



**GIG**  
CYMRU  
**NHS**  
WALES

Partneriaeth  
Cydwasanaethau  
Shared Services  
Partnership



**Annual Review**  
2024-2025



# NHS Wales Shared Services Partnership Annual Review 2024-25

© NHS Wales Shared Services Partnership 2025

The text of this document (this excludes all departmental or agency logos) may be reproduced free of charge in any format or medium provided that permission is sought and it is reproduced accurately and not in a misleading context.

The material must be acknowledged as NHS Wales Shared Services Partnership copyright and the document title specified. Where third party material has been identified, permission from the respective copyright holder must be sought.

# Contents

<b>Introduction from the Chair &amp; Managing Director</b> .....	4
<b>About NWSSP</b> .....	6
NWSSP At a Glance - Our Year in Numbers .....	7
Our Services.....	9
Our Strategy Map.....	10
<b>How Did We Do This year?</b> .....	11
Key Performance Indicators .....	12
Financial Management of Budget .....	17
Governance Framework .....	24
Lessons Learned and Challenges .....	26
Duty of Quality .....	27
Health and Safety .....	28
Information Governance.....	31
Welsh Language.....	32
Communications .....	36
<b>People and Culture</b> .....	38
Health and Well-being.....	39
Equality, Diversity, and Inclusion .....	40
Learning and Development .....	43
Staff Benefit schemes .....	44
<b>Our Achievements</b> .....	45
Staff Recognition.....	46
Achievements - Case Studies .....	47
Highlights .....	48
Certifications and Standards .....	50
Awards and recognition.....	51
<b>Sustainable Development</b> .....	52
Well-being of Future Generations.....	53
Sustainable Development Principle .....	54
Sustainability Performance .....	56
Ethical Employment in Supply Chain and Modern Slavery.....	59
Social Partnership .....	61
<b>Our People</b> .....	61
Our People - At a Glance .....	62
Our People .....	63
<b>A Forward Look</b> .....	67
Overarching Principles for 2025-26 .....	68
Year 1 Plan on a Page .....	70
Our Strategic Priorities 2025-28 .....	71

# Introduction from the Chair & Managing Director



*Neil Frow OBE*  
*Managing Director*



*Professor Tracy Myhill OBE*  
*Chair*

*Welcome to the NHS Wales Shared Services Partnership (NWSSP) Annual Review for 2024-25. This is our fourteenth annual report, showcasing our continuous improvement in services to meet the demands of our partners and customers. Our commitment to adding value through partnership working, innovation, and excellence remains steadfast.*

During 2024-25 we made significant progress towards achieving our Integrated Medium-Term Plan (IMTP) objectives that form part of our 3-year plan. We have achieved an overall good performance on our Key Performance Indicators (KPIs) including achieving the Time to Hire timescales across NHS Wales recruitment services. This is key to getting the right staff into vacancies at the right time to support NHS service delivery. We achieved a balanced financial position, reporting a small surplus position of **£0.015m**. This was after providing a **£3.600m** savings distribution to NHS Wales partners and Welsh Government. Our total turnover was **£892m**, with capital expenditure of **£11.572m**. We have delivered **£47m** in direct procurement savings in 2024-25 and **£338m** in professional influence savings to the NHS in Wales.



Our core customers are the Welsh Government and NHS partner organisations, and we have adapted to support them in meeting their priorities. Our work has a wide impact on the quality and wider effectiveness of services provided by NHS Wales.

We have continued to take a lead on several initiatives:

- Procurement and non-pay expenditure across NHS Wales; looking at reducing unwarranted variation in addition to targeting savings opportunities alongside supporting growth in the foundational economy.
- Medicines management and more effective purchasing of drugs for use in the treatment of patients within Wales.
- Effective NHS workforce arrangements through our payroll and recruitment services and taking the lead on international recruitment activity.
- Making the case for change in Transforming Access to Medicines with the design and initial groundworks completed for a Radiopharmacy unit to support South East Wales.

We introduced a statutory Medical Examiners Service in September 2024. We also continued with work to support the implementation of changes to the General Ophthalmic Service and roll out of the e-prescribing service in Wales. We have advanced our decarbonisation efforts across our sites, including fitting photovoltaic panels at Matrix House and IP5 sites, installing electric vehicle charging points, and commissioning additional electric fleet vehicles.

In retaining our organisational certifications to both the BS EN ISO14001:2015 Standard for Environmental Management and the Customer Service Excellence Standard, we notably achieved 12 Compliance Pluses, 45 Compliances and zero Partial or No Compliances identifying areas for improvement.

We continued to promote health and well-being through various initiatives and training programmes and hosted our annual Health and Well-being conference in January 2025. Our Staff Recognition Awards ceremony took place in February 2025 and recognised the exceptional efforts across NWSSP and hosted a successful All Wales Planning for Learning event and Partnership Committee Development Session in the Autumn of 2024.

This report captures examples of how we are adapting to the use of AI and digital transformation across services. The implementation of new systems and ways of working provided challenges which we will learn from to inform future initiatives. Additionally, our case studies provide insight into how our work to strengthen our workplace culture and continued partnership approach with our Trade Union partners empowers our staff to innovate, continuously improve and deliver positive change.

NWSSP was created in 2011 to deliver a range of professional, technical and administrative services to our partners, and has grown in scope and scale with the support of our partners year on year. We have secured a good reputation for delivering on time, within budget and to a high quality. We hope this report demonstrates our 'can do' approach to address the challenges faced by our NHS partners and wider priorities set by Welsh Ministers.

# About NWSSP



GIG  
CYMRU  
NHS  
WALES

# NWSSP At A Glance

## Our Year in Numbers

**6057**

members of staff  
(2,502 staff excluding Single  
Lead Employer model)



Operated from

**17**

buildings



**£892m**

revenue budget



Continue to reinvest  
savings for the benefit  
of NHS Wales



**95%**

of all NHS Wales  
expenditure is processed  
through NWSSP systems  
and processes



Achieved

**£338m**

in professional  
influence savings



Provided a

**£3.6m**

savings distribution to  
NHS Wales partners and  
Welsh Government



Prepared

**6,182**

ready to use injectable  
medicines for critical care  
and cancer services



**£24m**

in total cash releasing  
saving achieved for  
medicines procurement



Processed more than

**84m**

prescriptions



Over

**54m**

prescription forms scanned



Processed over

**2.1m**

invoices with a value of almost £8.8m



Handled over

**29m**

items of laundry



Processed over

**1.7m**

payslips



Sent over

**21,870**

conditional recruitment offers



Registered

**470**

international registered nurses



Travelled over

**263,000**

miles in electric fleet vehicles



Electric van milage saved

**90.22**

metric tons of CO2e (in comparison to a diesel van of same size).



Vehicle solar developments generated

**1,320 kWh**

of solar power, avoiding the need to keep engines running, saving:

**1785**

785 litres of diesel



**81**

litres of AdBlue



**13kw**

of electricity



**4.6**

tonnes of Co2



# Our Services

## Delivering Value, Innovation and Excellence through Partnership

NHS Wales Shared Services Partnership (NWSSP) delivers a wide range of high quality, professional, technical and administrative services to NHS Wales working with wider public services, including the Welsh Government.

NWSSP is an integral part of the NHS Wales family supporting delivery of services to the staff and patients of Health Boards, Trusts and Special Health Authorities in Wales. We also provide a range of services to primary care: GP practices, dentists, opticians and community pharmacies and from 1 April 2023 we started to provide services to the Citizens Voice Body, Llais, via a service level agreement.



Audit and Assurance Services



Laundry Services



Finance and Corporate Services



Accounts Payable



Lead Employer for Medical, Dental & Pharmacy Trainees



Planning, Performance and Informatics



Counter Fraud Wales



Legal and Risk Services



People and Organisational Development



Central e-Business Team



Medical Examiner



Surgical Materials Testing Laboratory



Digital Workforce Solutions



Primary Care Services



Staff Benefits



Employment Services



Procurement and Supply Chain Services



Student Awards Services



e-Enablement



Pharmacy Technical Services



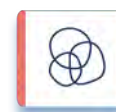
Welsh Risk Pool



Finance Academy (Hosted)



Specialist Estates Services



Wales Infected Blood Support Scheme



Health Courier Services

# Strategy Map

## Our Values



### Listening & Learning

To continually reflect upon and improve the quality and effectiveness of all we do.



### Taking Responsibility

For brave and compassionate decisions and making the right things happen.



### Working Together

Inclusively with colleagues, customers, and suppliers.



### Innovating

To be courageous and creative through continuous improvement.

## Our Strategic Objectives



### Our People

Working together to be the best that we can be



### Outcomes

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

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

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

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



### Our Services

Driving the pace of innovation and consistently providing high quality services



### Outcomes

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

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

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

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



### Our Value

Maximising the benefit, efficiency, and social impact of what we do for our partners



### Outcomes

We will make bold investment decisions that drive transformation and add value.

We will lead the way and command of others the changes required to address the climate change emergency and achieve decarbonisation targets.

We will utilise our resources efficiently and make a positive impact on a social and sustainable basis.

We will spearhead opportunities to grow investment in the foundational economy across Wales as an increasing proportion of our supply chain.

# How did we do this year?





# Key Performance Indicators

## Internal KPIs:

High Level KPIs and Targets	2024 - 25 Actual	2024 - 25 Target
<b>Finance and Corporate Services</b>		
Balanced Financial Position	-15k	Breakeven
Balanced Capital Financial Position	Within CEL	Within CEL
Planned Distribution	£3.6M	£0M
% of non-NHS invoices paid within 30 days	98%	95%
<b>People &amp; Organisational Development</b>		
Staff Sickness	3.46%	3.30%
Performance and Development Review Compliance	84%	85%
Statutory and Mandatory Training Compliance	93%	85%
Agency %	0.22%	<0.8%
<b>NWSSP Organisational KPIs Recruitment</b>		
Staff Sickness	56.3	71
Performance and Development Review Compliance	8.6	10
Statutory and Mandatory Training Compliance	7.6	3
Agency %	4.5	3

## External KPIs:

High Level KPIs and Targets	2024 - 25 Actual	2024 - 25 Target
<b>Professional Influence</b>		
Professional Influence Benefits	£338M	£110m
<b>Procurement Services</b>		
Procurement Savings *In year	£35M	£16M
Procurement Savings *Full Year	£47m	£42m
<b>Accounts Payable</b>		
Savings and Successes	£15M	
All Wales % of invoices paid within 30 days	96.6%	95%
<b>Employment Services</b>		
NWSSP Payroll Accuracy	99.94%	99.6%
Overall Payroll Accuracy	99.77%	99.6%
Payroll % Calls Handled	98%	95%
<b>Recruitment All Wales Organisational KPIs</b>		
Average Days Vacancy creation to unconditional offer within 71 days	61.4	71
Recruitment % Calls Handled	99%	95%
<b>Recruitment All Wales Organisational NWSSP KPIs</b>		
% of Vacancies advertised within 2 working days of receipt	99.8%	95%
% of Conditional offer letters sent within 4 working days	99.4%	95%
<b>Student Awards Services</b>		
Student Awards % Calls Handled	98%	95%
% of NHS Bursary Applications processed within 20 days	100%	100%
<b>Central Team eBusiness Services</b>		
High priority incidents raised with the Central Team are responded to within 20 minutes	100%	85%
BACS Service Point tickets received before 14.00 will be processed the same working day	100%	95%

High Level KPIs and Targets	2024 - 25 Actual	2024 - 25 Target
<b>Primary Care Services</b>		
Primary Care payments made in accordance with Statutory deadlines	100%	100%
Prescription - keying accuracy rates	99.73%	99%
Urgent medical record transfers actioned within 2 working days	100%	100%
Patient assignment actioned within 24 hours of receipt of request	100%	100%
Category A Cascade alerts to be issued within 4 hours of receipt	100%	80%
<b>Audit &amp; Assurance (June - March 23)</b>		
Audit Opinions/Annual Reports on track	Yes	Yes
Audits delivered for each Audit Committee in line with agreed plan	77%	80%
Report turnaround fieldwork to draft reporting [10 days]	99%	95%
Report turnaround management response to draft report [15 days]	64%	80%
Report turnaround draft response to final reporting [10 days]	99%	95%
<b>Special Estates Services</b>		
Professional Influence Savings	£19M	
<b>Legal &amp; Risk Services</b>		
Savings and Successes	£249m	£65M
Timeliness of advice acknowledgement - within 24 hours	99.6%	95%
Timeliness of advice response – within 3 days or agreed timescale	99.6%	95%
<b>Welsh Risk Pool</b>		
Time from submission to consideration by the Learning Advisory Panel	100%	95%
Time from consideration by the Learning Advisory Panel to presentation to the Welsh Risk Pool Committee	100%	95%
Holding sufficient Learning Advisory Panel meetings	100%	95%

High Level KPIs and Targets	2024 - 25 Actual	2024 - 25 Target
<b>Surgical Materials Testing Laboratory</b>		
% of Investigation reports completed within 40 days from receipt into the laboratory	93%	90%
% delivery of audited reports on time (Commercial)	98%	89%
% delivery of Technical assurance evaluations on time	100%	89%
<b>Digital Workforce Solutions</b>		
Customer Satisfaction	94%	90%
% Calls Handled	94%	85%
<b>All Wales Laundry Services</b>		
Orders dispatched meeting customer standing orders	95%	91%
Deliveries made within 2 hours of agreed delivery time	100%	85%
Microbiological contact failure points	97%	90%
<b>Medical Examiner Services</b>		
Number of cases referred into Medical Examiner Services	100%	100%
Never Events	0	0

**Over the past 18 months there has been significant development of Outcome-Based Reporting, in partnership with the Shared Services Partnership Committee. The inaugural outcome-focused report was published in May 2024, marking a strategic shift towards measuring the impact and value of services in addition to our traditional reporting of performance measures. This aligns performance data more closely with outcomes and our strategic objectives.**

## Audit and Assurance

- ▶ Audits are delivered for each Audit Committee in line with agreed plan and Report turnaround management response to draft report (15 days) which measures the performance of turnaround times within the health organisation. The targets have slightly been missed, however, Heads of Audit continually discuss these delays directly with health organisations.

Our Heads of Audit continue to work closely with NHS organisations to help improve turn around times on management responses. All progress on audit plans is discussed and agreed with Board Secretaries and Chairs of Audit Committee.

## Recruitment

- There has been improvements in the overall time to hire through the modernisation work and the cleansing of older records in the recruitment system. The time to hire was on average for 24/25 was 61 days against a target of 71 days for All Wales. However, there is still some improvements that can be made within individual processes of the time to hire journey.

Recruitment Modernisation Process changes have been implemented in all the health organisations and improvements in manager and candidate experience is being seen.

Our Heads of Audit continue to work closely with NHS organisations to help improve turn around times on management responses. All progress on audit plans is discussed and agreed with Board Secretaries and Chairs of Audit Committee.

## People & Organisational Development

### Performance Appraisal and Development Renew

- Recognising that we are below target for PADR compliance, we have identified areas that need support and are working with our hard to reach staff and hosted services to enable them to ensure that meaningful conversations and are taking place to support staff performance and development.

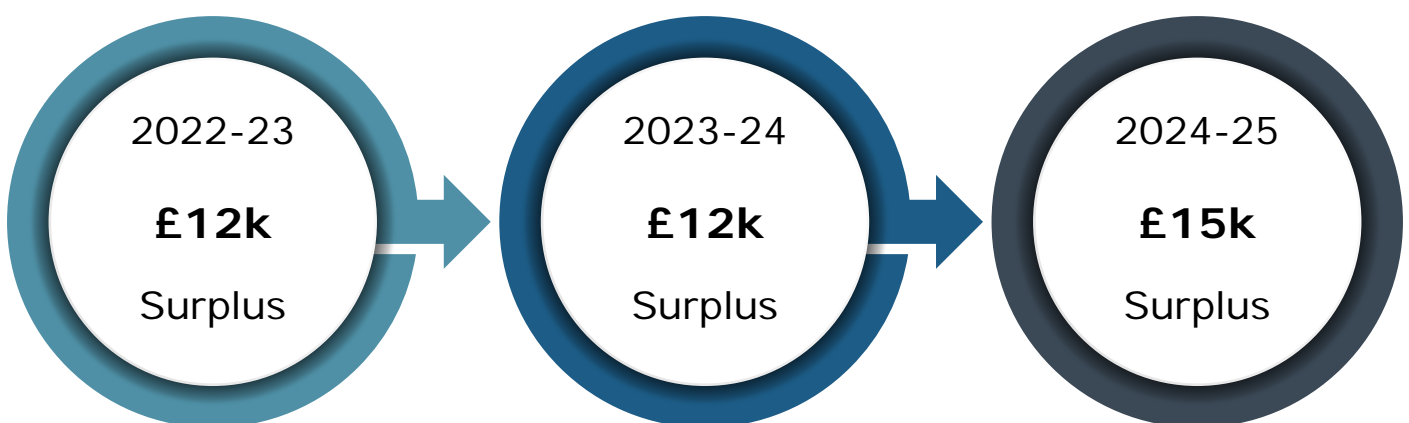
# Financial Management of Budget

## Targets

- ⦿ NWSSP provides services to all NHS bodies across Wales, and we must use our budget allocation to meet our running costs with a requirement to at least break even each financial year.
- ⦿ In addition, NWSSP will distribute savings achieved during the financial year to health bodies across Wales.
- ⦿ As well as ensuring revenue income and expenditure is balanced, there is also the requirement to ensure any capital expenditure is within the Capital Expenditure Limit (CEL) provided by the Welsh Government.
- ⦿ NWSSP has a statutory obligation to perform its functions within available financial resources. There is a requirement to keep developing and improving Budgetary Control in line with NWSSP's Financial Control Procedure.
- ⦿ The All Wales No Purchase Order, No Payment Policy (No PO, No Pay Policy) ensures that NHS Wales pays only for properly authorised goods, services, and works, in line with procurement rules and financial instructions. It also streamlines invoice processing to minimise delays in payments to suppliers.
- ⦿ Finally, the Public Sector Payment Policy (PSPP) requires NWSSP to pay invoices to non-NHS suppliers within 30 days of either an invoice being issued or the goods/ services being received.

During 2024-25 we achieved all our financial performance targets, exceeded our savings target and were able to distribute £3.6million of savings to NHS Wales and Welsh Government.

## Outturn



## Success



**£11.261m Capital Expenditure Limit achieved**



**Distribution of savings was £3.6m**



**QlikSense Budget Holder Dashboard went live for budget holders, enabling better financial oversight, faster decision-making, and enhanced accountability for budgetary control**



**52% Reduction of No PO No Pay holds in Financial Year**



**Achieved target for Public Sector Payment Policy, at 98%**

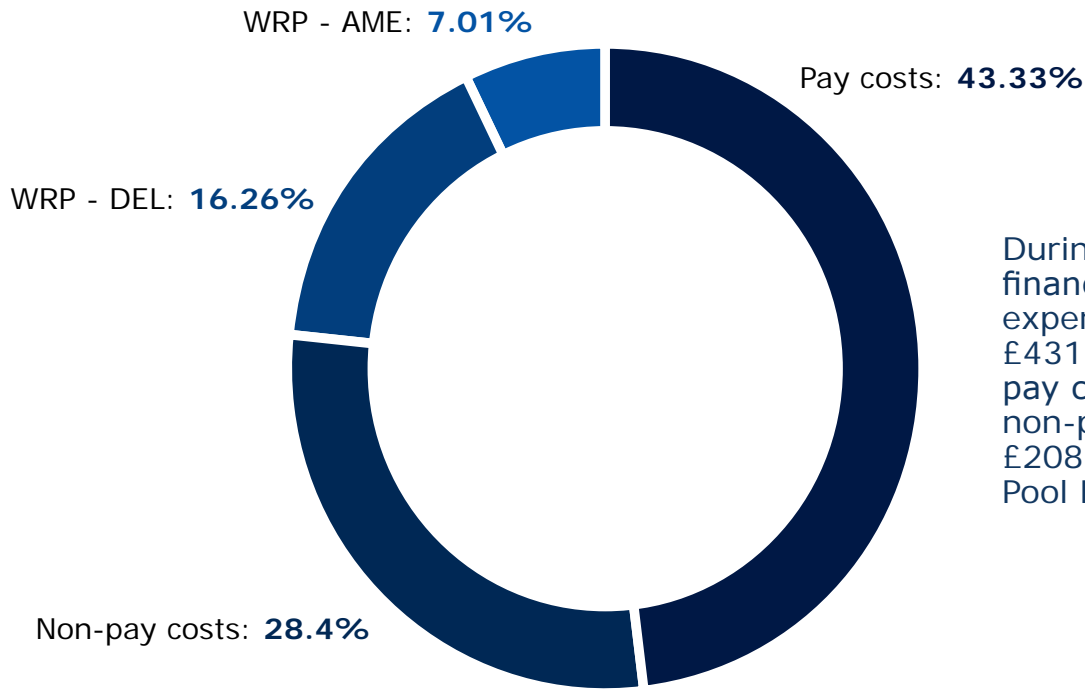
**NWSSP income and expenditure can be summarised as follows:**

	2024-25 £m	2023-24 £m
Income	891.988	855.922
Expenditure	684.457	554.272
WRP - DEL	145.011	135.966
WRP - AME	62.505	165.673
Surplus	0.015	0.012

*\*Departmental Expenditure Limit (DEL) to meet in year costs associated with settled claims. Expenditure above the annual allocation is recouped from Health Boards and Trusts using a risk sharing agreement approved by the Shared Services Partnership Committee for core claims growth.*

*\*\*Annually Managed Expenditure (AME) to meet the cost of accounting for the long-term liabilities of claims. This budget is based on estimates provided directly to the Welsh Government by the Welsh Risk Pool.*

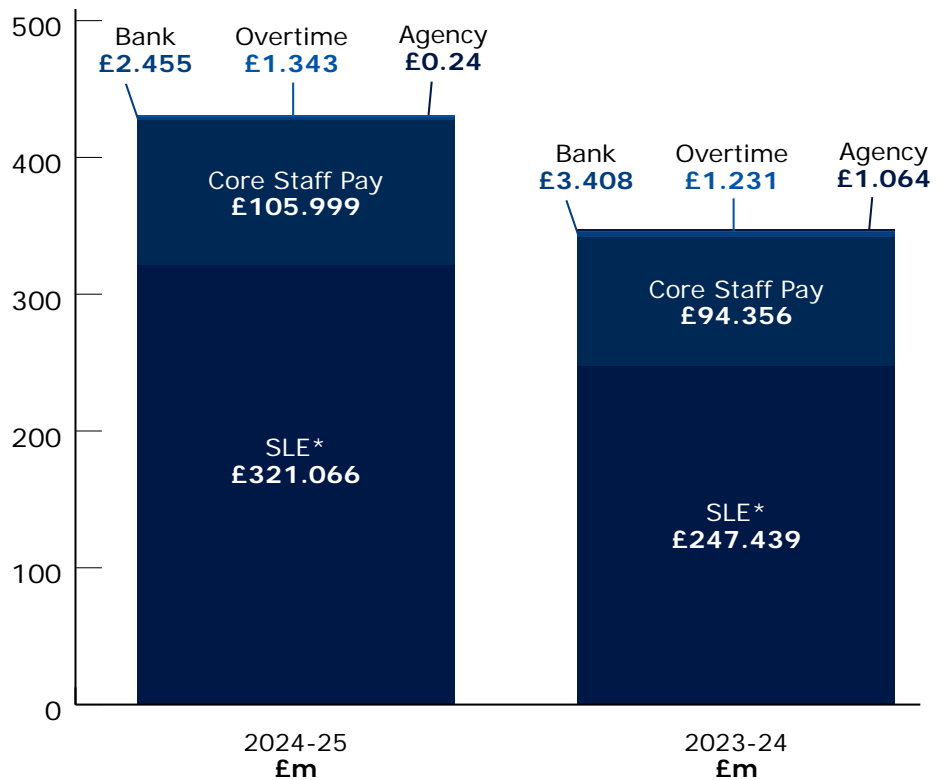
# Revenue Spend



During the 2024-25 financial year, total expenditure was £892m. £431m was spent on pay costs, £253m on non-pay costs and £208m was Welsh Risk Pool Expenditure.

# Pay Spend

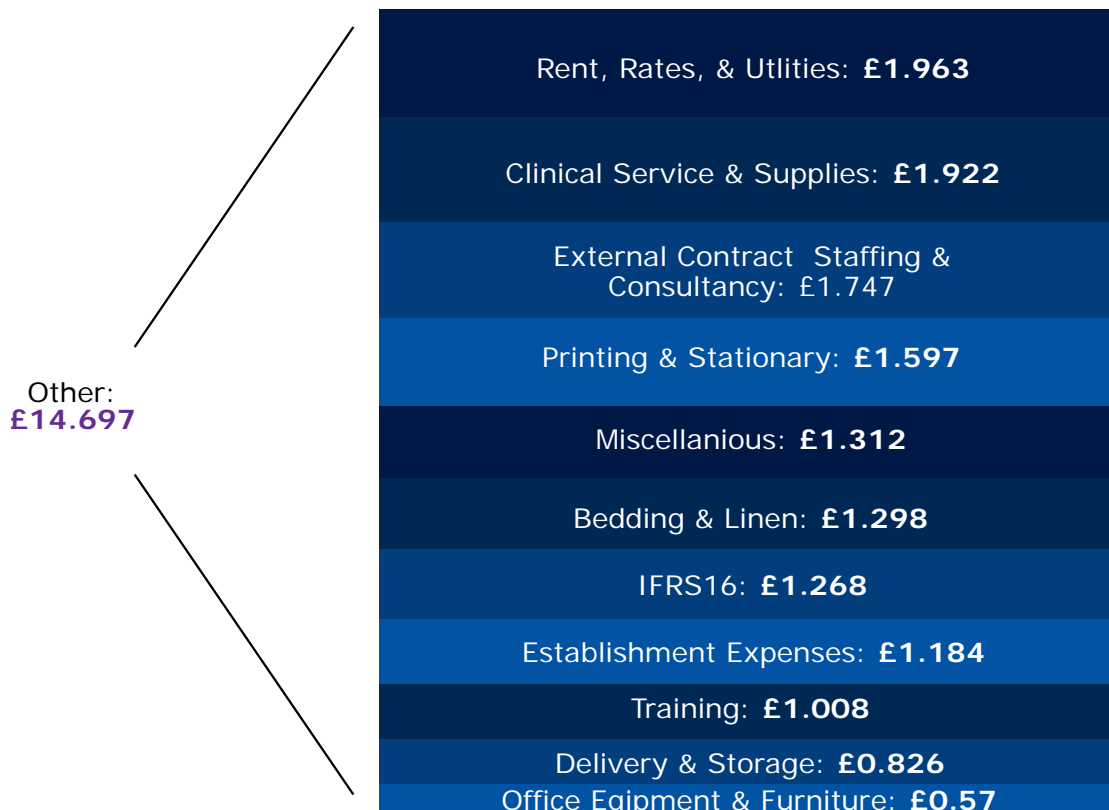
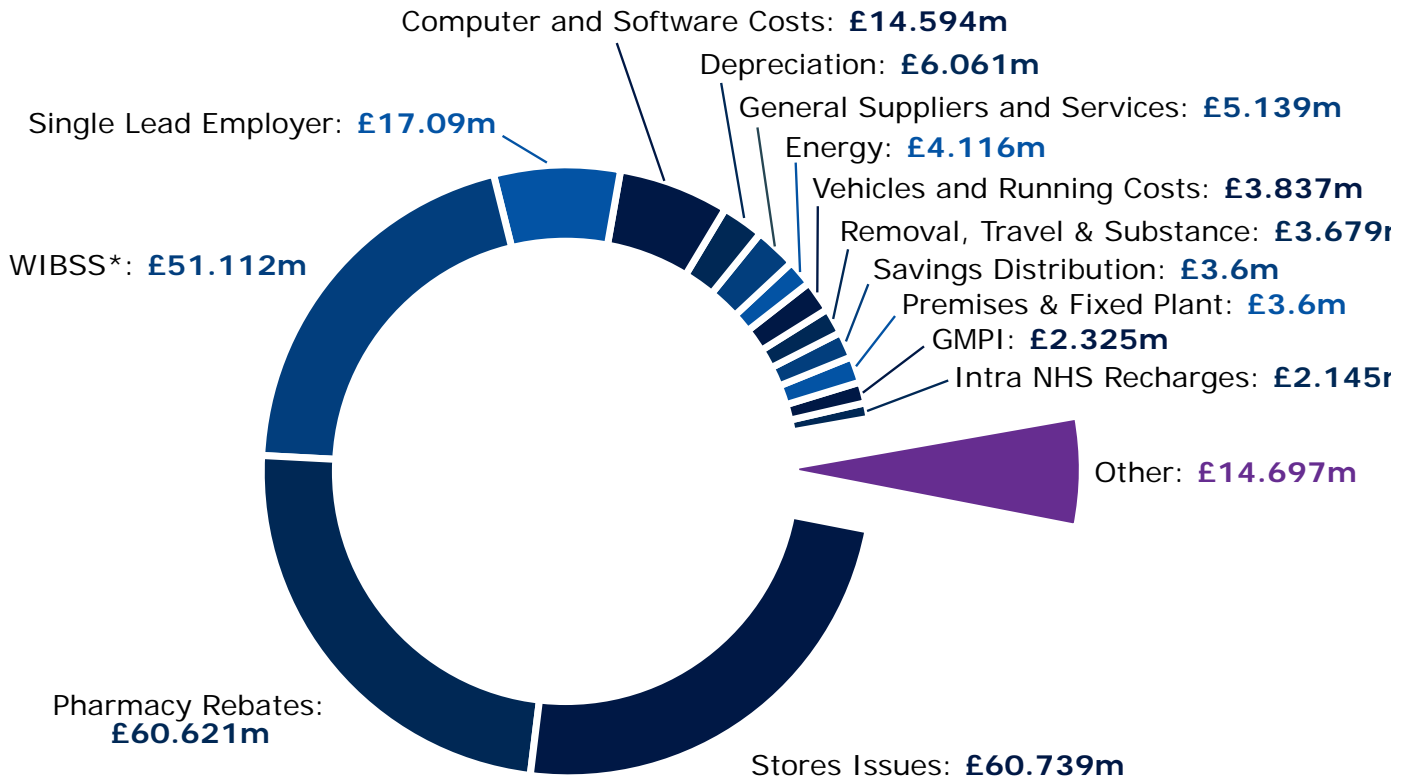
£321m of our pay expenditure relates to the Single Lead Employer costs. Spend on bank, overtime and agency staff is generally in relation to the covering of vacant posts or long-term sickness. Expenditure on premium rate pay is minimised as far as possible, and we have seen reductions in this expenditure during 2024-25 following increased grip and control processes.



Over the last year we have implemented scrutiny panels to tackle variable pay costs. Each bank post request must be justified and taken to panel to approve the request. Considerations of business continuity, funding and alternatives are discussed. As at 31 March 2025 agency spend has been eradicated in the organisation.

\*Single Lead Employer (SLE) is an employment arrangement that was put in place to effectively manage and support all Medical and Dental trainees across Wales for the duration of their training programme.

# Non-Pay Spend



*\*Established in October 2017, the Wales Infected Blood Support Scheme aims to provide support to people who have been infected with Hepatitis C and/or HIV following treatment with NHS blood, blood products or tissue in the 1980s and 1990s.*

*Taking over from the existing UK schemes (Eileen Trust, Macfarlane Trust, MFET Ltd, Skipton Fund and Caxton Foundation), now referred to as the Alliance House Organisations (AHOs), WIBSS aims to provide both a streamlined financial payment service and personalised support for Welsh beneficiaries. WIBSS also offers a dedicated Welfare Rights Service and a Psychology and Well-being Service.*

*On 21st May 2025, the UK Government announced a Compensation Scheme and the setting up of a new Arm's Length Body (ALB) to administer the compensation scheme, called the Infected Blood Compensation Authority (IBCA). On 21st May, WIBSS was asked, by Welsh Government, to make further interim compensation payments of £210,000 before the end of June. These payments were to living "infected" beneficiaries only. A total of 185 payments were made to the 31st March 2025 for a total value of £38,850,000.*

*On 24 October, IBCA launched the Infected Blood Interim Estates Payments (IBIEP). This was for estates of people who died when registered with a current Infected Blood Support Scheme (IBSS) or an Alliance House Scheme on or before 17 April 2024; the person who died, their bereaved partner or their estate had not already received an interim compensation payment of £100,000, and the person was living in the UK or Republic of Ireland at the time of their death. WIBSS was asked to administer these applications for those estates where the infected deceased was infected in Wales.*

*A total of 37 Estates applications were processed to 31st March 2025. 23 were successful for a total value of £2,300,000, 6 were rejected due to ineligibility and a further 8 were in progress as at the year-end date.*



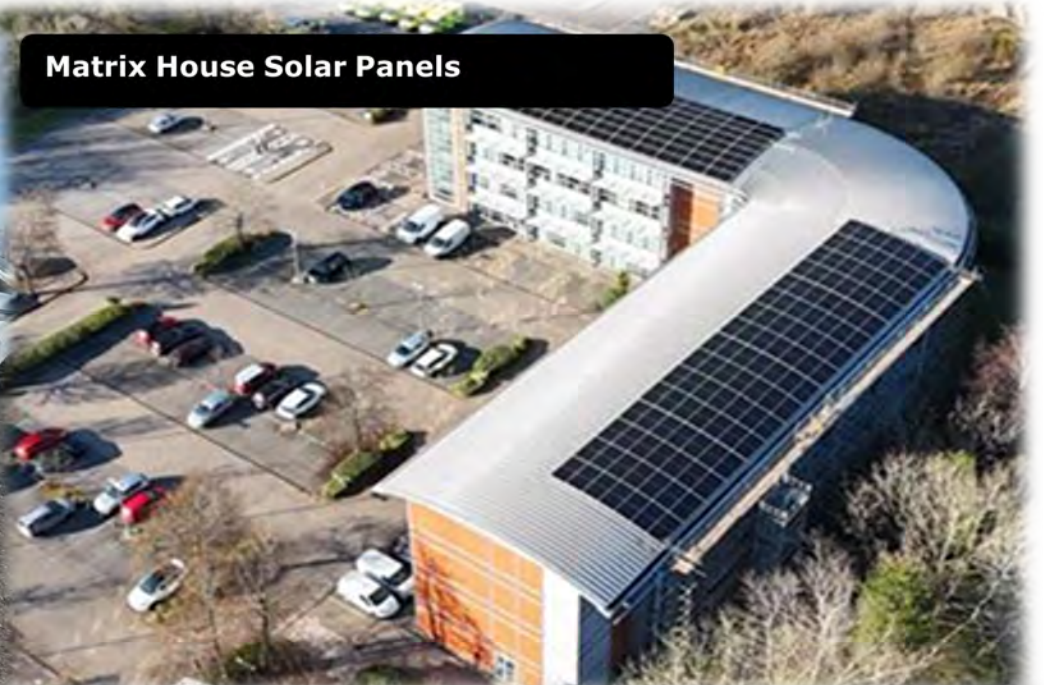
## Capital investments

During the 2024-25 financial year, NWSSP received £11.261m capital funding. £6.826m facilitated investments in capital projects including the new Radiopharmacy unit, Laundry and warehouse modernisations, vehicle replacements and our decarbonisation, digitalisation and estates rationalisation strategies. We also received and expended capital funding of £4.435m in respect of the capitalisation of leases required under IFRS16.

Capital Expenditure	Radiopharmacy	Laundry	Supply Chain/ Warehousing	Decarbonisation	Digital/ Automation	Estates Rationalisation	TOTAL
£000							
Radiopharmacy Unit	1,602						1,602
Laundry modernisation		1,134		61			1,195
Vehicle Replacement			116	938			1,054
IT Refresh					999		999
Stores & Matrix House works			431			113	544
IP5 PV & battery				316			316
IP5 Estates including EV Charging			114	135			249
Legal & Risk Case Management System					196		196
Matrix House PV				191			191
DuPont LED Lighting				182			182
Primary Care Workforce System					162		162
Letter Inserter					69		69
Matrix House EV Charging				36			36
Health & Safety			20				20
Cyber Security					11		11
<b>TOTAL</b>	<b>1,602</b>	<b>1,134</b>	<b>681</b>	<b>1,859</b>	<b>1,437</b>	<b>113</b>	<b>6,826</b>



**HCS Fleet replacement scheme (Incl. Electric Vehicles)**



**Matrix House Solar Panels**



**Laundry Lavatec Tumblers**

# Governance Framework

NWSSP is not a statutory organisation in its own right. It operates within a governance and accountability framework set out by Welsh Ministers, ensuring it functions in true partnership with NHS Wales. NWSSP is hosted by Velindre University NHS Trust, which provides the legal and administrative foundation for NWSSP operations. All NHS organisations in Wales, including Health Boards, NHS Trusts, and Special Health Authorities, collaborate through a Memorandum of Co-operation to ensure shared services are delivered effectively and in line with the Shared Services Partnership Committee (SSPC) strategy.

The SSPC is responsible for ensuring NWSSP consistently follows the principles of good governance, including the oversight and development of systems and processes for financial control, organisational control, governance, and risk management. The SSPC assesses strategic and corporate risks through review of the Corporate Risk Register at each meeting and monitors performance against key performance indicators. For any indicators assessed as being below target, reasons for current performance are identified and included in the report along with any remedial actions to improve performance. Deep Dive sessions are often on the agenda to explore opportunities, risks, and issues within NWSSP services.

The SSPC sets the policy and strategy for NWSSP within the legal framework under which the Trust operates as host, monitors service delivery through the Managing Director, and seeks to improve the delivery of shared services that are effective, efficient, and provide value for money for NHS Wales and Welsh Government. It also ensures strong leadership, direction, and control of NWSSP, with a focus on delivering savings that can be re-invested in direct patient care.

The SSPC ensures that NWSSP consistently follows the principles of good governance applicable to NHS organisations, including the oversight and development of systems and processes for financial control, organisational control, governance, and risk management. The SSPC assesses strategic and corporate risks through review of the Corporate Risk Register at each meeting.

The SSPC membership comprises an Independent Chair, Managing Director of NWSSP and either the Chief Executive or another nominated representative, acting on behalf of each NHS Wales Health Board or Trust and Special Health Authority.



The Velindre University NHS Trust Audit Committee for NWSSP, is responsible for reviewing and reporting on the effective operation of overall governance and the internal control system. This includes the management of risk, operational compliance controls, and related assurances that support the delivery of objectives and maintain standards of good governance. The management and control of resources during 2024-25 is evidenced within the [Annual Governance Statement](#). The Statement details the extent to which we complied with our own governance requirements, summarising all disclosures relating to governance, risk, and control. [Committee Papers](#) and [Executive Declarations](#) are published and available on our website.

The Head of Internal Audit provides an annual opinion on the adequacy and effectiveness of the risk management, control, and governance processes in NWSSP, which was Reasonable Assurance for 2024-25.



## Forthcoming Independent Review of NWSSP Accountability & Governance Arrangements

On 9 April 2025, the Director General of Health, Social Care & Early Years Group and NHS Wales Chief Executive formally announced an independent review of the governance and accountability arrangements of NWSSP. This initiative aligns with the strategic direction set out in A Healthier Wales (2018), which highlighted the increasing complexity of NHS Wales and called for a review of national functions to ensure clarity and cohesion.

Similar reviews have already been conducted across other NHS Wales bodies. Given NWSSP's significant growth in scale and complexity since its original governance framework was established, this review is both timely and welcomed. It will assess whether current arrangements remain fit for purpose or require strengthening. Importantly, NWSSP continues to operate fully within its existing governance structure pending the outcome of the review.



# Lessons Learned and Challenges

As can be seen in the performance data, NWSSP continues to have a strong track record of delivery and achieving the objectives set for it by the SSPC and operating within budget, delivering savings to be re-invested in the development of NWSSP services and to support the wider NHS Wales financial position.

Operating across the breadth of services and in complex systems, not everything will go according to plan and there are challenges that NWSSP has faced and continues to face. When things go wrong, as they sometimes do, NWSSP has a strong culture of learning lessons and putting things right.

During 2024–25, NWSSP received 35 formal concerns, an increase from 26 the previous year, with 88% responded to within the 30-working-day target. In addition, 20 early resolution complaints were addressed locally within 24 hours, avoiding the need for formal escalation.

Concerns largely related to pay, pensions, and expenses, reflecting NWSSP's role in supporting NHS Wales staff, rather than delivering direct patient care. However, following the statutory introduction of the Medical Examiner Service (MES) in September 2024, there was a noticeable rise in complaints, particularly around delays in issuing Medical Certificates of Cause of Death (MCCDs), which we acknowledge has been an ongoing challenge. In March 2025, the Shared Services Partnership Committee received a Deep Dive in relation to the Medical Examiner Service to explore where, together with partners, improvements can be made. This is re-enforced through regular performance meetings with partner organisations, participation in professional networks and liaison with Welsh Government.

In the spirit of continuous improvement and aligned with the principle of the gift of complaints, we strengthened our reporting mechanisms to capture root causes and any lessons learned from each concern received and these are discussed on a monthly basis. We also launched a feedback mechanism for complainants relating to the concerns handling process.

Lessons learned from upheld complaints led to several improvements, including enhanced accessibility in training modules, strengthened email response protocols and clearer communication processes within the MES. In Primary Care Services, actions were taken to prevent errors in medical records handling, improve communication with bereaved families, and ensure accurate prescription payments.

There was a notable decrease in the number of payroll concerns received following the rollout of the All Wales Overpayment Policy on 1 October 2024 which is a national approach led by NWSSP but we continue to work on ensuring that, whilst payroll accuracy is consistently over 99%, occasions where overpayments require recovery can impact significantly on the individuals concerned. We work with NHS organisations to ensure that accurate information is provided to payroll on a timely basis to prevent overpayments occurring in the first place.

During the financial year, one concern was referred to the Public Services Ombudsman for Wales, which was resolved satisfactorily. NWSSP remains committed to learning from feedback and continuously improving the quality and responsiveness of its services.

Collaboration with the NWSSP Senior Leadership Group (SLG), including the facilitation of a dedicated workshop on lessons learned from the COVID-19 pandemic, provided a valuable opportunity to reflect on strategic responses and organisational resilience. Additionally, the SLG participated in an informal session to consider potential implications arising from the findings of the UK COVID-19 Public Inquiry's Module 1 report. In 2024–25, we also appointed a Head of Emergency Response and Resilience to strengthen our preparedness.

In 2024–25, the NWSSP Transformation Office continued to support the successful delivery of a diverse portfolio of strategic projects and programmes for NWSSP. These initiatives spanned a wide range of types including accommodation, construction, IT systems, fleet management, and service transformation, each contributing to the broader vision of organisational excellence and innovation. A number of lessons and key insights were identified including:

- The importance and role of accurate data in enabling informed, evidence-based decision-making across all stages of project delivery.
- The power of proactive stakeholder engagement and transparent communication in fostering trust, alignment, readiness and sustained momentum for change.
- The importance of clearly articulated end-user requirements, ensuring that solutions are purpose-built to meet both operational needs and strategic service outcomes reducing operational risk and increasing service satisfaction.
- The necessity of rigorous system testing, which plays a critical role in mitigating risks and ensuring seamless implementation with minimal disruption.
- The value of identifying whole-life costs, which strengthens the development of robust, future-proof business cases that support long-term sustainability.
- The centrality of people and change management, recognising that successful transformation hinges on preparing, supporting, and empowering staff through periods of change.

These lessons will continue to inform and shape our approach, reinforcing our commitment to delivering high-impact, sustainable transformation across NHS Wales.



# Duty of Quality

**“Quality is defined as continuously, reliably, and sustainably meeting the needs of the population” that we serve.”**

The 2024–2025 reporting year marks the second full year of NWSSP’s implementation of the Duty of Quality, following its introduction in April 2023. This report highlights our continued commitment to embedding quality across its diverse, non-clinical service portfolio. The Duty has been integrated into strategic planning, operational delivery and performance assurance to align with our core values and strategic objectives.

Key achievements include maintaining the Customer Service Excellence accreditation across the organisation, achieving and retaining multiple ISO and regulatory accreditations and embedding quality principles into the Integrated Medium-Term Plan (IMTP). Divisions have adopted tailored Quality Management Systems and “always on” reporting to ensure continuous improvement and accountability. Staff engagement has been central, with quality champions in each division and the use of accessible formats such as bilingual videos and blogs to share best practices.

NWSSP has demonstrated innovation in quality-driven reporting, data-informed decision-making, and sustainability initiatives. Examples include the development of bilingual digital tools, decarbonisation efforts in laundry services, and national collaboration on mortality reviews and workforce planning. The organisation continues to use quarterly divisional reviews and KPIs to drive quality control and improvement, ensuring services remain safe, effective, efficient, timely, equitable, and person-centred.

Looking ahead, NWSSP will enhance its quality reporting through improved data dashboards, continued engagement and refined self-assessments and the reporting to the Velindre University NHS Trust Quality, Safety and Performance Committee continues to evolve. The report reaffirms NWSSP’s role in supporting NHS Wales through the delivery of high-quality, non-clinical services and its ongoing commitment to delivering value, innovation, and excellence.



You can read more about how we have embedded quality as an organisation in the **NWSSP Duty of Quality Annual Report for 2024-25**.

# Health and Safety

## Our Aim for Health and Safety

*To provide and maintain a safe and healthy environment for all that use our services and create a positive culture.*

NWSSP attaches the greatest importance to the health, safety and welfare of staff and visitors. It is essential that management and staff work together to ensure that there is a positive health and safety environment.

To achieve our aims, we need a highly skilled, motivated, engaged and healthy workforce. Staff engagement and health and safety is a priority and will be delivered in an environment where staff are well managed and valued for their contribution. This is achieved through effective leadership by senior managers, participation of all staff and open and responsive communication channels.

The Director of Corporate and Finance leads on the overall direction of health and safety for NWSSP and in conjunction with the Health and Safety Manager continues to improve performance through monitoring progress, reviewing processes and discussions at the NWSSP All Wales Health and Safety Group.

## Health and Safety Incident Trends 2024-2025

During 2024/2025, the Health and Safety Incident Trends Remain as:



Trend Category	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Trend
Contact with an object/struck by an object	11	11	26	30	18	16	↓
Violence and Aggression	14	10	10	15	20	11	↓
Manual Handling	14	12	23	16	16	17	↓
Slips, Trips, and Falls	14	10	10	15	6	16	↑

↓ - a decrease can be seen in the number of incidents reported in the following categories:

### Contact with an Object/Struck by an Object

- There has been a **reduction in the number of incidents** during the period 2024-2025 which can provide assurance of improvement.

### Violence and Aggression

- There has been a **reduction in the number of incidents** during the period 2024-2025 which can provide assurance of improvement.

↑ - an increase can be seen in the number of incidents reported in the following categories:

### Manual Handling

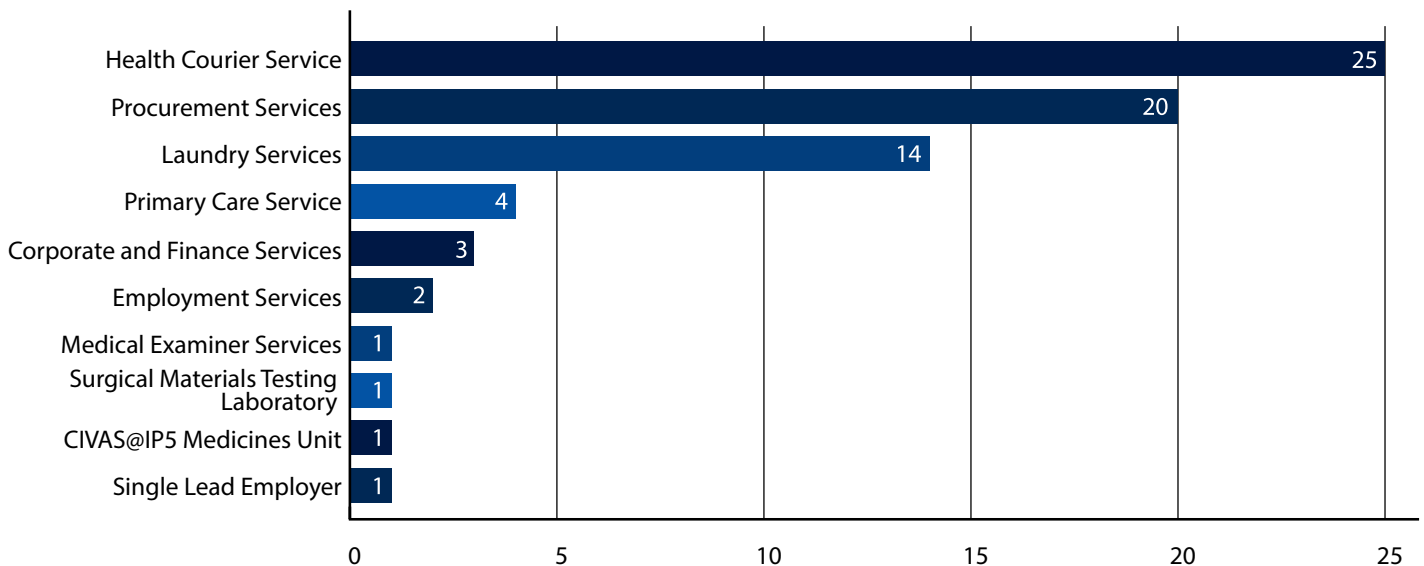
- Despite the slight increase in the number of incidents reported for 2024-2025, NWSSP **continues to achieve its aim** to reduce work related manual handling incidents in the workplace, aspiring to the 10% reduction over two years. This can provide assurance of improvement.

### Slips, Trips and Falls

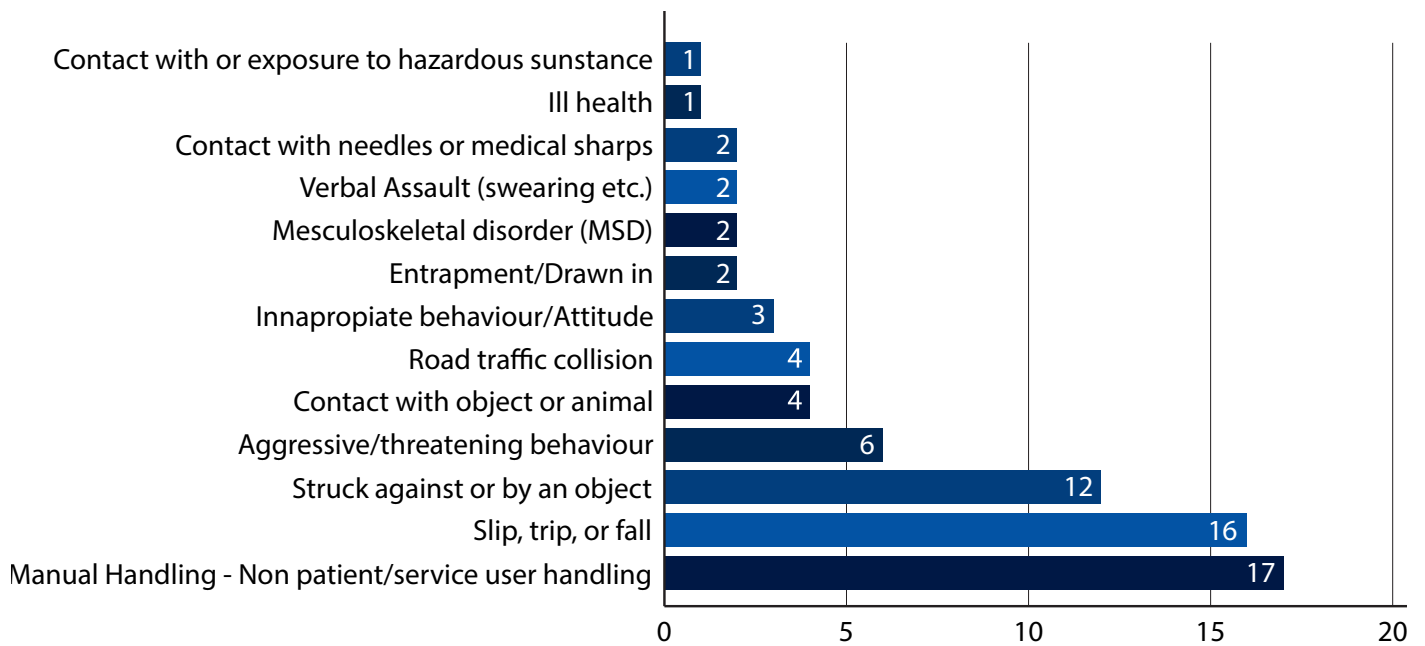
- Despite the increase in the number of incidents reported for 2024.2025, NWSSP **continues to achieve its aim** to reduce work related slips, trips and falls in the workplace, aspiring to the 10% reduction over two years.

During the period, a schedule of health and safety internal audits were undertaken by the Health and Safety Manager and Health and Safety Support Officers, at NWSSP.

## Health and Safety Incidents by Service Group 2024-2025



## Health and Safety Incidents by Category 2024-2025



# Information Governance

In 2024/25, the following activities were delivered with the Information Governance function:



**16**

Face-to-face IG classes were attended by staff using Microsoft Teams.



**89.5%**

Average IG eLearning core skills compliance across NWSSP.



**138**

Freedom of Information requests received.



**250**

Actionpoint calls logged on the dedicated service platform.



Compliance in responding to Freedom of Information requests within 20 working days.



**477**

Staff attended an IG training session.



- Privacy Notices and protocols reviewed, where applicable
- Regular communications developed to provide updates on all IG topics
- Low numbers of IG breaches throughout the year, with no severe incidents reported
- Substantial assurance with the annual IG assessment toolkit
- New IG guidance and protocols launched
- Policies and Procedures reviewed in line with review dates
- Privacy Impact Assessments completed and updates to the Medical Examiner Service following statutory establishment
- Workplan completed in full
- Internal IG meetings held every quarter

# Welsh Language

NWSSP is committed to ensuring that the Welsh and English languages are treated equally in the services provided to the public and NHS partner organisations in Wales. This is in accordance with the Welsh Language Measure (Wales) 2011 and the Welsh Language Standards [No7.] Regulations 2018.

The work of NWSSP in relation to Welsh language delivery and performance is reported to the Welsh Government and the Welsh Language Commissioner within the Annual Performance Report. This work is largely undertaken by the Head of Welsh Language Services and Compliance, who reports to the Director of People and Organisational Development and works closely with all divisions and services across NWSSP.

A Welsh Language Unit has been established to support our divisions and services with translation and interpretation services as well as providing advice and guidance on how best to plan service provision through the medium of Welsh.

We have established a self-assessment process to assess our compliance status with the [Welsh Language Standards](#) and [Code of Practice](#). Local improvement plans are agreed and implemented in the following year based on the assessment and evidence provided to support the assessment. This process assists us to provide assurance and accurate information about our compliance levels.

Our overall compliance status as at the end of March 2025 was as follows:

Standards	Level of compliance
Service Delivery Standards	Medium to High level of compliance
Policy Making Standards	Medium level of compliance
Operational Standards	Medium to High level of compliance
Record Keeping Standards	High level of compliance

## Welsh Language Impact Assessment

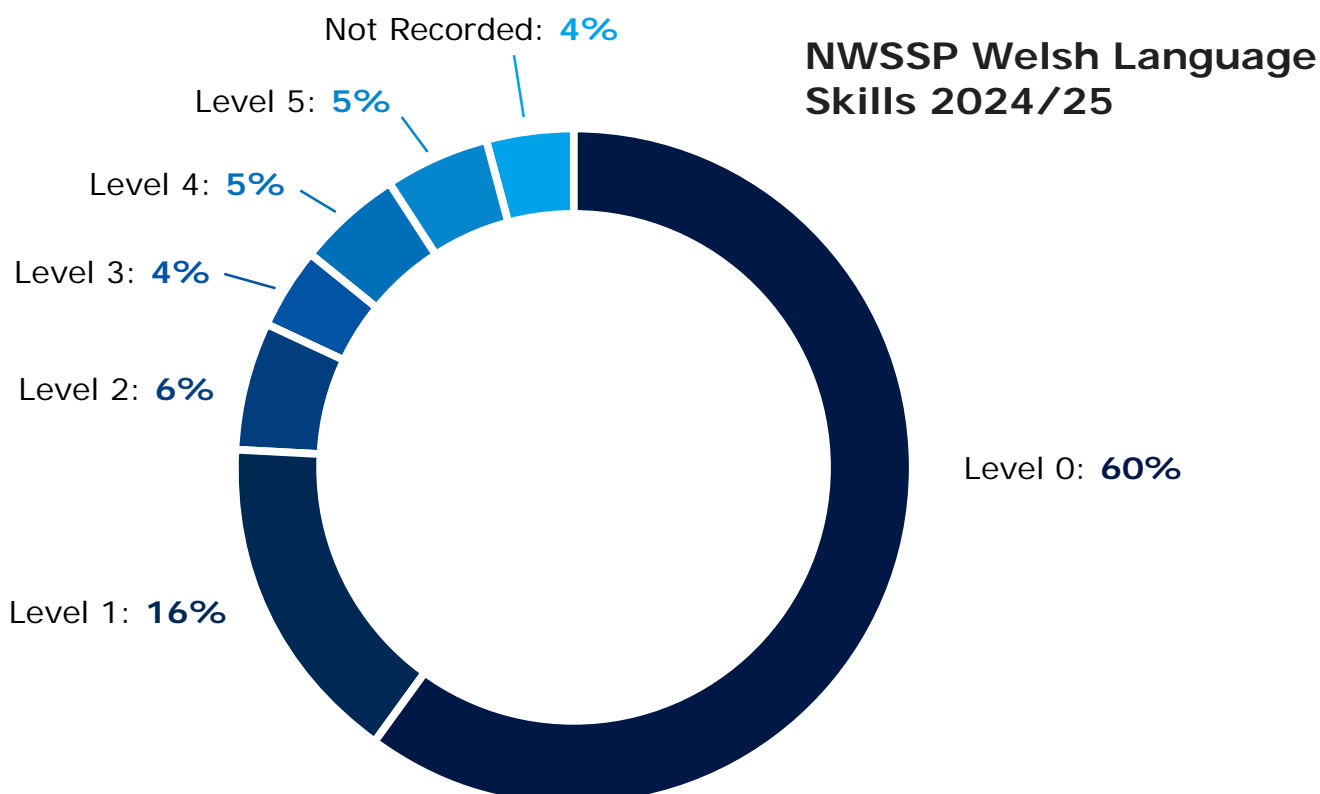
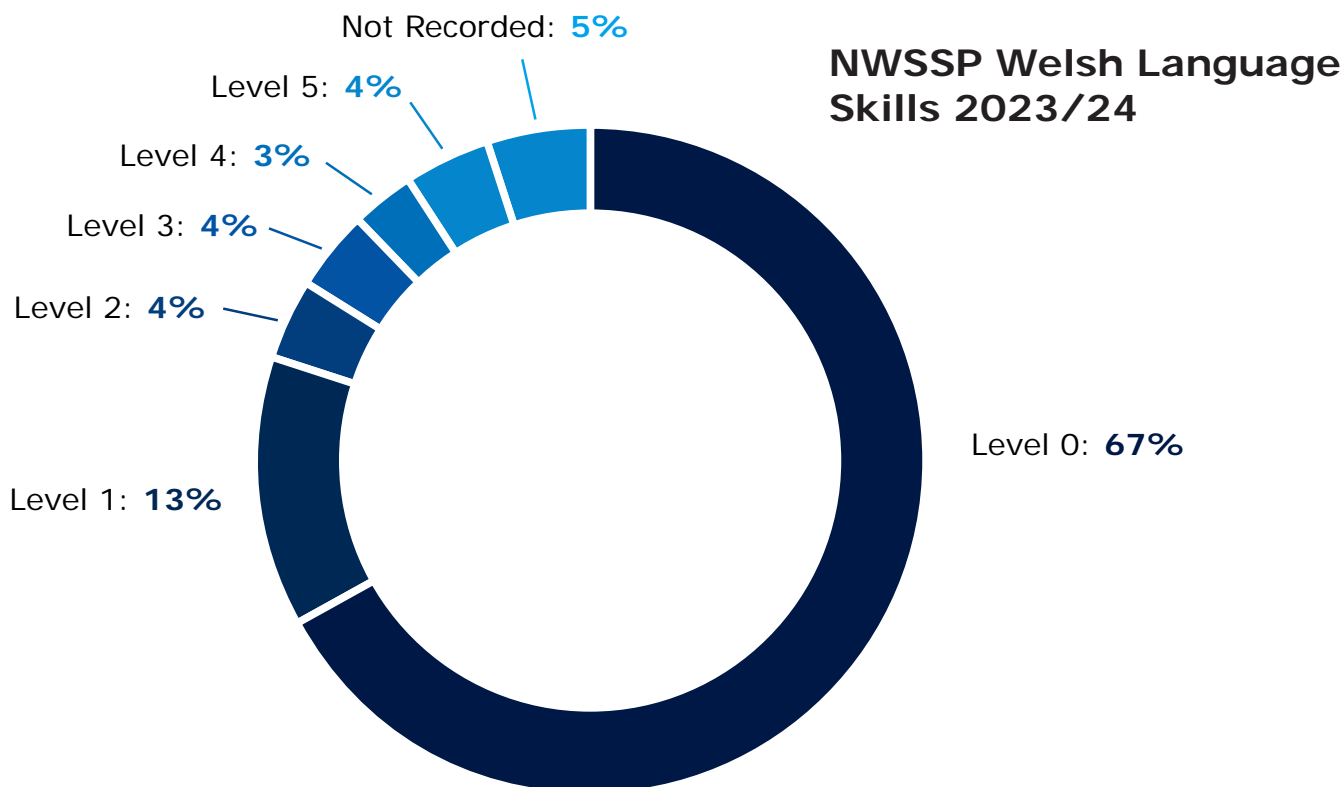
Following a seminar with the Welsh Language Commissioner's Office in November 2023 and a further workshop in April 2025, we reviewed the Welsh Language Impact Assessment tool we previously had and incorporated it fully into our Organisational Change Policy work, including providing key statistics on population demographics and highlighting key documents that should be consulted by authors when completing a Welsh Language Impact Assessment including but not limited to:

- Census data from 2021
- Welsh Language Measure 2011
- Welsh Language Standards Compliance Notice for Velindre University NHS Trust
- The Code of Practice for the Welsh Language Standards
- Cymraeg 2050 Strategy
- The More Than Just Words Strategy' and
- Well-being of Future Generations (Wales) Act 2015
  - As well as considering the demographic profile of our staff across Wales.

We have also reviewed the process, whereby any proposed Organisational Change Policy work must be sighted by the Head of Welsh Language Services and Compliance for guidance and advice prior to consultation.

## Welsh Language Skills at NWSSP

Welsh language skills have increased within the organisation by comparison to 2023/24:



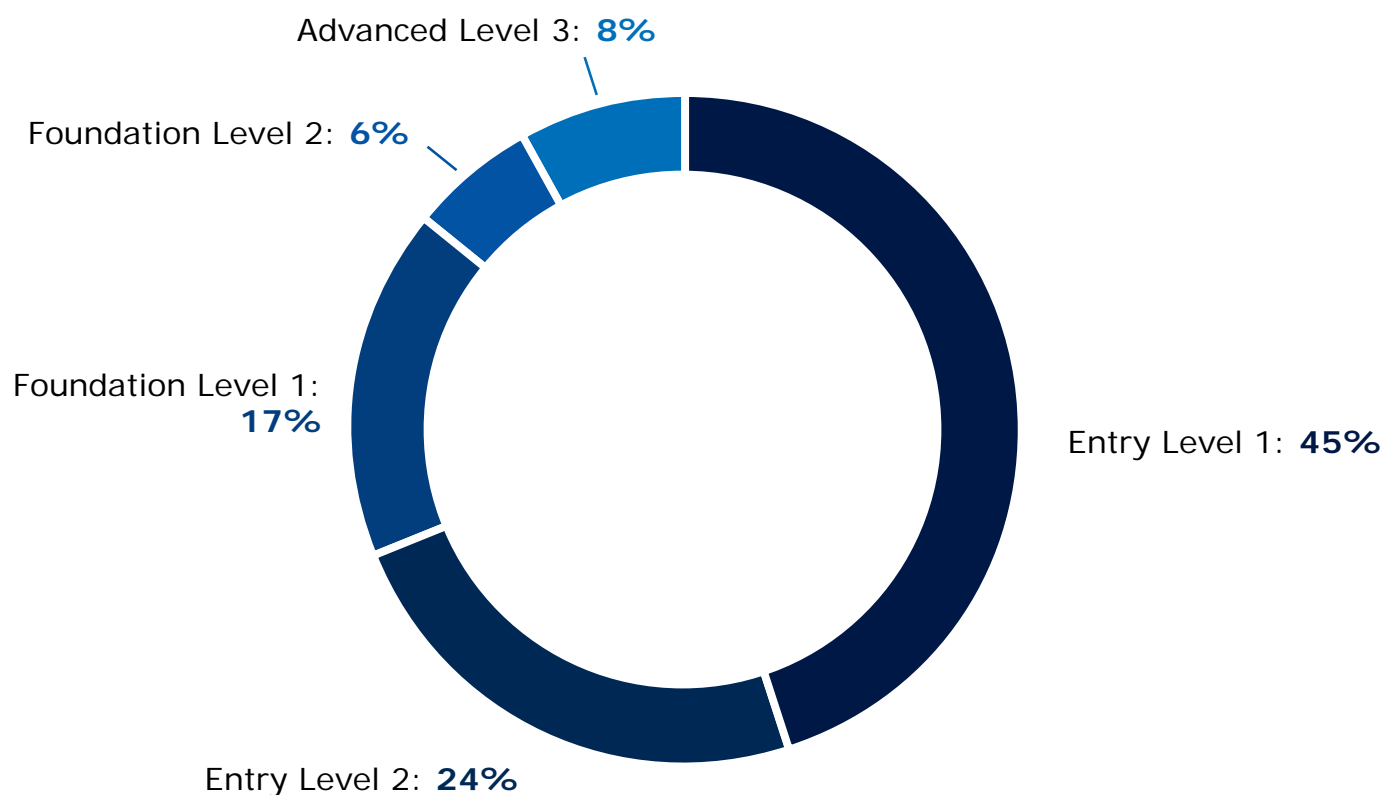
## Welsh Language Skills at NWSSP

Total number of vacancies advertised as:	
Welsh language skills are essential	2
Welsh language skills are desirable	435
Welsh language skills need to be learnt when appointed to the post	0
Welsh language skills are not necessary	0
Total Number of vacancies advertised 01/04/2022 - 31/03/2023	
	437

## Staff Learning Welsh

During 2024/25 we've had 73 members of staff Learning Welsh at the following levels:

### Dysgu/Learning Cymraeg

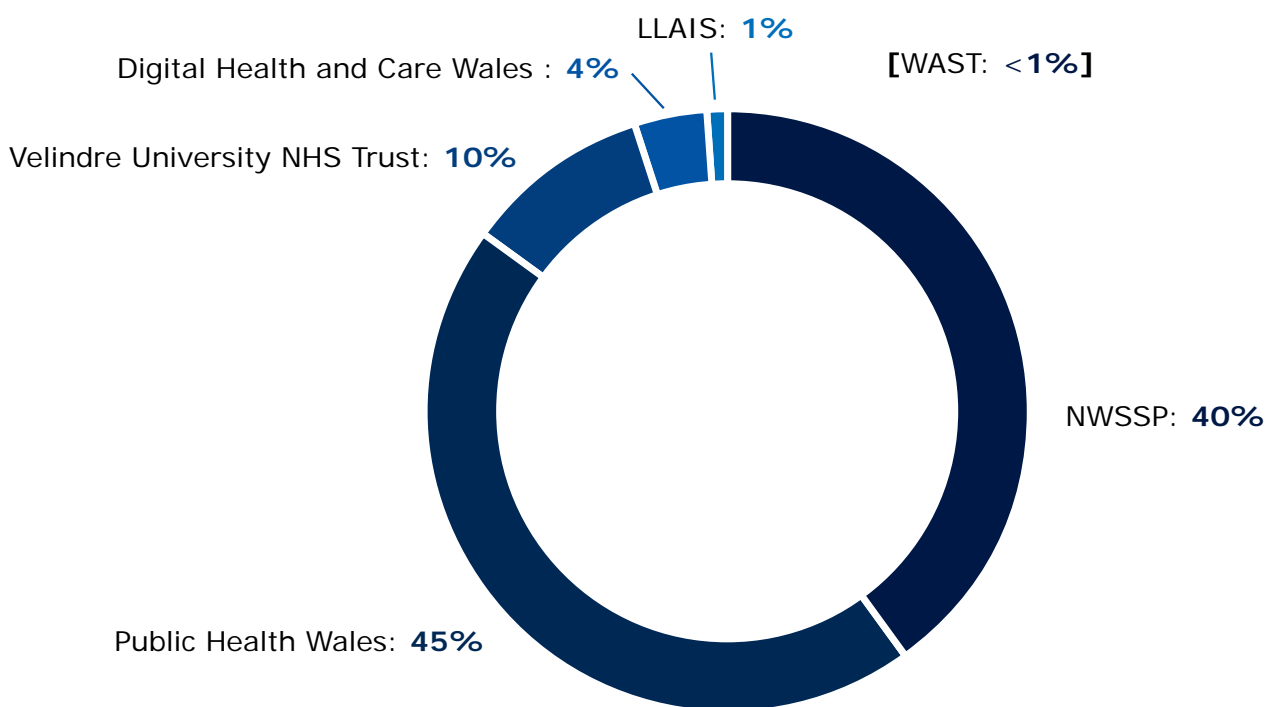


## Review of the Concerns and Complaints Protocol

The Welsh Language Team participated in the Corporate review of the NWSSP Concerns and Complaints Management Protocol and updated guidance to all staff on how to manage concerns and complaints in line with the policy. Managing concerns and complaints raised in Welsh or about Welsh Language Protocol Services is covered in the Protocol and associated guidance document.

## Translation Services to our clients:

### NWSSP Translation Service 2024/25



During 2024/25, the trend for translation services continued to increase. Our overall translation total was over 8 million words dispersed between our clients, as detailed above.



# Communications

In 2024 to 2025, the Communications Team supported NWSSP's aims and delivery through a range of bilingual activities and offering advice and our expertise to colleagues across NWSSP.

Our work ranged from managing complex media enquiries to designing major reports, such as our Integrated Medium-Term Plan, and content to website updates and organising internal communications and events within tight timescales.

The Team edited and created videos, Sharepoint pages, infographics and website content as well as organising and supporting internal staff Coffee Morning events for strategic projects and priorities.

In early March 2025, we welcomed a Head of Communications and Engagement, a new role for NWSSP. Plans are underway to increase the Team's strategic communications output, planning, and impact for staff and our breadth of external audiences in 2025 to 2026. Team member, James Ward, also won a highly commended in an internal staff award for his work promoting the Welsh language and culture.

## Website hits (reporting period April 2024 to March 2025)



433,899, a decrease of 68%

*\*Please note, we have changed how we report and measure our website statistics.*

## Top pages



Current vacancies - **33,328**

How do I access a bursary? - **27,102**

Student awards - **30,603**

## Average engagement time



1 minute and 6 seconds

## Number of users



140,915

## Social Media Statistics



**4760** X (formally Twitter) Followers

**2.8%**<sup>1</sup>

*\*Please note, in line with other NHS Wales organisations, we stopped proactively posting on X in December 2024 due to concerns about the platform's content and ethics.*



**7758** LinkedIn Followers

**13.2%**<sup>2</sup>

More than **50,000** impressions

More than a third of our LinkedIn audience is based in **Cardiff, London, Swansea, Newport** and **Bridgend**, but we also have audiences based in **India** and the **South West** and **North of England**.

---

<sup>1</sup>Decrease from 4,760

<sup>2</sup>Followers captured on 1 May 2025. Followers in the 2023 to 2024 report were 6,851. The rise to 7,758 makes it a 13.2% increase in followers.

## Key Projects

- Designing the Integrated Medium-Term Plan
- Supporting the hosting of the NHS Wales Planning Programme for Learning autumn event for planning staff across NHS Wales
- Developing the NHS Wales Staff Benefits Portal (to be published 2025)
- Surgical Material Testing Laboratory web migration
- Supporting communications for the Wales General Ophthalmic Services
- Developing the Datix Down automated process
- Designing departmental and organisational annual reviews
- Development of the decarbonisation action plan supporting materials
- Overseeing the accommodation refresh and desk booking communications
- Designing and issuing the Managing Director's monthly newsletter
- Organising and hosting internal Coffee Mornings on key projects
- Supporting editing videos for the NWSSP staff awards

# Health and Well-being



# Annual Health and Well-Being Conference

We celebrated our Annual Health and Well-being Annual Conference on 16 January 2025 which proved to be a remarkable success. The event featured a variety of insightful workshops with inspiring guest speakers, offering attendees valuable strategies to enhance their health and well-being. Participants had the flexibility to join the full day or specific sessions, with recordings available for later access. Highlights from the agenda included:

- Workshops on menstrual health issues and menopause.
- A trade union organiser from UNISON shared her expertise in education, equalities, and workplace support.
- A Clinical Reflexologist, explaining reflexology's benefits and principles.
- George King known as "the shard climber," discussed fear management, ADHD, and harnessing hyper-focus.
- David E. Hull-Watters conducted a holistic workshop on mental health and well-being, providing practical information, support strategies, and tools for personal and collective benefit.
- The conference concluded with a session on everyday practices inspired by Dr. Michael Mosley, sparking lively discussions on well-being topics.

The event was broadcast at Nantgarw Headquarters and IP5 Newport, ensuring accessibility for all staff. With high attendance and active participation, this annual initiative from the Health and Well-being Staff Partnership Group highlighted the importance of collective learning and taking actionable steps toward a healthier, more balanced life.



# Equality, Diversity and Inclusion

NWSSP remains firmly committed to eliminating discrimination, valuing diversity, and promoting inclusion and equality of opportunity across all areas of its work. As a non-statutory hosted organisation within Velindre University NHS Trust, NWSSP's offering aligns with the Trust's Equality and Diversity Policy and Strategic Equality Plan, ensuring compliance with legislative duties and a shared commitment to fostering an inclusive culture.

Throughout 2024 to 2025, NWSSP continued to play a leading role in national equality efforts, contributing to the NHS Wales Equality Leadership Group and supporting All-Wales services such as Procurement and Recruitment. The organisation also hosts a range of staff networks to promote workforce inclusion and continues to expand its internal inclusion offer, such as the Proud/Balch network.

The Equality, Diversity and Inclusion (EDI) Group, established through the "This is Our NWSSP" culture programme, has been instrumental in shaping the organisation's EDI Strategy. This strategy is informed by the Welsh Workforce Race Equality Standard, the Anti-Racist Wales Action Plan, and the LGBTQ+ Wales Action Plan. NWSSP's membership in the Employers Network for Equality and Inclusion further supports its continuous improvement journey. Dedicated Diversity and Inclusion Ambassadors have also been introduced to help foster a positive and equitable working environment.

NWSSP's Equality Integrated Impact Assessment process has matured significantly. It now robustly considers the needs of protected characteristics under the Equality Act 2010, the Public Sector Equality Duty in Wales, and the Human Rights Act 1998. It also incorporates wider enablers such as sustainability, ethical employment, Welsh language, information governance, health and safety, and the Well-being of Future Generations (Wales) Act 2015. The Socio-Economic Duty, in effect since March 2021, is also embedded in strategic decision-making.

Equality data is managed through the Electronic Staff Record system, with staff responsible for maintaining their own diversity profiles. NWSSP's recruitment practices are fully compliant with the Equality Act, with quality checks in place to ensure fairness and remove bias from job adverts and supporting materials.

Training remains a cornerstone of NWSSP's approach. All staff complete the NHS Wales "Treat Me Fairly" e-learning module as part of induction, and managers receive additional training through the Core Skills for Managers programme, which includes modules on dignity at work and conflict management. In line with Welsh Government guidance (WHC 2024/044), NWSSP has also implemented mandatory anti-racism training for all staff, including those in non-patient-facing roles.

## Workforce Race Equality Progress

In 2024, NWSSP responded to the Welsh Government’s inaugural Workforce Race Equality Standard (WRES) report, which identified key areas requiring focused action. These included the absence of ethnic minority board representation, disparities in recruitment outcomes for non-clinical ethnic minority staff, low levels of ethnicity declaration—particularly among senior staff—and limited engagement with the NHS Wales Staff Survey. In response, NWSSP has taken a range of targeted steps to address these challenges.

We have promoted leadership development opportunities such as the Academi Wales Aspiring Board Members Programme and launched our own “Leaders of the Future” initiative, with ringfenced places for underrepresented groups. Inclusive recruitment practices have been strengthened through training modules and improved data monitoring. Efforts to improve ethnicity data quality are ongoing, with targeted outreach and system improvements. Despite a dip in staff survey participation, we implemented a multi-channel engagement strategy and plan to follow up with pulse surveys to better understand barriers to participation. Additionally, we introduced Diversity and Inclusion Ambassadors and embedded inclusive practices into leadership programmes, reinforcing our commitment to creating a fair and equitable workplace for all.



## Inclusive Culture Action Plan

In response to increasing legislative and policy requirements around equality, diversity, and inclusion, NWSSP has developed a comprehensive Inclusive Culture Action Plan for 2025–2027. This unified plan consolidates overlapping actions from multiple workstreams, including the NHS Wales Staff Survey, Workforce Race Equality Standard (WRES), Speaking Up Safely, and Welsh Government feedback on strategic equality initiatives such as the Anti-Racist Wales and LGBTQ+ Action Plans. It also addresses new legislative duties under the Worker Protection Act 2023 and supports the implementation of flexible working and well-being best practices.

The plan was co-produced by a working group comprising People and OD colleagues, Trade Union representatives, Culture Change Champions, and staff survey leads. It sets out 15 targeted actions aimed at improving morale, retention, and representation, while fostering a compassionate, inclusive, and psychologically safe working environment. Key initiatives include the launch of the “Leaders of the Future” programme, enhanced coaching and mentoring, inclusive recruitment training, and the introduction of a new appraisal model focused on compassionate leadership. The plan also prioritises increasing demographic data reporting, raising awareness of sexual safety, and supporting staff to speak up safely.

Progress will be monitored through regular reporting to the Senior Leadership Group, Partnership Committee, and Welsh Government, with updates shared across the organisation. The plan is fully aligned with NWSSP’s strategic objectives and core values, reinforcing a culture where all colleagues feel valued, supported, and empowered to thrive.



# Learning and Development

Learning and development remain central to our mission at NWSSP, with a strong emphasis on creating inclusive, accessible and impactful opportunities for staff growth. This year, we conducted a thorough Annual Training Needs Analysis with all divisions to ensure our development offerings align with both organisational priorities and individual aspirations.

We've continued to invest in coaching and mentoring programmes, fostering a culture of peer support and continuous improvement. Our focus on digital capability skills has helped staff adapt to evolving technologies and hybrid working environments. Through a range of free and low-cost education and development options, including funded qualifications, we've supported staff in pursuing formal learning without financial barriers.

NWSSP has proudly supported two major graduate schemes; the All Wales General Graduate Management Scheme, hosted by Health Education and Improvement Wales (HEIW) and the Finance Graduate Scheme, hosted by the Finance Academy. These programmes have provided structured pathways into NHS careers for talented graduates across Wales.

We've also made strides in widening access to NHS careers through initiatives like the Network 75 Scheme, which combines academic study with work-based learning, and a variety of apprenticeships across departments. Additionally, we piloted Short Term Experience Placements within different teams, offering valuable exposure to NHS working environments. Our work placement programmes have further supported individuals looking to gain hands-on experience and explore career options within NWSSP.

A wide range of in-house training courses, complete with detailed descriptions and scheduled dates and times, has ensured that learning is both relevant and timely. We've also prioritised leadership and management development, offering a suite of programmes such as:

- Leaders of the Future
- Aspiring Leaders
- Leading for Excellence & Innovation Programme
- Compassionate Leadership
- How to be an Inclusive Leader
- Induction for Leaders
- Coffee and Conversation Sessions
- Wider Leadership Opportunities

These initiatives have helped nurture emerging talent, embed values-based leadership, and promote strategic thinking across the organisation.

Our regular webinars have provided flexible learning opportunities on key topics, allowing staff to engage in professional development at their own pace. These sessions have complemented our broader learning strategy and supported continuous growth across NWSSP.



# Staff Benefit Schemes

Within NWSSP's Staff Benefit Team, we offer the following schemes for staff:



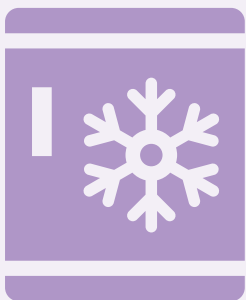
## Staff Lease Vehicle Scheme

Run in association with NHS Fleet Solutions and designed to provide all eligible NWSSP staff with the option of access to vehicles of their choice at a very competitive prices, whilst at the same time providing savings for the organisation that will support the services provided to patients.



## Loans Repaid Through Salary

The scheme offers loans at affordable rates with higher acceptance than banks, as an affordable alternative to credit cards and overdrafts, it could also be used to cover an unexpected expense or help to achieve long-term financial goals.



## Home Electronics Scheme

Run association with Home Electronic Solutions and designed to provide all eligible NWSSP staff with the option of access to home electrical items of their choice at a very competitive prices from Currys/PCWorld, whilst at the same time providing savings for the organisation that will support the services provided to patients. There is no deposit and costs are fixed for all elements of the term.



## Cycle to Work Scheme

Offering staff a fantastic opportunity to save money on bikes and cycling equipment while promoting a healthier, more sustainable commute. Through this initiative, employees can spread the cost of a new bike over monthly payments, making it easier than ever to embrace active travel, further supporting NHS Wales' commitment to staff well-being and greener, healthier workplaces.

# Our Achievements



# Staff Recognition

NWSSP held its Annual Staff Recognition Awards on 13 February 2025, provided an opportunity for the Senior Leadership Group to formally acknowledge the incredible commitment, dedication and professionalism of all our staff. This was the ninth annual event, and forth held virtually, celebrating the commitment and hard work of individuals and teams who have gone above and beyond in their roles, ensuring the delivery of high-quality services across NHS Wales. Staff were recognised in a variety of categories, with each recipient demonstrating exceptional dedication and excellence in their respective fields, contributing significantly to the overall success and efficiency of NWSSP.

Key highlights included the NWSSP Core Value Awards (Innovating, Working Together, Listening & Learning and Taking Responsibility), Welsh Language Culture Champions, Leadership, Hidden Heroes, Health and Well-being, Role Modelling Diversity and Inclusion, Team of the Year, Environmental Contribution to Sustainability, Trade Union Partnership Award, Managing Director's Star Awards, and Long Service Awards.

The event was an organisational celebration, filled with inspiring stories and heartfelt gratitude. It provided an opportunity for colleagues to come together, reflect on their achievements, and look forward to future successes. The atmosphere was one of camaraderie and pride, as everyone celebrated the collective accomplishments of the NWSSP family.



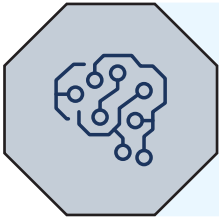
The ceremony was held virtually via Microsoft Teams, allowing staff from various locations to participate and celebrate together, regardless of their geographical location. Additionally, the event was screened across various NWSSP sites, ensuring that everyone had the opportunity to join in the celebrations. This virtual format ensured the event was both accessible and inclusive for staff, demonstrating NWSSP's commitment to leveraging technology to bring people together.



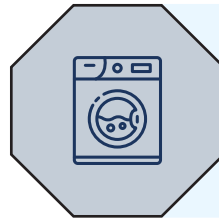
As NWSSP continues to strive for excellence, the event serves as a reminder of the incredible talent and dedication within the organisation. These awards not only honour individual and team achievements but also inspire others to pursue excellence in their roles. The ceremony was a resounding success, showcasing the best of what the organisation has to offer and setting a high standard for the future. To continue the celebrations, we hosted in-person 'face to face' regional events across Wales, where the Senior Leadership Group could personally thank our winners and present them with their awards and certificates.



# Achievements



Bone Age AI software evaluation for NHS Wales



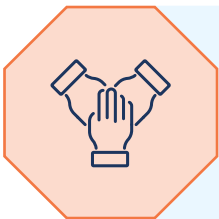
BS EN 14065 in the All Wales Laundry Service



Delivery of Optometry Pathways



Electronic System for Recording Audits (ESRA)



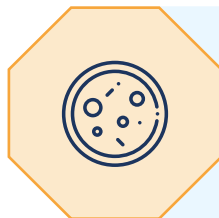
Embedding the Duty of Quality into everyday life in NWSSP – sharing the voices



Employee Investigations Event - Putting People at the Heart of our Processes



Mental Health First Aider Training



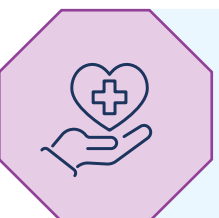
Microbiological testing of air in conventional ventilated operating theatres



Postgraduate Engineering Scheme for Network 75 students



Recruitment Modernisation Programme



Primary Care Expansion

# Highlights from 2024-25

## Menopause Buddy Role

Menopause Buddies are trained volunteers offering non-judgmental support and information to anyone needing assistance related to menopause. They provide empathetic listening, signpost resources, and suggest relevant contacts for more in-depth help. For managers, Buddies can guide them to workplace policies and support but do not offer clinical advice—medical concerns should be directed to a GP. A list of Buddies is available on the Health and Well-being intranet page, with posters in some offices displaying their contact details. Anyone can contact a Buddy, even outside their team, making it a widely accessible support system.



## Men's Mental Health Group

There has been great development in progressing of Men's Mental Health Group which provides an opportunity for them to come together in a safe, supportive environment. NWSSP were thrilled to hear from Andrew Jenkins from "The Traitors" and Time to Change Wales who came to deliver an inspiring mental health presentation to our Men's Support Group meeting. His journey was and is a remarkable example of resilience which saw him face many challenges but through deep reflection and self-discovery, he emerged stronger than ever. Andrew was an inspirational speaker who has turned his story into a beacon of hope for others.



## Speaking Up Safely: Promoting a Culture of Trust and Transparency



Following feedback from the Staff Survey, NWSSP took proactive steps to ensure a safer more transparent working environment. A Speaking Up Safely Lead was appointed and a follow-up questionnaire was conducted. To further encourage open communication, an anonymous reporting form was introduced. This ensures that employees feel secure and supported when voicing issues, creating a workplace where staff are empowered to report concerns, whether related to patient care, safety, or overall well-being, without fear of retaliation. Going forward, in 2025 / 2026, a new anonymous reporting platform "Work in Confidence" will be launched to enhance patient safety, strengthen workplace culture, and improve the overall quality of care.

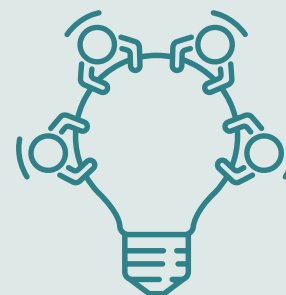
## Violence in Healthcare: Strengthening Safety Through Partnership and Prevention

In response to growing concerns around staff safety, NHS Wales has joined forces with all Welsh police forces and the Crown Prosecution Service (CPS) to take a firm stand against violence and aggression in healthcare settings. On 30 May 2024, a landmark meeting brought together key stakeholders to reaffirm their shared commitment to protecting NHS staff and emergency workers. This collaborative approach focuses on improving response protocols, enhancing support for affected staff, and ensuring that incidents are taken seriously and acted upon swiftly. Looking ahead, this partnership will continue to evolve, with new initiatives aimed at fostering a culture of zero tolerance for violence, reinforcing staff confidence, and ensuring that healthcare environments remain safe, respectful and supportive for all.



## Committee Development

A Development Day was held in October 2024 with Committee Members, Senior Leadership and key individuals within NWSSP, and offered a valuable opportunity for reflection, collaboration and forward planning. With contributions from NHS Wales partners, the session explored key developments, from pharmacy innovation and risk management to refreshed commitments to customer service and strategic planning. The day fostered open dialogue and shared learning, reinforcing a collective focus on continuous improvement and partnership working. As we look ahead, the insights gained will help shape a more responsive, efficient, and collaborative approach to delivering shared services that support the evolving needs of NHS Wales and the communities it serves.



## Planning Programme for Learning

The event, held in November 2024, brought together NHS Wales colleagues for a dynamic day of learning, discussion, and collaboration, featuring keynote speakers and practical workshops on topics ranging from international recruitment to sustainable pharmacy practices. Reinforcing NWSSP's commitment to continuous improvement, the event's resources were made widely accessible online.



# Certifications and External Assurance

NWSSP continues to demonstrate its commitment to quality, accountability, and continuous improvement through a robust programme of external certifications and independently verified audits across its services. At a corporate level, the organisation retained its Customer Service Excellence (CSE) Accreditation and achieved certification to the ISO 14001:2015 Environmental Management Standard, reinforcing its focus on customer satisfaction and environmental responsibility.

A wide range of external audits were undertaken during the year, including assessments for STS Food Safety, Carriage of Dangerous Goods Licensing and compliance with Public Sector Internal Audit Standards (PSIAS). Several services also maintained regulatory oversight from the Medicines and Healthcare products Regulatory Agency (MHRA), covering both Good Distribution Practice (GDP) and Good Manufacturing Practice (GMP).

Across the organisation, divisions continued to hold certifications in ISO 27001 (Information Security Management), ISO 9001 (Quality Management), ISO 11014 (Material and Safety Data Sheets), and ISO 45001 (Health and Safety Management). Notably, the Surgical Materials Testing Laboratory (SMTL) successfully completed its four-yearly inspection to ISO/IEC 17025, a globally recognised standard for testing and calibration laboratories, with zero non-compliances.

Additional accreditations include Lexcel for Legal & Risk Services, which undergoes rigorous annual and triannual assessments and ISO/IEC 20000-1 and BACS certification for Central E-Business Services, which also achieved 100% customer satisfaction. NWSSP also holds the Mental Health First Aid Accreditation as a Trainer Organisation, further supporting staff wellbeing.

During the year our Finance team was also awarded the ACCA Approved Employer – Professional Development status, recognising our commitment to supporting the continuous professional development of ACCA members. This prestigious accreditation from the global accounting body highlights NWSSP's dedication to nurturing professional growth.

These certifications are not only a testament to the high standards maintained across NWSSP but are also closely aligned with the organisation's Duty of Quality principles. They are actively used to inform internal assurance, continuous improvement, and cross-organisational learning—supported by tools such as SharePoint and feedback from external assessors. Collectively, they provide assurance to our partners, customers, and the public that NWSSP operates with integrity, safety, and excellence at its core.



# Awards and Recognition

Staff and divisional awards, both internal and external, continued to highlight the quality of services across NWSSP. This included the Annual Staff Recognition Awards in January 2025 and a series of regional in-person roadshows.

At the GO Awards Wales 2024, NWSSP was recognised for excellence in public procurement, receiving Highly Commended honours in three categories; the Collaborative Procurement Initiative Award (Electronic Prescribing and Medicines Administration), Procurement Team of the Year Award, and Best Procurement Delivery Award (Compounded Aseptic Medicines). NWSSP was also shortlisted for the Social Value Award, Best Net Zero Initiative Award, and Individual of the Year Award.

In November 2024, at the Shared Services Forum UK Future Vision Awards in Aintree, NWSSP was a finalist in four categories; the Community Award (NWSSP Resource Bank Team), Customer Collaboration Award, and Well-being Impact Award (International Recruitment). Millie Tottle, People and Organisational Development Assistant, won the Rising Star Award, recognising her significant contribution within five years in shared services.

In March 2025, NWSSP People and Organisational Development (POD) was shortlisted for the HR in Wales Award in the Creativity and Innovation category, for work on agency reduction, Bank staffing improvements, and the Flexible Recruitment Business Case process. James Green, Senior People and Planning Analytics Manager, was awarded Rising Star of the Profession.

These achievements reflect NWSSP's ongoing commitment to excellence, innovation and continuous improvement across NHS Wales.



# Sustainable Development



# Well-being of Future Generations

The Well-being of Future Generations (Wales) Act 2015 sets out ambitious, long-term goals that reflect the Wales we want to see, both now and in the future. We fully recognise the importance of this vision, particularly in the context of our role within NHS Wales and the broader influence we hold through the shared services we provide. The principles of the Act continue to underpin our policies, strategies, and plans, serving as a guiding framework for our work.

In line with this, we have integrated our well-being objectives with our strategic priorities to ensure they are embedded across all aspects of our service delivery. This alignment reinforces our commitment to a supportive and resilient workforce, enhancing staff engagement and satisfaction while contributing to the quality and sustainability of the services we deliver.

We embedded the five ways of working ensures we safeguard the needs of future generations without compromising those of the present. It ensures our robust governance arrangements improve the cultural, social, economic, and environmental well-being of Wales, through the Sustainable Development Principle. Aligned to this approach is the need to tackle climate change and to promote the Foundational Economy.

Decarbonisation underpins our strategy for delivering services and developing a Foundational Economy within Wales not only helps to reduce the carbon footprint, it also provides greater resilience and promotes local businesses and jobs.



# Sustainable Development Principle

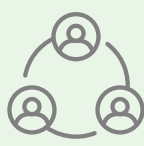
*We are highly committed to developing and implementing a Once for Wales approach, where appropriate. It is vital that we embed the Sustainable Development Principles of the Well-being of Future Generations Act and in highlighting the best practice of integrated reporting, we have mapped our highlights and achievements against the 'Five Ways of Working'. These require us to think about the long term, integrate with the wider public sector, involve our partners and work in collaboration, in order to prevent problems and take a more joined up approach to service delivery.*



Long Term



Integration



Involvement



Collaboration



Prevention

## Long Term

- Implementation of new recycling and waste reciprocals across all sites to ensure compliance with new Welsh Waste Regulations which came into effect on 1 April 2024.
- Maintaining recertification to ISO14001:2015 for the environment.
- To expand upon our work supporting the Foundational Economy in Wales, working with Welsh suppliers.
- Greater emphasis and consideration for the life-cycle perspective of waste associated with our activities from within divisions.
- The ongoing project implementation of solar panel PVs at IP5 and Matrix House has now commenced and establishment of the associated management system for the energy data arising from the site.
- Reduction of emission limits across the Salary Sacrifice Car Scheme for vehicles to promote the attraction of electric vehicles and hybrid vehicles.
- Promotion of Cycle2Work scheme for staff via Staff Benefits Team.

## Integration

- Decarbonisation is embedded into the Integrated Medium-Term Plan (IMTP) planning process, Strategic Objectives, and key deliverables merge with our Well-being Goals; integration and embedding of the agenda; greater focus on integrated reporting.
- Our carbon footprint monitoring is a well-integrated process and with the continued adoption of agile working, we are looking to create a new benchmark and improve the data collection and accuracy across all sites.
- Strengthening links and aligning our Sustainable Development & ISO14001 agenda, including the Decarbonisation Action Plan, working in partnership with interested parties and key stakeholders to deliver the goals.
- Annual Staff Recognition Awards Ceremony held with inclusion of Environmental Sustainability and Health and Well-being categories.
- Equality Integrated Impact Assessments completed for all projects, to include environmental sustainability and ethical employment.

## Involvement

- Roll out of the NHS Wales Achieving Net Zero Level 1 e-learning package via ESR and Level 2 courses.
- Communications for decarbonisation agenda prepared for staff, including a promotional video and awareness sessions in the form of coffee mornings.
- Successful Health and Well-being Staff Partnership Group chaired by the Director of Finance & Corporate Services with regular communications published.
- Director of People and Organisational Development and Employment Services acting in capacity as our Anti-Slavery and Ethical Employment in Supply Chain Champion signed our Ethical Employment Statement.
- Opportunities for staff to get involved in the agenda and make a difference through becoming a volunteer Environmental Champion or Health and Well-being Champion. A variety of Staff Networks held and initiatives such as Menopause Cafes.

## Collaboration

- NHS Wales Decarbonisation Programme and associated Action Plan, in its entirety, including Programme Board meetings.
- Working in partnership with NHS Wales colleagues, customers and partners to take part in initiatives such as NHS Sustainability Day, Keep Wales Tidy, WRAP Cymru, etc.
- Sustainability website revamp conducted to be a single hub of information that is up to date and relevant for users; conducted through engagement with interested parties and key stakeholders.
- Working with mental health and well-being providers to deliver sessions for our workforce, to achieve a Healthier and Resilient Wales (e.g. health and links to eating more sustainably).
- Collaborating with public and private bodies across primary and social care on support systems to aid recruitment.

## Prevention

- Upgrade of lighting across NWSSP sites, to LED lighting in an effort to future-proof. Sustainability Risk Assessments undertaken for all procurement activity over £25,000 and audits of this process are carried out.
- Continued implementation of the Agile Working Toolkit and associated approach, allowing staff to work flexibly in line with organisational requirements. Reducing usage of scarce and finite resources, such as paper and energy and reducing staff commuting and travel for business purposes.
- Energy sourcing for the forthcoming financial year 2025-26 confirmed to stay with the current provider, Zero Carbon for Business, with the medium to long term plan to work towards zero based sources.
- Further installation of additional Electric Vehicle Charging Points across sites and plans to implement further Electric Vehicle Charging Points to support fleet development.
- Establishment of RAMIS (Random Access Management Information System) Compliance Management System at IP5 site in Newport, and further roll-out planned for sites, where possible.



# Sustainability Performance

*NWSSP is committed to managing its environmental impact, reducing its carbon footprint and integrating the sustainable development principle into day-to-day business. NWSSP successfully implemented ISO14001 as its Environmental Management System (EMS), in accordance with Welsh Government requirements and have successfully maintained certification since August 2014, through the operation of the Plan, Do, Check, Act model of continuous improvement.*

Annual surveillance audits are undertaken to assess continued compliance with the Standard. The ISO14001:2015 Standard places greater emphasis on protection of the environment, continuous improvement through a risk process-based approach and commitment to top-down leadership, whilst managing the needs and expectations of interested parties and demonstrating sound environmental performance, through controlling the impact of activities, products, or services on the environment.

We successfully achieved recertification to the Standard through UKAS accredited certification body, Simply Certification Ltd and completed the year one surveillance audit in March 2025. Going forward, in line with NWSSP's Decarbonisation Action Plan, we will look to extend our scope of certification to include Laundry Service sites.

During 2024/25, we have achieved an overall reduction of 4.3% of our carbon footprint across our sites, against a target of a 3% reduction, year-on-year.

In order to achieve this reduction, a range of targeted initiatives has been planned and embedded throughout our sites and services. Investments in environmentally friendlier technologies such as LED lighting, installation of solar panels and electric vehicle charging infrastructure have been a significant contributor to the organisation's reduction in carbon emissions.

The Environmental Champions and the Green Team continue to identify ways to reduce our impact and where savings can be made, in addition to utilising technology to improve data collation and reporting. The increase in adoption of agile working arrangements, has resulted in a reduction in staff headcount on sites, and this combined with increased education and awareness of NWSSP carbon footprint aims and targets and the difference staff can make no matter how small, has made a welcome contribution to the reduction. We have also encouraged staff to undertake e-learning modules such as Achieving Net Zero in NHS Wales, promoting environmental awareness.



- Electricity usage has decreased overall by 16.6%, due to targeted efficiency measures such as the installation of solar panels, LED lighting installation and motion sensor technology across a number of sites. These projects, including behaviour changes and the continued agile working approach, demonstrate a proactive and co-ordinated approach to reducing electricity consumption.



- In relation to the total electricity consumption, 2.4% relates solely to utilising Electric Vehicle Charging Units (EVCUs) across our estate. Electric Vehicle Charging Units (EVCUs) usage increased at our sites by 6% overall. The 24/7 availability and ease of access, to charge points is encouraging their use by NHS Wales staff, even with the Health Courier Services' fleet having priority as "the wheels of the NHS in Wales". In terms of increased demand for the EVCUs, we see this as a positive measure for the wider community in terms of air quality the environment and the reduction of the carbon footprint for the commute of NWSSP staff. This contributes to a Healthier and Globally Responsible Wales as there are Co2e reductions from charging electric vehicles, compared with burning fuel from petrol and diesel engines.



- Gas consumption decreased overall by 8.0% during the period, achieved across several sites through a combination of operational changes, infrastructure issues and seasonal factors. A notable decrease was attributed to a malfunction in the warehouse gas heating system at Denbigh Stores, which remained out of service for several months. Going forward, there are operational plans in place for IP5 to replace ageing heaters with more efficient systems.



- We used kerosene oil used to heat the Westpoint Industrial Estate site during the period and the usage increased by 32.44% (variation of 2,479kg of CO2e) during the year. This is the only site that uses oil to heat the building, and the increase can be attributed to a colder winter and extended operational hours during peak months. These factors led to higher heating demand to maintain indoor comfort levels, particularly during early mornings and evenings when temperatures were at their lowest.
- Water consumption decreased by 33.7%, due to a proactive maintenance and staff engagement. During the period, identification of early leaks and associated repairs were undertaken at Alder House. Surgical Materials Testing Laboratory began group laundering of lab coats in order to minimise water usage, coupled with installation of a pressure sensor valve. In addition, the natural annual variation accounts for a small percentage change and the continuation of agile working has led to a lower average staff headcount at sites.

- The total waste generated across all of our sites has increased by 8.4% (variation of 2,496kg of Co2e). During the year we continued to build on the work undertaken to reform segregation of waste streams and associated behavioural changes. However, due to a number of refurbishment projects, such as Charnwood Court and Companies House, and initiatives undertaken across our sites, coupled with the move from Brecon and Cwmbran House to DuPont, the overall waste generated has understandably increased.
- Confidential waste increased overall by 27.2% (variation of 3,399 kg of Co2e). The increase can be attributed to the refurbishment projects that were undertaken across sites, coupled with the DuPont relocation. In addition, services which typically generate significant volumes, such as Accounts Payable and Primary Care Services, completed scanning projects and review of storage areas. Surgical Materials Testing Laboratory also implemented a paperless IT system during the period and introduced a process for printing documentation. All confidential waste is held in secure bins on site and taken away by accredited service providers to be repurposed into items such as notebooks, toilet paper, tissues, etc. All other waste streams are disposed of appropriately and responsibly and in accordance with relevant Regulations. Going forward, we will continue advancing digital processes to reduce paper use, conserve resources and strengthen data security, reflecting our wider commitment to minimising use of scarce resources (i.e. paper).
- We saw an increase in pool vehicle usage of 32.1% (400kg of Co2e). This is positive because it mitigates the use of staff vehicles to commute and encourages car sharing, where possible and the continued adoption of agile working has also contributed to this decrease. In addition, pool cars used within the organisation are eco-friendly, such as electric or hybrid vehicles, further mitigating our environmental impact.
- Likewise, delivery transport usage increased by 57.5% and this can be apportioned to operational changes, particularly during site relocations. At Brecon House, delivery transport was used extensively to support the move to DuPont, involving the transfer of equipment and materials between sites. This included the movement of items to other locations as part of the decommissioning process. In addition to this, at Stores sites where we saw an increase, this is due to operational demands and expansion of services. Going forward, we will continue to advance the fleet modernisation programme to further mitigate emissions, improve fuel efficiency and support the transition to low-emission and electric vehicles across our operations.
- Business mileage travelled increased by 6.28% during the period. Despite this increase, this figure remains low compared to figures reported prior to March 2020, given continued agile working arrangements and increased use of technology to host online meetings, with 861,043 miles being travelled.

# Ethical Employment in Supply Chain and Modern Slavery

The Code of Practice was established by Welsh Government to support the development of more ethical supply chains to deliver contracts for the Welsh public sector organisations in receipt of public funds. The Code is designed to ensure that workers in public sector supply chains are employed ethically and in compliance with both the letter and spirit of UK, and International laws.

It covers employment issues such as modern slavery, human rights abuses, blacklisting, false self-employment, unfair use of umbrella schemes, zero hours contracts and paying the living wage. We have committed to ensuring that procurement activity conducted on behalf of NHS Wales is done so in an ethical way.

We will ensure that workers within the supply chains through which we source our goods and services are treated fairly. We signed up to the Code and developed an action plan to monitor our progress. We appointed our Director of People and Organisational Development and Employment Services as our Ethical Employment Champion.

Transparency in Supply Chains (TiSC) is a centralised database that gives access to Modern Slavery Statements posted by suppliers. These Statements are used during tendering exercises undertaken, as part of the Ethical Employment Code of Practice Commitments. The site allows NWSSP to publicly declare our anti-slavery stance and associated policies. The site is sponsored by the Welsh Government and acts as a step towards eradicating modern slavery in supply chains.

To date, NWSSP has:

- Embedded the Ethical Employment Code of Practice into standard operating procedures
- Provided training to those involved in buying / procurement on modern slavery, ethical employment practices.
- Aligned the Code of Practice within our broader Sustainable Procurement Code of Practice.
- Became a signatory to the Transparency in Supply Chains (TiSC) register and published the NWSSP Ethical Employment Statement.
- Encouraged suppliers to sign up to the commitments of the Ethical Employment in Supply Chains Code of Practice and also to the TiSC register to publicise their commitment and their Modern Slavery / Ethical Employment statements.
- Engaged with wider NHS Scotland, NHS Northern Ireland, and NHS England colleagues to continue to develop and share best practice.



The Welsh Government is currently revising its Code of Practice on Ethical Employment in Supply Chains, with an updated version anticipated in Autumn 2025. In support of this work, NWSSP continues to play an active role in the National stakeholder group, contributing to the development of enhanced ethical standards.

In preparation for the revised Code, we are revisiting our commitments for 2025–26. This may include segregation of internal employment and supply chain employment commitments, consideration of the Living Wage Foundation’s Living Wage and the integration of these commitments within wider policy.

Additionally, going forward, NWSSP will adopt the suite of procurement metrics to monitor progress and impact, in alignment with the Social Partnership and Public Procurement (Wales) Act 2023. These actions underscore our continued commitment to ethical, transparent, socially responsible, and sustainable procurement practices.



# Social Partnership

NWSSP continues to uphold the principles of the Social Partnership and Public Procurement (Wales) Act 2023, working collaboratively with staff, trade unions, and stakeholders to promote fair work, enhance well-being, and support the delivery of high-quality public services. As a key enabler of NHS Wales, NWSSP delivers a wide range of non-clinical services and places strong emphasis on inclusive workforce engagement.

Throughout the reporting period, NWSSP maintained regular and meaningful dialogue with staff and trade union representatives through established partnership forums and divisional structures. These mechanisms enabled staff to actively contribute to service development and quality improvement, particularly through the Duty of Quality framework, which included divisional self-assessments and continuous reporting.

NWSSP values the role of trade unions in shaping a positive working environment. By working in partnership with unions such as GMB, UNISON, Unite, BMA, and MiP, the organisation benefits from improved mutual understanding, more effective policy implementation, and high standards of employment practices. Staff are encouraged to become union members, recognising the importance of transparent and streamlined engagement between employers, unions, and employees.

In prioritising staff well-being and inclusion, NWSSP delivered training aligned with the Welsh Language Standards and inclusive practices. Initiatives such as the Speaking Up Safely programme and evaluations of staff experience supported a culture of openness and continuous improvement. Staff contributions were celebrated through the Annual Staff Recognition Awards, regional roadshows, and the Annual Health and Well-being Conference.

Aligned with fair work principles, NWSSP continued to offer secure employment, fair pay, and development opportunities. Workforce plans were co-produced with input from across all divisions, and staff-led innovation projects were piloted to improve service delivery. Equality, diversity, and inclusion remained a priority, with inclusive recruitment policies, working groups, and training on unconscious bias and cultural competence.

NWSSP also retained its Customer Service Excellence Accreditation, which was cited in the Duty of Quality report as evidence of the organisation's commitment to quality and customer focus. Feedback from external assessors informed internal improvements and helped share best practice across divisions.

In procurement, NWSSP embedded social value and ethical employment standards, supporting local suppliers and contributing to the foundational economy. Through collaboration, transparency, and shared decision-making, NWSSP continues to advance the social partnership agenda and support the wider goals of NHS Wales.



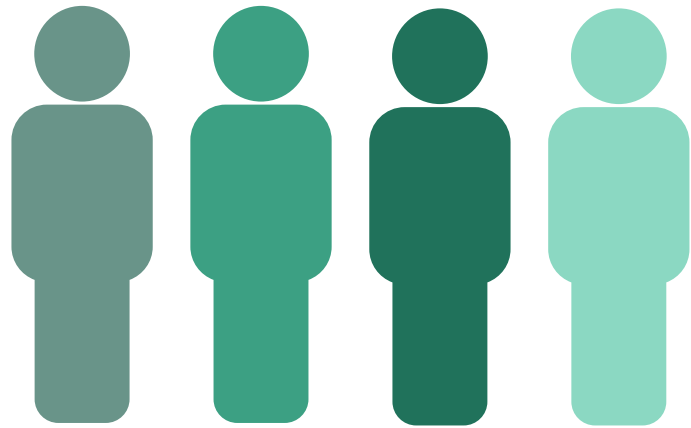
# Our People



# Our People - At a Glance

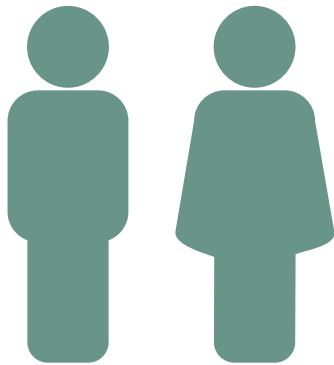


6054  
Staff

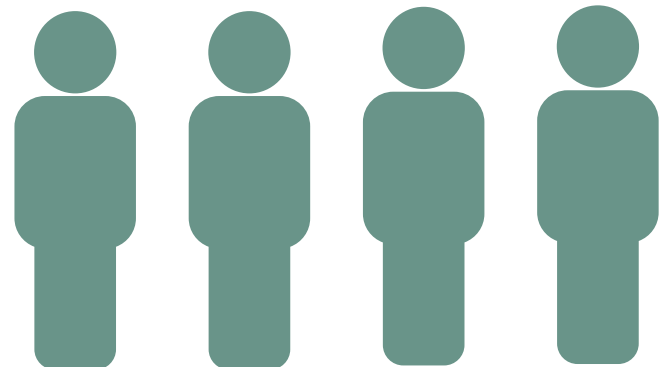


67.69% 23.34% 6.97% 2.00%  
White Global Undisclosed Not  
Majority Stated

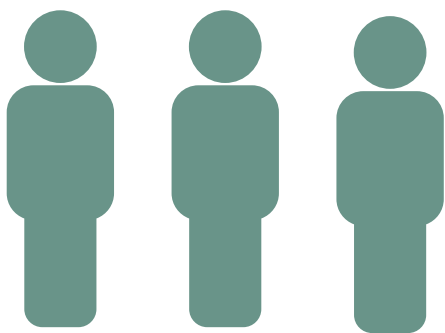
45.51%  
Male



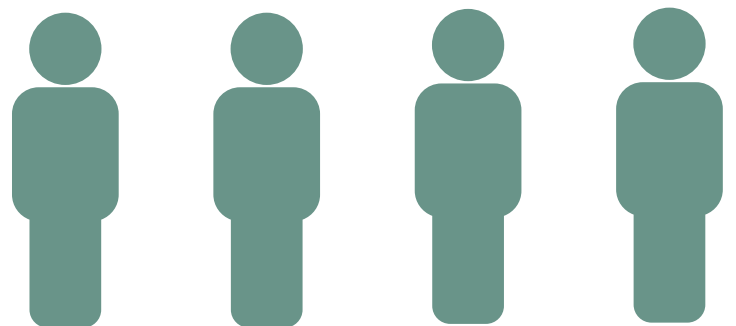
54.49%  
Female



38.02% 30.62% 27.02% 4.34%  
Unknown Married Single Other



22.70% 21.67% 55.63%  
31-35 26-30 other



28.54% 23.70% 21.36% 26.40%  
Christian Unspecified Athiest Other

# Our People

## Staff In Post by Divisions

Divisions	Headcount	FTE
043 Accounts Payable Division	152	146.77
043 Audit & Assurance Division	54	51.33
043 Corporate Division	28	24.31
043 Counter Fraud Division	7	7.00
043 Digital Workforce Division	26	25.67
043 E-Business Central Team Division	18	17.53
043 Employment Division	343	301.66
043 Finance Division	28	27.03
043 Hosted Services Division	9	7.91
043 Laundry Division	188	163.76
043 Legal & Risk Division	191	176.89
043 Medical Examiner Division	97	64.69
043 Medical Workforce	19	18.80
043 People & OD Division	48	44.33
043 Pharmacy Technical Services Division	31	30.60
043 Planning, Performance and Informatics Division	45	44.52
043 Primary Care Division	306	283.27
043 Procurement Division	824	760.89
043 Single Lead Employer Division	3554	3332.95
043 Specialist Estates Division	54	53.36
043 Surgical Materials Testing (SMTL) Division	26	23.92
043 Welsh Employers Unit Division	6	5.33
<b>Grand Total</b>	<b>6054</b>	<b>5612.53</b>

## NWSSP Assignment Category Summary

Assignment Category	Headcount	%	FTE
Fixed Term Temp	3594	59.37%	3359.16
Permanent	2460	40.63%	2253.38
<b>Grand Total</b>	<b>6054</b>	<b>100.00%</b>	<b>5612.53</b>

## NWSSP Age Profile Summary

Age Band	%
<=20 years	0.23%
21-25	11.83%
26-30	21.67%
31-35	22.70%
36-40	13.35%
41-45	7.17%
46-50	5.38%
51-55	5.98%
56-60	6.48%
61-65	3.87%
66-70	1.02%
>=71 years	0.33%
<b>Grand Total</b>	<b>100.00%</b>

## NWSSP Gender Summary

Gender	Headcount	%	FTE
Female	3299	54.49%	3034.57
Male	2755	45.51%	2650.03
<b>Grand Total</b>	<b>6054</b>	<b>100%</b>	<b>5684.59</b>

## NWSSP Employee Category with Gender Split

Full Time/ Part Time	Female %	Male %
Full Time	36.32%	37.31%
Part Time	18.17%	8.19%
<b>Grand Total</b>	<b>54.49%</b>	<b>45.51%</b>

## NWSSP Ethnic Group Summary

Ethnic Group	%
Not Stated	2.00%
Unspecified	6.97%
White	67.69%
Global Majority	23.34%
<b>Grand Total</b>	<b>100.00%</b>

## NWSSP Marital Status Summary

Marital Status	Headcount
Civil Partnership	1.27%
Divorced	2.44%
Legally Separated	0.21%
Married	30.62%
Single	27.02%
Unknown	38.02%
Widowed	0.40%
<b>Grand Total</b>	<b>100.00%</b>

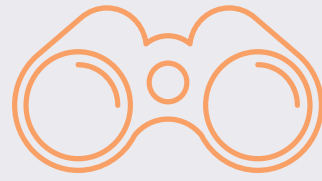
## NWSSP Sexual Orientation Summary

Row Labels	%
Bisexual	2.20%
Gay or Lesbian	2.03%
Heterosexual or Straight	68.17%
Not stated (person asked but declined to provide a response)	5.02%
Other sexual orientation not listed	0.18%
Undecided	0.03%
Unspecified	22.37%
<b>Grand Total</b>	<b>100.00%</b>

## NWSSP Religious Belief Summary

Religious Belief	%
Atheism	21.36%
Buddhism	0.79%
Christianity	28.54%
Hinduism	2.02%
Do not wish to disclose my religion/belief	9.61%
Islam	7.38%
Jainism	0.03%
Judaism	0.10%
Other	6.21%
Sikhism	0.25%
Unspecified	23.70%
<b>Grand Total</b>	<b>100.00%</b>

# A Forward Look



# Overarching Principles for 2024-25

## Doing the Basics Well

NWSSP is committed to provide a robust foundation for the Welsh NHS, by providing reliable services to our partners. A focus on excellence is integral to the overall success of our IMTP and we understand the impact this has on healthcare delivery across Wales. In 2024 NWSSP maintained corporate accreditation for Customer Service Excellence, highlighting our continued dedication to ensuring excellence is as at the heart of our services.

## Equality, Diversity and Inclusion

Equality, diversity and inclusion are fundamental to creating a fair, just, and respectful workplace. By embracing these areas NWSSP aims to foster a culture where everyone feels valued, respected, and empowered to contribute their best. This involves recognising and valuing differences, challenging biases, and creating inclusive practices that benefit both staff and service users. Through equality, diversity and inclusion, NWSSP strives to improve health outcomes, enhance service delivery, and build a stronger, more resilient organisation.

## Staff Wellbeing

We will continue to provide support to all our staff to promote physical, mental and financial well-being. We will maintain the strong partnership approach we have been building with our trade unions as we navigate ongoing change, ensuring that the voices of our staff are not only heard but also addressed.

# Overarching Principles for 2024-25

## Financial Sustainability

We remain committed to a balanced budget, compliance with our break-even duty and a targeted reinvestment plan for those NWSSP services that directly support Ministerial Priorities. Within the Value and Sustainability work streams we are taking the lead in three areas: workforce, medicines and prescribing, and non-pay and procurement. Additionally, we are assessing the impact of unwarranted variation using our Service Improvement Team's expertise to challenge and enhance our services.

## Duty of Quality

This is a key priority for NWSSP as it aligns with our overarching goal of Delivering Value, Innovation and Excellence through Partnership. We understand the crucial role we play in supporting various aspects of healthcare delivery, including procurement, pharmacy and workforce services. Our alignment with the Duty of Quality reinforces our dedication to enhancing the overall quality and effectiveness of our services across Wales.

***We are committed to maximising opportunities to improve quality, reduce waste, and ensure consistency across all our services. While the current economic climate presents challenges, we remain confident in our plan's ability to drive innovation and excellence in the services we provide.***



GIG  
CYMRU  
NHS  
WALES

Partneriaeth  
Cydwasaethau  
Shared Services  
Partnership

# Year one plan on a page



## Our Services

Continue with Learning Programmes, with a focus on Women's Health in maternity and neonatal services.

Support the transfer of the WIBBS scheme to the Infected Blood Compensation Authority.

Support the re-procurement and implementation of a Health Roster Solution on an All-Wales Basis.

Move to mobilisation stage of the Workforce Transformation Solution.

Review reporting in the Medical Examiner Service to meet customer requirements and alignment to the Duty of Quality.

Further embed the recruitment improvement programme to advance service efficiencies through innovation and digital automation.

Work with Welsh Government to extend the All-Wales International Recruitment Programme.

Enhance the use of data analytics in the work of internal audit.

Develop Primary Care Workforce Intelligence Services.

Support NHS Wales to deliver patient facing services through enhanced emergency preparedness and resilience.



## Our Value

Continued development of Transforming Access to Medicines.

Continued development of Scan for Safety as part of the modernisation programme for NHS Wales.

Identify solutions to drive automation and support embedding of the Wales Ophthalmic contract.

Lead a group looking at central procurement of reusable gowns for Health Boards.

Establishing a robust service model for national delivery of seasonal vaccination Programmes.

Deliver agreed Procurement Foundational Economy workplan for NHS Wales, with milestones and deliverables being developed with Welsh Government.

Continue to deliver NWSSP decarbonisation actions and support more widely decarbonisation across Wales.

Undertake a full review of Engineering maintenance services to develop a more resilient and efficient laundry service.

Establish a Radiopharmacy Unit from South East Wales to support NHS Wales.

Continue with National Logistics Model for NHS Wales with a focus on rationalisation and standardisation.



## Our People

Provide revised guidance and support to NHS Wales in relation to Putting Things Right.

Developing services and specialities under the Single Lead Employer model.

Review and report on the long-term strategic options for Financial Management System services.

Upskill staff to prepare for increased digital and automation in the workplace.

Launch a new Welsh Language Strategy to support 'More Than Just Words' and Welsh Language standards.

Enhance our commitment to the armed forces community as a workplace to support the Armed Forces.

Continued roll out of Duty of Quality principles and embedding across the divisions.

Implement Speaking up Safely with Health Education and Improvement Wales.

Continue developing our Employee Value Proposition.

Through the NWSSP's Inclusive Culture Action Plan continue to embed Anti Racist Wales Action Plan.

# Our Strategic Priorities 2025-28



## Value

**Maximising the benefit, efficiency, and social impact of what we do for our partners.**

We are committed to maximising the value, efficiency, and social impact of our services for our partners. By reducing waste and variation, we aim to optimise resource utilisation, freeing up capacity and time to support improved patient care.

Recognising our crucial role in the Value and Sustainability agenda, we will strengthen our All-Wales programmes and collaborate with partners to achieve greater consistency.

The following key initiatives outlined in our IMTP illustrate our commitment to these objectives, building upon the progress made in 2024-25.





## Service improvement, benefits realisation and customer service excellence



### What will this mean to our customers?

More efficient and value for money services from across our divisions.

The Project Management Office and Service Improvement Team continued to support the implementation of benefits realisation through projects and improvement initiatives, which include setting measurable targets, regular monitoring and reporting.

During 2024-25 the Service Improvement Team supported the development of an inaugural NWSSP Service Improvement Plan directly aimed to support the organisations approach to the overarching Value and Sustainability All-Wales group.

In addition, the Project Management Office supported the development of the NWSSP Capital Prioritisation Group which aims to support our approach to developing business cases which also supports the wider organisational approach to benefit realisation and evidenced based investment.

The team continue to support the delivery of key organisations initiatives such as Customer Service Excellence and other key initiatives including:

- ↳ Laundry Services review
- ↳ Variable Pay
- ↳ Capital investment prioritisation

### **Moving into 2025-26 we will:**

- Further enhance the services and capabilities provided of the Project Management Office and Service Improvement Team through knowledge and capability development.
- Increase the visibility and availability of Project Management Office and Service Improvement services.
- Increase the application of the Change Management framework working in conjunction with projects and change initiatives.



## Decarbonisation



### What will this mean to our customers?

We are supporting our partners to reduce their carbon emissions and deliver on their local Decarbonisation Action Plans.

The NHS Wales Decarbonisation Strategic Delivery Plan 2021-2030 (the 'Plan') was developed to drive a reduction in carbon emissions from NHS Wales's operations. The Plan identifies five workstreams: Carbon Management; Transportation and Procurement; Buildings and Estate Planning, Land Use; and Approach to healthcare, with a detailed road map for NHS Wales. The Plan has 46 initiatives which help facilitate or directly reduce carbon emissions, which are further divided into tasks. NWSSP plays a critical role in supporting the delivery of the Plan and Welsh Government's ambition of a net zero public sector by 2030, at both a national and local level, by leading on 36 tasks in the Plan. These include all procurement initiatives, numerous transport initiatives and several initiatives distributed across the remaining work streams.

### ***Transport Task and Finish Group***

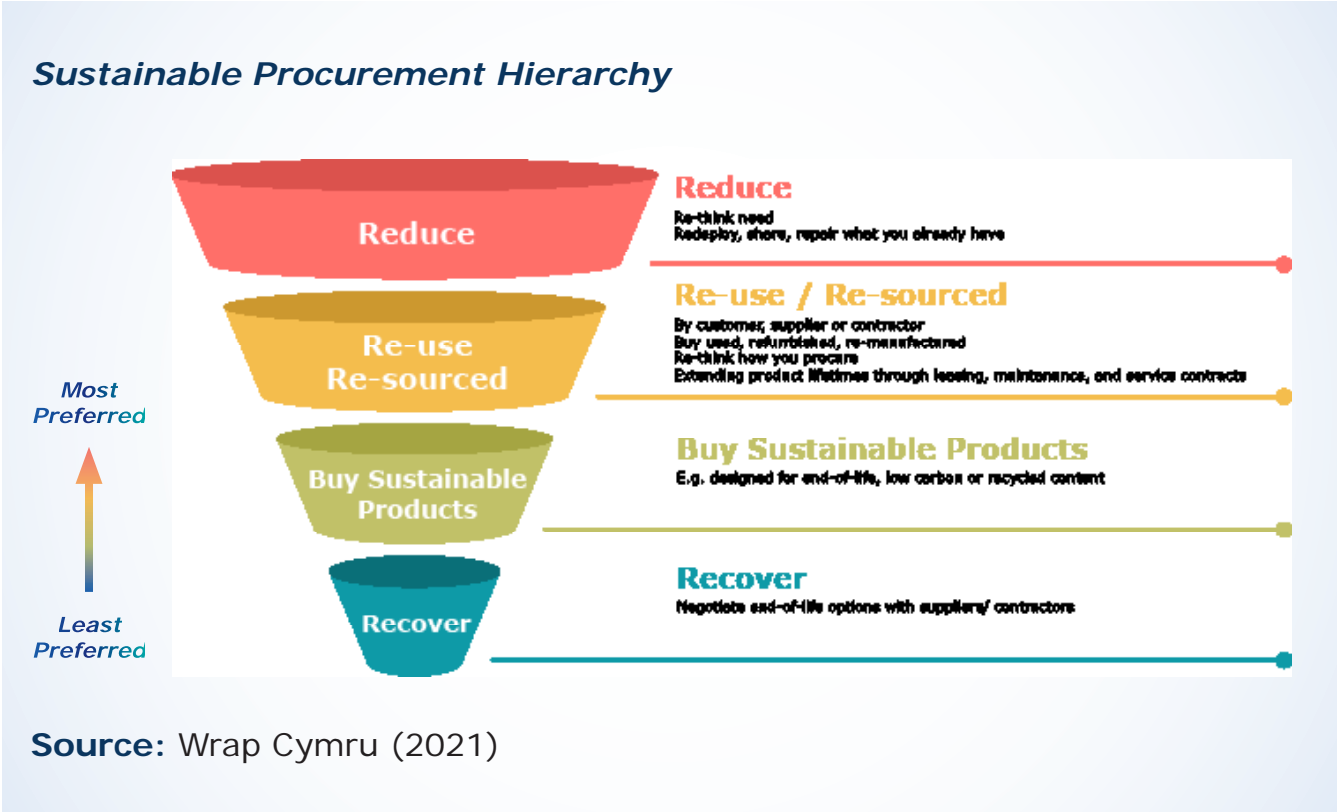
NWSSP chairs and facilitates the All-Wales Transport Task and Finish Group. Following the successful delivery of an NHS Wales Guidance document for Electric Vehicle charging infrastructure in 2023, the group is now focused on Initiative 18. In collaboration with NHS Organisations, the group will establish a standardised system of vehicle management for owned and leased vehicles. This will allow organisations to plan, manage, and assess vehicle performance.

### ***NWSSP Procurement***

In parallel with the prioritisation of financial efficiency, the Procurement Service continues to work on the delivery of the NHS Wales Decarbonisation Strategy Delivery Plan in relation to identifying and reducing carbon emissions associated with procurement activity.

The teams across Wales are continuing to undertake a targeted approach on the national procurements that have the most potential to impact on reducing the carbon footprint either by changing the source of manufacture, the type of product or take measures to reduce consumption and demand.

A key goal for NWSSP Procurement is to embed the principle set out in the Sustainable Procurement Hierarchy across NHS Wales.



## NWSSP Carbon Footprint

All NHS organisations in Wales have developed individual Decarbonisation Action Plans detailing their response to the Plan and the 46 initiatives. NWSSP has gained a substantial amount experience through delivering its previous action plan, however there is still a risk of not achieving NHS Wales targets. In March 2024, the local Decarbonisation Action Plan was fully refreshed, providing an ambitious and deliverable road map, aimed at decarbonising our own facilities and activities.

Achievements for the previous period include:

- Trial application of Solar Photovoltaic panels to vehicle roofs to provide auxiliary back up power and reducing engine idling.
- 90% of all NWSSP owned Properties have been converted to LED lighting.
- E-Learning awareness training 'Achieving Net Zero' Level 1 has been created and is available to all staff on the Electronic Staff Records (ESR) platform.
- Implementation of vehicle tracking. Tracking has been fitted to all known NWSSP Supply Chain, Logistics and Transport fleet and analysis of vehicle routine schedules has helped inform where we get optimal use and location of the Electric Vehicle fleet.
- Food waste recycling has been introduced at NWSSP facilities where more than 5kg is produced per week.

The refreshed approach has been to develop plans which are fully aligned with the National Plan and working within the following themes:

Theme	Example NWSSP Decarbonisation Action
Leadership / management	Roll out of Carbon Awareness Level 2 face-to-face training to 80% of identified staff, to be undertaken between 2024 and 2026.
Energy and buildings	Reduce office space to reflect modernised 'agile' working arrangement, reducing carbon use for heating and lighting.
Laundry services	Undertake a review of Route Consolidation, aligned to local sites for laundry distribution once laundry services are fully transferred to NWSSP.
Waste management	Review Supply Chain Recycling at Warehouse sites, via waste consolidation e.g. Cardboard reduction, Plastics.
Procurement, Logistics & Supply Chain	The approach to accounting for emissions in procurement will continue to transition to a 'market based' method.
Transport and travel	Increase our electric vehicle fleet and infrastructure.
Clinical Process	On behalf of Primary Care Services, undertake service re-design (Medical Records etc.) to optimise distribution between Primary Care sites to the closest Primary Care Support Services Centre.
Green infrastructure / biodiversity	Identify and support any green initiatives and sustainability innovations across NWSSP.



## ***Climate Change Adaptation***

NWSSP understands the need for NHS Wales to be well-adapted to climate change, that delivering on net zero and emissions reductions must happen alongside adaptation to mitigate the changes in climate already being experienced. Adapting to current and predicted changes to our climate, both at national and local levels is vital across health and social care and recognising that the actions taken for decarbonisation and adaptation are connected and have potential co-benefits.

Utilising the Climate Adaptation Guidance and Toolkit for Health and Social Care published in October 2024, NWSSP will develop a strategy for Adaptation, to include the development and implementation of climate focused health and well-being risk and opportunity assessments. By sharing its approach to adaptation and utilising the established network of customers and partners to facilitate engagement, NWSSP aims to support organisations across NHS Wales.

Further actions include evolving climate response plans, drawing on lessons learned to date and ensuring a joined-up approach between mitigation and adaptation, ensuring our route to Net Zero fully recognizes the need to ensure long-term health and social care resilience, and service delivery impacts of climate change.



## Foundational Economy and Wellbeing Impacts



### What will this mean to our customers?

Our aim is to increase resilience in the supply chain and increase the expenditure and contracts awarded to Welsh Suppliers.

NWSSP understands that our procurement services must deliver the best possible service to Health Boards and Trusts and the patients and communities they serve. This means ensuring that products, services, and provisions are sourced efficiently and at the best value. We are committed to sourcing and delivering high-value goods and services through working in social partnership with our customers, stakeholders and suppliers. In the face of economic and financial challenges, we aim to support reinvestment into the Welsh economy, as outlined in the "A Healthier Wales Plan".

Our procurement strategy reflects the principles of the Foundational Economy encouraging local resilient supply chains, through fair open and transparent competitive exercises.

The Procurement Services Sustainability Team continues to focus on advancing the following key workstreams:

- Providing wider sustainability training and support to procurement teams.
- Undertake an outreach programme to engage with Welsh suppliers directly and offer support.
- Enhancing data and reporting in Procurement Services.
- Promoting innovation and best practices.
- Integrating wider circular economy and decarbonisation principles into procurement processes across NHS Wales.

The Sustainability Team works closely with procurement teams to foster change and contribute to the growth of the Foundational Economy. Given the financial pressures faced by Health Boards and Trusts, there is an increasing need to implement cost-saving initiatives creating a tension between cost and wider sustainability. To address this, Procurement Services have segmented our contract programme to identify Foundational Economy and Decarbonisation opportunity contracts.

As part of our ongoing commitment, we continue to award contracts to local suppliers, benefiting the Welsh economy. We assign a 15% weighting in our tender criteria to ensure our contracts deliver wider Well-being and Foundational Economy impacts, where relevant and proportionate. Furthermore teams, with identified contracts opportunities, have continued to develop innovative competitive tender strategies to maintain or expand the Foundational Economy impact of their contracts.

NHS Wales is committed to the Well-being of Future Generations (Wales) Act 2015 (WBFGA) and the Social Partnership and Public Procurement (Wales) Act 2023 (SPPP). Over the coming year, we will work closely with our suppliers to expand our data collection and reporting in line with the requirements of the statutory measures associated with SPPP, which are due to be finalised in 2025.

NHS Wales will continue to invest in the Foundational Economy and this focus has led to the award of significant contracts to Welsh suppliers: £101 million worth of spend being awarded to Welsh based contractors in 2023-24. This, along with other initiatives, has resulted in over £2.1 billion or 43% of NHS Wales's non-pay expenditure being directed to Welsh suppliers in 2023-24.

In response to further queries regarding Foundational Economy, NWSSP has started to measure the performance of individual Health Boards and Trusts as well as the spend associated within Welsh regions as well as the individual Health Board geographical footprint.

### **Looking ahead to 2025-26 and beyond, our priorities include:**

- **Reviewing Current Suppliers Well-being Impacts:** We will engage with our suppliers to assess the additional value they bring through their contracts. This process will become continuous as we review our suppliers through the lens of the SPPP Act and will also encompass wider sustainability and decarbonisation metrics.
- **Contract Pipeline Review:** A new pipeline will be published, highlighting Foundational Economy and Decarbonisation opportunities and the potential for additional Well-being Impacts.
- **Influencing competitive tender processes:** We will seek to leverage our procurement activities to deliver the best value for money outcomes, whilst also looking to deliver positive social, economic, cultural and environmental outcomes from our procurement processes.



## Procurement



### What will this mean to our customers?

Supporting our customers to realise cost efficiencies and save staff time enabling a focus on patient care.

### ***Savings and Financial Efficiency***

NWSSP Procurement Services remains committed to delivering cash releasing savings for NHS Wales Organisations, with a commitment to delivering £42 million in the 2024-25 financial year. This target is composed of local, regional and national savings plans developed by the teams across Wales for a range of goods and services. In the context of the very challenging financial environment facing NHS Wales and the need to facilitate further savings opportunities, the service is providing advice to the NHS Wales Value and Sustainability Board identifying areas where senior Board Executive and Welsh Government support will be required to address clinical preference and unlock the full potential of the additional savings pipeline.

In some areas of medical and clinical non-pay expenditure, variation in the use of manufacturers' brands across Wales has created price variations between Health Boards which need to be challenged and wherever possible a standardised product range agreed for future use which maximises the potential of a national approach to procurement.

Moving into 2025-26 we will be developing an agreed national, local, financial and non-financial savings and reporting strategy.

### ***Legislative Changes***

The legislative framework within which the Procurement Service operates is also changing significantly in February 2025 with the introduction of the Social Partnership and Public Procurement (Wales) Act 2023 and the Procurement Act 2023.

The Procurement Act 2023 will replace in its entirety the current, European Union derived, public procurement regime for the UK following Brexit. The changes are designed to increase flexibility for buyers when engaging with the market and improve transparency in decision making. The Social Partnership and Public Procurement (Wales) Act 2023 will cover some of the areas within the Procurement Act 2023 but focus more specifically on issues relating to social value through partnership, socially responsible procurement, fair work and sustainable development. The introduction of these pieces of legislation will require significant training and awareness for procurement practitioners, stakeholders and suppliers within the market. Training modules have now been completed by all NWSSP procurement staff alongside detailed deep dive sessions.





## Recruitment Modernisation



### What will this mean to our customers?

A modernised and efficient recruitment service that meets the needs of our customers.

### ***Reducing the Time to Hire***

The Recruitment Modernisation Programme was developed in 2022, whereby several changes and improvements have been made to processes, education and technology.

Key process changes that have been implemented to date include:

- Reducing the number of pre-employment checks that are mandatory prior to start date.
- Booking a provisional start date with the candidate at the time of verbally offering the post.
- No reference requirements for internal to organisation appointments.
- Recruitment teams can approve references if they contain no sickness or disciplinary information.
- The implementation of Digital Identity Validation software (Trust ID).
- Supporting the roll out of the new Occupational Health system (OPAS G2) to be completed by December 2023.

## During 2024-25 we have and will continue to in 2025-26:

- Review 'owning the journey' progress across NHS Organisations and evaluating the benefits.
- Explore ideas through consulting with other organisations and recruiting managers.
- Review implemented changes to ensure they are effective.
- Utilise digital technology available to support further reductions in 'time to hire'.

### *Reducing Time to Hire – Owing the Recruitment Journey*

Whilst the changes to process and the implementation of Digital Identity validation software is showing positive results, there is additional activity that both NHS Organisations and recruiting managers can undertake to support a reduction in the time to hire, including planning recruitment activities in advance and streamlining the number of vacancy approvals required. These activities have been agreed and work has started across Wales. A key activity to ensure Time to Hire is real time, is for organisations to cleanse older records in the system, this work has seen a reduction from 25% of records being older than 91 days since offer to 7%.

The Recruitment Service will continue to hold engagement sessions with recruiting managers on the Reducing the Time to Hire, including communicating tips and myth busting. A key component to the recruitment process is managers participation. Managers are advised to keep in touch with their appointee and review the Trac recruitment system regularly to reduce delays.





## Payroll Modernisation



### What will this mean to our customers?

A reduction in overpayments and associated process and an increase in Management Self Service, resulting in increased payroll accuracy.

### **Staff Movement Advice**

The Staff Movement Advice (SMA) App has been developed in conjunction with DHCW, to replace the old payroll forms. The SMA has been built on the Microsoft 365 platform in a digital application and has been deployed successfully to 10 Health Organisations with plans to deploy to a further one in January 2025, leaving two remaining Health Organisation to commit to moving.

The benefits of the SMA include:

- A significant reduction in administration work for both Health Organisations and NWSSP.
- Reduction in payroll errors.
- Ease of use.
- Changes made and actioned by the payroll team, are notified back to the user.
- Reduced calls to payroll - in some areas a reduction of 50%.

Phase two of the project will commence in mid 2025 where the data will be digitally input direct into ESR via Power automate, further reducing burdensome administration related tasks.

## ***Over payments portal***

Our Employment Services team have developed a payroll overpayments portal to support NHS Organisations to reduce the frequency of these payments, as over 90% of overpayments are generated by the employing organisations through late or incorrect submissions.

The portal benefits include:

- Targeted support for managers who may require retraining and additional support.
- Information is captured on the recovery element undertaken by each Health Board finance team and a complete history is available on every overpayment from discovery to recovery.
- Directors can view overpayments in their organisation instantly.
- The system is based in live environment.
- Overpayments have reduced as a result.

**Moving into 2025-26 we will be:**

- Entering Phase 2 of the Payroll service improvement.
- Testing and deploying the direct entry into ESR to significantly reduce administration and errors and ultimately offer our user a better customer journey.
- Working with Health Boards, using the overpayments digital Portal to further reduce overpayments.





## Workforce Transformation Solution Preparedness



### What will this mean to our customers?

Monitor programme requirements and provide payroll and recruitment expertise and insight to support NHS Wales transition plan of services to the new people portal.

Our Modernisation Programme's for payroll and recruitment has released efficiencies to our customers and has been a step change towards the Workforce Transformation Solution preparedness. 2025 will see these programmes mature into a continuous service improvement delivery model.

Our Teams will continue to monitor the ambition of the transition programme providing insight into current services, advising on opportunities and professional influence in service design.

### **Moving into 2025-26 we will collectively:**

- Assess the functionality against legacy NHS Wales payroll and recruitment processes.
- Advise on critical service points and design.
- Prepare for Employment Services transition and digital skills plans for 2026-27.

Phase two of the project will commence in mid 2025 where the data will be digitally input direct into ESR via Power automate, further reducing burdensome administration related tasks.



## Duty of Quality



What will this mean to our customers?

We continue to focus on quality, reliable, safe, and effective services in line with standards and regulations as appropriate, supporting the overall health system in partnership.

### *The Health and Care Standards*

Our first annual report demonstrated how we have implemented and embedded the 12 Health and Care Quality Standards across NWSSP. We have introduced this to areas which are non-clinical and to whom this is a new way of thinking, and a new way of demonstrating our Quality Management Systems.

### Health and Care Quality Standards



## Quality Standards

Safe	This focuses on avoiding preventable harm, getting processes and care right, and learning from incidents and concerns to prevent repetition.
Timely	This is described as providing high quality care in the right timeframe.
Effective	This reflects utilisation of evidence-based practice including prevention as well as treatment.
Efficient	A values-based approach to improve outcomes for people.
Person Centred	Meeting people's needs.
Equitable	Providing equality of opportunity and human rights.

## Quality Enablers

Workforce	Ensuring that the workforce is skilled and available to provide care and support to those providing care.
Leadership	clear vision with governance and accountability embedded in the organisation.
Culture	Quality systems and safety in a supportive way enabling sharing new ideas and learning from mistakes.
Information	Using data and knowledge to inform service quality and development.
Learning & Improvement	Quality improvement to deliver quality services and outcomes.
Whole System Approach	Improving quality across the health care system to improve population outcomes.

We have sought feedback on the Duty's impact and how it has improved our work across NWSSP. Key words from colleagues include; refreshed, impact, reflection, supportive, sharp, improvement and focus. This demonstrates that not only is the Duty being used constructively in planning and implementing services, it is also having a positive impact on the way our people think and act and how it benefits the culture of the organisation.

Evidence that demonstrated our commitment to quality in 2023-24 included:

- Maintaining ISO accreditations and therefore achieving external audit standards.
- Whole Organisation Customer Service Excellence Award.
- Submission of our first Annual Duty of Quality Report.
- Quality Driven reporting into Health Boards and Trusts for example the Medical Examiner Service and Audit and Assurance.
- Excellence in the use of quality data to inform quality improvement, including Time to Hire, Digital Overpayments Solutions and contributions to Thematic Learning Reports.

These are explained further in the Duty of Quality Annual Review 2023-2024 and a list showing some of our accreditations are in the table below.

Achievement	Division	Quality Domains	Quality Enablers
Decision to seek, and achievement of, NWSSP wide customer service excellence accreditation (CSE)	NWSSP wide	<ul style="list-style-type: none"> <li>• Equitable</li> <li>• Person Centred</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership</li> <li>• Culture</li> <li>• Information</li> </ul>
Development of a water and energy recovery system for Laundry Services BS14065:2016 for biocontamination control systems	Specialist Estates Laundry Services	<ul style="list-style-type: none"> <li>• Efficient</li> <li>• Effective</li> <li>• Safe</li> </ul>	<ul style="list-style-type: none"> <li>• Information</li> <li>• Whole System</li> <li>• Learning, improvement and research</li> </ul>
Maintaining ISO accreditations – these act as a visible assurance of quality	NWSSP wide	<ul style="list-style-type: none"> <li>• Person Centred</li> <li>• Safe</li> </ul>	<ul style="list-style-type: none"> <li>• Learning, Improvement and research</li> <li>• Leadership</li> <li>• Culture</li> <li>• Whole System</li> </ul>
Speaking up safely	People and Organisational Development	<ul style="list-style-type: none"> <li>• Safe</li> <li>• Equitable</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership</li> <li>• Workforce</li> <li>• Culture</li> </ul>
SMTL have achieved ISO/IEC 17025:2017 and BS EN ISO 14001 Testing and calibration and environmental management systems	Sytems Testing and Materials Laboratory	<ul style="list-style-type: none"> <li>• Safe</li> <li>• Timely</li> <li>• Efficient</li> <li>• Effective</li> </ul>	<ul style="list-style-type: none"> <li>• Information</li> <li>• Whole System</li> <li>• Learning, Improvement and research</li> </ul>
Monitoring and managing quality across business and identifying areas for improvement ISO 9001	Primary Care Services	<ul style="list-style-type: none"> <li>• Efficient</li> <li>• Effective</li> <li>• Equitable</li> <li>• Safe</li> <li>• Timely</li> </ul>	<ul style="list-style-type: none"> <li>• Information</li> <li>• Leadership</li> <li>• Culture</li> </ul>

## ***Duty of Quality E-learning Module***

NWSSP supported the production of an All-Wales Duty of Quality e-learning module, launched in December 2023. We continue to champion the use of the module internally, through the Duty of Quality Implementation group, which is made up of representatives from each of the NWSSP Divisions. During 2025-26 all divisions and areas will be offered access to face to face or teams training sessions on the Duty of Quality and its importance to our everyday work. ESR will capture uptake and will be reported via the Duty of Quality implementation team meetings also via the Senior Leadership Group.

## ***Quality Driven Decision making***

We continue to implement the Quality Impact Assessment demonstrating the importance we place on assessing quality at the strategic planning level. We have also mapped the standards through this document utilising the relevant icons, where they apply and ensuring that it is relevant in all NWSSP divisions.

Embedding the 12 Health and Care standards as more formal considerations in our day-to-day decision making, as well as writing in quality metrics for commissioned and procured services is a task we will continue to pursue through the coming year. An example of this can be demonstrated by the recently implemented water and energy recovery system which is proving to be financially and ecologically successful and sustainable. This will influence the rollout of the system across the NHS Wales laundry estate.

## ***Quality Management Systems***

Each of our divisions have their own Quality Management System (QMS) tailored to the very different needs of each division, ranging from a clinically based QMS in our Pharmacy Services and Surgical Materials Testing Laboratory to the largely non-clinical Procurement and Workforce Divisions. Sharing of best practice across divisions is a key element of our ongoing quality improvement strategy. This is done through senior leadership meetings, at local divisional meetings and through the Duty of Quality Implementation team meetings. More locally this will be embedded through face to face and online learning.

## ***Reporting***

Monthly 'always on' reporting began in 2023 with divisions preparing presentations demonstrating how they embed quality across their service. These presentations are hosted on the NWSSP SharePoint site, which also serves as a learning resource across the organisation. Relevant presentations and YouTube videos will be made available on the NWSSP internet site for public information.

### ***Example of how we are meeting the duty moving into 2025-26 include:***

- Reporting will increase with all divisions highlighting how they integrate quality into their services, this will provide us with a comprehensive overview of our organisational approach to the Duty.
- A self-assessment tool (maturity matrix) for each division has been developed and will be used to support and inform divisional reporting against the quality agenda, linking to both Quality Driven Decision making and Quality Management Systems.
- The Audit and Assurance team will continue training and upskilling of their workforce to ensure that audit effectiveness is enhanced and that a broader range of NHS Wales data can be utilised.
- Specialist Estates Services will provide Principal Building Surveyor support across the NHS in Wales, providing leadership on the Building Safety Act and Estates Code 6 facet building surveys.
- Legal and Risk and Welsh Risk Pool will implement a new case and document management system providing customers with a more effective and efficient service
- Single Lead Employer will work towards implementing processes to ensure timely onboarding and payment for trainees, preventing delays and increasing employee satisfaction.

### ***Further examples of a wide-ranging body of work being undertaken within NWSSP that support our Duty of Quality work includes:***

- Setting up a national homecare medicines delivery service.
- Developing an operational model for radiopharmacy.
- Delivering enhanced services across the NHS to support decarbonisation.
- Working towards embedding the Wales Ophthalmic contract.
- Researching the feasibility of an All-Wales Estates risk register.

We are continuing to embed Duty of Quality as part of planning across NWSSP, working with divisions, teams and individuals to reinforce the role of quality assurance to support robust Key Performance Indicators. Our external communications are gradually developing to ensure that the general public has access to quality information about the role of NWSSP in supporting the NHS across the whole of Wales and providing assurance regarding a high standard of service delivery.



## Our People

### Working together to be the best that we can be

We are committed to creating an engaging and supportive workplace where our people feel valued and empowered to make a positive impact for the people of Wales. We are also dedicated to developing our future workforce from within the communities we serve, aligning with the principles of the Foundational Economy. Our People Plan set out in **Appendix C**, continues to be developed with the health and well-being of our people at the heart and builds upon the strong foundations we have already created.





### What will this mean to our customers?

A commitment to promote diversity, equity and fairness.



A dedicated working group has focussed on the development of an overarching inclusive culture action plan that captures the Anti Racist Wales Action Plan requirements.

Through the development of our recently published Diversity and Inclusion Action Plan, we have identified several opportunities to increase the diversity of the organisation to better reflect the communities we serve. Alongside this we are committed to providing an inclusive workplace into which we can attract and retain talent, where people feel welcomed, safe, and that they belong.

In response to the publication of the Anti Racist Wales Action Plan in June 2022, we have additionally developed NWSSP's Anti-Racist Wales Action Plan. This plan focusses specifically on the following goals:

- The NHS in Wales will be Anti Racist and will not accept any form of discrimination or inequality for employees or service users.
- Staff will work in safe, inclusive environments, built on good anti-racist leadership and allyship, supported to reach their full potential, and ethnic minority staff and allies; both be empowered to identify and address racist practice.



## Accommodation Strategy in an agile work environment



### What will this mean to our customers?

We are driving efficiencies across our organisation and promoting a culture of open communication.



The organisation remains committed to an agile working strategy for staff which has clearly demonstrated several benefits as we have adapted post the Covid-19 period. The review of our estate has continued as we seek to ensure the buildings we have are fit for purpose and at the same time offer staff a good working environment. We continue to look at the efficient running of our Estate and how we can make this more sustainable and cost effective into the future.

Building on the agile practices NWSSP will continue to develop the estate through the following:

- A continued investment in Solar panels following the huge success of the IP5 project, with Matrix house next in line.
- To consolidate the space in Matrix house through the movement of Primary Care Services to the ground floor, the relocation of Health Courier Services from Llansamlet and the additional space for Welsh Ambulance Service Trust.
- The groundbreaking development in IP5 of the Radiopharmacy and TrAMS project to support the delivery of cancer and pharmaceutical services.
- To deploy a desk booking App across several of our main operating sites to support both agile working for staff and space utilisation.
- To continue to explore the accommodation options in South Wales for staff currently residing in both Nantgarw and Companies house.



## Health and Well-being



### What will this mean to our customers?

A commitment to promote and support a healthy and engaged workforce.

Progress has continued in the development and implementation of our Health and Well-being Strategy. We continue to partner and collaborate with a number of organisations who enhance our Mental Health Provision including, Mind, Silver Cloud, Time to Change Wales and Headspace.

In 2025-26, we will further our support of a healthy and engaged workforce, ensuring our people have a voice and that we listen to that voice. In conjunction with other activities within the 'This is Our NWSSP' and Inclusive Culture Action Plan, we will provide a working environment that enables our people to thrive.

### Moving into 2025-26 we will:

- Publish a refreshed version of our Health and Wellbeing Framework.
- Increase the numbers of Mental Health First Aiders within the organisation.
- Increase our delivery of health and well-being awareness sessions to all staff with dedicated sessions for managers.
- Embed the NHS Wales Health and Wellbeing Best Practice Guide throughout our programmes.





## Single Lead Employer



### What will this mean to our customers?

Improved medical, dental and pharmacy trainee experience leading to improved retention across Wales.

The Single Lead Employer (SLE) is an arrangement that was put in place to manage and support all Doctors and Dentists in Postgraduate training and Pharmacy trainees across Wales in collaboration with Health Education Improvement Wales (HEIW). A suite of Employment Manager Agreements have been developed and distributed to HEIW and all host organisations including Health Boards, GP Practices and Dental and Pharmacy Providers.

The Trainee Hub and Mobile App remains a key communication method and close working relationships have been developed with trainee representatives to improve the engagement and promotion of this method of communication.

Following stakeholder feedback and an internal service review we have implemented a number of key improvements to enhance the trainees experience which include:

- Designated onboarding team which has resulted in efficiencies with onboarding times and timescales in providing information to host organisations and HEIW.
- Creation of a citizenship form to easily identify trainees who will be new to the country.
- Creation of an explanatory dummy pay slip.
- Streamlining the incremental credit process by the creation of Microsoft Lists.
- Working with partners to reduce the late notification of pay impacting information to payroll, resulting in a significant reduction in overpayments.
- Regular trainee surveys to continuously monitor trainee satisfaction with the SLE Model.



We continue with the ongoing engagement with trainees, staff representatives, HEIW and host organisations, to ensure we continue to focus on improving and streamlining the Single Lead Employer model.

Key Performance Indicators have been agreed with partners (NWSSP, HEIW and NHS host organisations) and 2025-26 will focus on automating and embedding these into a monthly reporting process for stakeholders.



### *Improving the customer journey?*

In order to improve and enhance our customers journey we continually explore efficient ways in improving and developing our service, this could be with HEIW, our host organisation as well as our doctors and dentists in training and pharmacy trainees.

We continue to promote the SLE app and look at the most effective ways to promote the app and include pertinent employment information such as key policies, salary scales, Speaking Up Safely updates and importing recordings such as the SLE induction.

We regularly engage with key stakeholders on the customer journey through meetings with HEIW, host organisations, trainee representatives and the BMA. We have become key speakers to enhance engagement in speciality webinars and speciality conferences to ensure we promote the services that are available to our doctors and dentists in training and the pharmacy trainees.

We continue the cycle of automating our processes to ensure economies of scale are generated, recent automations have included data sets for onboarding and pay banding; incremental credit approvals and the generation of maternity and shared parental leave documentation.



### ***Reducing overpayments?***

As part of the Employment Management Agreements a robust set of timescales need to be adhered to on a monthly basis to ensure overpayments are reduced. It is imperative that any changes to a trainees employment arrangement are reported in a timely manner.

A monthly validation process has been set up to ensure reports that are maintained by all parties are consistent and any anomalies are identified and rectified in order to minimise overpayments.

As a result of the newly developed Overpayments Policy a discrepancy that is identified within the first month can be resolved through an adjustment rather than identifying as an overpayment. The monthly validations should therefore reduce the need for these instances to be classified as overpayments.

An automated system has been developed to respond to overpayments and to identify the root of the overpayment, this will ensure action can be taken and lessons learnt implemented.

### **Expanding services/specialties?**

We continue to engage with HEIW to discuss opportunities that may arise whereby the Single Lead Employer will expand their model to incorporate more services. Engagement with key parties and stakeholders is critical in this process.



## Growing our future workforce



### What will this mean to our customers?

The provision of resilient, futureproofed services alongside employment opportunities within our local communities.

We continue to find ourselves challenged by the offerings of competing with private and public sector organisations for the best talent, especially in our professional services and the volume of vacancies in today's labour market continues to see recruitment becoming more and more challenging.

We are committed to growing our future workforce through a number of workstreams, including the widening access agenda to ensure we provide opportunities for employment and growth to those communities we serve, continuing to improve our Employee Value Proposition and ensuring our people have the knowledge, skills and experience through develop competencies across our services.

Moving into 2025-26 we will:

- Embed a Talent Management Framework which will enable divisions to implement local succession plans and identify critical roles.
- Development of tools to enable career conversations and identification of individuals with the desire to progress.
- Implement a Learning and Development Strategy to address the learning needs of staff across the organisation, focussing on:
  - » Growing our leadership and people management capabilities
  - » Core capabilities including Welsh language
  - » Agile working
  - » Digital literacy
  - » Customer service excellence
  - » Project management



## Services

**Driving the pace of innovation and consistently providing high quality services.**

We recognise the transformative impact of data and outcome driven services and how they contribute to improving experiences for Welsh NHS patients and the broader population. Our case studies, achievements and innovations on page 12 highlight how we are working towards this objective, incorporating the use of technology, our innovation hub and partnership working.





## Future NHS Workforce Solution Programme



### What will this mean to our customers?

A flexible, agile Human Management system that is more responsive to the needs of NHS Wales which interfaces seamlessly to other NHS Wales e-systems.

We are working closely with NHS Business Service Authority (NHSBSA) to lead, on behalf of NHS Wales, the development and implementation of the Future NHS Workforce Solution, which will subsequently replace the current Electronic Staff Record (ESR) for more than 1.8 million NHS colleagues across England and Wales. The programme will run throughout the three-year term of this IMTP.

The contract with the current service provider ends in 2025 and the Oracle e-business suite on which ESR is built moves to 'end of support' in 2033. Procurement activities are well underway with the invite to submit final tender issued in November 2024 and contract award anticipated for delivery in the autumn 2025.

Year 1 and into year 2 of our IMTP, will see us working with the new supplier to build and commence migration to the new solution, working with a number of early adopters across Wales. It is vital that NHS Wales is able to capitalise on the benefits of the Future Workforce Solution. Therefore, NWSSP are already working with NHS Wales organisations through an Optimisation and Enabling Readiness programme of work to prepare them for the transition to the new solution between 2027-2030.

A business case is currently under development, which outlines the identified resource required to support the Optimisation and Enabling Readiness stages of the programme.

Year 3, will see the start of that implementation with our early adopters, whilst continuing to work with our remaining organisations in preparing them for the migration.

We will continue to engage with NHS Wales Colleagues and strategic leads through the newly established All Wales Steering Group.



## COVID-19 Public Inquiry



### What will this mean to our customers?

They will be supported through NWSSPs actions as a result of the inquiry and will continue to receive expert legal advice to support careful decision-making and legal and risk management.



We are committed to learning from the COVID-19 inquiry to strengthen our pandemic response strategies. The inquiry identified gaps in preparedness across the UK with specific recommendations for improving health system resilience coordination and risk management. We have appointed a Head of Emergency Preparedness Resilience and Response to support NWSSP to embed resilience, strengthen response strategies and cross collaboration with our partners and customers across NHS Wales.

We understand the criticality of stockpiling and distribution in relation to learning from the inquiry. We are working closely with Welsh Government on strengthening our approach on the critical need for maintaining sufficient stockpiles of personal protective equipment and medicines manufacture and supply.

Our Legal and Risk teams have continued to support NHS organisations in Wales in relation to litigation arising from the COVID-19 pandemic, including legal claims concerns investigated under putting things right regulations on the UK COVID-19 public inquiry. We are very mindful of the financial burden the COVID-19 public inquiries placing on the NHS in Wales the cost in terms of staff time and the emotional impact on those staff involved, we will continue to work together with every NHS organisation across Wales to share learning and minimise the impact on NHS staff and patients.



## Primary Care Services

### Supporting the digitisation of paper medical records



#### What will this mean to our customers?

Remove the need to print and transport medical records saving resources in general medical practice.

We have recognised the need to engage with critical partners and key stakeholders to understand how the service can embrace opportunities to modernise and automate under current operational and legislative requirements.

We are reviewing opportunities presented by technological advances to support the sustainability agenda and reduce the need to generate and transport paper medical records across the system.

### Continuous improvement of embedded changes through the Transformation Programme in Primary Care



#### What will this mean to our customers?

Delivery of high quality and efficient transaction processes.

The transformation programme is enabling service/business change and with continuous review we are able to identify efficiencies and realign resource to support growth areas within the division. As we embrace technological advances including new systems and lean process, we have the ability to support new and growing business opportunities whilst provide learning and development opportunities to staff within the division.

The Primary Care Team are advancing the green agenda and decarbonisation programme principles through taking advantage of automation, agile and remote working principles.



## Pharmacy Services



### Transforming Access to Medicines (TrAMS)



#### What will this mean to our customers?

Establishing cost-effective resilience in our medicines supply, improving the patient experience through the provision of high-quality medicines and services.

We are continuing to lead on this comprehensive national programme of transformation including workforce, processes and capital investment to reconfigure Pharmacy Technical Services across NHS Wales into a single shared Pharmacy Technical Service.

This transformation will demonstrate improvements in quality, safety and regulatory compliance, ultimately ensuring equitable access for patients across Wales to critical medicines and improve patient outcomes and enhance pharmaceutical care.

The TrAMS Programme is referenced in the Wales Cancer Action Plan as a key enabler for securing supply of Systemic Anti-Cancer Therapies.

During 2023, the programme was able to complete the Organisational Change Phase 1 process and recruitment of the national leadership structure.

Work planned for 2025 – 2028 will include:

- ▾ Building three regional medicines manufacturing hubs, selecting the preferred localities for them, progress design work, and preparing Business Cases to support investment decisions. The status of the plan depends on the availability of capital funding and is expected to be as follows:
  - » 2025-26 will see the development of a South-East Wales Radiopharmacy service based within IP5. (Radiopharmacy involves preparing radioactive injectable medicines, mostly in support of diagnostic scanning.)

- » 2025-26 - South East Wales Systemic Anti-Cancer Therapy (SACT – injectable chemotherapy) suite and Central IntraVenous Additives and Parenteral Nutrition (CIVA/PN – injectable medicines) Suite. Continue Business Case development in readiness for investment.
- » 2025-26 South West Wales site selection early stage business case development.
- ↳ Supporting and stabilising legacy aseptic preparation services across Wales including the development of a transitional plan.
- ↳ Working in partnership with Health Education and Improvement Wales to review education and skills needed to develop and expand the current workforce.
- ↳ Continuing the organisational change processes with full staff engagement.
- ↳ Working in partnership with Digital Health and Care Wales, development, and deployment of digital and stock control and workflow systems.
- ↳ Ongoing clinical engagement to develop a standardised product portfolio removing unwarranted variation across NHS Wales.
- ↳ Working in partnership with the other UK Nations on standardisation of the product catalogue, stability research, and sharing best practice to build resilience across the UK.

## Medicines Value Unit



### What will this mean to our customers?

We are enhancing value and optimising resources efficiently to the benefit of our partners and patients.

The Medicines Value Unit, after completion of the staff recruitment phase, is now undertaking a programme of targeted commercial procurement activity aimed at securing new and innovative pharmaceuticals and therapies for NHS Wales and the patient population, adding value and efficient resource utilisation. The activity will be clinically led and grounded in evidence-based approaches to secure outcomes that matter to patients.

The current programme of work within the Medicines Value Unit is focussed on several key activities including:

- ↳ Targeting of unlicensed medicines contracting by developing nationally standardised product specifications and undertaking market engagement to bring 80% of Wales's unlicensed medicines off-contract expenditure under once-for-Wales contract agreements.

- Currently undertaking a national review process in relation to Homecare Medicines to understand the opportunities for an All-Wales approach to provision of homecare medicines.
- Supporting NHS Wales with the implementation of efficiency opportunities arising from medicines where there is loss of exclusivity. This work is undertaken with key stakeholders such as the All-Wales Medicines Strategy Group and All-Wales Therapeutics and Toxicology Centre.



## Transformation of Laundry Services



### What will this mean to our customers?

An efficient and resilient Laundry Service providing clean linen to NHS Wales.

The constraints on the NHS Wales capital budget required us to review and amend our transformation plans for Laundry Services. The original plans offered the potential for significant improvements to ensure legislative compliance but required substantial capital investment.

The challenge now is to achieve as many of the benefits for NHS Wales as is possible, on a much-reduced scale in terms of investment. In the previous year BSEN14065 has been achieved as a standard in 3 of the 4 laundries, work will begin in one of the laundries to achieve the standard, so all sites hold it.

In the past year we have successfully decommissioned one laundry and TUPED several staff into NWSSP. We look to continue to roll out an All-Wales Operating Model whilst continuing make investments to improve resilience across the service.



## All Wales Laundry Programme



### What will this mean to our customers?

Provide NHS Wales with an efficient, resilient and flexible Laundry Service.

We are continuing to drive forward modernising the All-Wales Laundry Services with the newly formed central management service working well in driving standards and outputs whilst offering greater flexibility and consistency during the maturity of the transformation process. The new Operating Model will continue to drive forward safety and quality whilst ensuring best value for money for NHS Wales that's fair for all. We remain committed to ensuring that we continue to provide all NHS Wales organisations with an efficient and flexible model whilst achieving the new clean and safe laundry standards BSEN 14065 across all sites as a primary objective. Secondary objectives include increased value for money, consistency in supply and a lower carbon footprint along with improved facilities for our staff.

Work planned for 2025 – 2028 will include:

- Actions on identified health and safety improvements reducing risks.
- Achieve BSEN14065; quality controls, including the recording and monitoring of potential biocontamination hazards, in the remaining laundry sites to hold the accreditation as an All-Wales Service.
- Plans to minimise supply disruption and risk from aged plant and equipment.
- Implementation maturity of the new All-Wales Operating Model.
- Seek efficiencies and resilience across the service whilst looking at operating model for each site individually to achieve best throughput.



## Scan for Safety Wales Programme



### What will this mean to our customers?

A more resilient and transparent supply chain reducing risk to patients and service disruption.

In June 2021 the Minister for Health and Social Services approved a full business case and associated investment as the first steps to embedding Scan for Safety principles and practices across Wales. With patient safety at the heart of the programme, data standards and data capture technology are being introduced across NHS Wales. NWSSP are rolling out SupplyX an All-Wales Inventory Management solution which utilises these standards together with handheld scanning technology.

Inventory optimisation financial benefits are integral to SupplyX, at the same time making ordering and replenishment far less labour intensive and returning clinical time back to patient care. In addition, patient safety is enhanced with the introduction of barcode scanning of uniquely identified products, places, and people, providing real-time data at the point of care and instant traceability of implantable medical devices should a product or patient recall be required.

### Moving into 2025-26 and beyond we will:

- Continue to roll-out of Scan for Safety to cover all theatres and treatment laboratories across NHS Wales.
- Implement improved data standards in relation to patient and product traceability.
- Improve linkage across patient pathways to outcome measures.
- National supply visibility of critical products across the whole of NHS Wales.



## Modernising National Distribution Centres



### What will this mean to our customers?

A resilient and efficient National Distribution Centre enabling customers to deliver effective patient services.

In support of Brexit, NWSSP with the support of Welsh Government purchased IP5 in Newport, a large warehouse capable of multiple stockholdings. It came into its own through Covid-19 pandemic, and allowed us to expand bulk holding of key Personal Protective Equipment (PPE) products to support frontline care via a National Distribution Centre (NDC).

Post Covid-19, the opportunity now allows us to develop the site further and continue our work on stock consolidation, realignment of product codes to improve stock management and further review what medical products we can hold to improve both stock resilience and ensure value for money linked to bulk purchasing.

What has been achieved to date?

- We have re-aligned stock codes across Wales for the same product to have the same code at all our warehouses. This will improve our data quality to inform more accurate product usage.
- Warehouse re-design has commenced to improve management of product throughput i.e. receipt, put away, product pick and staging for distribution.
- A review of our services has been benchmarked independently against 9 external criteria, with us matching or exceeding 7 of the 9 areas assessed. This benchmarking will help inform our modernisation planning going forward.

#### **Work planned for 2025-26 and beyond includes:**

- Continued review of products held with improved monitoring of product throughput, item criticality, date life management, out of stock items and where it is identified obsolete item management.
- Addition of products as part of a Nationally Stocked Product Range to add additional products to support services across NHS Wales and maximise savings opportunities.
- Improved Distribution model to support more effective utilisation of fleet resources, aligning closest delivery point to most appropriate warehouse.
- Implementation of improved data standards in relation to patient and product traceability linked to Scan for Safety and National supply visibility of clinical products across the whole of NHS Wales.
- The requested recurring funding will Support NDC modelling and capture some of the costs incurred from increased product throughput and distribution, with proposal to add a further 300 lines longer term and closing some of the operating costs that will be incurred.

Thank you for reading our Annual Review. If you would like to find out more, please visit our website, our social media channels, or use the contact details provide below:



01443 848585



[shared.services@wales.nhs.uk](mailto:shared.services@wales.nhs.uk)



[www.nwssp.wales.nhs.uk](http://www.nwssp.wales.nhs.uk)



NHS Wales Shared Services Partnership



NHS Wales Shared Services Partnership,  
4-5 Charnwood Court,  
Hoel Billingsley,  
Parc Nantgarw,  
Cardiff,  
CF15 7QZ