894      | £208,306    | £607,002     |

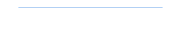
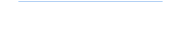
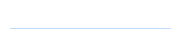
Key

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

# Appendix 1 – Performance for the period to 31st March 2026

| HD High Level - KPIs Mar 26                                                                       | Target | 30/06/2025                       | 30/09/2025                       | 31/12/2025                       | 31/03/2026                       | Trend |
|---------------------------------------------------------------------------------------------------|--------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|-------|
| <b>Financial Information</b>                                                                      |        |                                  |                                  |                                  |                                  |       |
| Professional Influence Savings - YTD                                                              |        | £2.217 m                         | £4.398 m                         | £7.271 m                         | £15.181 m                        |       |
| <b>Employment Services</b>                                                                        |        |                                  |                                  |                                  |                                  |       |
| <b>Payroll Services</b>                                                                           |        |                                  |                                  |                                  |                                  |       |
| NWSSP Pay Accuracy                                                                                | 99.6%  | 99.98%                           | 99.98%                           | 99.99%                           | 99.98%                           |       |
| Overall Pay Accuracy                                                                              | 99.6%  | 99.93%                           | 99.91%                           | 99.89%                           | 99.88%                           |       |
| <b>Organisation KPIs Recruitment</b>                                                              |        |                                  |                                  |                                  |                                  |       |
| % of vacancy creation to unconditional offer within 71 days                                       |        | 92.4%                            | 86.6%                            | 86.8%                            | 87.5%                            |       |
| Vacancy creation to unconditional offer                                                           | 71     | 49.6                             | 52.2                             | 51.4                             | 49.8                             |       |
| % of vacancies approved within 10 working                                                         |        | 81.5%                            | 91.5%                            | 84.8%                            | 82.8%                            |       |
| Time to Approve Vacancies                                                                         | 10     | 9.0                              | 5.9                              | 7.8                              | 9.1                              |       |
| % of vacancies shortlisted within 3 working                                                       |        | 95.1%                            | 90.4%                            | 90.8%                            | 91.5%                            |       |
| Time to Shortlist by Managers                                                                     | 3      | 1.1                              | 1.7                              | 1.4                              | 1.6                              |       |
| % of interview outcomes notified within 3 working                                                 |        | 80.9%                            | 88.5%                            | 79.7%                            | 85.7%                            |       |
| Time to notify Recruitment of Interview Outcome                                                   | 3      | 2.3                              | 1.6                              | 2.0                              | 1.8                              |       |
| <b>NWSSP KPIs Recruitment</b>                                                                     |        |                                  |                                  |                                  |                                  |       |
| % of Vacancies advertised within 2 working of receipt                                             | 95.00% | 100.0%                           | 100.0%                           | 100.0%                           | 100.0%                           |       |
| Time to Place Adverts                                                                             | 2      | 1.6                              | 1.8                              | 1.8                              | 1.9                              |       |
| % 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      | 1.2                              | 1.1                              | 1.1                              | 1.1                              |       |
| % of conditional offer letters sent within 4 working                                              | 95.00% | 100.0%                           | 100.0%                           | 99.3%                            | 100.0%                           |       |
| Time to send Conditional Offer Letter                                                             | 4      | 3.2                              | 3.6                              | 3.7                              | 3.6                              |       |
| <b>Procurement Services</b>                                                                       |        |                                  |                                  |                                  |                                  |       |
| Procurement savings - YTD                                                                         |        | Target £0.983m<br>Actual £1.983m | Target £2.046m<br>Actual £3.973m | Target £2.284m<br>Actual £5.300m | Target £2.864m<br>Actual £6.346m |       |
| <b>Accounts Payable</b>                                                                           |        |                                  |                                  |                                  |                                  |       |
| PSPP Compliance non NHS                                                                           | 95%    | 96.8%                            | 96.2%                            | 96.8%                            | 96.6%                            |       |
| PSPP Compliance NHS                                                                               | 95%    | 80.2%                            | 85.8%                            | 98.9%                            | 81.6%                            |       |
| <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%    | Not Applicable                   | 88%                              | 67%                              | 76%                              |       |
| % of audit outputs in progress                                                                    |        | 16%                              | 27%                              | 14%                              | 21%                              |       |
| Report turnaround management response to Draft report - YTD                                       | 80%    | Not Applicable                   | 86%                              | 90%                              | 80%                              |       |
| Report turnaround draft response-final- YTD                                                       | 80%    | Not Applicable                   | 100%                             | 100%                             | 100%                             |       |

## Appendix 2 – All Wales Performance for the period to 31st March 2026

| ALL WALES KPIs                                                                                          |      | 30/06/2025 | 30/09/2025     | 31/12/2025     | 31/03/2026     | Trend                                                                                 |
|---------------------------------------------------------------------------------------------------------|------|------------|----------------|----------------|----------------|---------------------------------------------------------------------------------------|
| Primary Care Services                                                                                   |      |            |                |                |                |                                                                                       |
| Prescription - Payment Month keying Accuracy rates                                                      | 99%  | 99.69%     | 99.81%         | 99.23%         | 99.70%         |    |
| Prescriptions processed (Apr - Jan)                                                                     |      | 7.03m      | 42m            | 50m            | 72m            |                                                                                       |
| 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%      | 98.4%          | 99.3%          | 99.3%          |   |
| CTeS                                                                                                    |      |            |                |                |                |                                                                                       |
| P1 incidents raised with the Central Team are responded to within 20 minutes                            | 80%  | 100%       | Not Applicable | Not Applicable | Not Applicable |  |
| BACS Service Point tickets received before 14.00 will be processed the same working day                 | 92%  | 100%       | 99%            | 100%           | 0%             |  |
| Digital Workforce                                                                                       |      |            |                |                |                |                                                                                       |
| DWS % Calls Handled                                                                                     | 85%  | 96%        | 98%            | 96%            | 91%            |  |
| 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%           | 0%             |  |
| All Wales Laundry                                                                                       |      |            |                |                |                |                                                                                       |
| Orders dispatched meeting customer standing orders                                                      | 90%  | 94%        | 97%            | 98%            | 94%            |  |
| Microbiological contact failure points                                                                  | 85%  | 97%        | 95%            | 95%            | 97%            |  |
| Number of pieces of returned linen by customer not meeting quality standards                            | <100 | 0          | 0              | 0              | 0              |  |

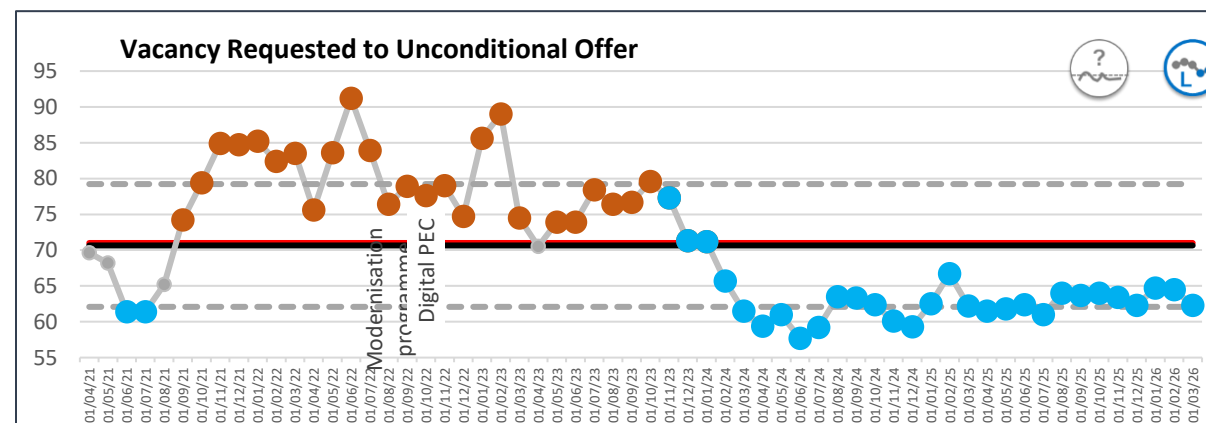
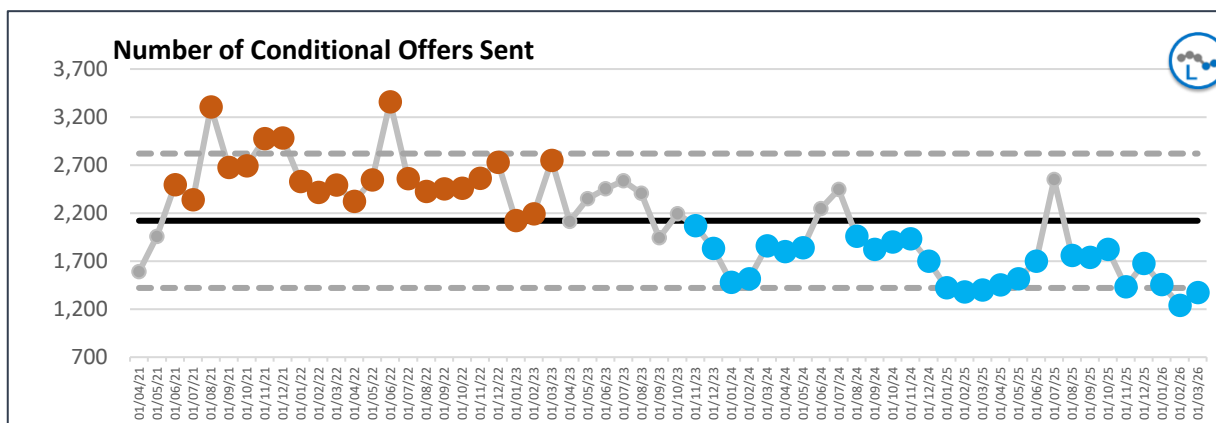
# Appendix 3 – Health Org Performance comparison 31st March 2026

| KPIs Mar 26                                                                                       | KFA          | Target  | SB                               | AB                                | BCU                              | C&V<br>HEALTH ORG KPIs<br>Financial Information | CTM                              | HD                               | PHW                              | PTHB                             | VEL                              | WAST                             | HEIW                             | DHCW                             |
|---------------------------------------------------------------------------------------------------|--------------|---------|----------------------------------|-----------------------------------|----------------------------------|-------------------------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|
| Professional Influence Savings- YTD                                                               | Our Value    |         | £81.189 m                        | £42.854 m                         | £66.196 m                        | £47.898 m                                       | £40.905 m                        | £15.181 m                        | £1.902 m                         | £0.982 m                         | £2.030 m                         | £3.098 m                         | £0.081 m                         | £0.327 m                         |
| <b>Employment Services</b>                                                                        |              |         |                                  |                                   |                                  |                                                 |                                  |                                  |                                  |                                  |                                  |                                  |                                  |                                  |
| <b>Payroll Services</b>                                                                           |              |         |                                  |                                   |                                  |                                                 |                                  |                                  |                                  |                                  |                                  |                                  |                                  |                                  |
| NWSSP Pay Accuracy                                                                                | Our Services | 99.6%   | 99.86%                           | 99.98%                            | 99.96%                           | 99.93%                                          | 99.96%                           | 99.98%                           | 100.00%                          | 99.93%                           | 99.81%                           | 100.00%                          | 99.87%                           | 100.00%                          |
| Overall Pay Accuracy                                                                              | Our Services | 99.6%   | 99.77%                           | 99.90%                            | 99.83%                           | 99.82%                                          | 99.73%                           | 99.88%                           | 99.80%                           | 99.81%                           | 99.72%                           | 99.69%                           | 99.87%                           | 99.96%                           |
| Calls Handling % Quarterly Average                                                                | Our Services | 95%     |                                  |                                   |                                  |                                                 |                                  | 99.0%                            |                                  |                                  |                                  |                                  |                                  |                                  |
| <b>Organisation KPIs Recruitment</b>                                                              |              |         |                                  |                                   |                                  |                                                 |                                  |                                  |                                  |                                  |                                  |                                  |                                  |                                  |
| Vacancy creation to unconditional offer                                                           | Our Services | 71 days | 86.4                             | 56.8                              | 67.7                             | 84.3                                            | 79.9                             | 49.8                             | 47.0                             | 64.8                             | 63.4                             | 70.4                             | 47.8                             | 60.5                             |
| Time to Approve Vacancies                                                                         | Our Services | 10 days | 40.0                             | 7.4                               | 3.9                              | 30.2                                            | 24.4                             | 9.1                              | 5.2                              | 2.3                              | 0.8                              | 0.7                              | 7.5                              | 0.4                              |
| Time to Shortlist by Managers                                                                     | Our Services | 3 days  | 20.4                             | 5.6                               | 5.9                              | 6.2                                             | 8.6                              | 1.6                              | 8.2                              | 6.2                              | 14.1                             | 3.0                              | 19.5                             | 9.5                              |
| Time to notify Recruitment of Interview Outcome                                                   | Our Services | 3 days  | 4.0                              | 3.3                               | 1.9                              | 1.5                                             | 2.8                              | 1.8                              | 4.2                              | 2.3                              | 7.5                              | 3.0                              | 21.0                             | 3.5                              |
| <b>NWSSP KPIs Recruitment</b>                                                                     |              |         |                                  |                                   |                                  |                                                 |                                  |                                  |                                  |                                  |                                  |                                  |                                  |                                  |
| Time to Place Adverts                                                                             | Our Services | 2 days  | 1.3                              | 1.8                               | 1.5                              | 1.8                                             | 1.7                              | 1.9                              | 1.6                              | 1.8                              | 1.6                              | 1.6                              | 1.6                              | 2.0                              |
| Time to Send Applications to Manager                                                              | Our Services | 2 days  | 1.0                              | 1.0                               | 1.0                              | 1.0                                             | 1.0                              | 1.1                              | 1.0                              | 1.0                              | 1.0                              | 1.0                              | 1.0                              | 1.0                              |
| Time to send Conditional Offer Letter                                                             | Our Services | 4 days  | 3.4                              | 3.6                               | 3.8                              | 3.6                                             | 3.6                              | 3.6                              | 3.3                              | 3.5                              | 1.4                              | 3.8                              | 3.2                              | 2.4                              |
| Calls Handling % Quarterly Average                                                                | Our Services | 95%     |                                  |                                   |                                  |                                                 |                                  | 99.1%                            |                                  |                                  |                                  |                                  |                                  |                                  |
| <b>Procurement Services</b>                                                                       |              |         |                                  |                                   |                                  |                                                 |                                  |                                  |                                  |                                  |                                  |                                  |                                  |                                  |
| Procurement Savings- YTD                                                                          | Our Value    |         | Target £3.707m<br>Actual £6.263m | Target £6.076m<br>Actual £11.874m | Target £4.280m<br>Actual £8.788m | Target £5.387m<br>Actual £8.008m                | Target £3.518m<br>Actual £6.287m | Target £2.864m<br>Actual £6.346m | Target £0.237m<br>Actual £0.063m | Target £0.333m<br>Actual £0.790m | Target £0.284m<br>Actual £1.431m | Target £0.045m<br>Actual £0.428m | Target £0.004m<br>Actual £0.047m | Target £0.000m<br>Actual £0.000m |
| <b>Accounts Payable</b>                                                                           |              |         |                                  |                                   |                                  |                                                 |                                  |                                  |                                  |                                  |                                  |                                  |                                  |                                  |
| Call Handling% - Quarterly Average                                                                | Our Services | 95%     |                                  |                                   |                                  |                                                 |                                  | 98.6%                            |                                  |                                  |                                  |                                  |                                  |                                  |
| PSPP Compliance non NHS                                                                           | Our Services | 95%     | 96.7%                            | 96.8%                             | 96.7%                            | 94.4%                                           | 94.8%                            | 96.6%                            | 97.1%                            | 91.5%                            | 96.8%                            | 98.5%                            | 97.5%                            | 99.5%                            |
| PSPP Compliance NHS                                                                               | Our Services | 95%     | 87.1%                            | 95.5%                             | 88.6%                            | 85.6%                                           | 71.0%                            | 81.6%                            | 96.0%                            | 82.0%                            | 81.7%                            | 98.3%                            | 98.9%                            | 98.6%                            |
| <b>Audit &amp; Assurance</b>                                                                      |              |         |                                  |                                   |                                  |                                                 |                                  |                                  |                                  |                                  |                                  |                                  |                                  |                                  |
| Audits reported to Agreed Audit Committee (Excluding External Factors)                            | Our Services | 80%     | 88%                              | 87%                               | 85%                              | 64%                                             | 61%                              | 76%                              | 92%                              | 78%                              | 69%                              | 75%                              | 82%                              | 92%                              |
| % of Audit outputs in progress                                                                    | Our Services |         | 39%                              | 28%                               | 26%                              | 27%                                             | 35%                              | 21%                              | 33%                              | 19%                              | 29%                              | 0%                               | 0%                               | 8%                               |
| Report turnaround (15 days) management response to Draft report - YTD                             | Our Services | 80%     | 62%                              | 39%                               | 62%                              | 77%                                             | 27%                              | 80%                              | 88%                              | 85%                              | 50%                              | 25%                              | 80%                              | 70%                              |
| Report turnaround (10 days) draft response-final- YTD                                             | Our Services | 80%     | 100%                             | 100%                              | 100%                             | 100%                                            | 100%                             | 100%                             | 100%                             | 100%                             | 100%                             | 90%                              | 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                              |

# Employment Services – Recruitment

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

| Recruitment |        | Vacancy Creation to Unconditional Offer |        |        |        |        |        |        |        |        |        |        |        |        |                                                                                     |  |
|-------------|--------|-----------------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|-------------------------------------------------------------------------------------|--|
| Org         | Target | Mar-25                                  | Apr-25 | May-25 | Jun-25 | Jul-25 | Aug-25 | Sep-25 | Oct-25 | Nov-25 | Dec-25 | Jan-26 | Feb-26 | Mar-26 | Trend                                                                               |  |
| AB          | 71     | 64                                      | 58     | 59     | 61     | 58     | 62     | 60     | 68     | 63     | 57     | 64     | 63     | 57     |  |  |
| BCU         | 71     | 56                                      | 60     | 58     | 63     | 68     | 64     | 65     | 62     | 62     | 66     | 68     | 70     | 68     |  |  |
| CV          | 71     | 95                                      | 88     | 86     | 94     | 102    | 104    | 98     | 107    | 116    | 90     | 95     | 94     | 84     |  |  |
| CTM         | 71     | 74                                      | 70     | 68     | 70     | 71     | 70     | 69     | 71     | 74     | 77     | 76     | 85     | 80     |  |  |
| HD          | 71     | 51                                      | 48     | 49     | 50     | 49     | 55     | 52     | 48     | 50     | 51     | 55     | 59     | 50     |  |  |
| HEIW        | 71     | 47                                      | 60     | 48     | 58     | 63     | 55     | 49     | 49     | 55     | 61     | 58     | 60     | 48     |  |  |
| DHCW        | 71     | 32                                      | 34     | 58     | 46     | 48     | 59     | 57     | 47     | 47     | 46     | 55     | 56     | 61     |  |  |
| NWSSP       | 71     | 61                                      | 58     | 54     | 58     | 42     | 52     | 57     | 54     | 48     | 51     | 55     | 54     | 56     |  |  |
| PTHB        | 71     | 81                                      | 65     | 68     | 71     | 58     | 68     | 64     | 72     | 78     | 69     | 71     | 62     | 65     |  |  |
| PHW         | 71     | 63                                      | 55     | 59     | 58     | 59     | 55     | 53     | 61     | 61     | 50     | 62     | 50     | 47     |  |  |
| SBU         | 71     | 72                                      | 76     | 73     | 70     | 70     | 80     | 73     | 85     | 79     | 81     | 85     | 92     | 86     |  |  |
| VEL         | 71     | 54                                      | 55     | 50     | 54     | 50     | 57     | 63     | 54     | 44     | 53     | 53     | 55     | 58     |  |  |
| WAST        | 71     | 76                                      | 84     | 96     | 76     | 78     | 63     | 72     | 74     | 88     | 77     | 71     | 75     | 70     |  |  |
| All Wales   | 71     | 62                                      | 62     | 62     | 62     | 61     | 64     | 64     | 64     | 63     | 62     | 65     | 65     | 62     |  |  |



# Employment Services – Recruitment



GIG  
CYMRU  
NHS  
WALES

Partneriaeth  
Cydwasaethau  
Shared Services  
Partnership

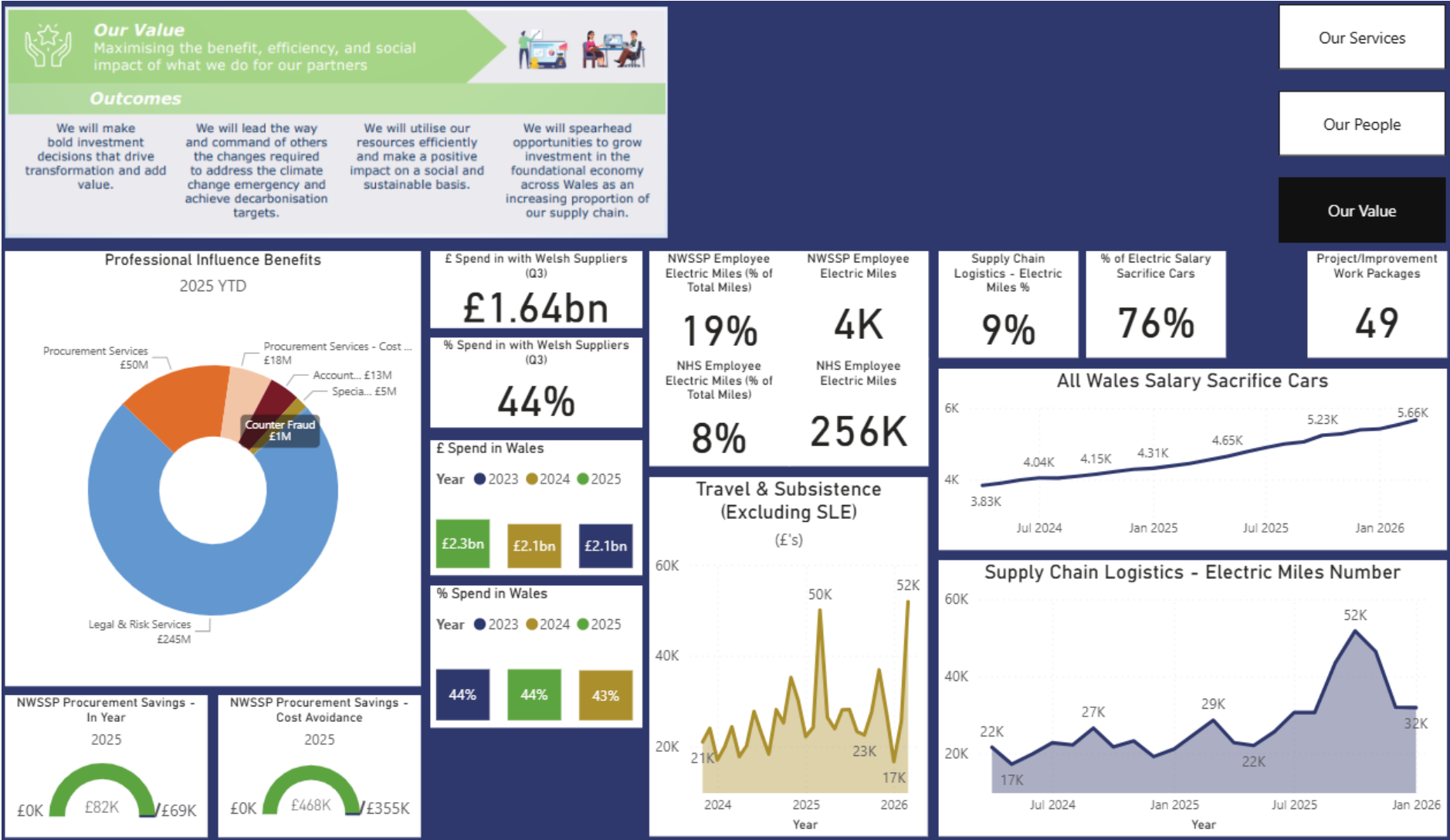
The charts below show the Vacancy creation to unconditional offer performance for the individual organisations October – March 26.



# Appendix 4 – Outcome Reporting



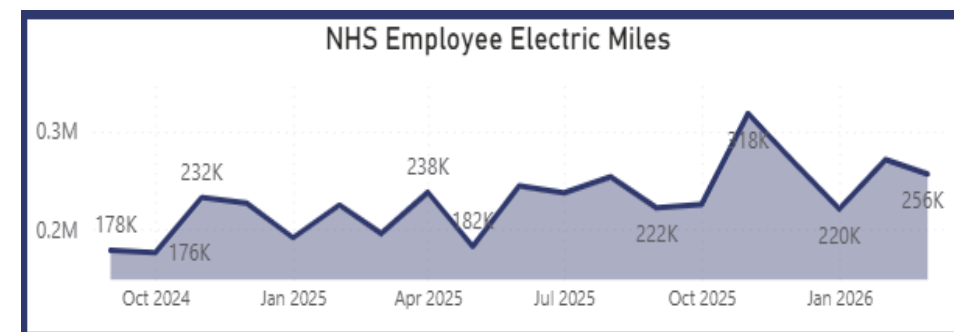




## Mileage Claims

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

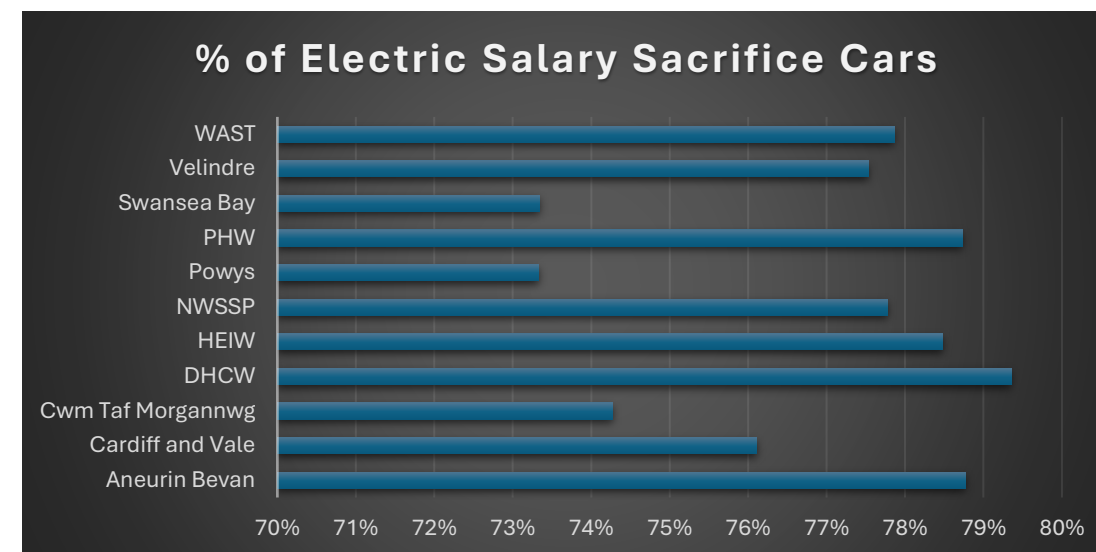
| Organisation   | Total Miles Claimed | Electric Miles Claimed | Electric Miles % |
|----------------|---------------------|------------------------|------------------|
| Cardiff & Vale | 165,235             | 9,871                  | 6%               |
| WAST           | 162,930             | 21,298                 | 13%              |
| DHCW           | 11,553              | 2,717                  | 24%              |
| CVB            | 6,940               | -                      | 0%               |
| Public Health  | 70,611              | 6,475                  | 9%               |
| AB             | 411,946             | 36,677                 | 9%               |
| NWSSP SLE      | 327,214             | 22,716                 | 7%               |
| NWSSP exc SLE  | 18,917              | 3,587                  | 19%              |
| BCU            | 587,515             | 58,607                 | 10%              |
| Powys          | 161,579             | 11,474                 | 7%               |
| HEIW           | 10,605              | 1,823                  | 17%              |
| Hywel Dda      | 427,642             | 28,044                 | 7%               |
| Cwm Taf        | 365,372             | 28,253                 | 8%               |
| Velindre       | 17,024              | 887                    | 5%               |
| Swansea Bay    | 304,619             | 23,877                 | 8%               |
| <b>Total</b>   | <b>3,049,702</b>    | <b>256,305</b>         | <b>8%</b>        |



# 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 March 26.

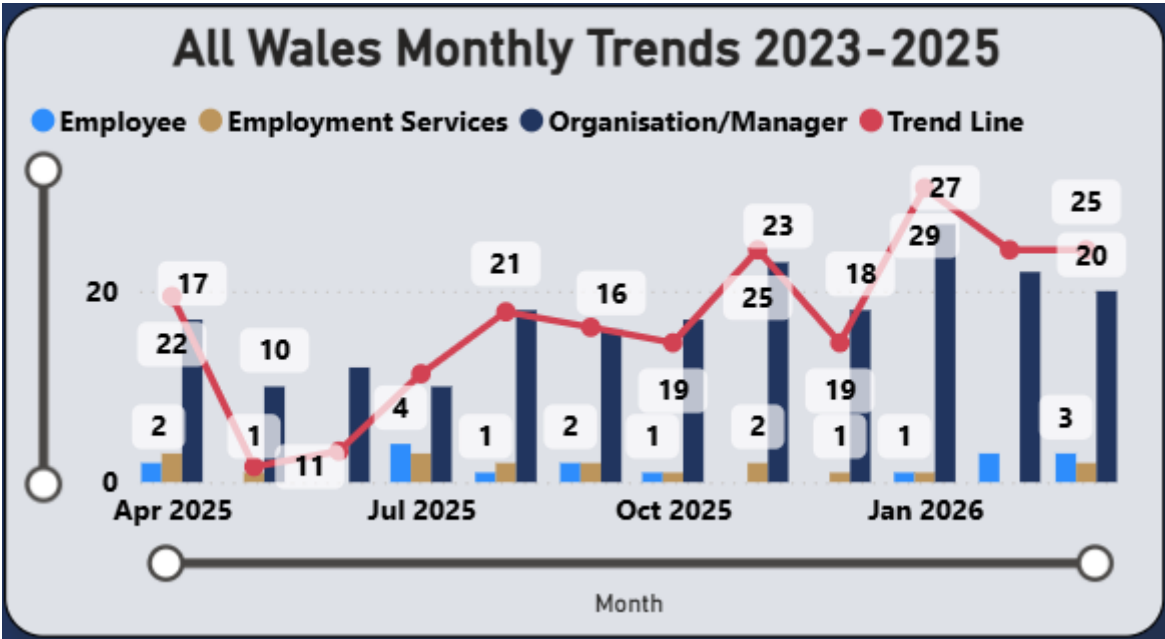
| Organisation      | Total Cars  | Live Electric | Live Hybrid | Live Petrol | % Electric |
|-------------------|-------------|---------------|-------------|-------------|------------|
| Aneurin Bevan     | 1060        | 835           | 200         | 25          | 79%        |
| Cardiff and Vale  | 1080        | 822           | 218         | 40          | 76%        |
| Cwm Taf Morgannwg | 964         | 716           | 206         | 42          | 74%        |
| DHCW              | 155         | 123           | 28          | 4           | 79%        |
| HEIW              | 79          | 62            | 15          | 2           | 78%        |
| NWSSP             | 360         | 280           | 79          | 1           | 78%        |
| Powys             | 120         | 88            | 25          | 7           | 73%        |
| PHW               | 174         | 137           | 33          | 4           | 79%        |
| Swansea Bay       | 1024        | 751           | 225         | 48          | 73%        |
| Velindre          | 138         | 107           | 28          | 3           | 78%        |
| WAST              | 506         | 394           | 100         | 12          | 78%        |
| <b>TOTAL</b>      | <b>5660</b> | <b>4315</b>   | <b>957</b>  | <b>188</b>  | <b>76%</b> |



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

| HB                                     | HDT               |                   |
|----------------------------------------|-------------------|-------------------|
| TEAM DELIVERING SAVINGS                | Target            | Actual            |
| HYWEL DDA PROCUREMENT TEAM             | £659,320          | £1,974,936        |
| NATIONAL - CLINICAL                    | £311,162          | £329,243          |
| NATIONAL - COMMISSIONING               | £12,443           | £12,443           |
| NATIONAL - ENERGY                      | £1,179            | £8,432            |
| NATIONAL - HOTEL SERVICES AND TEXTILES | £42,139           | £52,812           |
| NATIONAL - ICT & OFFICE EQUIPMENT      | £61,383           | £104,459          |
| NATIONAL - MAINTENANCE                 | £8,611            | £52,122           |
| NATIONAL - MEDICAL                     | £257,613          | £333,770          |
| NATIONAL - PHARMACY                    | £1,450,290        | £3,462,963        |
| NATIONAL - PROVISIONS                  | £59,885           | £15,377           |
|                                        | <b>£2,864,023</b> | <b>£6,346,557</b> |

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 March 2026.



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



*Delivering  
Value, Innovation and  
Excellence through  
Partnership*