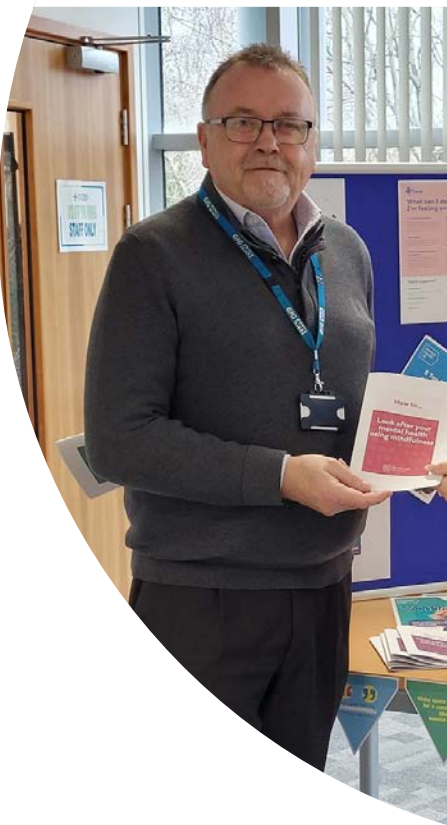


NHS Wales Shared Services Partnership



GIG
CYMRU
NHS
WALES

Partneriaeth
Cydwasaethau
Shared Services
Partnership



Annual Review

2023-2024



NHS Wales Shared Services Partnership Annual Review 2023-24

© NHS Wales Shared Services Partnership 2024

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

Introduction from the Managing Director and Chair	4
About NWSSP	5
At a Glance	6
Our Services	7
Strategy Map	8
Performance	9
Key Performance Indicators	10
Financial Performance	14
Financial Management of Budget	15
Governance Framework	19
Duty of Quality	20
Health and Safety	21
Information Governance	24
Welsh Language	25
Communications	26
Health and Well-being	27
Staff Benefit Schemes	28
Well-being of Future Generations	28
Health and Well-being Conference	29
Financial Well-being	29
Talk Money Week	29
Physical Health	30
Mental Health	31
Diversity and Inclusion	32
Our Achievements against our Overarching Goals	33
Staff Recognition	34
Our Achievements	35
Case Studies	36
Feedback from our Stakeholders	37
Sustainable Development	39
Sustainable Development Principle	40
Sustainability Performance	42
Ethical Employment in Supply Chain and Modern Slavery	45
Our People	47
A Forward Look	51

Introduction from the Chair & Managing Director

Welcome to the NHS Wales Shared Services Partnership (NWSSP) Annual Review for 2023-24. This is our 13th annual report and, as in previous years, shows how we are continually improving our services to meet the demands of our partners and customers, as well as our ongoing commitment to adding value through partnership working, innovation and excellence.

Looking back at 2023-24, NWSSP remained on target with most of the agreed objectives within our Integrated Medium Term Plan and in response to the call to action from the Welsh Government, our total over-achievement of savings for 2023-24 was £3m. We also delivered £260m of professional influence benefits and continue to reinvest savings for the benefit of NHS Wales.

Our core customers are the Welsh Government and NHS partner organisations in Wales and we recognise that the wider impact of how well we deliver our services is felt by all NHS staff, our suppliers, independent contractors, patients and future generations living in Wales. The quality of our services is a critical part of the measure of our performance as an organisation. We were delighted to become the first NHS organisation in Wales to achieve the Customer Service Excellence accreditation at a corporate level, across all our service areas and Divisions. This was an independent validation of achievement across a range of core customer service competencies.

We will continue to use this as a driver of continuous improvement and as a skills development tool for our staff to further develop customer focus and customer engagement.

We implemented the Duty of Quality which came into force from 1 April 2023. Our continued focus will be on developing our Always On reporting arrangements. We have identified several areas of good practice, and we will be providing our partners with assurance on how we meet the requirements of this new legislation which captures non-clinical services.

We have continued to grow our range of services, incorporating the Low Vision Service for Wales in the last year and preparatory work for the General Ophthalmic Service changes and roll out of the e-prescribing service in Wales, in addition to preparing for the statutory launch of the Medical Examiner Services. We hope that you enjoy reading about our achievements in this Annual Review and look forward to continuing to meet and exceed the expectations of our stakeholders across Wales in 2024-25.



Neil Frow OBE

Managing Director



Professor Tracy Myhill OBE

Chair

About NWSSP



At a Glance



5,762

Members of staff



We currently operate from **15 Buildings**



£856m

Revenue Budget



£260m

of professional
influence benefits



We continue to reinvest
savings for the benefit
of NHS Wales



95%

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

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 & 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)



Special Estates Services



Wales Infected Blood Support Scheme



Health Courier Services

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

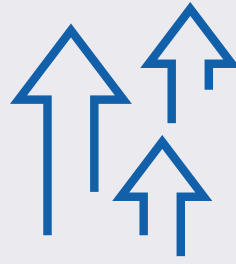
We will make bold investment decisions that drive transformation and add value.

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.

Performance





Key Performance Indicators

Internal KPIs:

High Level KPIs and Targets	2023 - 24 Actual	2023 - 24 Target
Corporate & Finance Services		
Balanced Financial Position	-12k	Breakeven
Balanced Capital Financial Position	Within CEL	Within CEL
Planned Distribution	£3M	£0
% of invoices paid within 30 days	98%	95%
NWSSP Organisational KPIs Recruitment		
Average Days Vacancy creation to unconditional offer within 71 days	73	71
Average Days Vacancies approved within 10 working days	10.1	10
Average Days Vacancies shortlisted within 3 working days	7.7	3
Average Days Interview outcomes notified within 3 working days	3.9	3
People & Organisational Development		
Staff Sickness	3.07%	3.30%
Performance and Development Review Compliance	84%	85%
Statutory and Mandatory Training Compliance	93%	85%
Agency %	0.31%	<0.8%

External KPIs:

High Level KPIs and Targets	2023 - 24 Actual	2023 - 24 Target
Professional Influence		
Professional Influence Benefits	£260M	£110m
Procurement Services		
Procurement Savings	£29M	£16M
Accounts Payable		
Savings and Successes	£13M	
All Wales % of invoices paid within 30 days	96%	95%
Employment Services		
Overall Payroll Accuracy	99.9%	99.6%
Overall Payroll Accuracy	99.8%	99.6%
Payroll % Calls Handled	98%	95%
Recruitment All Wales Organisational KPIs		
Average Days Vacancy creation to unconditional offer within 71 days	73	71
Recruitment % Calls Handled	99%	95%
Recruitment All Wales Organisational NWSSP KPIs		
% of Vacancies advertised within 2 working days of receipt	99%	95%
% of Conditional offer letters sent within 4 working days	98%	95%
Student Awards Services		
Student Awards % Calls Handled	96%	95%
% of NHS Bursary Applications processed within 20 days	100%	100%
Central Team eBusiness Services		
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	2023 - 24 Actual	2023 - 24 Target
Primary Care Services		
Primary care payments made in accordance with Statutory deadlines	100%	100%
Prescription - keying accuracy rates	99.7%	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%
Audit & Assurance (June - March 23)		
Audit opinions/annual reports on track	Yes	Yes
Audits delivered for each Audit Committee in line with agreed plan	Yes	Yes
Report turnaround fieldwork to draft reporting [10 days]	92%	95%
Report turnaround management response to draft report [15 days]	78%	80%
Report turnaround draft response to final reporting [10 days]	99%	95%
Special Estates Services		
Professional Influence Savings	£19M	£5.5M
Legal & Risk Services		
Savings and Successes	£176M	£65M
Timeliness of advice acknowledgement - within 24 hours	100%	90%
Timeliness of advice response – within 3 days or agreed timescale	99%	90%
Welsh Risk Pool		
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	2023 - 24 Actual	2023 - 24 Target
Surgical Materials Testing Laboratory		
% of incident reports sent to Reg Authority within 50 days of receipt of form	100%	100%
% delivery of audited reports on time (Commercial)	99%	89%
% delivery of Technical assurance evaluations on time	100%	89%
Digital Workforce Solutions		
Customer Satisfaction	91%	90%
% Calls Handled	94%	85%
All Wales Laundry Services		
Orders dispatched meeting customer standing orders	100%	85%
Deliveries made within 2 hours of agreed delivery time	100%	85%
Microbiological contact failure points	96%	85%
Medical Examiner Services		
Number of cases referred into MES	100%	100%
Never Events	0	0

During 2023-24, we refreshed our Performance Framework to bring together performance measures that highlight our strategic performance and an escalation process to manage under performance. We continue to provide case studies and other qualitative means to demonstrate our performance. During the year we created a Performance and Outcomes Group, specifically to look at developing outcome measures which will begin to be reported during 24-25. Where targets have not been met for the financial year 2023-24, an overview of how we are addressing performance going forward is set out below.

Audit and Assurance

- Report turnaround management response to draft report (15 days) and report turnaround fieldwork to draft reporting (10 days) which measures the performance of turnaround times within the health organisation and within Audit & Assurance. 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 fieldwork and management responses. All progress on audit plans is discussed and agreed with Board Secretaries and Chairs of Audit Committee.

PADR

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.



Recruitment

- As a service that provides recruitment administration for all NHS organisations in Wales, we work collaboratively with organisations to ensure activities are processed efficiently, but also safely.
- Recruitment Modernisation Process changes have been implemented in all the health organisations and improvements in manager and candidate experience is being seen.
- In addition, 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 in March 24 was on average 62 days against a target of 71 days for All Wales.



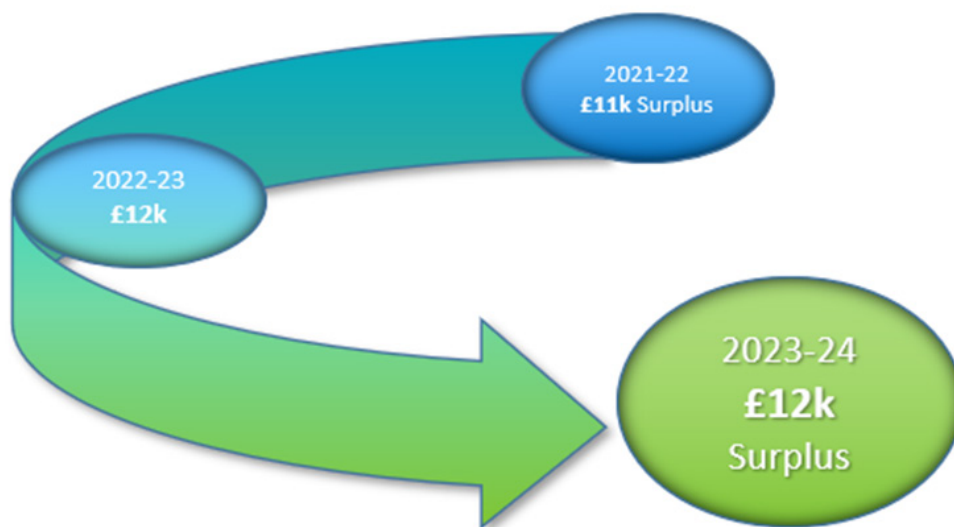
Financial Management of Budget

Targets:

- NWSSP provides support to all NHS bodies across Wales and, as such, must use the budget allocated to meet the running costs with a requirement to at least break even each 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 spend is within the Capital Expenditure limit provided by Welsh Government.
- Finally, the Public Sector Payment Policy (PSPP) requires NWSSP to pay invoices to non-NHS suppliers within 30 days of an invoice being issued or the goods received.

During 2023-24 we achieved all our financial performance targets, exceeded our savings targets and were able to distribute £3million of savings to NHS Wales and Welsh Government.

Outturn:



Successes:



£7.977m Capital Expenditure Limit achieved



£3.000m Distribution of savings



PSPP - 98%

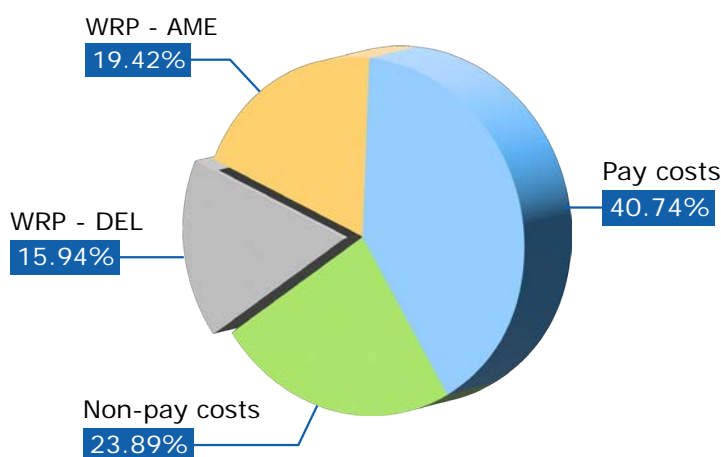
NWSSP income and expenditure can be summarised as follows:

	2023 - 24 £m	2022 - 23 £m
Income	855.922	778.021
Expenditure	554.272	572.012
WRP – DEL*	135.966	136.727
WRP – AME**	165.673	69.270
Surplus	0.012	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 NWSSP Partnership Committee for core claims growth.*

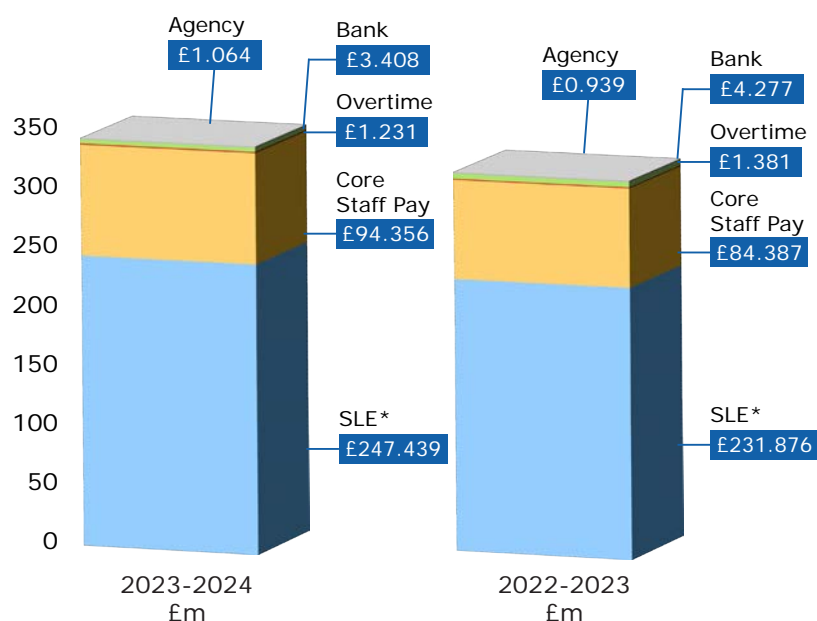
***Annually Managed Expenditure (AME) to meet the cost of accounting for the long term liabilities of claims. This budget is based on estimates provided directly to the Welsh Government by the WRP.*

Revenue spend



During the 2023-24 financial year, total expenditure was £856m. £347m was spent on pay costs, £207m on non-pay costs and £302m was Welsh Risk Pool expenditure.

Pay spend

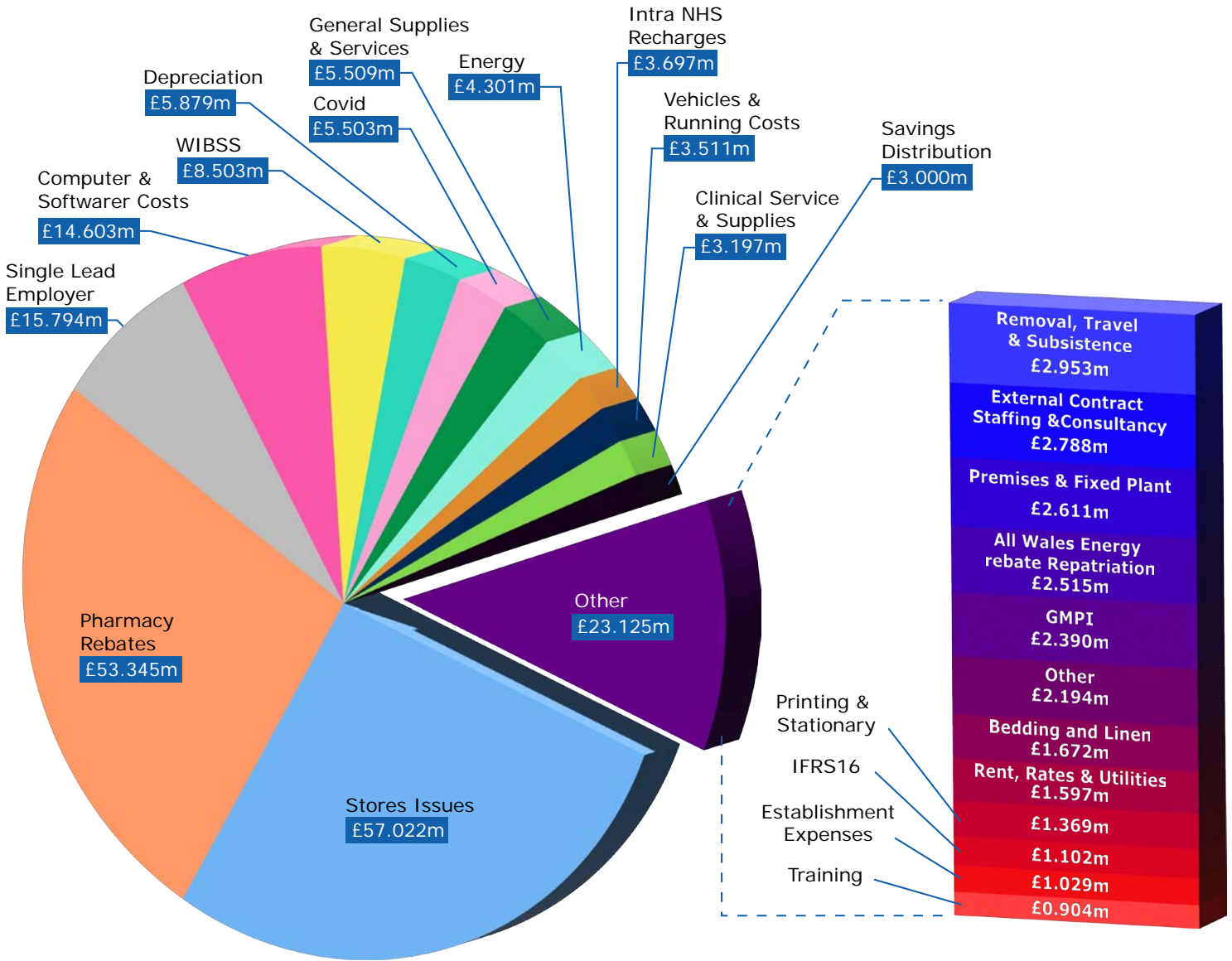


Spend on bank, overtime and agency staff is generally in relation to the covering of vacant posts, long-term vacancies or for support to the ongoing covid support (which will become business as usual for the next financial year). Expenditure on premium rate pay is minimised as far as possible.

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

Non-pay spend

Non-pay spend for the 2023-24 financial year totalled £207m, excluding Welsh Risk Pool payments. The chart below shows the main categories of non-pay spend for the 2023-24 financial year with the 'other' spend broken down further.



*Wales Infected Blood Support Scheme (WIBSS) 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

Capital investments

During the 2023-24 financial year, a total of £5.547m was invested by NWSSP across a wide range of capital projects. Significant investments were made in our Laundries to replace/repurpose end of life equipment (£1.918m), the primary care workforce intelligence system (£0.444m) and new vehicles as part of our asset replacement strategy (£0.483m).

Scheme	Expenditure £000
Server	400
Telephony & Contact Centre	90
Cwmbran House Racking/LEDs	24
Decontamination equipment	10
IP5 LED Balance	3
Matrix House EVCP	1
Discretionary Capital Total	528
Laundry Services	1,918
Primary Care Workforce Intelligence System	444
Supply Chain Vehicles	483
Radiopharmacy Fees/Equipment	469
IP5 PV scheme	441
IT Refresh & licenses	285
Primary Care Dupont Racking & IT	241
TRAMS Fees	217
Denbigh Stores Racking & Roof Repair	150
IP5 discretionary	105
SMTL Equipment	130
Scan for Safety	67
Occupeye software/sensors	54
South Wales Hub Agile Furniture	42
Stores CCTV & Equipment	29
Glidescopes transfer to BCU	-56
Additional Capital Total	5019
IFRS16 Capital	2,430
Total Capital Allocation	7977

Governance Framework

The Shared Services Partnership Committee (SSPC) and NWSSP Audit Committee are responsible for scrutinising, assessing, and monitoring performance. These committees along with several sub-committees and advisory groups ensure compliance with the overarching NWSSP Governance and Assurance Framework. Committee papers are published and available on our website.

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 SSPC is responsible for ensuring NWSSP consistently follows the principles of good governance, maintains oversight and development of systems and organisational processes for financial and organisational control, governance, and risk management.

The role of the Audit Committee is to review and report effective operation of overall governance and the internal control system. This includes the management

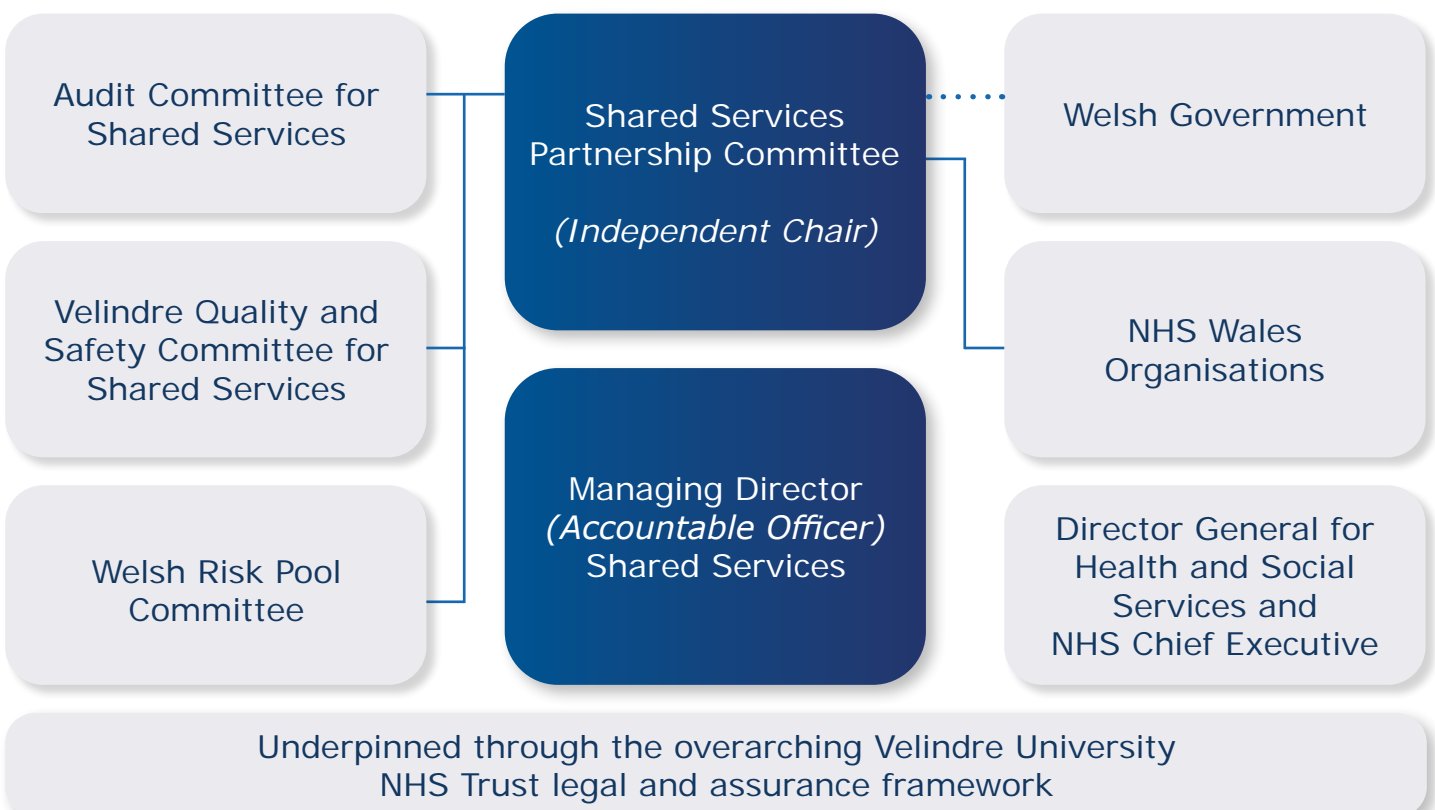
of risk, operational compliance controls and related assurances that support the delivery of objectives and maintain standards of good governance.

The management and control of resources during 2023-24 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, which was **reasonable assurance** for 2023-24.

Our Structure





Duty of Quality

The Duty of Quality came into force on 1 April 2023 and placed upon all NHS bodies a statutory duty to consider quality in the execution of both our clinical and non-clinical services. The overarching aim of the duty is to improve the quality of health services and to improve health outcomes for the people of Wales. NWSSP provides a variety of clinical and non-clinical services through a divisional structure.

Key achievements in 2023-24

- Raising awareness, including dedicated sessions with the Shared Services Partnership, Senior Leadership Group and staff coffee mornings
- Implemented a Quality Champions Network for sharing best practice
- Quality planning and decision making
- Quality driven reporting
- Quality control and using data for quality improvement
- Quality planning and decision making
- External quality reviews, certifications and awards



Health and Safety

NWSSP attaches the greatest importance to the health, safety and welfare of staff and visitors. It is considered essential that management and staff should work together positively to achieve an environment compatible with the provision of the highest quality services to staff and visitors where health hazards to staff and visitors and others are minimised, so far as is reasonably practical.

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.

NWSSP's aim is to provide and maintain a safe and healthy environment for all that use our services. This is achieved through effective leadership by senior managers, participation of all staff and open and responsive communication channels.



During 2023-24, the main category of health and safety incidents were:

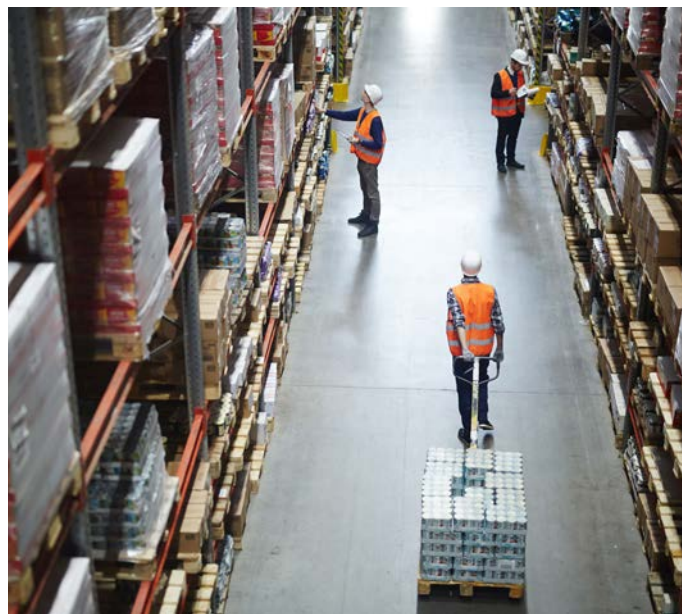


Health and Safety Trends and Objectives 2023/2024

Trend Category	2019-20	2020-21	2021-22	2022-23	2023-24	Trend
Contact with an object/struck by an object	11	11	26	30	18	↓
Manual Handling	14	12	23	16	16	→
Slips, trips and falls	13	6	15	15	6	↓
Violence and Aggression	14	10	10	15	20	↑

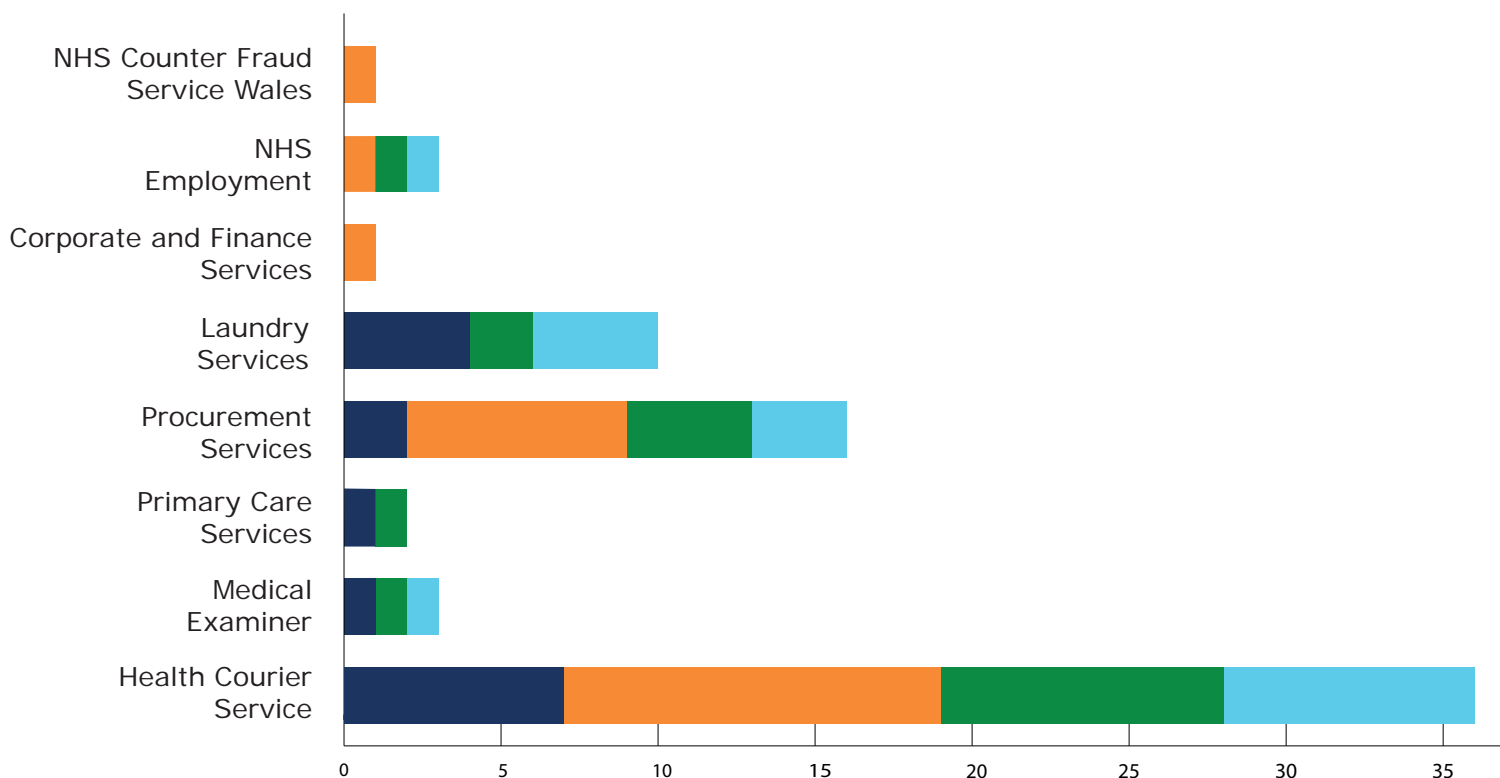
A significant decrease can be seen on the previous year in relation to contact with an object/struck by an object and slips, trips and falls. The volume of manual handling has remained the same as the previous year, whereas violence and aggression incidents have increased on the previous year.

In relation to the increase in incidents reported, this can be linked to the continued promotion to staff that NWSSP takes a zero approach to violence and aggression in the workplace and encouraging staff to report any incidents in a timely manner.



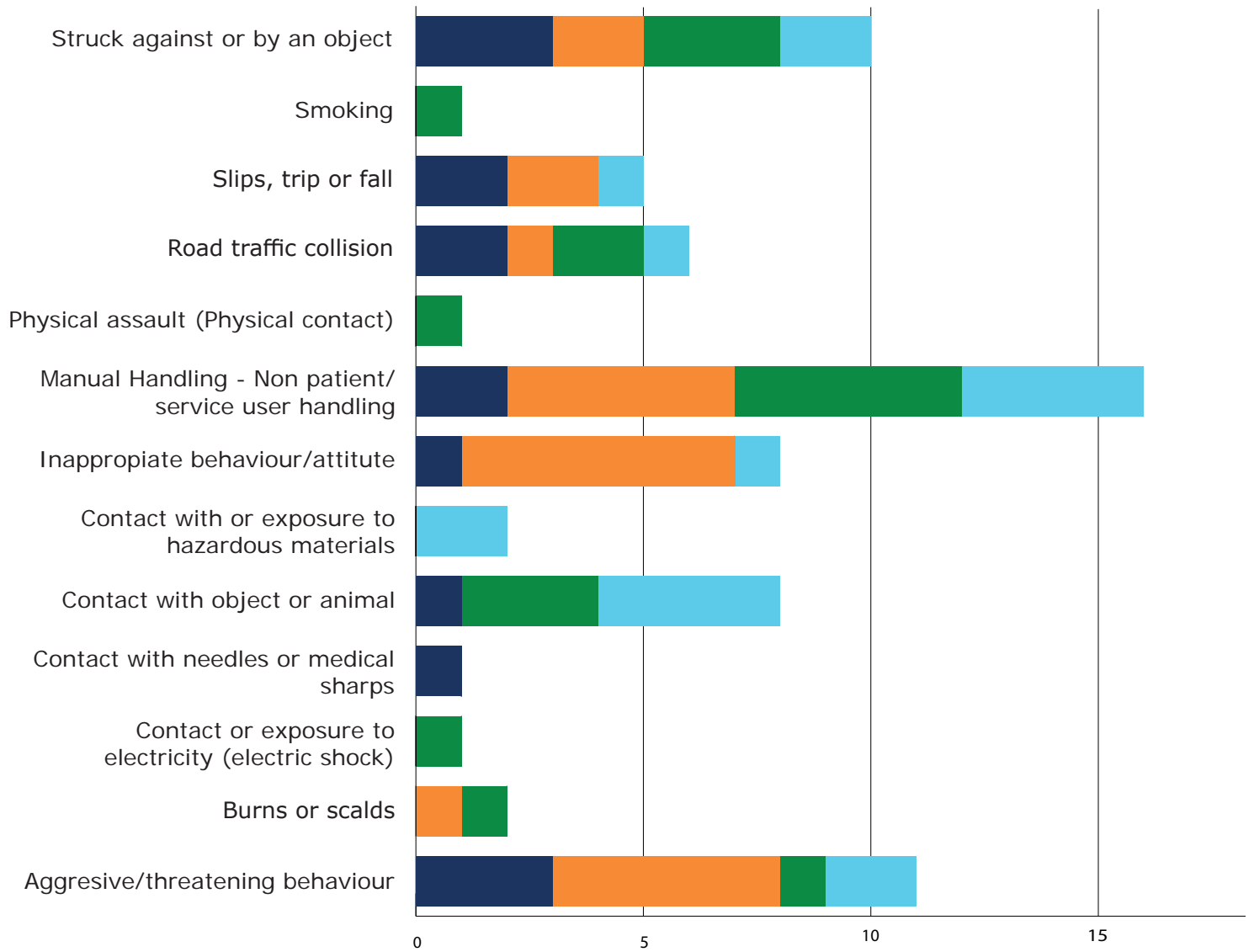
During the period, a schedule of health and safety internal audits was undertaken by the Health and Safety Manager, Health and Safety Support Officer, at NWSSP.

Health and Safety Incidents by Service Group and by Quarter – 2023/2024



	Health Courier Service	Medical Examiner	Primary Care Services	Procurement Services	Laundry Services	Corporate and Finance Services	NHS Employment	NHS Counter Fraud Service Wales
■ Q1 2023/24	7	1	1	2	4	0	0	0
■ Q2 2023/24	12	0	0	7	0	1	1	1
■ Q3 2023/24	9	1	1	4	2	0	1	0
■ Q4 2023/24	8	1	0	3	4	0	1	0

Health & Safety Incidents by Sub-Category by Quarter 2023-24



Information Governance

In 2023/24, the following activities were delivered within the Information Governance function:



16

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



89%

Average IG eLearning core skills compliance across NWSSP.



112

Freedom of Information requests received.



331

Actionpoint calls logged on the dedicated service platform.



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



570

Staff attended an IG training session.



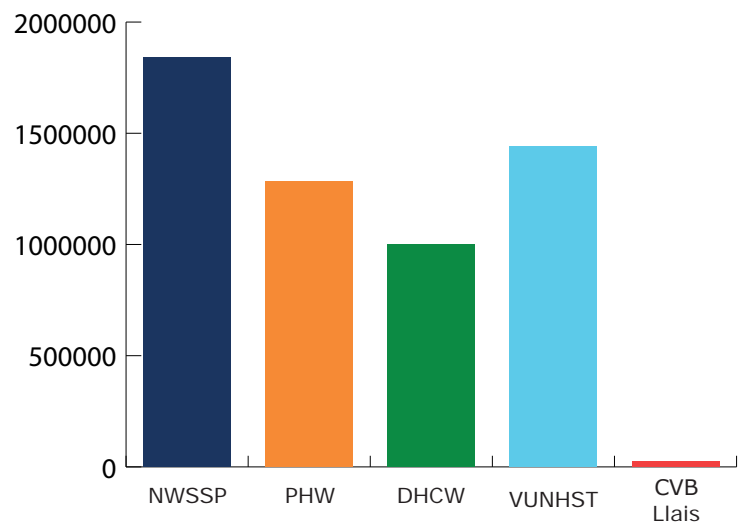
- Privacy Notices and protocols reviewed where applicable.
- Regular communications developed to provide updates on all IG topics.
- Low numbers of IG breaches throughout the year with no severe incidents reported.
- Substantial assurance with the annual IG assessment toolkit
- New IG guidance and protocols launched.
- Policies and Procedures reviewed in line with review dates.
- Privacy Impact Assessments completed including Primary Care services (electronic prescribing, visual impairment service and gluten free subsidy scheme)
- Workplan completed in full.
- Internal IG meetings held every quarter.

Welsh Language

The Welsh Language Unit continues to provide translation support services for a number of NHS organisations through SLAs.

During 2023/24, we hit a new high of 5.5million words translated, a steady increase from the previous year. We have invested in a new translation memory system, recruited resources in the core translation team and the translation bank to meet the demand for services in 2024/25.

Organisation	word total	%
NWSSP	1,840,329	33%
PHW	1,282,845	23%
DHCW	1,001,335	18%
VUNHST	1,442,444	26%
CVB Llais	24,287	0.50%



Projects 2024/25

Customer Service Excellence (CSE) - The Welsh Language Unit at NWSSP has been involved with the CSE programme during 2023/24 and this work continues to ensure that we provide the best service possible to our customers in NWSSP and through our Service Level Agreements.

Improving our telephone services and systems - NWSSP has introduced a new telephony system which has also enabled us to review our compliance with the telephone standards and improving the customer experience through the Welsh language.

Piloting a shared translation memory software - During 2023/24 we procured a translation memory software and are currently piloting sharing the system with VUNHST, PHW, WAST and DHCW to avoid duplication of work, to be more efficient.

WGOS project - This project has been a significant piece of work during 2023/24 and a ministerial priority to bring eyecare for patients closer to home. The Welsh language has been front and centre for this project as we ensure that documents for patients are available in Welsh. Webinars were also hosted in Welsh and English, normalising the use of the Welsh language with optometrists across Wales.

Outreach & engagment with schools - The Welsh Language Services Manager has been working with Careers Wales and Secondary Schools in the Cardiff & Vale area to promote the careers we offer at NWSSP with Welsh Language Medium Schools, very much focusing on the importance of the Welsh language in our service delivery.

Communications

Over the past year, the Communications Team has showcased their commitment to NWSSP's mission, with a notable increase in demand for core services, including graphic design, website development and management, branding, training, editorial design, webinars, videography, internal and external campaigning, and managing press and media enquiries. Additionally, they have also been at the forefront of innovation, developing internal mobile applications, such as the Major Incident Mobile App and the Counter Fraud Mobile App. They have been instrumental in advancing ministerial priorities such as the Wales General Ophthalmic Services (WGOS), as well as key internal organisational initiatives such as the Nantgarw 2 Programme, departmental and organisational publications, with collaborative efforts being instrumental in driving impactful outcomes and reinforcing NWSSP's dedication to excellence. Looking ahead, Communications are committed to enhancing reporting procedures to ensure a robust and transparent representation of achievements can be shared.

Website Statistics (reporting period – 16/04/23 – 16/04/24)



728, 912 Website Hits

Social Media Statistics (reporting period – 16/04/23 – 16/04/24)



6851 LinkedIn Followers  **11.1%**



4760 X Followers  **4.5%**

Key Projects

- Wales General Ophthalmic Services (WGOS)
- The Duty of Candour
- Integrated Medium Term Plan
- Departmental/ Organisational Annual Reviews
- Major Incident Mobile Application
- HPMa Cymru
- Anti-Violence Collaborative Wales
- Decarbonisation Action Plan
- Development of external website
- Employee Value Proposition (EVP) Programme

Health and Well-being



Staff Benefits 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.

Well-being of Future Generations

The Well-being of Future Generations (Wales) Act 2015 sets out ambitious, long-term goals to reflect the Wales we want to see, both now and in the future. We recognise the importance of future generations, teamed with our NHS Wales and wider scope of influence with the shared services functions we provide.

For this reason, the content of the Act continues to be the golden thread running through the heart of everything we do, underpinning our policies, strategies, and plans. We have 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 the following pages provide many examples of how we are delivering this in practice. Developing a Foundational Economy within Wales not only helps to reduce the carbon footprint but provides greater resilience and promotes local businesses and jobs.

Health and Well-being Conference

Our Annual Health and Well-being conference in 2023 was held virtually and attended by around 300 participants.

The event was recorded and available to watch afterwards. The theme this year was "Well-being and Belonging."

The day included interactive sessions on relaxation and mindfulness, together with informative talks on "Menopause Awareness", "Andy's Mans Club – (Men's Mental Health)", "Diversity in Diet", "Well-being and Belonging" and "Financial Well-being Support". Feedback was very positive.

Financial Well-being

We have continued to offer our staff affordable loans, repaid direct from salary via Salary Finance. We have also continued to work closely with Moneyhelper as well as Salary Finance to provide financial well-being support and information to our staff via our intranet pages. We included a Financial Well-being session as part of our annual conference.

Talk Money Week

In 2023 we again participated in Talk Money week. Financial Well-being information was sent out to all staff by email. We have also developed new posters with QR codes linking to Financial Well-being and Debt Support websites, to enable staff who don't have regular access to work computers to be able to access the information. The Money and Pensions Advice service ran a virtual session for staff on Financial Well-being and Pensions support.



Physical Health

Lunchtime physical Activity sessions continued to run until July 2023 and were well-attended. We included a breathworks for relaxation session in the November conference.



Heart Health - In September 2023 we added a new resource and information page on the staff intranet's Health and Well-being Centre, dedicated to keeping your heart healthy. This includes advice on healthy eating, exercise, alcohol consumption, and keeping blood pressure under control.



Menopause-In 2023 NWSSP signed up to the Menopause Workplace Pledge. Women make up nearly half of the UK workforce, but many feel forced to reduce their hours at work, pass up promotions and even quit their jobs due to lack of menopause support.

If people affected by menopause feel supported at work, it can help to increase staff retention, reduce recruitment costs, improve productivity, happiness and wellbeing, and ensure a more diverse workforce.



In signing the Menopause Workplace Pledge, NWSSP commits to:

- Recognising that the menopause can be an issue in the workplace and women need support.
- Talking openly, positively, and respectfully about the menopause.
- Actively supporting and informing our employees affected by the menopause.

Throughout 2023 and 2024 there have been a series of Menopause Awareness training sessions taking place online for staff and for Managers. These have been organised in partnership with Unison. Sessions have also been offered to our Laundries and Stores.

Our Menopause Café meetings are still held monthly and well-attended. We are continuing to develop the support and information available both online and in poster formats.

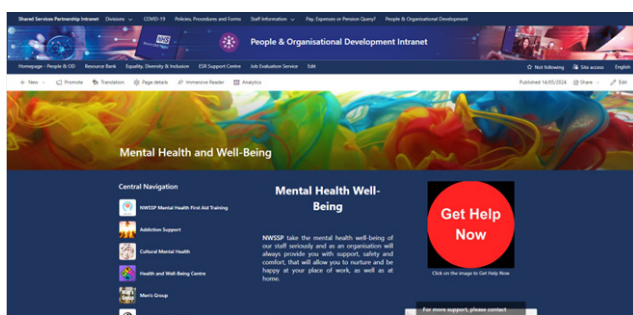
Mental Health

- A mental health webinar has been developed for all staff, providing information on support services within the organisation as well as signposting options to various mental health organisations within Wales. The webinar also aims to break down any barriers associated with stigma or discrimination.
- Establishing NWSSP as an Accredited Centre for the delivery of Mental Health First Aid qualifications, allowing our organisation to offer contextualised, accredited learning in Mental Health First Aid to staff, supporting the growth of NWSSP's Mental Health First Aider Network and in turn the mental health support for our staff. We will commence training our staff in June 2024 as we roll out this newly accredited service.
- The introduction of a "Get Help Now" button for addressing mental health emergencies. This updated feature of the online Health and Well-being Centre ensures that staff can access the necessary support as soon as possible.

- We have launched a Men's Support Page that provides male colleagues with the opportunity to connect with mental health organisations specifically tailored for men and those who identify as men. This allows for easy access to platforms like Andy's Man Club and Men's Health forum.



- Continue to provide Men's mental health awareness sessions delivered by Andy's Man Club.
- The implementation of professional stress awareness sessions and mental health awareness sessions at all NWSSP sites, catering to both online and offline staff, in order to promote a wellness for all approach to well-being.



- In order to achieve our goal of promoting wellness for all we have trained NWSSP's Mental Health Well-being Advisor on the topic of "understanding of mental health in Muslim communities."

Diversity and Inclusion

- Published NWSSP's Diversity and Inclusion Action Plan outlining our commitments for the next 2 years



- Delivered an increased amount of training in Diversity and Inclusion which includes Unconscious Bias Training and Anti Racism Training for all senior leaders as well as the inclusion of an Inclusive Leadership module in our Leading for Excellence and Innovation programmes and an Inclusive Recruitment module in our Recruitment Training



- Developed a Diversity and Inclusion Webinar
- Provided access to e-learning for all staff in Managing Remote Teams, Unconscious Bias and Inclusive Leadership

- Invited all staff to design a logo for our forthcoming Safe Inclusivity Campaign which will be launched in 2024 to promote open conversations supporting learning



- The implementation of professional stress awareness sessions and mental health awareness sessions at all NWSSP sites, catering to both online and offline staff, in order to promote a wellness for all approach to well-being.
- Recruited nine Diversity and Inclusion Ambassadors to support the Safe Inclusivity Campaign and promote an inclusive culture.



Our Achievements



Staff Recognition

The NWSSP Staff Recognition Awards for 2023, held on 28 February 2024, provided an opportunity for the Senior Leadership Group to formally acknowledge the incredible commitment, dedication, and professionalism of all our staff from across Wales.

The 2023 Recognition Awards Ceremony was our 8th event, and third held virtually, that celebrated the success of both teams and individuals who have gone above and beyond within NWSSP.

Staff were recognised in a number of categories including our organisational Core Values of Listening and Learning, Working Together, Innovating and Taking Responsibility. Further recognition was seen in the remaining categories of Health and Well-being, Welsh Language, Leadership, Role Modelling Diversity and Inclusion, Environment, Team of the Year, Trade Union Partnership and Hidden Heroes. A number of colleagues also received the Managing Director's Star Award for their outstanding contributions.

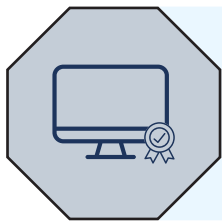
Aligned with the above, a series of 'face to face' regional Staff Recognition Awards events are now also underway where colleagues are recognised in person by the Senior Leadership Group. The first event took place in our Matrix House site in Swansea with a number of colleagues presented with awards and certificates. Further regional events across Wales have been undertaken during the summer of 2023.



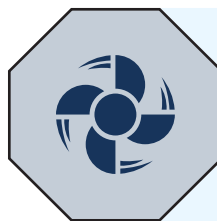
“ The awards highlighted the fantastic work that you have undertaken over the past 12 months, and as one of the judges I was very impressed with the high quality of submissions. Whether as individuals, or as part of teams on specific programmes or projects, you really do live up to our mCore Values and I am proud to lead an organisation of such dedicated professionals. ”

- NWSSP Managing Director Neil Frow

Achievements



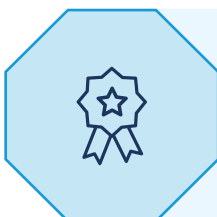
Scan for Safety -
Evolution Award /
Endoscopy



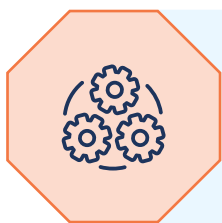
Review of Fans
and Fan Heaters in
Healthcare Settings



Delivery of Electronic
Prescription Service in
Wales



Customer Service
Excellence
Accreditation



Payroll Modernisation



Specialist Estates
Services Network 75
Programme



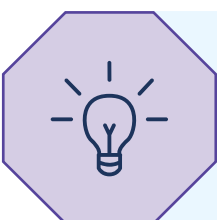
NHS Wales Fraud
Awareness Training



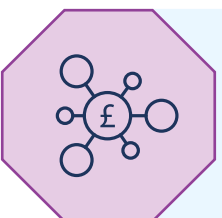
ISO2000-1 Service
Management



International
Recruitment



Internal Audit
Knowledge Sharing



GP Payment System -
Working with Northern
Ireland



Data Sharing in Legal
and Risk

Case Studies



Accounts Payable
Reaccreditation



All-Wales International
Recruitment Medical
Pilot, Trainee Hub...



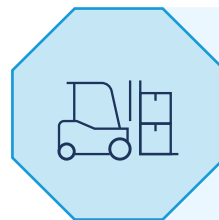
An Electronic
Prescribing Service
in Wales



Customer Service
Excellence
Accreditation



External Quality
Assessment Internal
Audit



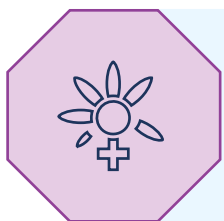
Icelandic Visit
and Certification
Successes



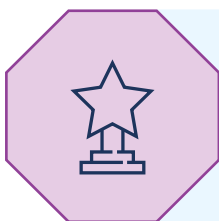
ISO20000-1 for
Service Management



Laundry Water
Consumption



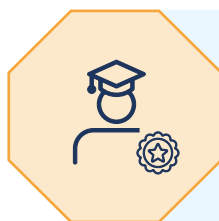
Menopause Pledge



Midwives Success at
National RCM Awards
Ceremony



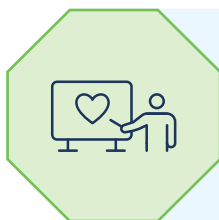
NWSSP Medicines Unit



NWSSP Trainee
Wins Institution
Project Award



Scan for Safety
Awards Success



Understanding
Sexual Safety in the
Workplace

Feedback from our Stakeholders

“ Kim was brilliant from start to finish. She answered all of our queries very quickly and if she didn't know something, she found out the additional information very quickly. She kept us informed at all stages and each meeting she was very prepared for. ”

Planning, Performance and Informatics

“ An excellent and professional service is being given from James Webber and Paul Young. I could add other comments along the lines of they are always polite, always ready to respond, keen to make adjustments if issues have arisen or improvements can be made, always well researched in the various aspects of international recruitment. ”

Digital Workforce Solutions

“ The SES team provide a highly valued service to both the Welsh Government as well as the NHS. The team genuinely feel like an extension of the Capital, Estates & Facilities team here within the Welsh Government. ”

Specialist Estates Services

“ Lawrence who has helped us through chasing procurement and stores has been extremely helpful courteous and an amazing support ”

Procurement Services

“ Effective service area, always on hand with clear advice and support ”
Counter Fraud

Counter Fraud

“ Darren, with support of other SSP team members, enabled the delivery of a wide-ranging suite of information in multiple formats to support NHS bodies across Wales to communicate about the Duty of Candour with patients, staff and the wider public. ”

Corporate Services

Certifications are external sources of assurance and a number of independently verified external audits were carried out across our Services, during the financial year, including:

- Customer Service Excellence Accreditation and ISO14001 Environmental Management Standard certified at a Corporate level across the organisation
- External Audit Reviews including STS Food Safety, Carriage of Dangerous Goods Licensing, Public Sector Internal Audit Standards (PSIAS)
- Regulated by the Medicines and Healthcare products Regulatory Agency (MHRA), including Good Distribution Practice and Good Manufacturing Practice
- Continued certification within Services to ISO27001 Information Security Management, ISO9001 Quality Management, ISO11014 Material and Safety Data Sheet, ISO45001 Health and Safety Management Standards.
- 4-yearly successful inspection for Surgical Materials Testing Laboratory to ISO17025, a global quality standard for testing and calibration laboratories
- Mental Health First Aid Accreditation as a Trainer Organisation

Awards and Achievements

Staff and divisional awards and nominations, both internal and external, demonstrate the quality of the services provided in NWSSP, including:

- Annual Staff Recognition Awards
- Scan for Safety Team awarded the Evolution Award at the Future Vision Awards ceremony
- Decarbonisation team shortlisted for SSF Sustainable Future Vision Award
- PROMPT Wales Team awarded Royal College of Midwifery (RCM) Excellence in Midwifery and Learning in May 2023



Sustainable Development



Sustainable Development Principle

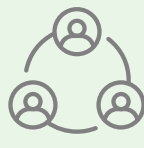
We are highly committed to developing and implementing a Once for Wales approach, where appropriate. It is vital that we embed the Sustainable Development Principles of the Well-being of Future Generations Act and in highlighting the best practice of integrated reporting, we have mapped our highlights 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

- Achieving recertification to ISO14001:2015 for Environmental Management on a corporate basis.
- Continued to build upon the work delivered to support the Foundational Economy in Wales, working with Welsh suppliers and utilising the Social Value Assessment Tool.
- The ongoing implementation of LED lighting, motion sensors and feasibility studies for solar panels at IP5, Matrix House and other sites.
- Reduction of emission limits across the Salary Sacrifice Car Scheme for vehicles and promotion of benefits and offers to support the attraction of more sustainable vehicles.
- Continued expansion of our installation project for electric vehicle charging point infrastructure across NWSSP sites, to power our developing electric fleet.

Integration

- Refreshed and relaunched our Decarbonisation Plan, which was embedded into the Integrated Medium-Term Plan (IMTP) planning process and our strategic objectives.
- Our carbon footprint monitoring is a well-integrated process and with the continued adoption of agile working, we are creating a new benchmark and improving the data collection and accuracy across all sites.
- Annual Staff Recognition Awards and pan-Wales roadshows effected, with inclusion of Environmental Sustainability and Health and Well-being categories.
- Equality Integrated Impact Assessments completed for projects across the organisation, to consider aspects including Well-being of Future Generations, Environmental Sustainability and Welsh Language.

Involvement

- Well established Health and Well-being Staff Partnership Group with regular coffee mornings for Champions, Health and Well-being Framework and an annual Well-being Conference for staff.
- Opportunities for staff to get involved and make a difference through becoming a volunteer Mental Health First Aider, Environmental, Health and Well-being, Culture Change, Business Continuity or Digital Champion.
- Staff engagement initiatives such as appreciation station, staff recognition awards, newsletters, this is Our NWSSP, health and well-being centre and staff groups including BALCH/ PROUD Network, Men's Support Group and Menopause Cafes.
- Recognised as Disability Confident Committed and organisational membership of the Employers Network for Equality and Inclusion (ENEI) which provides free learning opportunities and resources for our staff. Becoming an accredited Mental Health First Aider trainer organisation.

Collaboration

- Working with mental health and well-being providers to deliver sessions for our workforce across the areas of emotional, physical, mental and financial well-being.
- We have worked collaboratively with our staff to continue to develop an agile approach to work to attract and retain a diverse workforce.
- Collaborating with public and private bodies across primary and social care on support systems to aid recruitment.
- 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.

Prevention

- Sustainability Risk Assessments undertaken for all procurement activity over £25,000 and audits of this process are carried out.
- We saw an increase of 26% take up for the Salary Sacrifice Car Scheme, where 71% of vehicles provided through the scheme were electric and 21% were hybrid.
- Agile Working Toolkit allowing staff to work flexibly in line with organisational requirements. Reducing usage of scarce and finite resources, such as paper and energy.
- Risk based approach to audit planning focuses on the key risks to organisational objectives.





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.

NWSSP is committed to environmental improvement and operates a comprehensive EMS in order to facilitate and achieve the Environmental Policy. We are committed to reducing our carbon footprint by implementing various environmental initiatives and efficiencies at our sites within the scope of our ISO14001:2015 certification. We successfully achieved recertification to the Standard in March 2024 through UKAS accredited certification body, Simply Certification Ltd.

This year, we have achieved an overall reduction of 11.1% our carbon footprint across sites. This is compared with the figures reported in our Annual Review 2022-23.

In order to achieve this reduction, a range of targeted initiatives has been planned and embedded throughout our sites and services. This investment in environmentally friendlier technologies such LED lighting and electric vehicle charging infrastructure have been a significant contributor to the organisation's reduction in Co2 emissions. The Environmental Champions and the Green Team continue to identify areas for emissions and waste savings and helping to improve data gathering. 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.

➤ Electricity usage has decreased overall by 14%, due to projects such as agile working, LED lighting installation and motion sensor technology across a number of our sites. Of which, 18.8% is Electric Vehicle Charging Units (EVCUs) across our estate. REGO (Renewable Energy Guarantees of Origin) 'green' electricity procured is carbon neutral and across 8 of our sites. Feasibility studies have been completed for the installation of Solar PVs at a number of sites including IP5 and Matrix House.



➤ Electric Vehicle Charging Units (EVCUs) usage increased at our sites by 8.1% overall (5,810kg of Co2e avoided). The 24/7 availability and ease of access, to charge points is encouraging their use by NHS Wales staff, even with the Health Courier 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 usage increased by 0.7% (2,621 kg of Co2e), largely due to an anomaly which was identified at Companies House with their biomass boiler which had a major fault and equated to a 137.7% increase in Co2e, when apportioned for NWSSP's footprint on the site of 18.7%. This increase was due to an unfortunate total reliance on gas for the interim period.



➤ Kerosene oil used to heat Westpoint Industrial Estate usage reduced by 31% (3,917 kg of CO2e) during the year. This is the only site that uses oil to heat their building and they have achieved the reduction by active temperature adjustment, measurement of usage and behavioural change.



➤ Water increased by 14.3% (222kg of CO2e), due to a culmination of better sources of data, increase validity, reduction of estimates used and introduction of invoices to support usage data. 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 reduced by 39.6% (27,046kg of Co2e). During 2023-24 we created a new baseline due to the introduction of new Waste Regulations and better segregation of waste streams, improved data collation and have benefitted from the continued reduction in staff headcount on sites, due to agile working.



➤ Confidential waste reduced overall by 48.4% (10,860kg of Co2e) and during the period we completed a rationalisation exercise to reduce the frequency of collections and quantity of bins on sites. 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.



➤ We saw a decrease in pool vehicle usage across the organisation by 69.1% (1,073kg 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 vehicles (electric, hybrid, etc).



➤ Business mileage travelled decreased by 3.43% during the period. This figure is low compared to figures reported prior to March 2020, given continued agile working arrangements. We have seen the inclusion of the Single Lead Employer Model in the figures for NWSSP (see Our People Data, for further details).



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.

NWSSP will:

- Conduct appropriate and targeted engagement with suppliers and prospective bidders, to ensure that the way in which we work does not contribute to the use of illegal or unethical employment practices.
- Maintain and share knowledge of ethical employment issues and themes, ensuring continuing support of the fair and decent work.
- Continue to leverage our tender processes to encourage our 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 commitments and their Modern Slavery / Ethical Employment statements.
- Assess our expenditure and target areas of elevated risk to continue to address any potential issues of modern slavery, human rights abuses and / or unethical employment practice.



Our People



Our People

*Source: ESR 31-Mar-24

NWSSP Staff in Post Headcount and FTE Summary

Directorate	Headcount	FTE
Accounts Payable Division	150	144.77
Audit & Assurance Division	54	53.35
Corporate Division	26	22.51
Counter Fraud Division	7	7.00
Digital Workforce Division	28	27.67
E-Business Central Team Division	17	16.32
Employment Division	366	326.00
Finance Division	27	26.80
Hosted Services Division	12	10.91
Laundry Division	124	115.01
Legal & Risk Division	179	167.69
Medical Examiner Division	79	49.25
Medical Workforce	17	16.80
People & OD Division	45	42.06
Pharmacy Technical Services Division	27	26.80
Planning, Performance and Informatics Division	45	44.19
Primary Care Division	306	285.42
Procurement Division	723	670.29
Single Lead Employer Division	3431	3243.10
Specialist Estates Division	53	51.96
Surgical Materials Testing (SMTL) Division	25	22.92
Welsh Employers Unit Division	6	5.33
Grand Total	5747	5375.14

NWSSP Assignment Category Summary

Assignment Category	Headcount	%	FTE
Fixed Term Temp	3442	59.74%	3237.76
Permanent	2320	40.26%	2146.69
Grand Total	5762	100.00%	5384.46

NWSSP Age Profile Summary

Age Band	Headcount	%	FTE
<20 years	15	0.26%	15.00
21-25	636	11.04%	630.62
26-30	1294	22.46%	1256.92
31-35	1342	23.29%	1242.69
36-40	731	12.69%	672.91
41-45	421	7.31%	387.36
46-50	318	5.52%	296.56
51-55	363	6.30%	338.98
56-60	367	6.37%	321.02
61-65	201	3.49%	170.39
66-70	53	0.92%	39.01
>71 years	21	0.36%	13.01
Grand Total	5762	100.00%	5384.46

NWSSP Gender Summary

Gender	Headcount	%	FTE
Female	3143	54.55%	2876.70
Male	2619	45.45%	2507.76
Grand Total	5762	100.00%	5384.46

NWSSP Employee Category with Gender Split

Full Time/ Part Time	NWSSP		%NWSSP	
	Female	Female	Male	Male
Full Time	898	16.35%	877	15.97%
Part Time	338	6.15%	140	2.55%
Grand Total	1236	22.50%	1017	18.51%

NWSSP Ethnic Group Summary

Ethnic Group	Headcount	%	FTE
White	3457	52.12%	3201.23
BME	1320	11.96%	1266.24
Not Stated	113	2.26%	104.48
No entry recorded	872	33.66%	812.51
Grand Total	5762	100.00%	5384.46

NWSSP Marital Status Summary

Marital Status	Headcount	%	FTE
Civil Partnership	70	1.21%	65.68
Divorced	139	2.41%	128.54
Legally Separated	12	0.21%	10.87
Married	1785	30.98%	1609.03
Single	1702	29.54%	1626.15
Unknown	967	16.78%	901.89
Widowed	24	0.42%	21.84
No entry recorded	1063	18.45%	1020.45
Grand Total	5762	100.00%	5384.46

NWSSP Sexual Orientation Summary

Marital Status	Headcount	%	FTE
Bisexual	104	1.80%	98.53
Gay or Lesbian	90	1.56%	85.41
Heterosexual or Straight	3000	52.07%	2790.30
Not stated (person asked but declined to provide a response)	253	4.39%	236.89
Unspecified	2309	40.07%	2167.52
Other sexual orientation not listed	4	0.07%	3.80
Undecided	2	0.03%	2.00
Grand Total	5762	100.00%	5384.46

NWSSP Religious Belief Summary

Religious Belief	Headcount	%	FTE
Atheism	1168	20.27%	1111.24
Buddhism	63	1.09%	60.27
Christianity	1653	28.69%	1521.80
Hinduism	117	2.03%	112.32
I do not wish to disclose my religion/belief	486	8.43%	465.08
Islam	438	7.60%	414.79
Judaism	6	0.10%	4.90
Other	297	5.15%	278.63
Sikhism	14	0.24%	13.33
Unspecified	1519	26.36%	1401.10
Jainism	1	0.02%	1.00
Grand Total	5762	100.00%	5384.46

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 2023 NWSSP attained corporate accreditation for Customer Service Excellence, highlighting our dedication to ensuring excellence is at the heart of our services.



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 our 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 on our own 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.



Staff Wellbeing

We will continue to provide support to all our staff to promote physical, mental and financial wellbeing. 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.

Year 1 Plan on a Page

Aligned with our strategic objectives and outcomes



GIG
CYMRU
NHS
WALES

Partneriaeth
Cydwasaethau
Shared Services
Partnership



Our People

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

Implement a Learning and Development Strategy to address the learning needs of staff across the organisation.

Strengthen our Employee Value Proposition with branding, marketing, sourcing, and attraction to improve our recruitment and retention of staff.

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

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

Support clinical trainees to develop and advance their Welsh Language skills training and educational programmes.

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

Implement an All-Wales staff benefits programme.

Enable staff to Speak up Safely and have confidence that they will be treated with respect and empathy and concerns will be addressed.

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

Embed a new approach to employee relations, where our people are at the centre of everything to minimize harm when dealing with investigations.

Up skill staff to support new digital technologies and reinvigorate our Digital Champions network to maximise our investment in Microsoft 365.



Our Services

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

Support the development of a robust and sustainable All-Wales Occupational Health Service across Wales.

Scope out improvements to the Electronic Staff Record and Learning Support to align with other digital workforce systems.

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

Lead the development and implementation of the People Portal Transformation Programme.

Evaluate the Recruitment and Payroll Modernisation Programmes to identify streamlining opportunities and ways to reduce time to hire.

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

Our Innovation Hub will start to build on emerging partnerships across NHS Wales.

Continuing to commit to widening access by increasing our apprenticeships and exploring opportunities such as internships.

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

Welsh Risk Pool to work with NHS organisations to embed a culture of improved learning from clinical events across primary and secondary care.

Support Health Boards in the management of supply chain issues through quantifying volumes and complexity of medicines shortages.



Our Value

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

Complete implementation project to move the Oracle Financial Management System to Oracle Cloud Infrastructure.

Build a radiopharmacy unit within IP5 and add to existing medicines unit medicines licence.

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

Delivery of Procurement contribution to the NHS Wales Decarbonisation Strategic Plan.

Explore further wastewater heat recovery and steam recovery systems to increase efficiency across our Laundry Service.

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

Introduction of Scan4Safety as part of the modernisation programme for Wales (5 year programme).

Lead on the introduction of the National Ophthalmic contract for Wales.

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

Delivery of agreed Foundational Economy workplan for NHS in respect of Procurement.

Grow the Welsh Language skills of our substantive workforce ensuring we are representative of the communities in which we work.

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



www.nwssp.wales.nhs.uk



@nwssp



NHS Wales Shared Services Partnership



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