



**ASSURANCE REPORT
NHS WALES SHARED SERVICES PARTNERSHIP COMMITTEE**

Reporting Committee	Shared Services Partnership Committee
Chaired by	Professor Tracy Myhill OBE, NWSSP Chair
Lead Executive	Neil Frow OBE, Managing Director, NWSSP
Author and contact details	Roxann Davies, Corporate Services Manager and James Quance, Assistant Director of Corporate Services
Date of meeting	17 July 2025
Summary of key matters including achievements and progress considered by the Committee and any related decisions made	
<p>Chair’s Report - The Chair updated the Committee on activities since the last meeting, including:</p> <ul style="list-style-type: none"> • attending recent Chairs’ meetings, including a face-to-face session at Velindre University NHS Trust in May 2025. At this session, Jonathan Webb, NWSSP’s Head of Safety and Learning, delivered a comprehensive presentation on the Welsh Risk Pool, which received positive feedback and engagement from attendees; • regular meetings with the NWSSP Managing Director and NWSSP Senior Leadership Group; • meeting and corresponding with Simon Dean regarding the Governance and Accountability Review; • meeting with Judith Paget, Director General for Health, Social Services & NHS Wales Chief Executive and Donna Mead, Chair of Velindre, focusing on hosting arrangements and relationships; • ongoing discussions with Judith Paget and Velindre University NHS Trust colleagues to support and strengthen relationships between NWSSP and the host organisation; • attending the Early Years Programme session, linked to the Anti-Racist Wales Action Plan which highlighted valuable learning from experience and the benefit of attending alongside the Chair of a differently governed arrangement; and • sharing positive feedback arising from the Cabinet Secretary’s recent visit to IP5, which was well received. <p>The Committee NOTED the Chair’s Report.</p>	
<p>Managing Director Update - The Managing Director presented his report, which included the following updates:</p> <ul style="list-style-type: none"> • The Welsh Risk Pool Committee on 21 May 2025 ratified 297 cases totalling £20.6m in reimbursements. Progress was noted regarding digital consent, the All-Wales Venous Thromboembolism (VTE) Strategy, Maternity and Neonatal Education and Training Wales (MoNET), and legal service improvements at BCUHB. NHS indemnity was approved for WAST’s Call Prioritisation Streaming System (CPSS) and a Symptom Checker system. • NWSSP achieved a balanced year-end position, returning £3.6m to health boards. The current year also starts in balance, although the impact of changes to National 	

Insurance presents a challenge which remains under review. Risk pool pressures and emerging costs are being discussed with Directors of Finance.

- Audit Wales raised no issues regarding NWSSP in the audit of the Velindre University NHS Trust accounts, and the Head of Internal Audit Opinion provided reasonable assurance, supporting the Annual Governance Statement for 2024–25 and reflecting strong internal controls.
- A positive Joint Executive Team (JET) meeting with Welsh Government confirmed no performance concerns, with encouraging feedback on NWSSP’s savings and initiatives. Formal feedback on the submitted Integrated Medium-Term Plan (IMTP) is awaited.
- The enabling works for the South-East RadioPharmacy were completed, with cleanroom installation underway and go-live scheduled for April 2026. Medicines and Healthcare products Regulatory Agency (MHRA) engagement continues, with thanks extended to Swansea Bay and Cardiff & Vale University Health Boards for their continued support.
- A site selection workshop for the South-West Hub development reduced the longlist from six, with strategic considerations including storage and regional collaboration. Engagement continues with Hywel Dda and Swansea Bay UHBs.
- Investment in the Laundry Service has driven significant progress, with plans in place to manage plant shutdowns without disruption and cost-saving opportunities through workload redistribution being identified.
- The Medical Examiner Service has aligned performance metrics with English regions. Additional resources are improving case handling, with further work underway on practitioner engagement and winter resilience planning.
- Welsh Government have confirmed their PPE Stockholding policy, which NWSSP is implementing with PHW support on fit testing.
- Recent infrastructure projects include solar PV installation at Matrix House and EV charger deployment at IP5. All TEF bids for 2025/26–2026/27 were successful, with further estate upgrades underway.
- The Cabinet Secretary’s visit to IP5 on 4 June was positive, highlighting NWSSP’s regional capacity and the impact of approved business cases, supporting future capital bids.
- Executive-level engagement continues with Cwm Taf Morgannwg, Swansea Bay and Aneurin Bevan University Health Boards, with plans to extend engagement to all Health Boards and Special Health Authorities.
- NWSSP won Best Sustainability Network for the Welsh Health Environmental Forum (WHEF) at the NHS Wales Sustainability Awards and has submitted further nominations for national and UK-wide recognition.

The Committee **NOTED** and **DISCUSSED** the Managing Director’s Report.

Deep Dive

Operational Planning for the Central Procurement of Flu Vaccines – The Committee received a comprehensive update on NWSSP’s preparations for the 2025 flu vaccination programme, delivered through a co-ordinated approach involving Pharmacy, Procurement, and Supply Chain Logistics and Transport (SCLT). The approach has previously been reported to the Committee and this deep dive provides an update on implementation and assurance over operational plans. The programme aligns with the Welsh Government’s 2022 commitment to centrally procure flu vaccines under the National Immunisation Framework, aiming to reduce waste, ensure equitable access, and achieve financial efficiencies through a Once for Wales procurement model.

A total of 912,000 vaccine doses have been procured for distribution to 1,083 sites across

Wales. Two vaccine types have been secured: adjuvanted trivalent (aTIV) for individuals aged 65 and over, and trivalent cell culture (TIVc) for those aged 18–64, including pregnant women and frontline staff.

Operational milestones are on track and orders were validated in spring to ensure appropriate fridge capacity and minimise waste. The first inbound delivery to IP5 is scheduled for early August, with four phased deliveries planned through to mid-September. All sites will receive stock in readiness for the campaign start date of 1 October 2025.

To support delivery, two modular cold rooms have been installed at IP5 with validated temperature control (2–8°C), which are designed for outdoor use. A minor roof leak has been addressed through additional sealing and contingency storage is available on the second floor. The packing capacity enables processing of up to 50 site orders per day, with outbound storage prepared for dispatch.

Delivery prioritisation has been structured to ensure timely access for high-priority cohorts. Health Board occupational sites will receive stock first, followed by BCUHB (due to geographical spread), HDUHB and then South Wales sites. All deliveries are scheduled to be completed by mid/end September.

Additional logistics resources have been secured, including dual-zone refrigerated vans and increased staffing across relevant NWSSP teams. Delivery routes have been optimised to reduce unnecessary mileage and improve environmental efficiency, with 65% of deliveries to be made using electric vehicles.

All recipient sites have confirmed fridge capacity and delivery preferences. Amendments to orders are not permitted post-submission, although cancellations are accepted. In the event of technical issues, sites are advised to liaise with their respective Health Boards.

The Committee was assured that the cold storage infrastructure is fit for purpose and that robust, scalable processes are in place under NWSSP's Wholesale Dealers Authorisation. Extensive temperature mapping and validation has been undertaken to ensure full regulatory compliance. Building on NWSSP's successful delivery and management of over 10.3 million vaccines to date, the programme benefits from experienced teams, MHRA-regulated service, and enhanced operational capacity to support successful implementation.

The Committee **DISCUSSED** the Deep Dive of Operational Planning for the Central Procurement of Flu Vaccines and **SUPPORTED**

Items for Approval

Transforming Access to Medicines Service (TrAMs) Programme Board Terms of Reference (ToR) - The revised ToR were presented, with key updates including broader representation from Health Boards and Trusts and the introduction of a quorum. These changes support the accelerated implementation of the new RadioPharmacy Service. Feedback highlighted the need for clearer distinction between governance structures, improved clarity on roles and decision-making and consideration of trade union representation. Further refinement is underway, with approval deferred to September 2025. The current ToR remain in effect until superseded.

The Committee resolved to **DEFER APPROVAL** to the Committee's next meeting on 30 September 2025.

NWSSP Student Awards Services' Service Level Agreement (SLA) 2025 – The SLA formalises the arrangement with Health Education and Improvement Wales (HEIW) following an internal audit recommendation. Originally established before HEIW's formation, the service will now be governed under a recurring review framework. HEIW confirmed support and is working with NWSSP to improve validation of bursary tie-in conditions. While not directly affecting the SLA, this aims to streamline post-qualification employment tracking. The importance of aligning student output with workforce needs was also reaffirmed.

The Committee **APPROVED** the NWSSP Student Awards Services' SLA 2025.

Items for Noting and Discussion

NWSSP Decarbonisation and Adaptation Activity Update - The Committee received an update on NWSSP's progress against the NHS Wales Decarbonisation Strategic Delivery Plan, which targets a 16% carbon reduction by 2025 and 34% by 2030. The programme, spanning six strategic workstreams, is currently amber-rated, with Welsh Government assessing performance as green/amber. Key achievements include solar photovoltaic (PV) installation, electric vehicle (EV) infrastructure rollout, increased uptake of low-emission vehicles and a pilot heat recovery system. A procurement initiative is projected to deliver significant cost and carbon savings. Challenges persist around transport infrastructure, procurement pressures and limited capital. Planned actions focus on risk adaptation, review of logistics, EV strategy development, energy feasibility studies and promoting sustainable supply chains.

The Committee **NOTED** the NWSSP Decarbonisation and Adaptation Activity Update.

Finance, Performance, People, Programme and Governance Updates

NWSSP Annual Review 2024-25 – The Committee received the NWSSP Annual Review 2024-25 for noting and endorsement, subject to minor post-drafting amendments. The document serves as an important mechanism for providing assurance to customers and partners by reflecting NWSSP's activity over the reporting period and is a non-statutory requirement. The document incorporates Committee feedback, offering a more balanced narrative that includes lessons learned, challenges and areas for improvement. Committee Members welcomed the enhanced format and presentation, particularly the inclusion of partner feedback and acknowledgement of operational challenges.

Committee Members resolved to **ENDORSE** the NWSSP Annual Review 2024-25, save for Velindre who opted to **NOTE** the document, pending the outcome of the ongoing Welsh Government Accountability and Governance Review.

Finance Report – The financial position to the end of June 2025, was reported as a surplus of £1.741m, primarily due to recruitment delays in vaccination programmes. £0.744m of this is required to offset the shortfall in funding for increased Employers National Insurance Contributions, which remains a recurrent pressure. The financial position is subject to confirmation of £10.438m in pay award funding for 2024/25 and 2025/26, representing a significant risk to the financial plan. Capital expenditure totals £0.584m against a limit of £8.094m, with £5.5m allocated to the RadioPharmacy project. Discretionary capital has been reduced due to NWSSP's 30% contribution to eight approved Targeted Estates Funding schemes.

Welsh Risk Pool expenditure is £11.187m, down from £18.981m last year, but revised

forecasts suggest costs may rise to £187.5m, requiring a £78m contribution. This reflects a rise in high-value claims, including six over £5m. The financial risk remains unconfirmed, and forecasting is under review. Committee Members affirmed that continued monitoring and consistency in approach across organisations will be required as the risk evolves.

People and Organisational Development Report – The Committee received the latest workforce update to 31 May 2025 and the key messages detailed in the overarching report were:

- Sickness absence remained stable overall and reported consistently below the NHS Wales sickness rate, with NWSSP reporting the third lowest rate in comparison to similar sized NHS Wales organisations.
- Headcount remained static (excluding SLE) and decreased slightly overall, with increases anticipated in August and September due to onboarding of trainees under the Single Lead Employer model.
- Turnover decreased to 9.04% (excluding SLE) and 21.19% overall, reflecting ongoing retention efforts.
- Statutory and mandatory training compliance remains high at 92.65% (excluding SLE) and PADR compliance, whilst slightly reduced, remains strong at 82.10%, which will be a key focus in upcoming quarterly divisional reviews. Both metrics saw NWSSP reporting the second highest rate in comparison to similar sized NHS Wales organisations.
- Strong recruitment performance was highlighted with NWSSP ranking second highest in NHS Wales for both metrics and time to hire improving significantly to 54.4 days, with five of seven recruitment KPIs now being met.
- Bank usage has decreased and agency spend remains at zero for the second consecutive month.
- Staff experience activity focused on improving induction compliance, embedding development programmes and promoting psychological safety. Key initiatives included Compassionate Cultures training, Speaking Up Safely rollout, and the launch of “Supporting You” Roadshows. Work on the Employee Value Proposition progressed through enhanced employer branding and widening access initiatives.

Performance Information Report - Key Performance Indicators (KPIs) from February to May 2025 were reported and there were no significant areas of concern to be brought to the Committee’s attention. The Report indicated a stable and positive position with 38 of 40 high-level indicators achieving target, which were explained in detail in the overarching report. Professional influence benefits generated by NWSSP amounted to £19m at the end of May 2025, reflecting NWSSP’s continued impact across procurement, estates, legal and financial services. Quarter 1 performance reports will be shared with partners at the end of July 2025, followed by discussions to review service delivery, exchange feedback and address any issues or compliments.

Outcome Measures Report – The report focused on outcomes aligned to NWSSP’s strategic objectives across services, people and value. It continues to demonstrate progress in evidencing NWSSP’s impact, with high levels of customer and employee satisfaction, positive professional influence and contributions to decarbonisation and the foundational economy. Measures such as procurement savings, internal promotions and electric vehicle usage show sustained positive trends. A ‘Voice of the Customer’ has been introduced to capture feedback from quarterly engagement with NHS Wales Directors of Finance and Workforce., informing service improvements and highlighting key themes for review by the Senior Leadership Group. Areas for development include benchmarking, system improvements, and enhancing qualitative feedback.

Transformation Management Office Update Report – The Committee received an

update on the Transformation Management Office, following its rebranding to reflect a combined focus on project delivery and service transformation. The overarching report indicates a stable position, with 24 initiatives currently being tracked, of which 18 are rated green, 5 amber and 1 red. The Primary Care Workforce Intelligence System (PCWIS) has progressed from red to amber status, with implementation now underway across all primary care sectors. The TrAMS Programme remains the only red-rated initiative due to ongoing regulatory, resourcing and infrastructure challenges. Overall, 75% of projects are rated green, with several nearing completion, reflecting steady progress across the transformation portfolio.

NWSSP Corporate Risk Register – The position was reported as stable and the Register continues to be scrutinised regularly at each Senior Leadership Group meeting. The latest position identifies 17 risks for action, comprising four red, twelve amber and one yellow-rated risk. In addition, four risks are recorded for monitoring, including one amber and three yellow. The overarching report also outlines four emerging risks currently under consideration.

NWSSP Annual Governance Statement 2024-25 – The Statement was presented to the Committee in its finalised version, for noting, having previously received a draft of the document for comment at its May meeting. It provides an overview of the governance, risk management and internal control arrangements in place throughout the year. The document confirms that NWSSP continues to operate within a robust governance framework under its hosting arrangement with Velindre University NHS Trust, and in alignment with NHS Wales standards. It is issued by NWSSP Managing Director, as NWSSP's Accountable Officer, and has been produced consistently for the past 14 years. Guidance from Judith Paget was reiterated, confirming that current arrangements should continue unchanged and Committee Members reaffirmed the importance of the Statement in providing assurance.

NWSSP Head of Internal Audit Opinion and Annual Report 2024-25 - The Committee received the Opinion and Annual Report, confirming Reasonable Assurance over NWSSP's governance, risk management and internal controls. During the year, 14 audit reviews were completed, including 3 with Substantial Assurance, 5 with Reasonable Assurance, 1 with Limited Assurance, and 5 advisory reviews. The Limited Assurance review related to Capital Equipping Procurement (Swansea Bay and Cwm Taf Morgannwg UHBs), with actions agreed to address identified weaknesses. The service remains fully compliant with Public Sector Internal Audit Standards and the audit plan was delivered in full. The Opinion supports the NWSSP Managing Director in forming his Annual Governance Statement and reflects a continued commitment to assurance, improvement, and transparency across NWSSP.

NWSSP Audit Committee Annual Report 2024-25 – The Committee received the Annual Report which outlines the scope and outcomes of assurance activity over the year, confirming compliance with NHS Wales guidance and its Terms of Reference. Oversight was maintained across internal and external audit, counter fraud and risk management. Positive assurance was noted from Audit Wales and Internal Audit. Internal Audit issued 12 reports, with the majority receiving Substantial or Reasonable Assurance. Governance effectiveness was supported by regular updates and a member survey, which endorsed strong leadership and recommended appointing a third Independent Member. Going forward, the Committee remains focused on enhancing governance, risk oversight, and value for money.

The Committee **DISCUSSED** and **NOTED** the above Reports.

Papers for Information

The following items were provided for information only and the Committee **NOTED** the reports:

- Finance Monitoring Returns (Month 2 of 2025-26).
- Personal Protective Equipment (PPE) Report – May and June 2025.
- SSPC Forward Plan 2025-26.

In addition, the Committee received the following Annual Reports, for information:

- NWSSP Concerns and Complaints Annual Report 2024-25.
- NWSSP Conflicts of Interest Declarations, Gifts, Hospitality and Sponsorship Annual Report 2024-25.
- NWSSP Information Governance Annual Report 2024-25.
- NWSSP Welsh Language Annual Report 2024-25.
- NWSSP Local Counter Fraud Services Annual Report 2024-25.

PRIVATE – PART B AGENDA

The Part B agenda included four items for approval and three items for noting, which were considered by the Committee.

Transforming Access to Medicines Service (TrAMs) Outline Business Case (OBC) –

The TrAMs OBC was considered and discussed in detail, and approval was sought to submit the OBC to Welsh Government and then progress to completion of the Full Business Case (FBC) stage. The programme has received broad support from Committee Members, subject to resolution of caveats, which have been formally received and acknowledged with commitments to address prior to FBC submission. A recent workshop helped identify common themes and risks, which have been captured in an executive summary and will be addressed through further engagement and modelling work. Welsh Government indicated support for the programme. The Committee approved the OBC, subject to the caveats being addressed prior to submission of the Full Business Case.

The Committee **APPROVED** the TrAMs OBC, subject to the caveats outlined being addressed, prior to the submission of the Full Business Case.

IP5 Roof Over Cladding Business Justification Case (BJC) –

The BJC was considered for roof and gutter repairs at the IP5 facility and the Committee was asked to approve the investment, with final endorsement to be sought if there were material changes via Chair's action in August 2025. The facility, which houses warehousing, laboratories and key services including TrAMS and RadioPharmacy, has experienced roof leaks impacting operations. Tender analysis is underway and will inform the final BJC submission and Welsh Government has indicated support, subject to review of final costs. Velindre Trust Board approval is also required, with Chair's action necessary due to governance timelines.

The Committee acknowledged the urgency and governance challenges and **APPROVED** the IP5 Roof Over Cladding BJC, subject to Chair's action being clearly recorded where appropriate.

NWSSP Charnwood Court Lease Renewal –

The proposal to renew the lease for NWSSP's Headquarters lease at Charnwood Court, Nantgarw, was considered. Following Committee approval, the lease requires execution under the common seal of Velindre as a deed. Committee Members sought assurance on timely actioning of governance processes, particularly given the holiday period and imminent departure of Chair and Vice Chair of Velindre.

The Committee **APPROVED** the NWSSP Charnwood Court Lease Renewal, with confidence expressed in the arrangements to ensure continuity and timely execution.

All Wales Supply of Energy (Gas and Electricity) - Proposed Transition to NHS England (NHSE) Basket Strategy – The proposal to transition to the NHSE Basket Strategy was considered by the Committee. In addition to financial benefits, improved risk management and the approach being tailored to NHS operational needs, NHS Wales will gain representation on the trading board, enhancing its influence. The change does not alter administrative structures but aligns purchasing with NHS-specific patterns. The recommendation was supported by the Welsh Energy Group.

The Committee **APPROVED** the proposal to proceed with joining the NHS England basket by no later than 2028–29, with flexibility to join earlier if agreed by the Welsh Energy Group.

The following items were noted by the Committee:

- Employee Relations Update;
- Letter from Judith Paget regarding All Wales Influenza Vaccination Programme; and
- NHS Wales Emergency Planning, Resilience and Response (EPRR) Annual Report 2024-25.

In addition, the Committee received the Draft Welsh Energy Group Minutes of the meeting held on 15 May 2025, for information.

Papers for Information

Draft Welsh Energy Group Minutes of Meeting Held on 15 May 2025 - The Committee received the Draft Welsh Energy Group Minutes of the meeting held on 15 May 2025, for information.

Any Other Business (AOB)

Autumn Committee Development Day – 10 October 2025 - It was confirmed that the Autumn Committee Development Day is scheduled for Friday 10 October 2025 and suggestions for agenda items were welcomed.

Rescheduled Meeting – 30 September 2025 - Committee Members were reminded that next meeting has been rescheduled from Thursday 18 September to Tuesday 30 September 2025.

Matters requiring Board/Committee level consideration and/or approval

The Board is asked to **NOTE** the work of the Shared Services Partnership Committee.

Matters referred to other Committees

No further matters were referred to other Committees.

Date of next meeting

Tuesday 30 September 2025, 10.00am to 12.00pm