



Annual Review

2025-2026



GIG
CYMRU
NHS
WALES

Partneriaeth
Cydwasaethau
Shared Services
Partnership

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NHS Wales Shared Services Partnership Annual Review 2025–26

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02921 501500



nwssp.wales.nhs.uk



NHS Wales Shared Services Partnership



shared.services@wales.nhs.uk



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



1. Introduction

Introduction from the Chair and Managing Director



Mr Neil Frow OBE
NWSSP Managing
Director



Tracy Myhill OBE
Chair

Welcome to the NHS Wales Shared Services Partnership (NWSSP) Annual Review for 2025-26. 2025–26 has been a significant year for us as we marked fifteen years of supporting NHS Wales with nationally delivered specialist services, celebrating our role in driving value, innovation and partnership working.

Over this period, we have grown significantly in both scale and the range of services we provide, with services supporting the majority of NHS Wales expenditure. This year also marks the 30-year anniversary of Legal & Risk Services in NHS Wales.

Throughout the year, we continued to play a vital role in enabling the health system to function effectively, delivering high-quality services at scale, responding to national priorities, and supporting partners during a period of sustained operational, financial and workforce pressure.

Across all services, we have maintained a clear focus on quality, safety, value and resilience, delivering major national programmes, strengthening governance and assurance arrangements, progressing significant capital and digital investment, and supporting organisations through complex and evolving challenges.

This included delivery of £58.3m savings through our national procurement team,

936,000 vaccinations delivered through our logistics and vaccination programmes, continued progress on the Transforming Access to Medicines Service (TrAMS) and strong performance against our decarbonisation and adaptation objectives.

Alongside this, we continued to demonstrate strong financial stewardship, operational grip and system leadership, underpinned by a commitment to partnership working and continuous improvement.

We also continued to strengthen our professional influence, supporting NHS Wales through specialist advice, shared learning and the development of high-quality standards and practice across services. This extends the benefits of a national shared service partnership approach beyond direct delivery, helping to build capability and resilience across the wider system.

In addition, we enabled value to be reinvested in frontline care through the distribution of £6m cash savings back to NHS Wales organisations.

During the year, the Welsh Government commissioned an independent review of NWSSP's governance and accountability arrangements, in line with the ambitions of A Healthier Wales and wider system reform.

The review provided assurance that the organisation's governance framework is fundamentally sound and supports effective decision-making, clear accountability and robust risk management.

It also recognised the challenge of balancing the need to strengthen governance arrangements while maintaining organisational stability and continuity of delivery during a period of wider system pressure and change.

The work delivered during 2025–26 reflects the professionalism, expertise and dedication of our people. Our staff have worked collaboratively with partners, customers and key stakeholders to deliver practical solutions that improve consistency, efficiency and outcomes across NHS Wales.

This has been complemented by sustained stakeholder engagement; recognition of staff contribution through awards, celebrations and formal sources of assurance such as accreditations and independent audits.

We have continued to invest in organisational development, well-being and sustainability, including our Health and Well-being Annual Conference. Staff sickness levels remain stable and on a downward trajectory, with performance consistently below NHS Wales and wider public sector benchmarks, demonstrating sustained improvement and effective management of both long and short-term sickness.

Marking our 15-year anniversary provided an important opportunity to reflect on how far the organisation has come and to reaffirm our commitment to improving services, strengthening partnerships and giving our very best to NHS Wales.

We also made several senior leadership appointments to support continuity, resilience and the continued delivery of complex national programmes, while ensuring the organisation remains well placed to respond to future priorities. This included the appointment of Laura-Jayne Keating as Director of Pharmacy Technical Services and Dr Martin Edwards as Medical Director.

2025–26 also marked the conclusion of Tracy Myhill OBE's tenure as Chair of NWSSP, following four and a half years of outstanding service. During her time with the organisation, Tracy provided confident, values-driven leadership, guiding NWSSP through periods of significant change and challenge, including organisational growth, system reform and increased national expectations.

Her tenure was characterised by a strong focus on governance, partnership working, staff engagement and the importance of compassionate, inclusive leadership. NWSSP is grateful for her commitment, insight and contribution, which have left a legacy for the organisation and the wider NHS Wales system.

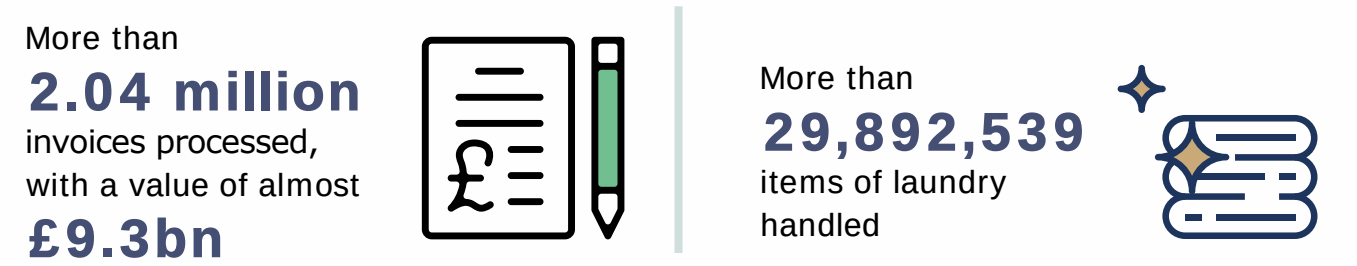
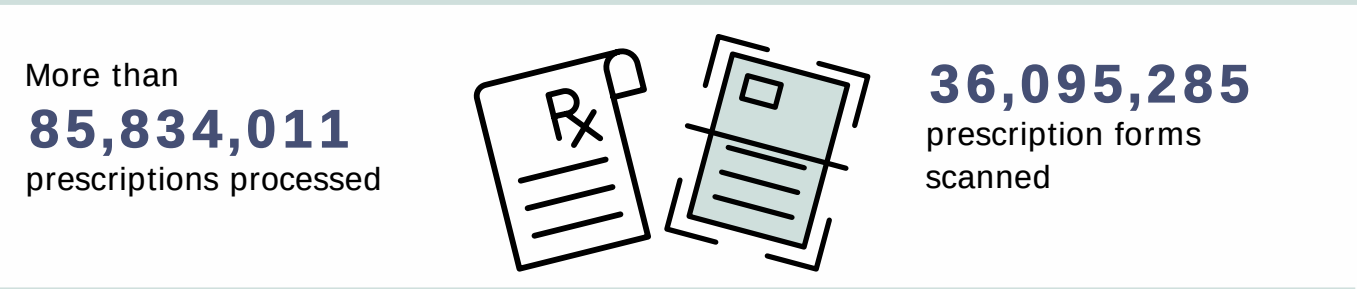
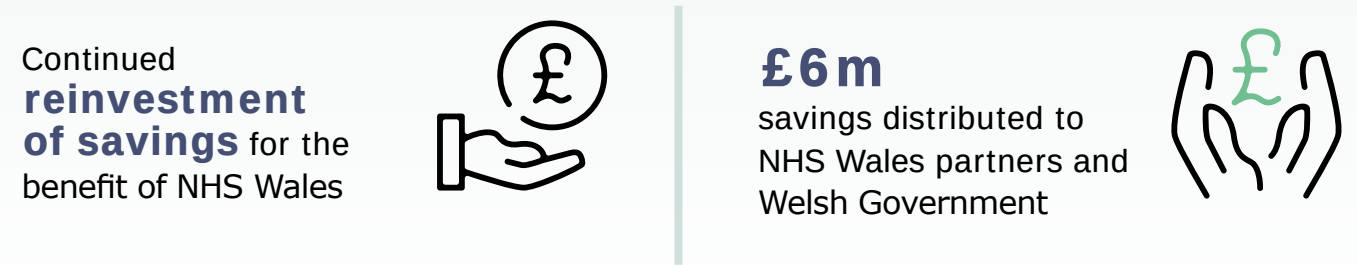
As we look ahead, the organisation remains committed to building on the foundations established over the past fifteen years. The achievements demonstrate both the scale of our contribution and its importance as a trusted national partner, supporting NHS Wales to meet current demands while preparing for the challenges and opportunities ahead.



2. NWSSP: At a Glance

Our Year in Numbers

NWSSP delivers a wide range of high-quality professional, technical and administrative services for and on behalf of NHS Wales, also working with the wider public services, including Welsh Government. This is a snapshot of the scale, value and impact of our services during 2025–26.



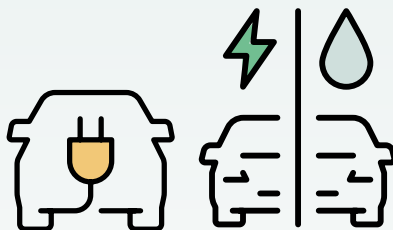
More than
1,746,544
payslips processed



19,712
conditional
recruitment
offers issued



423,805
miles travelled in
electric fleet vehicles



112,339 miles
travelled in plug-in hybrid
electric vehicles (PHEV)

130 metric tonnes
of CO2e saved through
the use of electric
vans, compared with
equivalent diesel vans



936,000
vaccinations delivered
through our logistics and
vaccination programmes



241,167,770 items of Personal
Protection Equipment (PPE) were delivered



Procurement
Services
achieved cost
avoidance
saving of
£18.3m

Legal & Risk
Services
generated
savings of
£244.7m

Accounts Payable generated
savings of **£12.4m**

The Oxygen Finance Priority
Supplier Programme generated
savings of **£0.6m**

Counter Fraud Services
generated savings of
£0.9m

The National Procurement Team
achieved savings of **£58.3m**



£333m
in professional
influence
savings
achieved of
which:

Procurement Services
Pharmacy team generated
savings of **£33.4m**

Procurement Services generated
savings of **£16.9m**

Specialist Estates Services
Building for Wales generated
savings of **£1.2m**

Specialist Estates Services
generated savings of **£4.2m**

Our Services

NWSSP delivers a comprehensive portfolio of services that support the delivery of safe, effective and efficient healthcare across NHS Wales. These services, set out below, span operational, clinical support and assurance functions, providing national consistency, specialist expertise and economies of scale to Welsh Health Boards, Trusts and Special Health Authorities. Collectively, they play a critical role in strengthening governance, enabling service delivery and supporting improved outcomes for patients and the public.

Delivery of these services is underpinned by NWSSP's corporate directorates, Finance and Corporate Services, People and Organisational Development, and Planning, Performance and Informatics, which provide the essential infrastructure, capability and oversight required to ensure a cohesive, high-performing organisation. Together, this integrated model enables NWSSP to deliver sustainable value and continuous improvement for NHS Wales.

During 2025-26, work continued to embed Laundry Services and Medical Examiner Services within NWSSP, alongside the continued expansion of Pharmacy Technical Services and progression of the associated Transforming Access to Medicines Services (TrAMS) programme and Radiopharmacy. Focus also broadened to securing business-as-usual efficiencies across other areas of the organisation, ensuring that service integration, transformation and operational value were advanced in parallel.

 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	 Primary Care Services	 Surgical Materials Testing Laboratory
 Digital Workforce Solutions	 Medical Examiner	 Staff Benefits
 Employment Services	 Primary Care Services	 Student Awards Services
 e-Enablement	 Procurement and Supply Chain Services	 Welsh Risk Pool
 Finance Academy (Hosted)	 Pharmacy Technical Services	 Wales Infected Blood Support Scheme
 Health Courier Services	 Specialist Estates Services	



NWSSP Strategy Map

The NWSSP Strategy Map provides a clear line of sight between the organisation's values, its strategic objectives and the delivery of services to NHS Wales, setting out how value, innovation and excellence are achieved through partnership. During 2025–26, the Strategy Map was further strengthened through enhancements to the Our Partners objective, reinforcing NWSSP's commitment to collaboration, co-production and system leadership, and ensuring a continued focus on building strong, effective partnerships to support the delivery of high-quality, sustainable services and improved outcomes for NHS Wales.

NWSSP Strategy Map

Delivering Value, Innovation and Excellence Through Partnership

Our Values



Listening & Learning



Taking Responsibility



Working Together



Innovating

Our Strategic Objectives



Our People

» Promote excellence through leadership, wellbeing, inclusivity, and workforce diversity

Build a capable, high-performing culture that attracts, develops, and retains talented people for the future.

Strengthen recruitment through inclusive language and diverse approaches, ensuring our workforce reflects the communities we serve.

Promote the physical, social, mental, and financial wellbeing of our people to support a healthy and resilient workforce.

Embed a culture of co-production, empowering staff at all levels to shape and improve how we work.



Our Services

» Provide top-quality, innovative services that support NHS Wales goals and promote ongoing improvement

Enable our customer-facing teams to resolve most enquiries at first contact through faster, higher-quality, and more responsive services.

Drive continuous improvement and innovation through safe and secure digital services, setting the standard for excellence and quality in service delivery.

Working in partnership with Universities to foster academic and developmental collaboration.

Use cyber-secure digital and data services to plan together and support NHS Wales decision-making through shared intelligence.



Our Value

» Increase efficiency, demonstrate value, and improve population health as part of Wales' broader health and care system

Make bold, evidence-based investment decisions through partnership governance to drive transformation and deliver value.

Collaborate across the system to tackle the climate emergency and meet decarbonisation targets.

Use resources efficiently to maximise social, environmental, and economic sustainability.

Identify opportunities to grow investment in the foundational economy across Wales through an inclusive and responsible supply chain.



Our Partners

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

Work in co-production with our partners to design and deliver services that improve outcomes and value across health and care.

Collaborate with health and care organisations, industry, and academia to share insight, innovation, and expertise.

Strengthen system-wide relationships that enable collective planning and sustainable improvement for NHS Wales.

Demonstrate leadership in partnership working, building trust and alignment to deliver shared priorities across the health and care system.

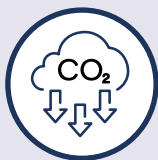


3. What We Are Proud Of

Achievements, Innovation and Case Studies

Case Studies aligned with our strategic objectives:

Our Values



Delivering decarbonisation innovations across NWSSP: Achievements and impact



Primary Care Workforce Intelligence System Phase 1



Pandemic Personal Protective Equipment (PPE) stockpile



Assisting in the development of an overpayment of salary policy for NHS Wales

Our Services



Laundry Services 'Shift West' to maximise efficiencies whilst delivering financial and environmental benefits



Establishing a pharmacy environmental microbiology service to support Transforming Access to Medicines (TrAMS)



Keeping Wales Safe: National NHS Wales Influenza Vaccination Procurement and Distribution Programme 2025

Our Partners

Development of an All Wales Translation Memory System



Pathway to Partnership Programme and GP ST3 Training - Property training support



National Insourcing Procurement for Outpatient first appointments - Making a difference for Patients in Wales



Our People



Launching our new People & Culture Consultancy Service



The Launch of "Work in Confidence": A Platform for Anonymous Speaking up

Highlights from 2025-26

New Science Manufacturing Technician Role Introduced

A new aseptic processing qualification established a new technical role, strengthening pharmacy workforce capability in Wales.

New Legal Case Management System Launched

A digital system was introduced to improve efficiency, automation and oversight across Legal & Risk Services.

Radiopharmacy Investment and Ministerial Visit

A £7.5m Radiopharmacy facility at IP5 was announced, enhancing capacity to deliver specialist medicines and improve patient outcomes.

National Engagement at Urdd Eisteddfod

NWSSP promoted NHS Wales careers and services at the Urdd, strengthening engagement and partnership working.

Welsh Government Recognition for Decarbonisation

Positive ratings were received from Welsh Government for progress on decarbonisation and adaptation activities.

Progress on Transforming Access to Medicines (TrAMS)

Approval of the South East Wales Hub business case advanced plans to modernise medicines manufacturing.

Energy-efficient Laundry Upgrades

Investment in new dryers improved environmental performance and operational efficiency.

Counter Fraud Partnership Strengthened

A formal agreement with South Wales Police enhanced collaboration to prevent and investigate fraud.

Supporting Employment Through Partnership

Collaboration with Serco supported individuals into NHS roles, strengthening workforce supply and inclusivity.

Increasing Outpatient Capacity Through Insourcing

A national procurement initiative enabled 164,000 appointments, improving access and reducing waiting times.

GP Property Management Training Delivered

Training supported GPs in understanding estates and contractual responsibilities within primary care.

Positive Audit Wales Findings on GP Lists

Audit Wales confirmed strong controls and accuracy in managing GP patient lists, with no significant fraud concerns.

Targeted Capital Funding Delivered Key Improvements

Additional Welsh Government capital funding was utilised to deliver a range of targeted investments across estates, digital infrastructure, and operational equipment, including facilities upgrades (e.g. IP5, Laundry and Radiopharmacy), TrAMS development, decarbonisation initiatives, and IT refresh programmes, supported in-year by an underspend within the discretionary capital allocation, enabling delivery across multiple priority schemes.

Hosted an Autumn Committee Development Day

Members agreed to strengthen the strategic framework by introducing a fourth strategic objective focused on Our Customers, reinforcing the organisation's commitment to service quality and stakeholder outcomes.

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. 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

Across the reporting period, NWSSP has demonstrated a strong and consistent focus on recognising excellence, celebrating staff contributions, and achieving external acknowledgement for its services and people.

Internally, the organisation's Staff Recognition Awards programme remains a central mechanism for celebrating achievement.

Annual awards ceremonies were held to recognise outstanding contributions across categories such as innovation, leadership, teamwork, and long service, with events delivered both virtually and through a series of in-person ceremonies across regional sites to personally acknowledge winners.

The programme continues to play a significant role in reinforcing organisational values, with high levels of engagement evidenced through substantial nomination submissions and ongoing promotion of categories reflecting leadership, inclusion, sustainability, and outstanding contribution.

This internal recognition has been complemented by broader organisational celebration activity, including preparations to mark NWSSP's 15-year anniversary in April 2026.

This milestone provides an opportunity to reflect on the organisation's achievements and recognise the contribution of staff over time, with colleagues invited to share stories and milestones to support this commemoration.

In addition, wider engagement events such as the Health and Well-being Conference have reinforced recognition of staff contribution in terms of well-being, inclusion and engagement, demonstrating a continued commitment to valuing staff beyond formal awards structures.

Externally, NWSSP has secured significant recognition across a wide range of regional, national and sector-specific awards.

The organisation has been consistently shortlisted across multiple high-profile award programmes, including the NHS Wales Sustainability Conference and Awards, Shared Services Forum UK Future Vision Awards, NHS Wales Awards, Ystadau Cymru Awards and the St David Awards.

These nominations span a broad range of categories, recognising excellence in areas such as sustainable procurement, capital project delivery, innovation, social value, service delivery, estates management, and cross-sector collaboration.



Notable success has also been achieved, including an award win for Best Sustainability Network/Community for work delivered through the Welsh Health Environmental Forum.

Further external recognition includes success at the Health Care Supplies Association awards, where Procurement Services secured multiple accolades, including category wins and several highly commended awards across logistics, sustainability, procurement excellence and innovation.

Recognition has also extended to individual staff and specialist teams. This includes an Innovator's Award received at the FISCAL Technologies Empower customer forum in recognition of contributions to improving digital systems and processes.

National recognition was also captured through a Diabetes Award for a staff member's contribution to diabetes care, through procurement leadership.

In addition, teams across NWSSP have been shortlisted for sector-leading awards, including the LexisNexis Legal Awards, recognising high performance, service improvement, innovation, and impact within Legal & Risk and Welsh Risk Pool services.

Individual nominations have also been secured for national professional awards, reflecting leadership and excellence in workforce and people management.

Further achievement has been reflected through benchmarking and accreditation, including the award of a Bronze TIDE Award from the Employers Network for Equality and Inclusion, recognising progress in equality, diversity and inclusion practice.

NWSSP has also successfully maintained its Customer Service Excellence accreditation, demonstrating a sustained commitment to high-quality service delivery and continuous improvement, supported by positive external feedback.

Collectively, these achievements demonstrate sustained organisational recognition across multiple domains, including people, services, sustainability, innovation and leadership. This breadth of internal and external recognition highlights the impact of NWSSP across NHS Wales and the wider public sector, while reinforcing a strong organisational culture that values, celebrates and recognises the contribution of its people at all levels.



Staff Recognition

NWSSP held its Annual Staff Recognition Awards on 13 January 2026, provided an opportunity for the Senior Leadership Group to formally acknowledge the incredible commitment, dedication and professionalism of all our staff. This was the tenth annual event, and fifth 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.





4. How Did We Do?

Key Performance Indicators

The table overleaf outlines our key performance indicators and targets for the financial reporting period from 1 April 2025 to 31 March 2026. Where targets have not been met, an explanation has been provided.

During the financial year, there has been significant development of Outcome-Based Reporting with members of the Shared Services Partnership Committee. The outcome-focused report marks a strategic shift towards measuring the impact and value of services alongside traditional performance measures. This approach aligns performance data more closely with our outcomes and our strategic objectives.

Audit and Assurance

Audits are delivered for each Audit Committee in line with the agreed plan and report turnaround management response to draft a report within 15 days, which measures the performance of turnaround times within the health organisation. The target has been missed at 72% against an 80% target, 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 turnaround times of management responses. All progress on audit plans is discussed and agreed with Board Secretaries and Chairs of Audit Committee.

Recruitment

There have been improvements in the overall time to hire through the modernisation of processes and the cleansing of older records in the recruitment system. The time to hire was on average for 2025-26 was 63 days, against a target of 71 days for All

Wales. However, there are 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 health organisations, and improvements in manager and candidate experience is being seen.

NHS Wales has seen a rise in applications for job vacancies, which has affected managers' ability to complete shortlisting within the target timeframe, with 6.5 days against a target of 3. This increase in application volumes reflects continued interest in NHS roles but has also created additional pressure within the recruitment process at the shortlisting stage.

Timeliness in updating interview outcomes has also remained an area for improvement, with 4.1 days against a target of 3, as this stage is dependent on recruiting managers confirming decisions promptly following interviews. Work will continue with health organisations to support more timely updates and improve the overall candidate journey.

Digital Workforce Solutions

Customer satisfaction for 2025-26 was slightly below target, at 94% against a target of 95%. Analysis of the responses indicates that neutral scores, which impacted overall performance, were primarily linked to system-related issues rather than the quality of service delivery.



Internal KPIs

High Level KPIs and Targets	2025 - 26 Actual	2025 - 26 Target
Finance and Corporate Services		
Balanced financial position	£-9k	Breakeven
Balanced capital financial position	Within CEL*	Within CEL*
Distribution to partners and Welsh Government	£6m	No Target
Non-NHS invoices paid within 30 days (%)	98%	95%
People and Organisational Development		
Staff sickness (%)	3.06%	3.30%
Performance and development review compliance (%)	86%	85%
Statutory and mandatory training compliance (%)	94%	85%
Organisational agency spend compared to total pay spend (%)	0.01%	<0.8%
Recruitment Services NWSSP Organisational KPIs		
Time to hire (days)	56.3	71
Time to approve vacancy (days)	7.8	10
Time to shortlist (days)	6.5	3
Time to update interview outcomes (days)	4.1	3

*CEL – Capital Expenditure Limit

External KPIs

High Level KPIs and Targets	2025 - 26 Actual	2025 - 26 Target
Professional Influence		
Professional influence benefits	£333m	No Target
Procurement Services		
In-year procurement savings (cash releasing and cost reduction)	£50m	£27m
In-year procurement savings (cost avoidance)	£18m	£4m
Full year procurement savings (includes carry forward)	£58m	£41m
Accounts Payable		
Professional influence benefits (statement reconciliation, priority supplier programme, duplicate payment prevention)	£13m	No Target
All Wales invoices paid within 30 days (%)	96.6%	95%
Employment services		
NWSSP payroll accuracy	99.96%	99.6%
Overall payroll accuracy (includes Health Organisation errors)	99.83%	99.6%
Payroll calls handled (%)	99%	95%
All Wales Organisational Recruitment Services		
Time to hire (days)	63	71
Recruitment calls handled (%)	99%	95%
All Wales Organisational NWSSP Recruitment Services		
Vacancies advertised within 2 working days of receipt (%)	99.8%	95%
Conditional offer letters sent within 4 working days (%)	99.7%	95%
Student Awards Services		
Student Awards calls handled (%)	98%	95%
NHS bursary applications processed within 20 days (%)	100%	100%

High Level KPIs and Targets	2025 - 26 Actual	2025 - 26 Target
Central Team eBusiness Services		
High priority incidents raised with the Central Team are responded to within 20 minutes	100%	90%
BACS Service Point tickets received before 14:00 will be processed the same working day	100%	95%
Primary Care Services		
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%
Pharmacy Technical Services		
Complaints received by the Service	0	0
Audit & Assurance Services (June - March 2026)		
Audit Opinions/Annual Reports on track	Yes	Yes
Audits delivered for each Audit Committee in line with agreed plan (excluding External Audits)	92%	80%
Audit Report turnaround fieldwork to draft reporting (10 days)	100%	95%
Audit Report turnaround management response to draft report (15 days)	72%	80%
Audit Report turnaround draft response to final reporting (10 days)	100%	95%
Specialist Estates Services		
Professional Influence Benefits (property management/lease/rates negotiated reductions)	£5.5m	No Target
Legal and Risk Services		
Professional influence benefits (settled claims savings, damages and cost savings)	£245m	No Target

High Level KPIs and Targets	2025 - 26 Actual	2025 - 26 Target
Timeliness of advice acknowledgement - within 24 hours (%)	100%	95%
Timeliness of advice response – within 3 days or agreed timescale (%)	99%	95%
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%
Surgical Materials Testing Laboratory		
Investigation reports completed within 40 days from receipt into the laboratory (%)	100%	91%
Delivery of audited reports on time (commercial) (%)	100%	92%
Delivery of technical assurance evaluations on time (%)	100%	90%
Digital Workforce Solutions		
Customer satisfaction (%)	94%	95%
Calls handled (%)	95%	85%
All Wales Laundry Services		
Orders dispatched meeting customer standing orders (%)	95%	91%
Customer concerns receive response within 24 hours (%)	100%	100%
Microbiological contact failure points (%)	96%	90%
Medical Examiner Services		
Number of cases referred to Medical Examiner Services (%)	100%	100%
Never events	0	0

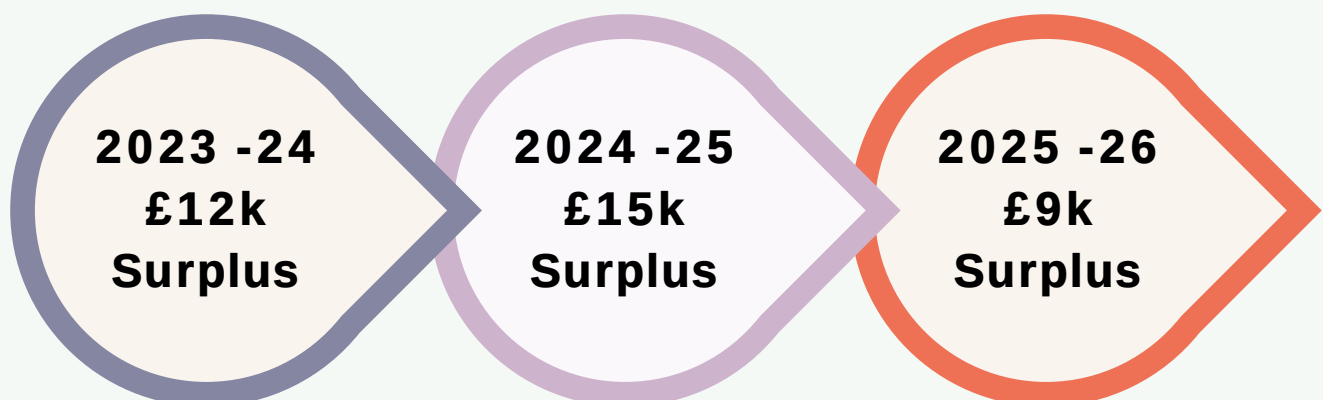
Financial Management of Budget

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 2025-26 we achieved all our financial performance targets, exceeded our savings target and were able to distribute £6million of savings to NHS Wales and Welsh Government.

Outturn



Success

£11.661m

Capital Expenditure
Limit achieved

Distribution
of savings was

£6m

Achieved target
for Public Sector
Payment Policy at

98 %

Increased income to

£1.155bn

Breakeven
outturn achieved

32 %

reduction in
variable pay

NWSSP Income and Expenditure

The income and expenditure for NWSSP during 2025-26 can be summarised as follows:

	2025 - 26 £m	2024 - 25 £m
Income	1,155.121	891.988
Expenditure	717.313	684.457
Welsh Risk Pool (WRP) - DEL*	192.067	145.011
Welsh Risk Pool (WRP) - AME**	245.732	62.505
Surplus	0.009	0.015

**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.*

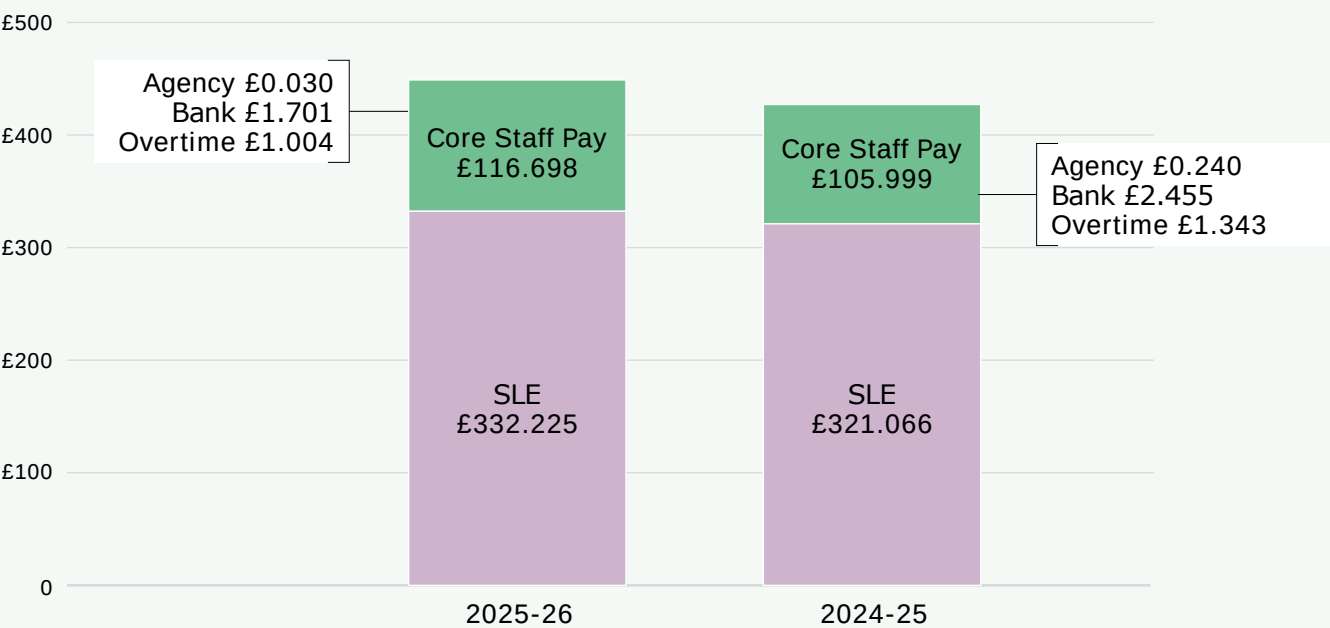
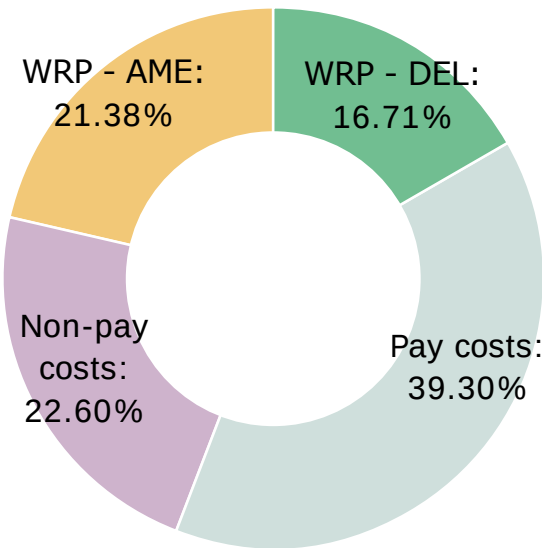
Revenue Spend

During the 2025-26 financial year, total expenditure was £1.155bn. £452m was spent on pay costs, £266m on non-pay costs and £438m was Welsh Risk Pool expenditure.

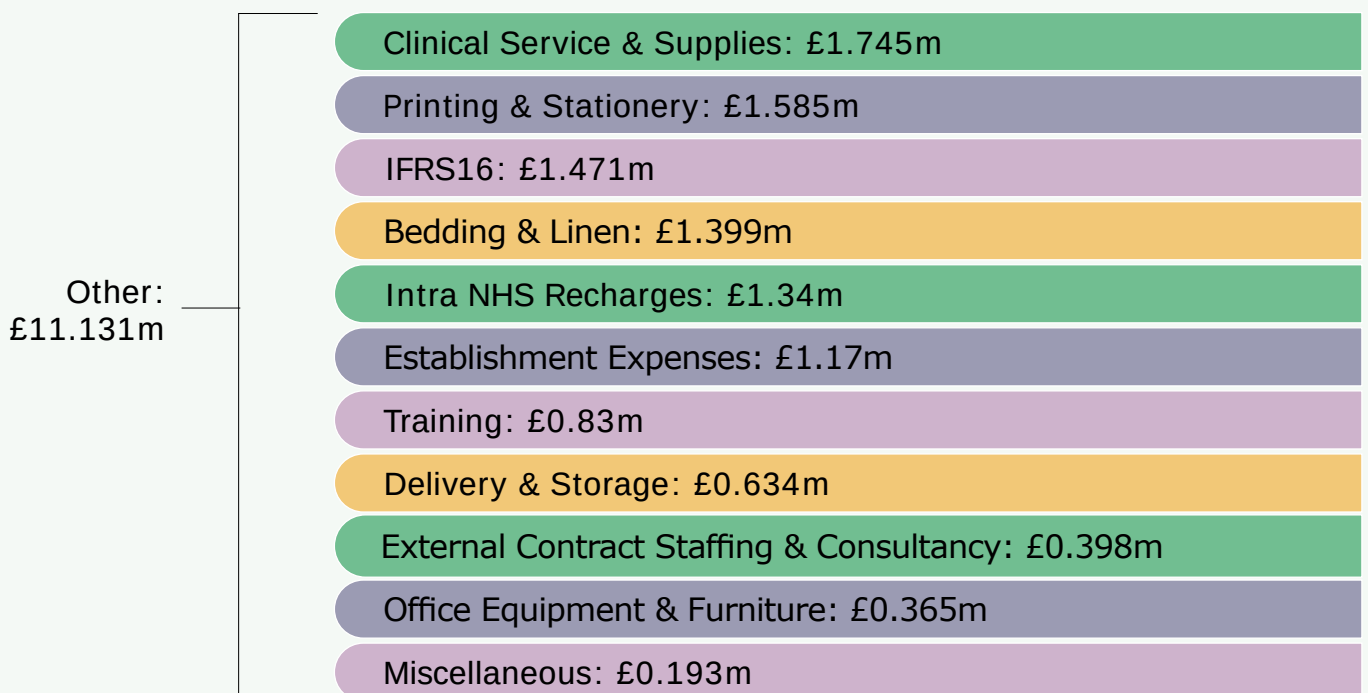
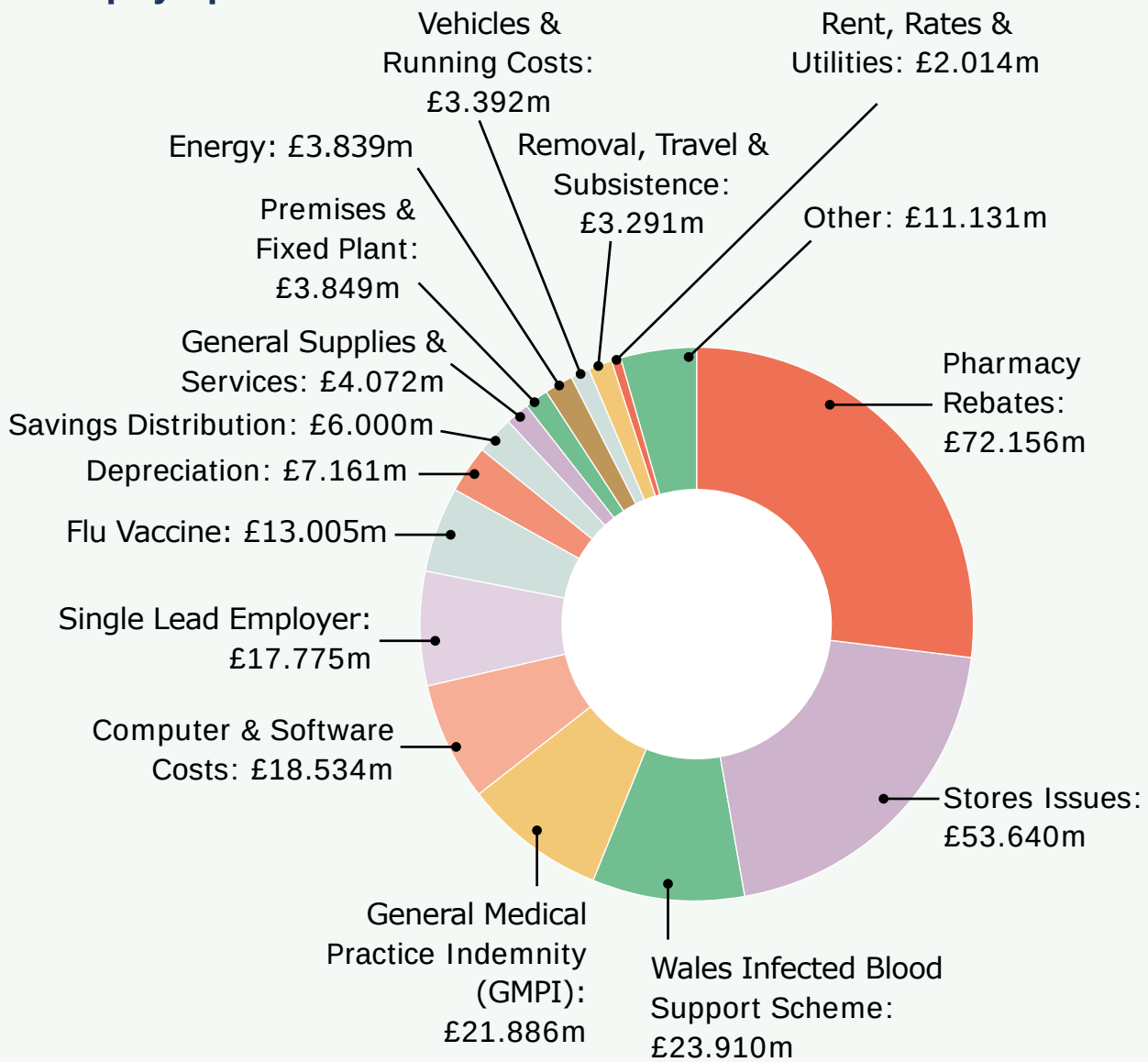
£332m of our pay expenditure relates to the Single Lead Employer* costs. Spend on bank, overtime and agency staff is generally in relation to the covering of vacant posts or long-term sickness. Expenditure on premium rate pay is minimised as far as possible, and we have seen reductions of 88% in agency and a 29% in bank & overtime expenditure during 2025-26 following increased grip and control processes.

Each bank post request must be justified and taken to panel to approve the request and an overtime app has been introduced during 2025-2026 requiring upfront approval of additional hours. Considerations of business continuity, funding and alternatives are discussed. As at 31 March 2026 agency spend has been eradicated across 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

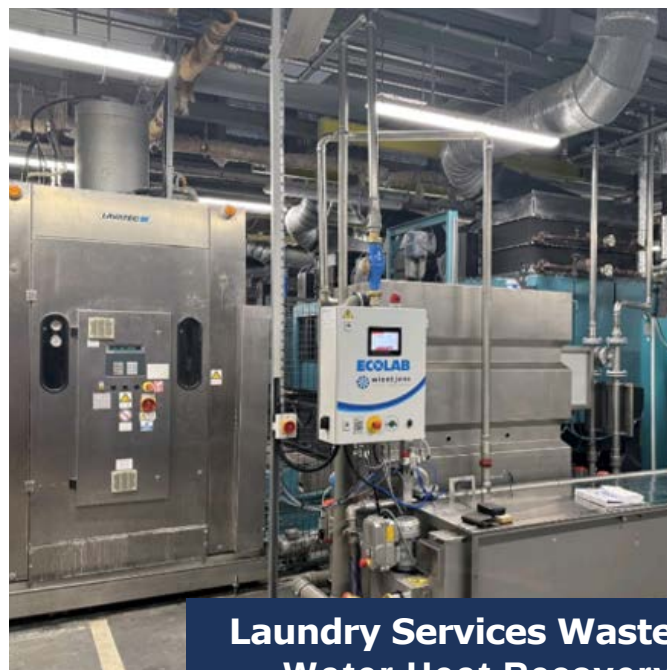


Capital Investments

During the 2025-26 financial year, NWSSP received £11.661m capital funding. £10.894m 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 £0.767m in respect of the capitalisation of leases required under International Financial Reporting Standard 16 (IFRS16).



Radiopharmacy at IP5



Laundry Services Waste Water Heat Recovery



Vehicle Replacements

Capital Expenditure	Radiopharmacy	TrAMS	Estates	Decarbonisation	Equipment	Digital/ Automation	IFRS16	TOTAL
	£000	£000	£000	£000	£000	£000	£000	£000
Radiopharmacy Facility at Imperial Park 5 (IP5)	4,404							4,404
Laundry Modernisation			470	765	958	9		2,202
Transforming Access to Medicines Services (TrAMS)		855						855
IT Refresh						767		767
Matrix House works & Electric Vehicle (EV) Infrastructure			24	233				257
IP5 Roof Overlay			1,511					1,511
IP5 Estates including Power Resilience			358					358
Denbigh Stores Roof Mounted Photovoltaic (PV)				254				254
Supply Chain & Warehousing			112		99			211
Temporary Medicines Unit (TMU) / Surgical Materials Testing Laboratory Equipment (SMLT)					44			44
Health & Safety & Security			31					31
IFRS16 Leases							767	767
TOTAL	4,404	855	2,506	1,252	1,101	776	767	11,661



Denbigh Stores Roof Solar Photovoltaic (PV)



Matrix House Electric Vehicle Charging Infrastructure



Radiopharmacy at IP5

Governance and Accountability

NWSSP 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 which is set out in the Integrated Medium-Term Plan (IMTP).

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 NWSSP 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 used 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 their 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 2025-26 is evidenced within the [Annual Governance Statement](#). The Statement details the extent to which NWSSP complied with its 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 2025-26.

During the year, the Welsh Government commissioned an independent review of NWSSP's governance and accountability arrangements, which you can read more about in the Lessons Learned and Challenges section.

The review also provided an important context for reflecting on NWSSP's relationship with Velindre University NHS Trust as host organisation.

This relationship remains important in providing the statutory and administrative framework within which NWSSP operates and in supporting effective governance, accountability and organisational support arrangements. At the same time, the year highlighted challenges within aspects of the relationship, reinforcing the importance of continuing to strengthen mutual clarity, communication, respective roles and shared understanding between NWSSP and its host organisation.

Quality Arrangements

As a national shared services organisation, NHS Wales Shared Services Partnership (NWSSP) plays a critical enabling role in the delivery of safe, effective and sustainable patient care across Wales. While our services are non-clinical in nature, their design, reliability and quality have a direct and material impact on clinical services, patient safety and outcomes. During 2025–26, we have continued to strengthen our governance arrangements to reflect this responsibility and to ensure appropriate assurance, accountability and learning across services with direct or indirect clinical impact.

NWSSP delivers and hosts a number of services that either contain clinical components or have a direct influence on patient care and safety. These include Pharmacy Technical Services, the Medical Examiner Service, the Single Lead Employer (SLE) model for doctors and dentists in training, elements of Legal and Risk Services, and national programmes such as Transforming Access to Medicines (TrAMS).

During the year, we continued to develop a more explicit and consistent governance framework across these services. This included:

- Clear identification of clinical leadership and accountability arrangements;
- Alignment with NHS Wales quality assurance expectations;
- Defined escalation and assurance routes through NWSSP governance structures and into host and system-level committees where appropriate; and
- Strengthened links between service-level quality oversight and organisational assurance, including the Duty of Quality.

This work has been informed by the Welsh Government-commissioned Independent Review of NWSSP governance and accountability, which highlighted the importance of clarity and consistency in governance arrangements for services with clinical components. Progressing this work remains a key priority into 2026–27.



Patient Safety and Learning

NWSSP's contribution to patient safety is indirect but significant. Reliable access to medicines, safe logistics and supply chains, timely workforce deployment, effective concerns management and robust learning from claims and incidents all underpin the delivery of safe care across NHS Wales.

During 2025–26, we continued to strengthen our approach to learning from concerns, complaints, incidents and claims. This included:

- ✎ Thematic review of concerns and complaints to identify recurring issues, particularly around communication, timeliness and process consistency;
- ✎ Strengthened governance of learning from events and claims within the Welsh Risk Pool, recognising the increasing complexity and financial exposure associated with clinical negligence;
- ✎ Continued development of national systems and digital tools to support improved data quality, timeliness and shared learning; and
- ✎ Regular oversight of themes and actions through the Senior Leadership Group to ensure learning is translated into service improvement.

We recognise that learning systems must move beyond assurance and reporting to demonstrably influence practice, behaviour and system design. Further strengthening of learning loops and feedback into service improvement will be a focus for the coming year.

Quality and Outcomes

The Duty of Quality provides the overarching framework through which NWSSP assures itself, its partners and the public that quality is embedded across all services. During 2025–26, quality considerations were integrated into strategic planning, operational delivery and performance reporting, with quality treated as an equal strand alongside finance and performance.

While much of our reporting has historically focused on activity and output measures, we have continued to shift towards a more outcome-focused approach. This includes:

- ✎ Greater use of outcome-based reporting within committee assurance;
- ✎ Linking service performance to system impact, such as improved access, reduced delays and enhanced resilience; and
- ✎ Strengthening the articulation of how shared services contribute to patient safety, experience and outcomes.

This remains an evolving area, and further work is planned to develop more consistent outcome and impact measures that reflect the contribution of shared services to frontline care.

Workforce Health and Safety

A healthy, supported and engaged workforce is fundamental to safe and effective services. During the year, NWSSP continued to invest in staff wellbeing, inclusive leadership and proactive attendance management. While overall sickness absence rates have shown improvement when measured against workforce growth, long-term sickness absence remains an area of focus, reflecting wider system pressures and the complexity of health and wellbeing challenges faced by staff.

Our approach recognises the close relationship between staff wellbeing, service quality and patient safety. Continued emphasis will be placed on early intervention, supportive management practices and access to appropriate occupational health and wellbeing support.

Looking Ahead

Looking forward, NWSSP will continue to strengthen its governance and quality arrangements, with particular focus on:

- Finalising and embedding a clear, organisation-wide governance framework;
- Enhancing learning from harm and claims to support prevention and system improvement;
- Further developing outcome-based measures that demonstrate patient and system benefit; and
- Strengthening the visibility and influence of clinical leadership within organisational decision-making.

Through this work, NWSSP will continue to support NHS Wales not only by delivering high-quality shared services, but by actively contributing to safer care, better outcomes and a more resilient health system.

Lessons Learned and Challenges

The year has reinforced the importance of robust governance and clear accountability, supported by the findings of the Welsh Government-commissioned Independent Review. Continued challenges in organisational learning highlight the need for improved data quality, timeliness and embedding learning into practice.

Large-scale programmes have demonstrated the importance of early stakeholder engagement and strong programme governance, while national service delivery has shown the value of collaboration, flexibility and operational resilience. The increasing role of digital systems and data-driven approaches has supported improved decision-making and service performance.

Key Challenges

- Sustained significant financial pressures across NHS Wales, particularly within the Welsh Risk Pool, continue to impact affordability and long-term planning.
- Delivery risks within major capital and transformation programmes remain, particularly where dependencies such as site availability and external approvals are factors.
- Workforce and capacity pressures continue across services, alongside the need to implement new regulatory and policy requirements.
- Operational risks, including infrastructure failures and service pressures during peak periods, highlight the need for ongoing resilience and contingency planning.
- External risks, including supply chain uncertainty and global factors, continue to present challenges to procurement and logistics services.

Welsh Government Independent Review of NHS Wales Shared Services Partnership Accountability & Governance Arrangements

In April 2025, Welsh Government commissioned an independent review of NWSSP accountability and governance arrangements, recognising the increasing scale, complexity and maturity of the organisation since the current framework was established. This followed commitments set out in A Healthier Wales (2018) to review hosted and national functions to consolidate national activity and provide greater clarity of governance and accountability.

The Independent Review, published in December 2025, concluded that the overall governance framework for NWSSP is fundamentally sound, while making recommendations to strengthen clarity of accountabilities, assurance to NHS Boards, and the effectiveness of key governance arrangements. This included particular emphasis on the operation of the Shared Services Partnership Committee (SSPC) and the relationship between NWSSP and Velindre University NHS Trust, as the statutory host organisation.

Welsh Government accepted, subject to further consideration, the majority of the Review's recommendations and published its Initial Response alongside the Review. The recommendations include several core themes, including:

- Strengthening the appointment, role clarity and performance oversight of the SSPC Chair, including appropriate involvement of Velindre;
- Clarifying Integrated Medium-Term Plan (IMTP) approval and assurance

arrangements, including formal endorsement or noting by NHS Boards following SSPC approval;

- Strengthening performance reporting and assurance routes from NWSSP, through the SSPC, to constituent NHS Boards;
- Ensuring appropriate and consistent governance arrangements where services are provided that are deemed to contain clinical components, with clear links to Board-level assurance;
- Clarifying processes for the addition of new services to the shared services portfolio through established planning and approval mechanisms, including the IMTP; and
- Updating governance documentation.

Further information on the Independent Review and Welsh Government's Initial Response is published on the [Welsh Government website](#).

In response to the Review, Welsh Government established a Welsh Government-led Review Implementation Group to oversee, co-ordinate and support delivery of the accepted recommendations. The Implementation Group includes senior representation from Welsh Government, NWSSP and Velindre University NHS Trust, with governance and legal advisers attending as appropriate. The Group does not hold formal decision-making authority; where approvals are required, these continue to be progressed through established governance routes, including the SSPC and constituent NHS Boards, until any changes are formally agreed and implemented.

The Group first met in February 2026, agreed its terms of reference and translated the Review recommendations into a structured, time-bound programme of work with the intention to complete the

implementation of the recommendations over a six-month timescale. Progress is reported regularly to the SSPC, with items requiring SSPC consideration or approval being brought forward through formal committee papers.

Throughout the review and implementation process, NWSSP has continued to operate within the requirements of the existing, approved governance framework, maintaining effective accountability and assurance arrangements. The Review and its ongoing implementation provide an opportunity for governance arrangements to be actively strengthened and future-proofed, with continued oversight through established governance structures into 2026–27.



Performance Management

As can be seen in the performance data, NWSSP continues to demonstrate a strong track record of delivery against the objectives set by the Shared Services Partnership Committee (SSPC), while operating within budget and maintaining a clear focus on value, quality and continuous improvement.

Performance management arrangements provide a structured framework through which services are monitored, challenged and supported to improve, helping to ensure that delivery remains aligned with organisational priorities and the needs of NHS Wales partners.

This includes regular reporting against key performance indicators, review of trends over time, and scrutiny of areas where performance is below target so that underlying causes can be understood and appropriate remedial action taken.

During 2025–26, we also strengthened our use of benchmarking information, making greater use of comparative data from similar organisations to provide additional context for performance, support challenge and identify further opportunities for learning and improvement.

This disciplined approach to performance oversight has supported NWSSP in sustaining service quality, delivering efficiencies and generating savings that can be reinvested both in the development of NWSSP services and in support of the wider NHS Wales financial position.

It also strengthens accountability by ensuring that performance information is used not only to report what has been achieved, but also to inform decision-making, prioritise improvement activity and identify where additional support or intervention may be needed.

During the year, we also introduced a voice of the customer section within the performance reporting presented to committees, reflecting the incorporation into our strategy map of a fourth strategic objective, Our Partners, arising from the Committee development day held in October 2025. Taken together, the evidence from 2025–26 reflects an organisation that is performing strongly in a complex environment while continuing to strengthen the maturity of its performance management arrangements. For more information, please refer to the Key Performance Indicators section.

Concerns Management

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 2025–26, NWSSP received 35 formal concerns, which is consistent with the previous year, with 77% responded to within the 30-working-day target. Where we could not meet the target deadline, usually due to complexity of matters, or circumstances where a third party is involved, a holding response is issued in each circumstance. In addition, 2 early resolution complaints were addressed locally within 48 hours, avoiding the need for formal escalation, compared to 20 in the 2024-25 period.

This is a positive indicator of strengthened local resolution, suggesting that more issues are being addressed promptly and effectively at source, reducing the need for escalation through the early resolution process.

A thematic review of concerns and complaints received during the reporting period identified a small number of consistent, overarching themes. Complaints were primarily driven by communication issues, timeliness and delays, and the consistent application of processes, with a proportion of concerns relating to matters outside the remit of NWSSP and therefore requiring signposting to other organisations.

During the year, concerns received for the Medical Examiner Service and Primary Care functions remained consistent with the previous year and primarily relating to delays in the issuing of Medical Certificates of Cause of Death, cross-border transfer of medical records, and processing of payments or prescriptions. The SLG receives regular reports on concerns and complaints at each meeting, enabling appropriate scrutiny, oversight, and timely management action.

This structured approach provides assurance that emerging themes are identified, addressed, and used to inform service improvements and strengthen operational performance.

A review of the concerns identified a number of recurring themes, which have informed targeted service improvements through learning and strengthened governance arrangements.

In the spirit of continuous improvement and aligned with the principle of the gift of complaints, we continued established reporting mechanisms to capture root causes and any lessons learned from each concern received and these are discussed with the Senior Leadership Group on a monthly basis.

There has been a sustained decrease in the number of payroll concerns received following the rollout of the All Wales Overpayment Procedure 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, no concerns were 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.



Stakeholder Engagement and Collaborative Working

Stakeholder engagement has emerged as a critical lesson for the Transformation Management Office (TMO) during 2025–26, demonstrating that successful transformation is dependent upon the structured and continuous involvement of those affected by change.

This includes early identification and inclusion of stakeholders, the development of clear and targeted communication plans, well-defined governance pathways, and the establishment of regular feedback mechanisms to ensure that concerns are captured and addressed appropriately.

Experience has shown that sustained engagement throughout delivery, rather than at initial stages or on a one-off basis, supports the early identification of risks, reduces potential tensions, and ensures alignment between strategic intent and operational delivery.

The consistent application of these principles strengthens trust, supports effective collaboration across NWSSP and partner organisations, and increases the likelihood of successful adoption of change, realisation of intended benefits, and the delivery of sustainable improvements within a complex healthcare environment.



Financial Stewardship and Value Delivery

NWSSP has demonstrated robust financial management throughout 2025–26, maintaining financial balance positions and delivering planned savings.

Early in the year, a surplus position was reported, driven by workforce vacancies and cost control measures, with subsequent performance stabilising to a break-even position following delivery of significant non-recurrent distributions and absorption of funding pressures. The organisation also returned significant value to NHS Wales and Welsh Government, while maintaining strong performance against capital expenditure limits and payment performance targets.

However, ongoing significant financial pressures were evident across the system, particularly within the Welsh Risk Pool, driven by increasing case complexity, higher value claims and rising risk share contributions. The Welsh Risk Pool continued to play a critical national role in managing clinical negligence and risk, with sustained high levels of activity and financial exposure throughout the year.

Work has progressed to strengthen organisational learning and case management, including improved governance of Learning from Events Reports and strengthened emphasis on timely submission and data quality. Significant developments also included progression of digital consent solutions, embedding of national concerns management systems, and preparation for revised regulatory requirements relating to complaints and redress.

Transforming Access to Medicines (TrAMS) Programme

The TrAMS Programme has remained a major strategic priority, with significant progress made across all regional elements. The South East Radiopharmacy has progressed through construction and validation phases, with plans for phased service delivery. The South East Hub has advanced through Outline Business Case approval into detailed design and Full Business Case development. Progress on the South West Hub has been more complex, with ongoing site identification challenges impacting delivery timelines, while work in North Wales has focused on exploring opportunities to repurpose existing infrastructure to improve resilience. Governance arrangements across the programme have been strengthened to reflect increasing complexity and ensure effective oversight and risk management.

Laundry Services

During the year, the Laundry Service capital programme continued to improve operational capacity, efficiency and environmental sustainability. However, in February 2026 the service experienced an unprecedented number of significant site failures within a single week. This included the loss of the Swansea Laundry Production Unit (LPU) for seven days following failure of the press basket, a five-hour loss of production at Greenvale due to failure of the dirty linen lift, and several hours of disruption at both the Church Village and North Wales LPUs as a result of steam generation plant failures.

Despite these incidents, the impact on customer supply was minimised through the use of available stock and by transferring production, where possible, to neighbouring plants. These events highlighted both the operational risks associated with critical infrastructure failure and the importance of maintaining resilience across an All-Wales Laundry Service, without which the disruption could have been much more significant and widespread in terms of impact on service continuity.



Duty of Quality

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

The 2025–2026 reporting year marks the third 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. During the year, work around embedding the Duty continued and reporting against the Health and Care Quality Standards included:

- Quality planning and decision making;
- Quality management systems;
- Quality driven reporting;
- Quality driven reporting into Health Boards and Trusts;
- Quality control and using data for quality improvement;
- External quality reviews, accreditations and awards; and
- Staff voices.

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. The scope has widened to include quality as an expected and equal strand within the quarterly reporting programme, again adding to always on reporting, which is measured against the IMTP.

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 continue to enhance its quality reporting through improved data dashboards (Medical Examiner Service) is an excellent example of this), 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.



The Duty of Quality reporting for next year is already being planned, to capture the work the divisions are doing in as near real time as possible. This aligns well with the expectation that assurance of the duty will continue to become business as usual for NWSSP.

You can read more about how we have embedded quality as an organisation in the [NWSSP Duty of Quality Annual Report for 2025-26](#).

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.

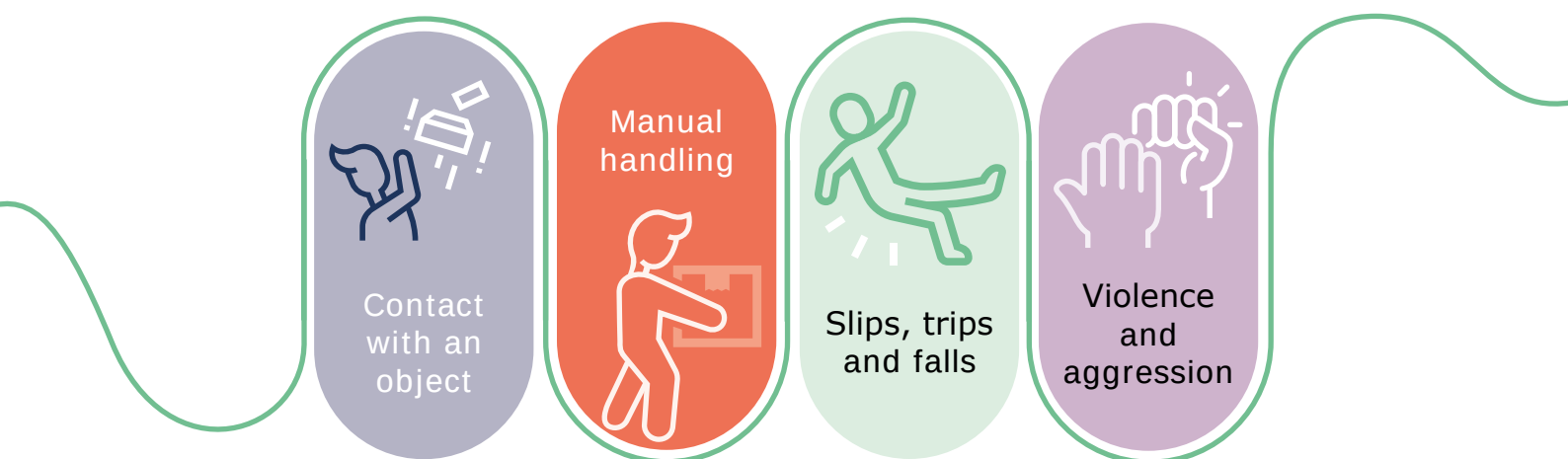
NWSSP attaches the greatest importance to the health, safety and welfare of staff and visitors. It is essential that management and staff work together to ensure that there is a positive health and safety environment.

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 Finance and Corporate Services lead 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 2025-2026

During 2025-2026, the significant Health and Safety Incident trends remain as:



Trend Category	2019 - 20	2020 - 21	2021 - 22	2022 - 23	2023 - 24	2024 - 25	2025 - 26	Trend
Contact or / Struck by an Object	11	11	26	30	18	16	29	↑
Violence and Aggression	14	10	10	15	20	11	17	↑
Manual Handling	14	12	23	16	16	17	19	↑
Slips, Trips and Falls	14	10	10	15	6	16	14	↓

A decrease can be seen in the number of incidents reported in the following categories:

Slips, Trips and Falls

- 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.
- The number of reported incidents has reduced over the years, supporting NWSSP's aim of achieving a 10% reduction over two years. This indicates positive progress and improved workplace safety.

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 2025-2026, NWSSP **continues to achieve its aim** to reduce work related manual handling incidents in the workplace, aspiring to 10% reduction over two years. This can provide assurance of improvement.
- Although incidents increased in 2025-2026, NWSSP is still on track with its long-term goal of reducing manual handling incidents by 10% over two years.

Contact with or Struck by an Object

- NWSSP **has not achieved its aim** to reduce work related contact with an object/struck by and object per 100 employees.

Violence and Aggression

- Incidents have risen, however, NWSSP actively encourages reporting, reinforces its **NO EXCUSE FOR ABUSE** message, and contributes to the Anti-Violence Collaborative Wales.

Information Governance

Information Governance (IG) remains a key enabler in supporting NWSSP to manage information safely, legally and effectively. Throughout 2025-2026, the IG function continued to provide guidance, training and oversight to ensure compliance with relevant legislation and best practice. The following section outlines the key activities, performance metrics and highlights from the year, reflecting the ongoing commitment to maintaining high standards of confidentiality, transparency and accountability across the organisation.

In 2025-26, the following activities were delivered:

12 Face-to-face classes were attended by staff using Microsoft Teams	91 % average IG eLearning compliance core skills compliance across NWSSP	166 Freedom of Information requests received
292 ActionPoint calls logged on the dedicated service platform	98 % compliance in responding to Freedom of Information requests within 20 working days	649 staff attended an IG classroom training session

Highlights during 2024-25 have included:

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
Substantial assurance with the annual IG assessment toolkit	New IG guidance and protocols launched	Advice provided around Artificial Intelligence (A.I)
Privacy Impact Assessments completed	Workplan completed in full	Internal IG meetings held every quarter

Welsh Language

Welsh Language Assurance and Compliance Report 2025-26:

NWSSP continues its commitment to ensure 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 Welsh Language Annual Performance Report.

Our work is largely driven by the Head of Welsh Language Services and Compliance, who reports to the Director of People and Organisational Development. The Head of Welsh Language Services and Compliance works closely with the Managing Director, Senior Leadership Team and 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.

For audit and compliance purposes, we have established a self-assessment process to monitor our compliance status with the Welsh Language Standards and Code of Practice and to measure our ability to provide Welsh language services that are equal to English language services. This process is bi-annual where the assessment is undertaken in year 1 followed by the development of local improvement plans, followed by the implementation of the improvement plan in year 2. This process assists us to provide assurance and accurate information about our compliance levels. Our overall compliance status as at the end of March 2026 was as follows:

Standards	Level of compliance
Service Delivery Standards	Medium to High Level of Compliance
Policy Making Standards	Medium to High Level of Compliance
Operational Standards	Medium to High Level of Compliance
Record Keeping Standards	High Level of Compliance
Supplementary Standards (whereby the Commissioner will request additional information when required).	High Level of Compliance

During 2025-2026 we have reviewed the process of how scheduled procurement contracts can be assessed to include Welsh language service and delivery requirements in the specification of the Invitation to Tender Documents as well as an assessment tool to establish whether the Tender Documents need to be published in Welsh.

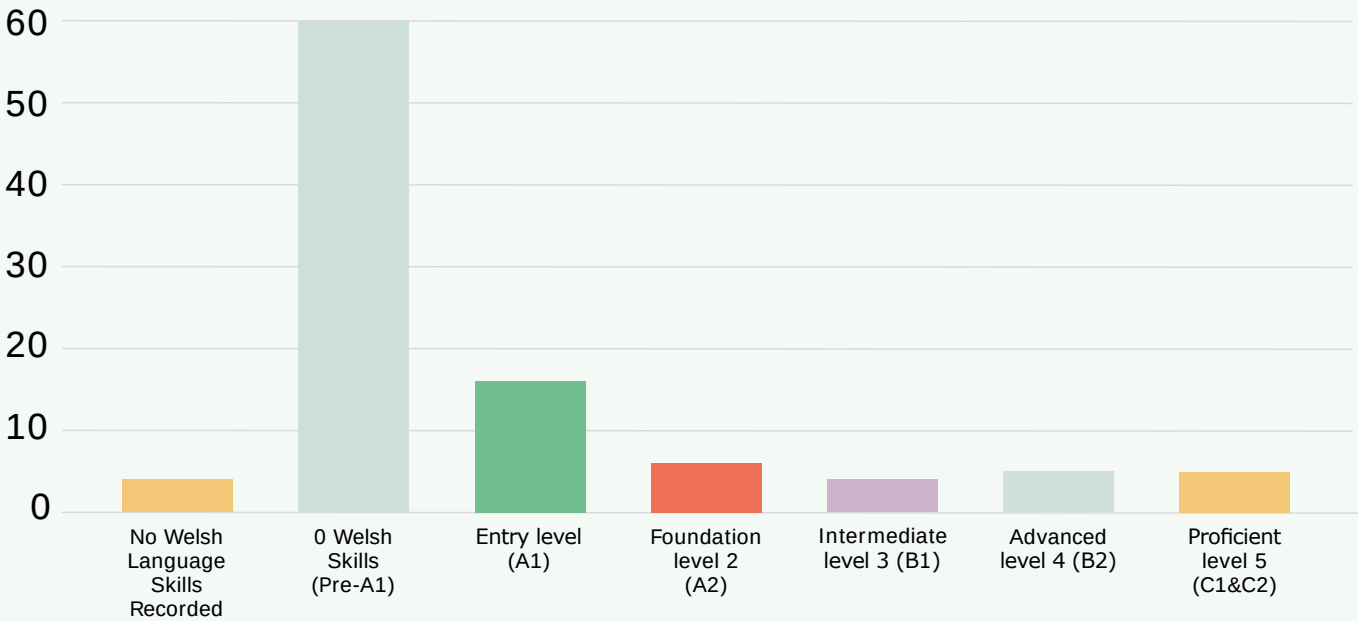
We have been developing a new Internal Use of the Welsh Language Policy during 2025-2026 to ensure that we increase our compliance to a High Level of Compliance in 2026-2027 on the use of the Welsh language internally. This is following seminars and conferences attended with the Welsh Language Commissioner.

Our Welsh Language Impact Assessment as part of the EQIIA was reviewed and improved in 2024-2025, and consequently the assessments are more meaningful and robust in our considerations of the Welsh language beyond the practice of translating. Consideration of persons, individuals and delivery of services are impacted by the Welsh language in our decision-making processes go beyond the requirements of translation alone. We make well informed decisions based on facts and key strategies and not on assumptions and opinions. During 2025-2026, 14 Welsh Language Impact Assessments were undertaken.

Welsh Language Skills at NWSSP

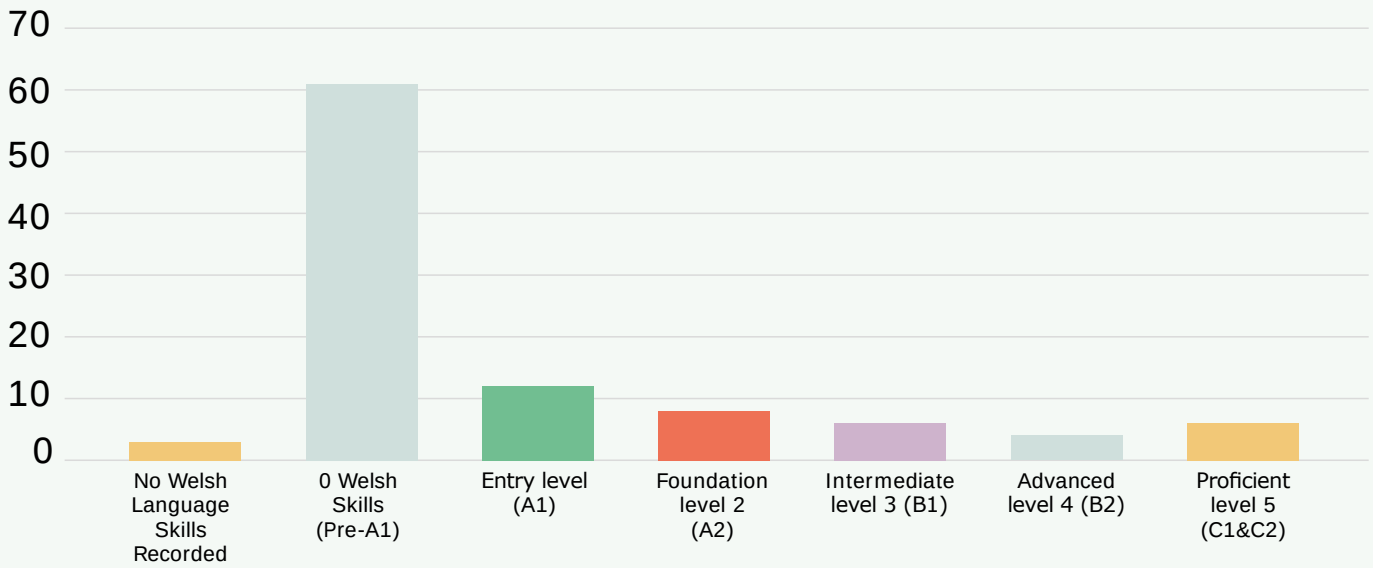
There is a mandatory requirement for all members of staff to record their Welsh skills in the Electronic Staff Record System. In 2024-2025 the percentage of staff who had recorded their Welsh skills (speaking and understanding, reading and writing in Welsh were as follows:

% of NWSSP Staff Welsh Skills 2024-25



During 2025/26 we saw a slight flux in Welsh language skills:

% of NWSSP Staff Welsh Skills 2025-26



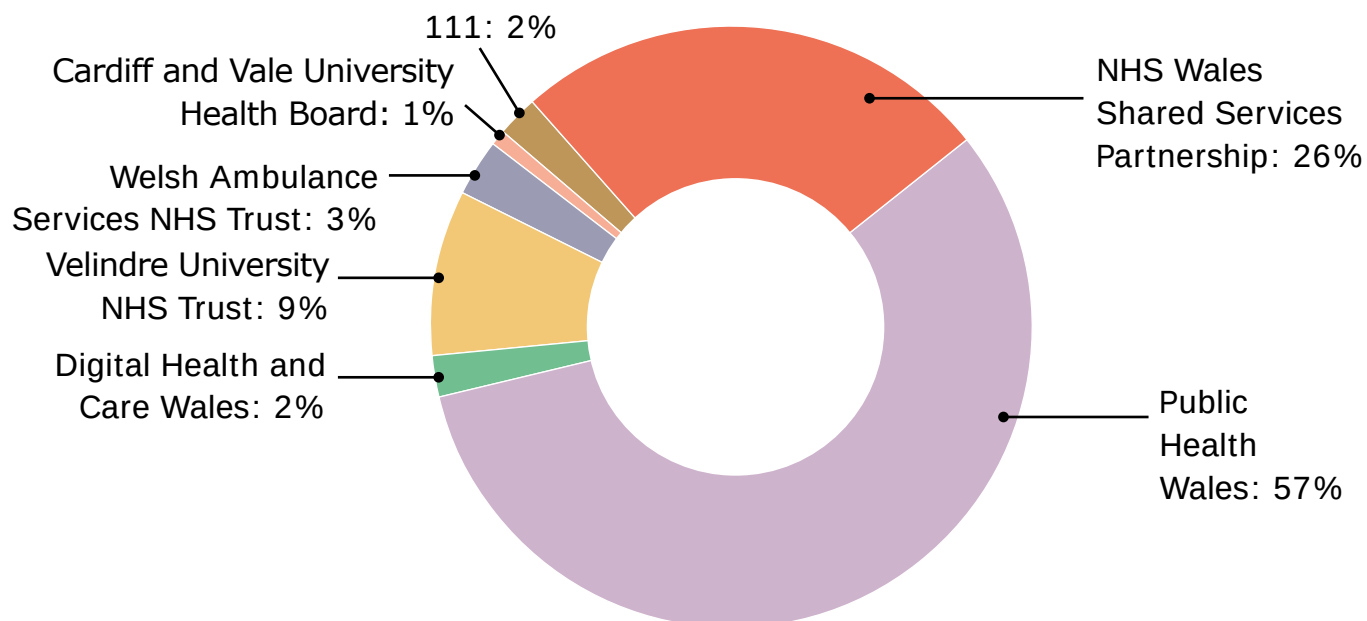
Staff Learning Welsh 2025-26

We promote and offer Welsh language courses to our staff as required by Standards 99, 100 and 101. The number of staff learning in 2025-2026 fell from 73 in 2024-2025 to 62. The decrease is due to staff not wishing to progress further or leaving the organisation.

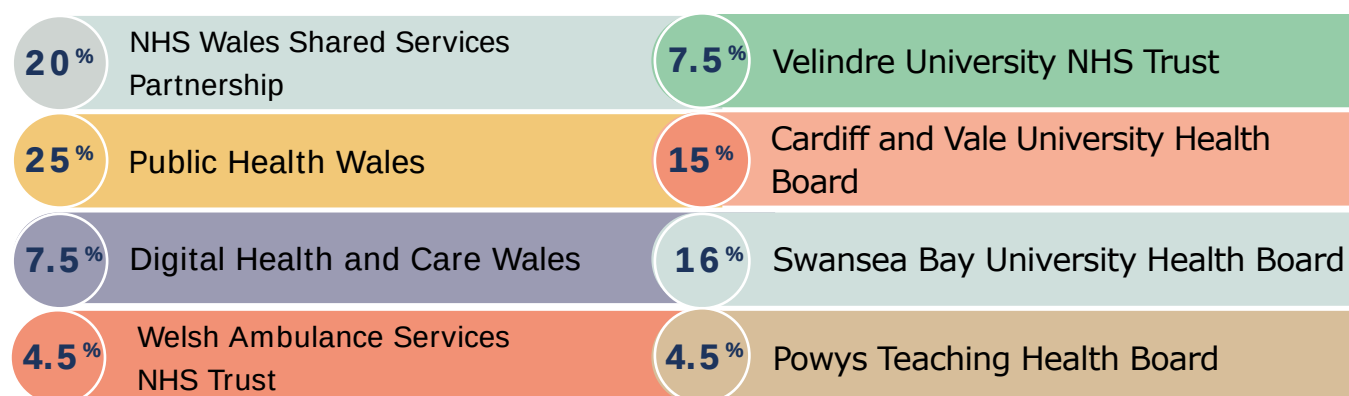
CEFR Learning Level	Number of staff registered on courses
Entry Level 1 (A1)	16
Entry Level 2 (A1)	12
Foundation Level 1 (A2)	13
Foundation Level 2 (A2)	0
Intermediate Level 1 (B1)	5
Intermediate Level 2 (B1)	4
Advanced Level 1, 2 and 3 (B2)	9
Proficiency (C1/C2)	3
Total	62

Translation Services & Shared Translation Memory System

Translation Services to support NHS Wales Organisations during 2025-26



During the year we have procured a shared translation memory system for the following organisations in the NHS Wales system:



This in turn will reduce the need for many organisations to translate documents already translated. The system stores previous documents to avoid duplication and recurring costs.

Vacancies Assessed and Advertised

NWSSP assessed and advertised the following number of vacancies during 2025-26:

Total number of vacancies advertised as:	
Welsh language skills are essential	6
Welsh language skills are desirable	373
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 01/04/2025 - 31/03/2026	379

Communications

2025-26 was a busy and successful one for the NWSSP Communications Team.

We launched our Communications and Engagement Plan and developed supporting guidance and protocols to enable its effective implementation. The Plan establishes clear priorities and sets out the scope of work the service can provide, ensuring resources are focused on activity that delivers the greatest impact.

Communications key highlights

- Developing and implementing the Communications and Engagement Plan, and guidance to support it, including guidelines on working with the media.
- For the first time NWSSP worked with ITV Wales during August to tell the story of how NWSSP procure, deliver and distributes flu jabs to NHS Wales.
- A strengthened LinkedIn presence through increased proactive content, resulting in continued growth, as reflected in the "Year in Numbers" below.
- Supporting communications around key visits to NWSSP sites. This includes supporting communications for visits by the NHS Wales Chief Executive and Director General for Health, Social Care and Early Years Jaqueline Totterdell and then Cabinet Secretary for Health and Social Care Jeremy Miles.
- A bilingual weekly staff newsletter was launched in a format that works for staff who are desk-based and those who work in non-digital roles such as our laundries and courier services. This newsletter has reduced email traffic to our desk-based staff, helping to bridge the

communications gap between colleagues who work digitally and those who do not.

- Delivering complex design work for projects including our Integrated Medium-Term Plan and our Annual Review.
- The Communications SharePoint page was relaunched, improving staff access to information and branded templates, with an expanded suite of templates now available for key outputs such as presentations and reports.
- Developing the Communications Team business continuity plan.

Our year in numbers and key insights (reporting period April 2025 to March 2026)

- 91 media requests
- *8,953 LinkedIn followers, an increase of 1,398 (15%). This compares to a year-on-year increase of 13.2% the previous reporting year showing an upwards trend.
- *NWSSP's LinkedIn content had more than 98,000 impressions compared to more than 50,000 impressions in 2024-2025, an increase of 96%. This shows our focus on more consistent, high-quality posting and using analytics to shape our approach is working.
- NWSSP's website had 402,001 page views during the year with an average 1 minute and 7 second engagement rate. The top pages viewed on NWSSP's website were current vacancies, student award services and how do I apply for a bursary.

**Data taken from 30 April 2025 to 28 April 2026 due to LinkedIn data availability.*



5. People and Culture

People and Culture

During 2025-26, our People and Culture work continued to focus on creating an inclusive, compassionate and high-performing organisation in which staff feel supported to thrive. Across health and well-being, equality, learning and development and staff benefits, we have continued to invest in the experience of our people and in the culture that underpins service delivery across NWSSP.

This work was also reflected in a broader set of people and culture themes across NWSSP, including compassionate and inclusive leadership, strengthening staff voice and staff networks, and creating safe spaces for colleagues to speak up through initiatives such as Speaking Up Safely and Work in Confidence. We continued to develop our appraisal and PADR approach, support a positive agile working culture, and invest in learning, leadership development and early careers pathways. Alongside recruitment and retention activity, recognition and celebration, and tailored People and Organisational Development support to divisions, these developments have helped strengthen a culture in which colleagues feel valued, supported and able to contribute to continuous improvement.

The 2025 NHS Wales Staff Survey provided an important opportunity for colleagues across NWSSP to share their experiences of working in the organisation and to help shape future improvement activity. Feedback from the survey has informed further analysis at organisational and divisional level, with action plans being developed to respond to themes raised by staff and to support continuous improvement in the working environment. This has also complemented wider work already underway through the Inclusive

Culture Action Plan, helping to ensure that staff voice remains central to how we develop our culture, improve staff experience and strengthen engagement across NWSSP.



Health and Wellbeing

We celebrated another successful Health and Well-being conference on 25 February 2026, with approximately 350 attendees and a variety of speakers to support the different elements of health and well-being in NWSSP.

The agenda included NWSSP's Medical Director, Martin Edwards, who delivered a session on health and well-being trends in social media, and delivered the results of the first NWSSP Step Challenge.

Anthony Bennett also delivered a motivational talk on resilience and mental health, followed by an awareness session on deaf culture and an introductory British Sign Language lesson along delivered by the British Deaf Association.

The day has received positive feedback with good representation across NWSSP divisions.



We released Menopause and Menstruation Guidance in October 2025 to support individuals and managers in navigating menstrual health in the workplace. This guidance has been received well and is supported by an increase in our Menopause Café attendance as well as bespoke education sessions for male managers in the workplace.

We continued to train employees across divisions in Mental Health First Aid and now have a total of 32 people trained to support initial conversations. These initiatives aim to support attendance in work and mitigate the risk of long-term sickness absence.

Initiatives included continued support through the Health and Well-being Champions network and the Staff Partnership Group, helping to promote local engagement and shared ownership of well-being priorities across NWSSP. We also used campaigns, regular communications and themed awareness activity to highlight the support available to staff, encourage early intervention and signposting to support, and create more opportunities for colleagues to engage with well-being in ways that were accessible, practical and relevant to them.

This included support for managers to have wellbeing conversations with confidence, an ongoing emphasis on inclusive wellbeing support, and recognition of hybrid and agile working as an important enabler of work-life balance and staff wellbeing. This included a continued emphasis on inclusive wellbeing support, recognising that staff experience health and well-being in different ways and may need different forms of support at different times.

Alongside these specific initiatives, we continued to promote a proactive approach to staff health and well-being throughout the year through awareness activity, regular communications and opportunities for colleagues to access support early. Our focus has been on normalising conversations about physical health, mental health and wider well-being, while also supporting managers to respond confidently and compassionately to the needs of their teams.

This work reflects our wider commitment to creating a healthy workplace culture in which staff feel valued, listened to and able to flourish. By combining high-profile events with practical year-round support, NWSSP has continued to strengthen the foundations for a resilient workforce and a positive organisational culture during 2025-26.

Collectively, these activities help to improve awareness of support, encourage earlier help-seeking and strengthen staff confidence to have open conversations about health and well-being. This can improve staff experience, support attendance at work, reduce the risk of concerns escalating into longer-term absence, and help managers respond earlier and more effectively to wellbeing issues. In turn, this contributes to a more compassionate and resilient workforce and helps sustain high-quality service delivery.

Equality, Diversity and Inclusion

NWSSP continues in its journey to create an inclusive culture that values diversity and works to eliminate discrimination. NWSSP ensures compliance with its legislative duties and aligns with our actions detailed in our Strategic Equality Plan and Diversity and Inclusion Action Plan. NWSSP continues to play a leading role in national equality efforts, contributing to the NHS Wales Equality Leadership Group and sub-groups working on specific areas of development across Wales.

The Equality, Diversity and Inclusion (EDI) Group continues to support ongoing work in creating inclusive cultures, along with the Diversity and Inclusion Ambassadors and other key networks. Examples of this work include the introduction of Equality, Diversity, and Inclusion training across divisions, as well as bespoke training including Navigating Sensitive Conversations, to enable education on discrimination and different cultures, and promote a change in approach across the organisation. NWSSP also launched the Safe Inclusivity Campaign which created opportunities for individuals to ask questions in a safe environment free of judgement. The questions from this campaign have been used to further educate colleagues across NWSSP.

NWSSP's management of the Equality Integrated Impact Assessment process is continuing to consider legal requirements as well as changes to streamline processes where possible. Further guidance and education will be developed to support this in future.

Equality data remains an important part of understanding NWSSP culture, and the development of a new Equality, Diversity and Inclusion Dashboard enables the

People and OD division and other Senior Leaders to consider their demographic make-up when decisions are made. The organisation is continuing to build on trust with employees to ensure people are comfortable in completing their data, being transparent on why we're asking and how the data is used.

In 2026, the Welsh Government integrated the Workforce Race Equality Standard (WRES) into an intersectional report that considers all aspects of identity, the Workforce Equality Standard (WES). This report considers representation across the organisation, recruitment, development and other areas for all aspects of equality and diversity. This not only enables the organisation to review areas of success and improvement but also understand the intersectional aspect of individual journeys. NWSSP will use this data when it's available to inform NWSSP's Strategic Equality Plan and define specific actions to improve where needed.



This work helps create a fairer and more inclusive working environment by improving awareness, supporting more informed decision-making and strengthening the organisation's understanding of staff experience and representation.

The benefits for staff include greater confidence that equality issues are being recognised and addressed, more inclusive policies and processes, and improved opportunities to contribute and progress. It also helps mitigate risks relating to discrimination, inequity, poor staff experience and weak decision-making by ensuring that equality considerations are better embedded across the organisation.

Inclusive Culture Action Plan

NWSSP developed a comprehensive Inclusive Culture Action Plan for 2025–2027, that considers actions from various workstreams across NWSSP including requirements from Welsh Government. We are now a year into the plan and have been able to achieve the following since 2025:

- Supporting You Roadshows across sites, highlighting opportunities and offering support.
- Delivery of Leaders of the Future programme with ringfenced posts for underrepresented groups.
- Introduced a new approach to annual appraisals.
- Launched training on Compassionate Cultures.
- Introduced Speaking up Safely training, and implementation and promotion of the Work in Confidence platform.

We are continuing to work through the plan and deliver on actions that will positively impact NWSSP culture. We remain committed to transparency on this plan and keep employees up to date with what we're doing to support them and improve working environments.

The Inclusive Culture Action Plan provides a clearer route from ambition to delivery by translating cultural priorities into practical actions that staff can see and experience.

This can help improve psychological safety, inclusion, confidence in leadership and access to development opportunities, particularly for underrepresented groups. It also helps mitigate risks associated with disengagement, barriers to speaking up, inconsistent staff experience and a lack of organisational follow-through on culture commitments, while supporting a more open, compassionate and accountable workplace.



Learning and Development

Learning and Development remains a central focus to us at NWSSP, with a strong emphasis on creating inclusive, accessible, and impactful opportunities for all our people. In 2025-26 we conducted our Annual Training Needs Analysis with all divisions to ensure our development aligned with both organisational priorities and individual aspirations. The analysis identified three corporate priorities within Learning and Development: Continuation of Access to Funded Qualifications, Digital Skills Capability and Leadership Development.

To better understand our digital capability skills, we have engaged with staff and incorporated the NHS Wales Digital Capability Review into the Appraisal process. The data accessible to us enabled us to develop our Digital Skills online support page, serving as a supportive tool for our people to access on-demand learning to develop their digital skills. Over time, the learning available will help staff adapt to evolving technologies and hybrid working environments.

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 have 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 Cultures
- ✎ How to be an Inclusive Leader
- ✎ Induction for Leaders
- ✎ Coffee and Conversation Sessions
- ✎ Wider Leadership Opportunities

The table below summarises staff participation across key programmes during 2025–26:

Training Classes	Number of staff attending
Aspiring Managers Training	73
Coffee and Conversations	62
Compassionate Culture Modules 1 and 2	66
Leaders of the Future	4
Leading for Excellence & Innovation Programme Leadership Essentials Cohort	16
Leading for Excellence & Innovation Programme Strategic Cohort	14
Managers Induction	30
Performance Appraisal Training	31
Valuing Performance & Development Conversation (PADR)	171
Total staff engagements	467

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. We continue to work closely with Divisions and staff to help them identify the right learning for their personal development, and the needs of the organisation.

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. In 2025-26, we hosted graduate placements through both schemes.

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 Divisions. Through NWSSP's Early Career Network, we engaged with local communities across Wales at 30 events, showcasing the variety of roles and opportunities available at NWSSP. In the upcoming financial year, we will be gathering data to better understand the impact of our commitment and engagement. In addition, we continue our offering of work experience placements to support individuals looking to gain hands-on experience and explore career options within NWSSP.

Following feedback from the NHS Wales Staff Survey, in addition to continued engagement with our staff, in 2025, we reviewed and updated our PADR form and accompanying guidance. Our new form has been developed to support colleagues in having regular-ongoing development

conversations throughout the year, where they can review the progress and adapt priorities and objectives regularly. We are continuing to engage with staff on the new approach and form and will conduct a full impact review in 2026 to enable continuous improvement.

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.

These learning and development activities help build the skills, confidence and leadership capability needed to support both individual growth and organisational performance. For staff, this can improve access to development, career progression and readiness to adapt to new roles, technologies and ways of working.

For the organisation, it helps mitigate risks associated with skills gaps, limited leadership pipelines, poor succession planning and reduced workforce resilience, while supporting retention, talent development and continuous improvement.





Staff Benefits Schemes

NWSSP continues to support workforce wellbeing, financial resilience and sustainability through a range of staff benefit schemes delivered on an all-Wales basis. These schemes provide accessible, cost-effective options for staff while supporting organisational value and wider NHS Wales objectives.

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

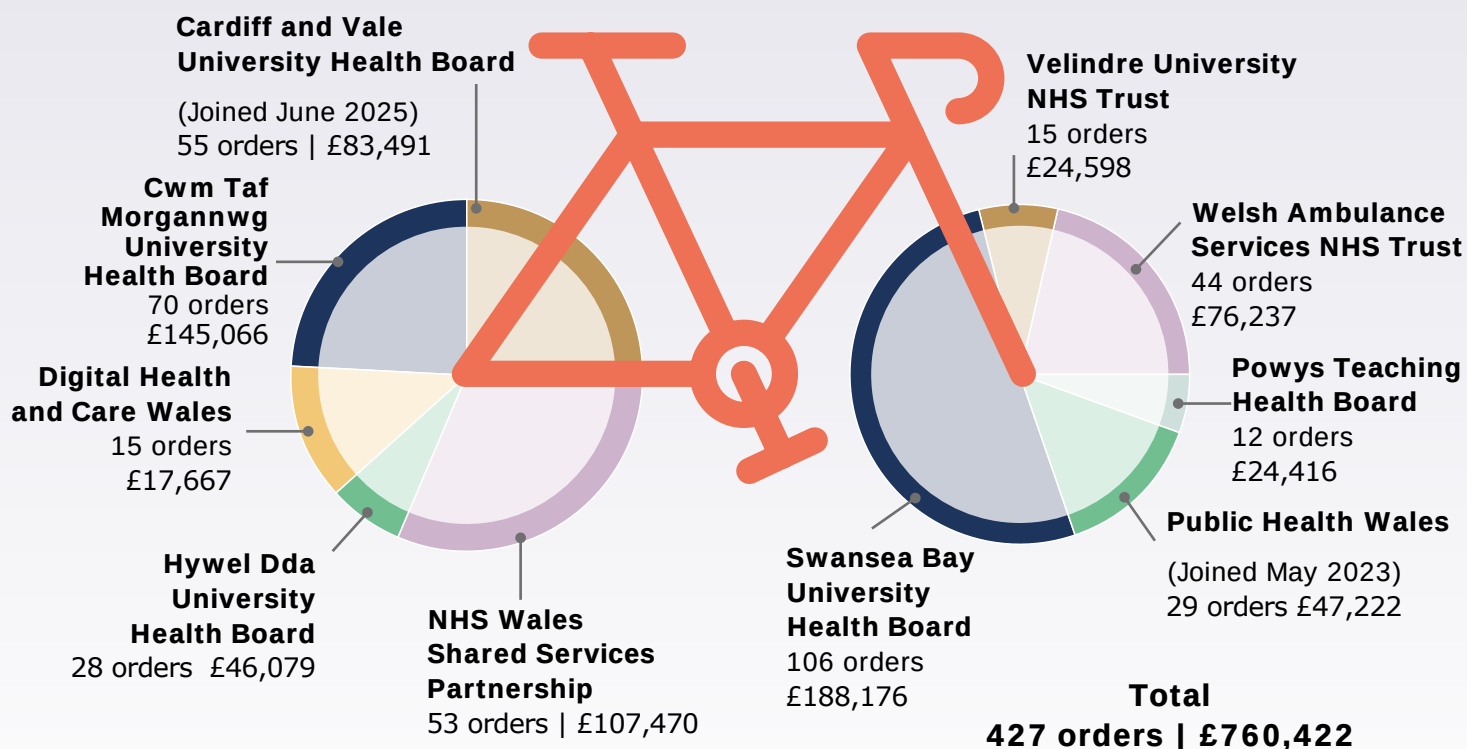
- **Staff Lease Vehicle Scheme:** Delivered in partnership with NHS Fleet Solutions and designed to provide all eligible NWSSP staff with the option of access to vehicles of their choice at a very competitive prices, whilst at the same time providing savings for the organisation that will support the 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.

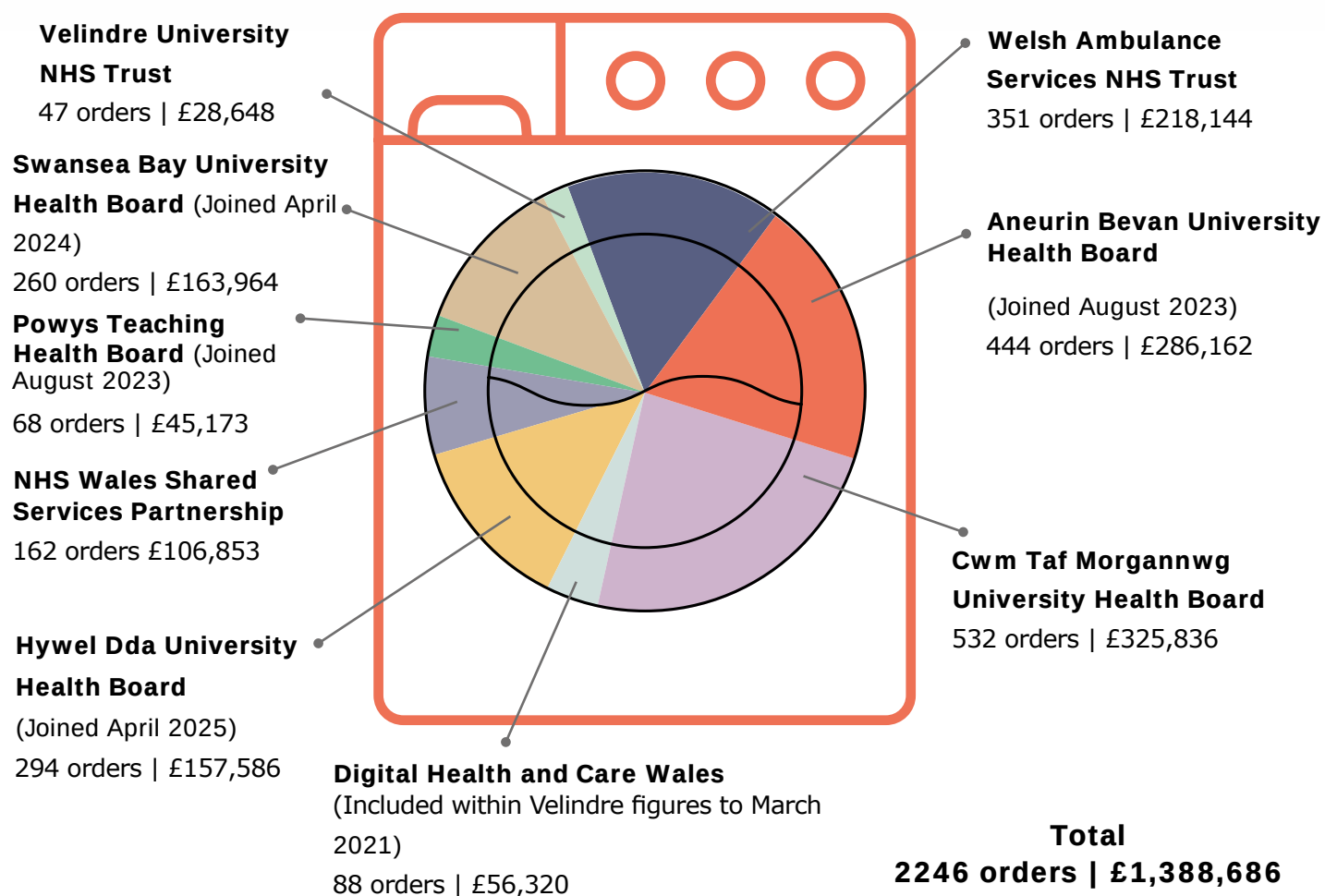
- **Cycle to Work Scheme:** Offering staff a fantastic opportunity to save money on bikes and cycling equipment while promoting a healthier, more sustainable commute. Through this initiative, employees can spread the cost of a new bike over monthly payments, making it easier than ever to embrace active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

An overview of key performance indicators for the schemes during the financial year is set out below. Where detailed metrics are available, these can be incorporated to provide additional assurance on uptake, value delivered and contribution to wellbeing and sustainability outcomes. Collectively, these schemes continue to provide tangible benefits to staff while supporting organisational priorities, including workforce wellbeing, financial inclusion and environmental sustainability.

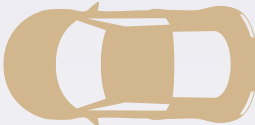
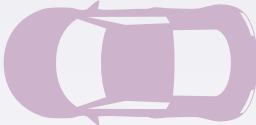
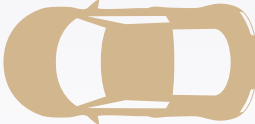
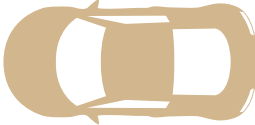
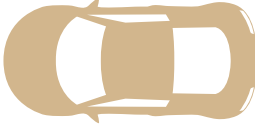
Cycle to Work Scheme



Home Electronics Scheme



Staff Lease Vehicle Scheme

		Live Electric	Live Hybrid	Live Petrol	Live Scheme Vehicles
Aneurin Bevan University Health Board		 835	 200	 25	1060
Cardiff and Vale University Health Board		 822	 218	 40	1080
Cwm Taf Morgannwg University Health Board		 716	 206	 42	964
Digital Health and Care Wales		 123	 28	 4	155
Hywel Dda University Health Board		 62	 15	 2	79
NHS Wales Shared Services Partnership		 280	 79	 1	360
Powys Teaching Health Board		 88	 25	 7	120
Public Health Wales		 137	 33	 4	174
Swansea Bay University Health Board		 751	 225	 48	1024
Velindre University NHS Trust		 107	 28	 3	138
Welsh Ambulance Services NHS Trust		 394	 100	 12	506
Total		 4315	 957	 188	5660



6. How We Are Creating a Sustainable Future

Well-being of Future Generations

Our Integrated Medium-Term Plan (IMTP) sets out how we are delivering value, innovation and excellence through partnership across all our services, while incorporating key policy requirements for NHS Wales. This includes embedding the principles of A Healthier Wales and the Well-being of Future Generations (Wales) Act 2015, as well as responding to the Ministerial Action Group review to support NHS Wales in delivering against its recommendations. Through this approach, we have aligned our well-being objectives with our strategic priorities so that they are embedded across service delivery, workforce development and organisational planning, reinforcing our commitment to a supportive and resilient workforce and to the quality and sustainability of the services we provide.

We continue to play a leading role in advancing cross-government priorities within NHS Wales, including decarbonisation and climate change, equality and anti-racism, support for the Welsh language and embedding the principles of the Well-being of Future Generations Act in all that we do. The IMTP demonstrates how these priorities are integrated through sustainable procurement, inclusive workforce practices, proactive Welsh language support and responsible partnership working. Embedding the five ways of working helps ensure that we safeguard the needs of future generations without compromising those of the present, while strengthening governance arrangements that 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 promote the foundational economy within Wales, recognising that these ambitions are closely linked to long-term resilience and sustainable public services.

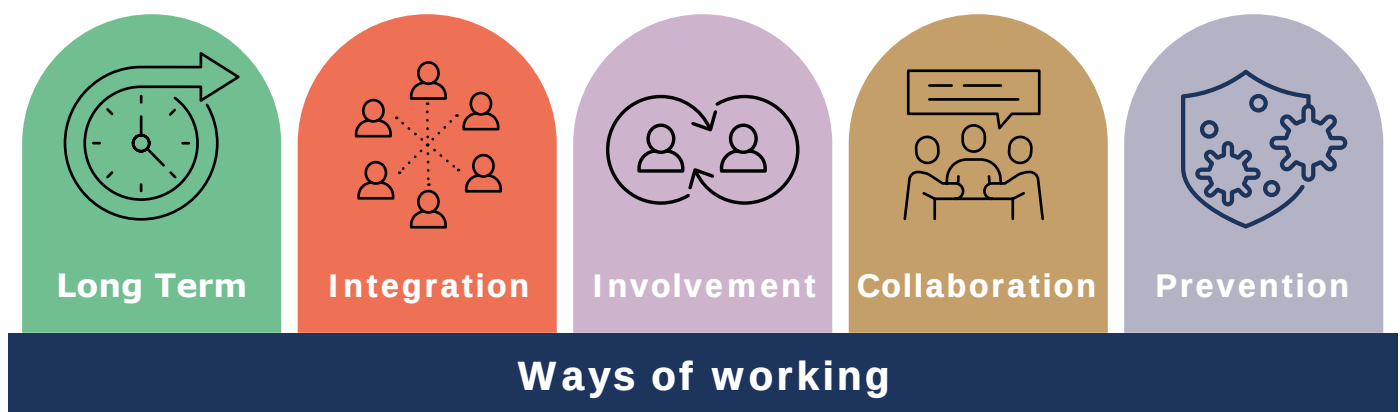
This approach is underpinned by the Duty of Quality, external accreditations and a culture of continuous improvement, helping to support safe, effective and person-centred services. During the year, we continued to accelerate the rollout of digital solutions in areas such as payroll, Scan4Safety and digital medical records to improve efficiency and modernise services. Decarbonisation also underpins our approach to service delivery, while our commitment to developing a foundational economy within Wales helps not only to reduce carbon emissions, but also to strengthen resilience and support local businesses and jobs. Our IMTP also reflects important regional and service-specific commitments, including the TrAMS Programme, Laundry Services and the Single Lead Employer model. Throughout the plan, case studies and key initiatives demonstrate our commitment to transformation, technology, efficiency and productivity, showing the real-world impact of our work for NHS Wales.



Sustainability

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, to prevent problems and take a more joined up approach to service delivery.



Long Term

- Maintaining recertification to ISO14001:2015 for the environment.
- Supporting Foundational Economy in Wales, working with Welsh suppliers and small and medium-sized enterprises (SMEs).
- Installation of infrared heating system at Denbigh Stores.
- Greater emphasis and consideration for the life-cycle perspective of waste associated with our activities from within divisions.
- Ongoing programme to install solar panel PVs across a range of sites reached completion.
- Approval sought for the fleet modernisation programme which will transform the sustainability of our fleet over a 10-year programme.
- Promotion the attraction of electric and hybrid vehicles through the Salary Sacrifice Car Scheme and promotion of Cycle2Work scheme and its benefits for staff.
- Longer-term investment in sustainable infrastructure and operational efficiency, including EV charging (adoption of fast charging units), LED upgrades, sensor lighting, reusable storage systems, reduced paper dependency and ongoing waste and energy improvements across sites.

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.
- 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 relevant programmes and projects, to include environmental sustainability and ethical employment.
- Joined-up improvements across Matrix House, Bridgend Stores, and Du Pont, where estate changes, environmental measures, equipment reuse and updated records and printing processes support more connected ways of working.

Involvement

- Continued promotion 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, endorsing the 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, with a variety of Staff Networks held and initiatives.
- Supported by changes that encourage staff involvement in sustainable day-to-day behaviours, such as using water bottles, recycling correctly, reducing colour printing and adopting safer ways to manage spills, batteries and toner waste.

Collaboration

- Collaboration through the Welsh Health Environmental Forum and wider NHS Wales decarbonisation networks to share learning, align approaches and support consistent delivery across organisations.
- Partnership working with Welsh Government, NHS Wales organisations and external assurance bodies in maintaining and strengthening ISO14001 certification arrangements.
- Joint working across estates, procurement, fleet and operational teams to support delivery of decarbonisation priorities through capital investment, infrastructure changes and service planning.
- Collaboration with suppliers and service partners to improve waste management arrangements, recycling routes and opportunities to reduce landfill use.
- Working with site leads, divisional teams and environmental champions to identify local improvement opportunities and embed sustainable practices across the estate.
- Cross-organisational collaboration to support the development and implementation of the NHS Wales Decarbonisation Strategic Delivery Plan and associated reporting arrangements.
- Partnership working to support the foundational economy in Wales, including engagement with Welsh suppliers and SMEs through sustainable procurement activity.
- Collaboration between sustainability, communications and staff networks to raise awareness, promote behavioural change and support staff involvement in the decarbonisation agenda.

Prevention

- 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 associated with our activities, such as reduction of paper and confidential waste collection frequency at sites.
- Energy sourcing through Zero Carbon for Business, backed by zero-carbon nuclear generation and evidenced through Renewable Energy Guarantee of Origin (REGO) certification, with the medium to long term plan to work towards zero based sources.
- Further installation of additional Electric Vehicle Charging Units (EVCUs) across sites and plans to implement further EVCUs to support fleet development.
- Reuse and relocation of racking from IP5 in Newport to Bridgend Stores.
- Continued use of RAMIS (Random Access Management Information System) Compliance Management System.

- Demonstrated through actions that prevent waste, hazards and unnecessary consumption, including digital alerts, reduced printing, LED and sensor lighting, spill kits, battery and toner recycling, and avoidance of waste being sent to landfill.
- Confidential waste generated is shredded and repurposed into items such as notebooks, toilet paper and tissues.
- Proposal to plant a wild seed meadow at IP5 as per the planning requirements, boosting biodiversity on site.
- Primary Care Service alerts distribution modernised, transitioning from a paper-based process to a fully electronic system, thus significantly reducing paper notifications, from 900 premises to four.

Sustainability Performance

NWSSP is committed to managing its environmental impact, reducing its carbon footprint and embedding the sustainable development principle into day-to-day business. NWSSP successfully implemented ISO 14001 as its Environmental Management System (EMS) in accordance with Welsh Government requirements and has maintained certification since August 2014 through operation of the Plan, Do, Check, Act model of continuous improvement.

Maintaining certification to the internationally recognised ISO 14001:2015 Environmental Management Standard provides assurance that robust arrangements are in place to identify, manage and monitor environmental impacts, supported by annual surveillance audits, internal audit activity and commitment to top-down leadership. This also provides independent external validation that the Environmental Management System is operating effectively and is subject to regular challenge, review and continual improvement. The Standard places increased emphasis on environmental protection, continuous improvement, a risk-based approach and effective management of the needs and expectations of interested parties.

NWSSP successfully achieved recertification to the Standard through the UKAS-accredited certification body, Simply Certification Ltd, and completed the Year One surveillance audit in March 2025. During 2025–26, changes were made to certification arrangements following the loss of UKAS accreditation by Simply Certification's accrediting partner. To ensure continuity of certification and retain the existing auditor, NWSSP transferred its ISO 14001 certification to Perry Johnson Registrars (PJR) in October 2025. The year three surveillance audit was undertaken by PJR in April 2026, supported by scheduled internal audit activity to ensure ongoing compliance and readiness, and the findings identified six opportunities for improvement. This provides further assurance that certification arrangements

remained effective throughout the transition and that no material compliance issues were identified during external review.

Performance

During 2025–26, NWSSP achieved an overall reduction of 10.59% in its carbon footprint across ISO14001-certified sites, significantly exceeding the year-on-year target of 3%. This equates to a reduction of 208,830kg of CO₂e (carbon emissions) over the financial year, demonstrating strong and sustained progress against organisational objectives.

Area	2025–26 headline metric	Trend
Overall carbon footprint	10.59% reduction across sites	↓
Electricity usage	3.66% decrease	↓
EV charging electricity use	4.62% increase	↑
Gas usage	0.67% decrease	↓
Kerosene oil usage	54.02% decrease	↓
Waste to landfill	28.27 tonnes (8.5% of total waste)	↓
Waste diverted from landfill	304.64 tonnes (91.5% of total waste)	↑
Confidential waste	28.8% decrease	↓
Water usage	Estimated 45.37% increase	↑
Delivery vehicle emissions	8.46% decrease	↓
Business mileage	0.27% increase	↑
Pool vehicle usage	4.20% decrease	↓
Staff vehicle recharging on site	2.04% increase	↑

Electricity usage decreased by 3.66% (which is equivalent to 18,543 Co₂e saved). For sites within NWSSP's remit and operational control, electricity is procured through the Zero Carbon for Business tariff. This supply is backed by zero-carbon nuclear generation and evidenced through Renewable Energy Guarantee of Origin (REGO) certification, providing assurance that the electricity purchased is matched to verified low/zero-carbon generation in line with reporting requirements.

In relation to total electricity consumption, 4.65% relates to the use of Electric Vehicle Charging Units (EVCUs) across our estate, with EVCU usage increasing by 4.62% overall during the year. The 24/7 availability and ease of access to charge points is encouraging their use by NHS Wales staff (with the Health Courier Services' fleet retaining priority access as "the wheels of the NHS in Wales"). Increased utilisation of EVCUs is viewed positively for the wider community in terms of air quality and reduced tailpipe emissions; however, it should be noted that expansion and use of on-site charging infrastructure contributes to increased electricity demand. It is anticipated that, over time, this increase will be increasingly offset by electricity generated through installed solar photovoltaic (PV) systems.



Gas usage decreased by 0.67% (which is equivalent to 925kg CO₂e saved). Kerosene oil used to heat the Westpoint Industrial Estate site also decreased by 54.02% (a reduction of 5,145kg CO₂e) during the year. This is the only site that uses oil to heat the building, and the reduction can be attributed to a warmer winter and reduced heating demand.

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 the 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 continued adoption of agile working arrangements has resulted in a reduction in staff headcount on sites, and this, combined with increased education and awareness of the environmental 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. Collectively, these actions provide assurance that progress is being driven through a combination of capital investment, behavioural change, staff engagement and improved management information.

These projects, including behaviour changes and the continued agile working approach, demonstrate a proactive and co-ordinated approach to reducing electricity consumption. The combined reduction of energy usage reflects a combination of targeted interventions and initiatives implemented across the estate, including estate rationalisation, the relocation from Brecon House to Du Pont and the removal of Samlet Road from scope, following its reassignment to Welsh Ambulance NHS Services Trust (WAST), as well as the installation of solar energy generation at key sites, including IP5 in Newport, Matrix House in Swansea and Denbigh Stores in North Wales, which will create new baseline figures, going forward.

Waste generated totalled 332.90 tonnes, of which, 28.27 tonnes (8.5%) was sent to general/landfill. Landfill disposal came from only two sites: IP5 at 22.18 tonnes (6.09%), and Companies House at 6.09 tonnes (1.8%). All other sites show zero under waste sent to landfill meaning the remaining 304.64 tonnes (91.5%) was managed through non-landfill routes.



Companies House has confirmed its policy is not to send waste to landfill and has corrected this with its waste service provider. In contrast, all other sites reported zero landfill, ensuring that their waste was fully diverted into recycling and recovery routes (e.g., cardboard, mixed recycling, metals, paper/cardboard and plastics/metals/cartons). During the year, we continued to build on the work undertaken to improve segregation of waste streams and associated behavioural changes. Overall, 306.86 tonnes were handled through responsible recycling and recovery routes, showing that landfill use is concentrated in a small number of locations while most sites achieve complete landfill diversion. This provides additional assurance that exceptions have been identified, challenged and addressed, and that controls over waste segregation and disposal are operating effectively across the wider estate.

Confidential waste decreased overall by 28.8% (which is equivalent to 7,451Co2e saved). Companies House followed the removal of surplus confidential waste bins. 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).

Water usage increased by an estimated 45.37%, which is approximately 499 CO₂e. The data has had to be estimated as the billing process is six-monthly. Water consumption is largely static and varies occasionally due to operational impacts of an increased headcount on site.

Where water is able to be reported, this is retrospective from invoices, and it should be noted that these are fixed-usage invoices rather than meter readings based on actual site usage. Accordingly, this figure should be treated as an estimate. The limitation is known, transparent and consistently applied within the reporting methodology.

Transport mileage for delivery vehicle emissions decreased by 8.46% (which is equivalent to 68,839 CO₂e saved). Notably, delivery vehicle emissions at IP5 reduced significantly, representing the largest contribution to carbon reduction, with the introduction of additional electric vehicles (EVs) to support the fleet modernisation programme and investment. 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. This provides assurance that a significant proportion of the reduction is linked to tangible operational changes rather than forecast assumptions alone.

Business mileage increased slightly by 0.27% during the period, despite the continued agile working arrangements and the increased use of technology to host online meetings.

We saw a decrease in pool vehicle usage of 4.20% (which is equivalent to 49 litres of fuel or 10kg CO₂e). This is positive because it mitigates the use of staff vehicles for commuting 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 environmentally friendlier vehicles, such as electric or hybrid models, further mitigating our environmental impact. Staff recharging their vehicles on NWSSP sites increased by 2.04% during the period. Together, these trends provide further assurance that travel behaviours are gradually shifting in support of lower-emission transport options.

Looking Forward

Going forward, our focus will be on strengthening the quality, accuracy and timeliness of sustainability data so that performance trends can be tracked more consistently and used more effectively to inform decision-making.

This will include improving baseline data where estate changes have affected comparability, making better use of metered and site-specific information where available, and continuing to refine the way emissions, utilities, travel and waste data are captured and reported across the organisation.

Alongside this, we will continue to progress targeted improvement activity through the Decarbonisation Action Plan, including fleet modernisation, increased use of renewable and low-carbon technologies, improved waste segregation and reduction, and further action to support energy efficiency across the estate.

In relation to the ISO 14001 certification, our focus will be not only on maintaining recertification, but also on extending the scope of certification to include the four All-Wales Laundry Service sites and preparing for transition to the updated ISO 14001:2026 standard, building on the arrangements already established through our existing certification. Together, these steps will help strengthen assurance, improve performance management and support delivery of further carbon reductions during 2026–27.

Decarbonisation Action Plan & Climate Adaptation

The NHS Wales Decarbonisation Strategic Delivery Plan (DSDP) 2021–2030, was originally published in March 2021, and set out a comprehensive roadmap for achieving NHS Wales’ net-zero ambitions by 2030. The Plan was structured around 46 national initiatives spanning carbon management, buildings, transport, procurement, estates planning, land use and climate adaptation. NWSSP led development and publication of the DSDP on behalf of NHS Wales, establishing the system-wide framework for delivery and reporting. An update was published in November 2025, to provide focus for the remaining period ending in 2030.

Following the original DSDP publication NWSSP mobilised to deliver a national leadership role across several key delivery streams, including buildings, transport, procurement, estates planning and land use, while also providing strategic and operational support across other workstreams in recognition of the organisation’s significant influence on NHS Wales activity, decision-making and spend. This includes leadership on system-wide co-ordination, performance monitoring and reporting, and acting as the principal interface with the Welsh Government Health and Social Care Climate Emergency Programme. This role is expected to continue for the life of the DSDP programme.

In parallel with its national role, NWSSP developed and maintained its own Decarbonisation Action Plans: The first covering 2022–2024 was formulated to address emissions arising directly from its activities. The Plan focussed on reducing the environmental impact of buildings, fleet operations, logistics and laundry services, alongside initiatives to embed sustainable behaviours and awareness across the organisation. Progress against the Action Plans is integrated into the organisational planning and performance framework, including monitoring through the Integrated Medium-Term Plan (IMTP).

A second iteration of the NWSSP Decarbonisation Action Plan (DAP) covering the period 2024–2026 was developed to reflect learning from earlier phases of delivery, increased maturity of data, and emerging national expectations on climate resilience and adaptation. Progress and risks associated with delivery of the Plan are overseen through the Decarbonisation Delivery Group (DDG), which meets bi-monthly to co-ordinate activity across NWSSP, and the wider NHS Wales system. During this period NWSSP also played a leading role in development of the national DSDP update and this was adopted in November 2025.

Central to all our work in this area has been The Climate Action Partnership (CAP) (previously known as the Decarbonisation Coordination and Reporting (DCR) Team). The CAP continues to play a central role in supporting delivery of the DSDP. The Team provides leadership, co-ordination, analytical support and national reporting, ensuring consistent data collection, progress tracking and assurance across NHS Wales. This includes supporting reporting to SSPC and Welsh Government, strengthening the link between decarbonisation, capital planning, service transformation and climate adaptation.

During 2025–26, the Shared Services Partnership Committee (SSPC) received updates on progress against the Decarbonisation Strategic Delivery Plan, including emerging system-wide challenges relating to capital availability, affordability, and the pace of delivery, alongside the increasing need to align decarbonisation activity with estates resilience and climate adaptation planning. These discussions reinforced the importance of prioritisation, effective governance and continued national coordination as NHS Wales transitions from planning into sustained delivery.

Looking ahead, NWSSP will continue to:

- Provide national leadership and coordination of the NHS Wales decarbonisation programme;
- Strengthen links between decarbonisation, adaptation, estates strategy and capital planning;
- Support NHS Wales organisations to meet reporting and assurance requirements; and
- Embed the sustainable development principle across organisational and system-wide decision-making.



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 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 in the process of revising its Code of Practice on Ethical Employment in Supply Chains. 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. 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, British Medical Association (BMA), and Managers in Partnership (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.

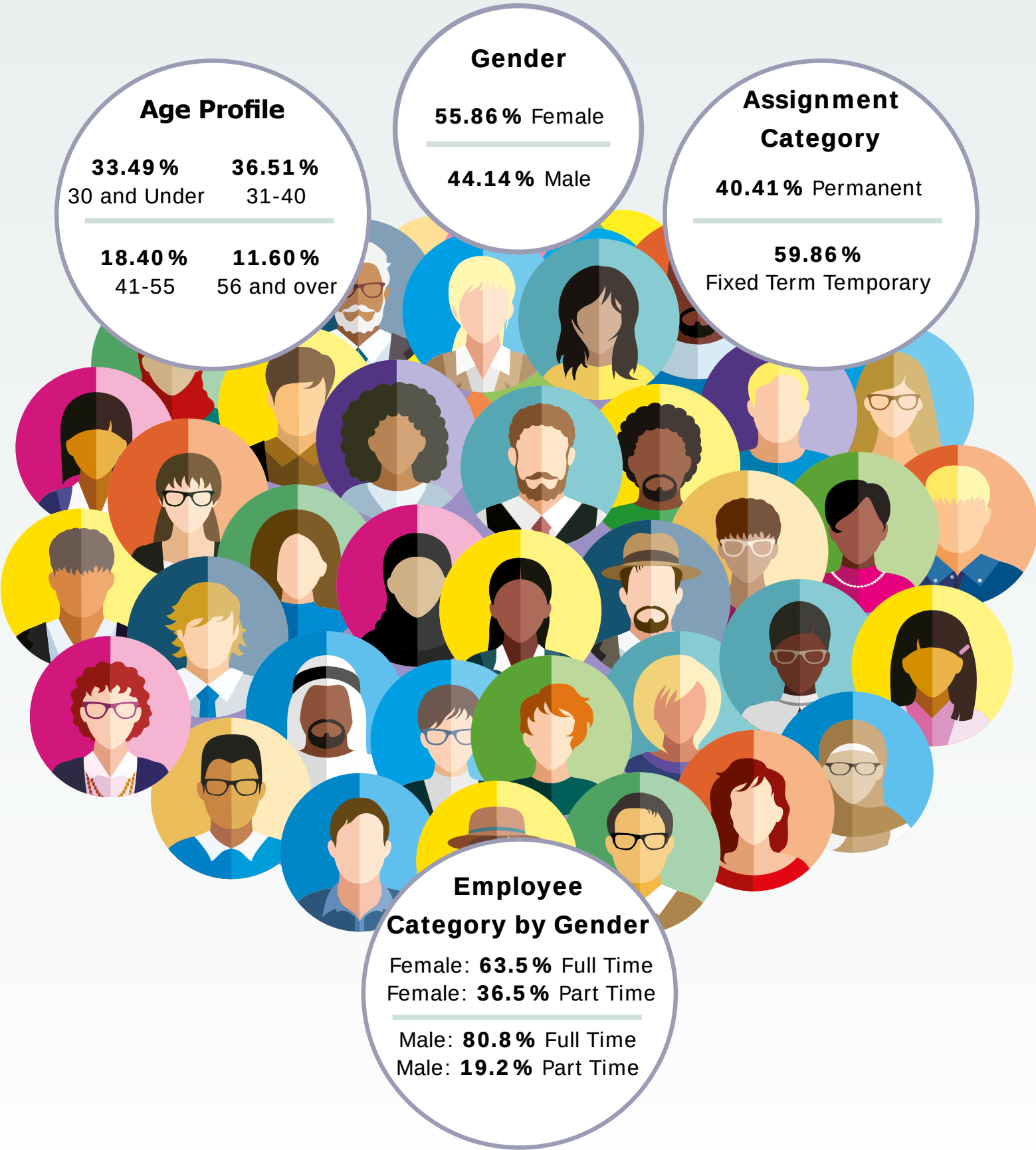
NWSSP also retained its Customer Service Excellence Accreditation, which was cited in the Duty of Quality report as evidence of the organisation's commitment to quality and customer focus. Feedback from external assessors informed internal improvements and helped share best practice across divisions.

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.



7. Our People

Our People - At a Glance



NWSSP Staff in Post Headcount and Full Time Equivalent (FTE) Summary

Division	Headcount	FTE
Accounts Payable	155	149.19
Audit & Assurance Services	57	53.71
Corporate Services	27	23.91
Counter Fraud	7	6.93
Digital Workforce	27	26.67
E-Business Central Team	17	16.53
Employment Services	336	295.67
Finance Academy	8	6.71
Finance	30	28.43
Laundry Services	195	169.39
Legal & Risk Services	187	174.11
Medical Examiner	95	65.20
Medical Workforce	21	20.25
People & Organisational Development	47	43.41
Pharmacy Technical Services	55	53.20
Planning, Performance and Informatics	49	47.85
Primary Care Services	305	281.26
Procurement Services	809	745.96
Single Lead Employer	3641	3388.23
Specialist Estates Services	55	54.02
Surgical Materials Testing Laboratory (SMTL)	26	23.92
Welsh Employers Unit	7	6.33
Total	6156	5680.89

NWSSP Assignment Category Summary

Assignment Category	Headcount	FTE	%
Fixed Term Temporary	3685	3422.78	59.86%
Permanent	2471	2258.11	40.14%
Total	6156	5680.89	100.00 %

NWSSP Age Profile Summary

Age Band	%
<=20 Years	0.21%
21-25	11.79%
26-30	21.49%
31-35	23.21%
36-40	13.30%
41-45	7.28%
46-50	5.43%
51-55	5.69%
56-60	6.12%
61-65	4.21%
66-70	0.96%
>=71 Years	0.31%
Total	100.00 %

NWSSP Gender Summary

Gender	Headcount	FTE	%
Female	3439	3109.20	55.86%
Male	2717	2571.69	44.14%
Total	6156	5680.89	100.00 %

NWSSP Employee Category with Gender Split

Employee Category	Female	Male
Full-time	63.48%	80.79%
Part-time	36.52%	19.21%
Total	100.00 %	100.00 %

NWSSP Ethnic Group Summary

Ethnic Group	%
BME	23.44%
White	66.29%
Not Stated	2.26%
Blank	8.01%
Total	100.00 %

NWSSP Marital Status Summary

Marital Status	%
Civil Partnership	1.22%
Divorced	2.60%
Legally Separated	0.26%
Married	29.94%
Single	30.73%
Widowed	0.39%
Unknown	34.86%
Total	100.00 %

NWSSP Sexual Orientation Summary

Sexual Orientation	%
Bisexual	2.42%
Gay or Lesbian	2.10%
Heterosexual or Straight	72.09%
Other sexual orientation not listed	0.15%
Not stated (person asked but declined to provide a response)	4.08%
Undecided	0.03%
Unspecified	19.14%
Total	100.00 %

NWSSP Religious Belief Summary

Religious Belief	%
Atheism	17.41%
Buddhism	0.62%
Christianity	24.53%
Hinduism	1.53%
Islam	5.26%
Jainism	0.03%
Judaism	0.06%
Sikhism	0.16%
Other	5.72%
I do not wish to disclose my religion/belief	22.87%
Unspecified	21.80%
Total	100.00%

Sickness Absence Trends

Sickness absence trends during 2025–26 reflect a combination of positive movement and ongoing challenge.

While total Full Time Equivalent (FTE) days lost increased slightly, this was alongside growth in the overall workforce, meaning the average working days lost per FTE reduced from 12.53 to 11.98, when including Single Lead Employer (SLE) staff, and from 18.66 to 18.30, when excluding SLE. The data also shows that long-term absence remained the main driver of lost days, increasing year on year, while short-term absence reduced slightly. At the same time, the proportion of staff with no sickness absence fell, indicating that absence was experienced by a greater proportion of the workforce during the year.

Taken together, this suggests that although overall absence levels improved slightly when measured against workforce size, long-term sickness absence continues to be the principal factor influencing the trend and remains an important area of focus for ongoing support, attendance management and staff wellbeing activity.

NWSSP Staff Average FTE

Including SLE	Employees	Inward Secondments	Agency Staff	Bank Staff	Total
FY 2024/25	5,363.65	2.14	3.94	66.44	5,436.17
FY 2025/26	5,774.87	6.89	1.47	46.71	5,829.94

Excluding SLE	Employees	Inward Secondments	Agency Staff	Bank Staff	Total
FY 2024/25	2,179.05	2.14	3.94	66.44	2,251.57
FY 2025/26	2,314.18	6.89	1.47	46.71	2,369.25

Including SLE	2024 / 25	2025 / 26
FTE days lost (long term)	44,637.38	47,154.89
FTE days lost (short term)	22,590.99	22,050.15
Total FTE days lost	67,228.38	69,205.04
Average staff employed in period (FTE)	5,363.65	5,774.87
Average working days lost (FTE)	12.53	11.98
Total staff employed in period (Headcount)	7,324	7,510
Total staff employed in period with no sickness absence (Headcount)	3,683	3,474
Percentage staff with no sickness absence	50.29%	46.26%

**Excludes seconded in, agency, bank*

Including SLE	2024 / 25	2025 / 26
FTE days lost (long term)	30,543.28	32,525.79
FTE days lost (short term)	10,114.29	9,828.70
Total FTE days lost	40,657.58	42,354.49
Average staff employed in period (FTE)	2,179.05	2,314.18
Average working days lost (FTE)	18.66	18.30
Total staff employed in period (Headcount)	2,694	2,778
Total staff employed in period with no sickness absence (Headcount)	1,377	1,232
Percentage staff with no sickness absence	51.11%	44.35%

**Excludes seconded in, agency, bank*



8. Forward Look

Forward Look

As we reflect on our achievements over the past year, we also look ahead to the priorities and ambitions that will shape our future. This section outlines our strategic direction and planned developments, aligned with the goals set out in our [Integrated Medium-Term Plan \(IMTP\) for 2026-2029](#). You can explore the full IMTP here:

Our Principles:



Digital Transformation and Innovation

We recognise the transformative potential of digital technologies in improving service quality, efficiency, and the experiences of both our staff and our partners across NHS Wales. Building on our innovation programmes and strengthened digital capabilities, we will continue to modernise our systems, expand automation, and harness data-driven insight to support better decision making. Our focus for 2026-27 will be on delivering solutions that are user-centred, enabling NWSSP to operate with greater agility, responsiveness and value for our partners.



Workforce Development, Leadership & Culture

We are committed to developing a confident, skilled and compassionate workforce that is empowered to lead change and deliver high-quality services. Through our People Plan and continued investment in leadership development, talent pipelines and inclusive workplace culture, we will support our people to thrive and realise their potential. Strengthening engagement, promoting learning, and embedding compassionate and inclusive leadership will help us build a resilient workforce aligned to the needs of NHS Wales.



Operational Efficiency & Service Modernisation

NWSSP will continue to modernise services and streamline processes to deliver greater value, improve performance and increase consistency across Wales. We remain committed to a balanced budget. By reducing unwarranted variation, embracing digital tools and optimising workflows, we will release time, capacity and resources to better support our partners. Our focus on continuous improvement and evidence-based decision making will ensure that our services remain efficient, responsive and aligned to national priorities.



Collaboration, Governance & Strategic Partnerships

Strong partnership working remains central to how we deliver value for NHS Wales. We will continue to collaborate closely with Health Boards. Trusts, Welsh Government and national partners to ensure alignment, transparency and shared accountability. By strengthening governance arrangements, enhancing communication channels and contributing proactively to national programmes, we will help support delivery of better services and outcomes for the people of Wales.



Sustainability, Decarbonisation & Resilience

We understand our responsibility to support the decarbonisation and environmental commitments of NHS Wales. Through more sustainable practices, procurement, and energy-efficient estate planning, we will contribute to national climate goals while improving resilience across our services.





Our People

Embed the Inclusive Culture Action Plan to ensure a sexually safe, anti racist, inclusive and compassionate workplace.

Deliver the Welsh Strategy and Policy across the organisation with support from a Welsh Language Tutor and the appointed Welsh Language Facilitation Officer.

Evaluate a new Welsh Pharmacy Medicines Procurement Induction Training package for roll out to all HB and Trust Pharmacy Departments for medicines procurement.

Develop, implement and embed divisional workforce plans that align with the Talent Management Framework, the Corporate Workforce Strategy and succession planning for critical roles.

Implement any recommendations from the Single Lead Employer operational service review.

Launch the staff benefits portal across NHS Wales.

Award Workforce Systems on an All Wales Basis.



Our Services

Work with other nations to share knowledge and good practice about the management of clinical negligence claims.

Continue to advance our service efficiencies across the division through innovation and digital automation of legacy and new systems to better support a shared service model.

Develop the MES data reporting tool to assist WG in understanding mortality data by adding ICD11 coding to allocate deaths into chapters.

TRAMS Digital System Project.

Modernise National Distribution Centres, warehousing, hospital inventory management, Transport & Logistics Model for NHS Wales, and expand the Nationally stocked product range.

Undertake a strategic review of future capital project procurement for the NHS in Wales.

Review audit approach to ensure it remains in line with NHS Wales Requirements and The Global IIA Standards in readiness for External Quality Assessment.



Our Value

Introduction of Scan4Safety as part of the modernisation programme for Wales.

Re-procurement of Once for Wales Concerns Management System (OFWCMS).

Transforming Access to Medicines (TRAMS) develop operational model for Radiopharmacy unit.

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

Development of agreed national, local, financial and non-financial savings and reporting strategy with ongoing delivery.

Commence the NHS Wales Financial Management System (FMS) Managed Service Tender preparation.

Delivery of agreed long term PPE Plan for Health and Social Care sites in Wales.



Our Partners

Lead the development of the People Portal Transformation Programme; moving from procurement to planning and mobilisation stage.

Support the National Agency Reduction Programme.

Continue the design, implementation, evaluation and analysis of the impact of Safety & Learning programmes.

Delivery of seasonal vaccination programmes via a national model for vaccine delivery.

Support health boards in the management of medicines shortages and supply chain issues and reduce duplication of effort.

Provide guidance and support to NHS organisations with the introduction of revised national guidance for Putting things Right (PTR), to be renamed Listening To People (LTP).

Community By design: Continue engagement with the programme to determine what estate data is available and may support programme.

Our Strategic Priorities 2026-29



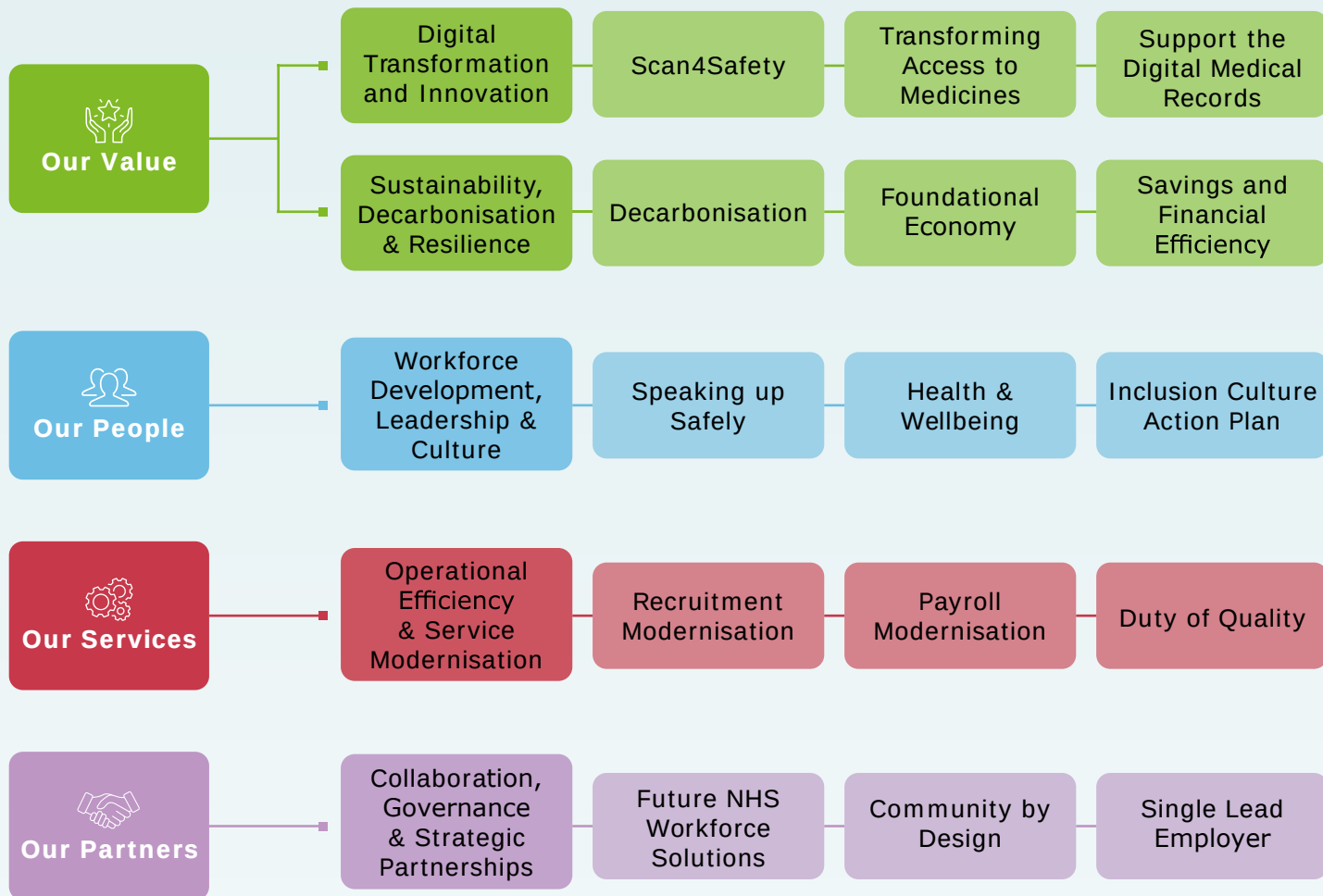
Strategic Objectives

Our strategic objectives serve as the foundation for our key focus areas over the next three years. We have integrated these objectives into our divisional plans, ensuring alignment with Ministerial Priorities, the wider government programme, and the specific needs of our customers and partners.

This section explores some of the key activities outlined in our plans and demonstrates how they contribute to our strategic objectives and outcomes. By highlighting the positive impact on our customers and partners across NHS Wales, we confirm our commitment to delivering exceptional service.

Our plans for year one are organised into five themes, each of which aligns with ministerial priorities and our strategic objectives. The five themes are:

	Digital Transformation and Innovation		Sustainability, Decarbonisation & Resilience
	Workforce Development, Leadership & Culture		Collaboration, Governance & Strategic Partnerships
	Operational Efficiency & Service Modernisation		



Key: Strategic Objective, Theme and IMTP Initiative



This document was designed by the NWSSP Communications Team:
nwssp.communications@wales.nhs.uk

NHS Wales Shared Services Partnership Annual Review 2025-2026

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 provided below:



02921 501500



shared.services@wales.nhs.uk



www.nwssp.wales.nhs.uk



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