



**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	22 January 2026
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, in addition to routine duties, approvals, and providing support to NHS Wales Shared Services Partnership (NWSSP), which included:</p> <ul style="list-style-type: none"> • extensive engagement in the Welsh Government’s independent review of NWSSP Accountability and Governance, welcoming the published outcome and confirming constructive joint work with the Chair of Velindre University NHS Trust (Velindre); • strengthened working relationship with Velindre through several positive one-to-one meetings and joint review of draft recommendations; • ongoing participation in key stakeholder engagement forums, including the Chairs’ Meeting and the Welsh Risk Pool Committee; and • contribution to the NWSSP Annual Staff Recognition Awards, supporting organisational culture and staff celebration. <p>The Committee NOTED the Chair’s Report.</p>	
<p>Managing Director Update - The Managing Director provided a comprehensive update which included an overview of operational activity, driven by Integrated Medium-Term Plan (IMTP) development and wider system pressures. Preparations for NWSSP’s 15-year anniversary in April 2026 continue, alongside the successful virtual Staff Recognition Awards held on 13 January, which highlighted staff professionalism and contribution across NWSSP and NHS Wales. The Welsh Government Independent Review outcome confirmed NWSSP’s governance framework is fundamentally sound, setting out recommendations for strengthening and improvement. Financially, a £6m non-recurrent distribution has now been confirmed for partners, with improved clarity on Welsh Risk Pool allocation, though year-end financial management remains a priority.</p> <p>Progress continues across Radiopharmacy, with the South East Hub’s new isolators undergoing testing and validation ahead of a June go-live and ongoing collaboration with Aneurin Bevan University Health Board to mitigate staffing pressures. Credible site options for the South West and North Wales developments have been identified, and project momentum is increasing. Over one million vaccines have been delivered nationally, with planning underway for next year, building on lessons gleaned from 2025. Primary Care and Medical Examiner Services remain under high demand and activity continues to be monitored, with current performance in line with expectations, reflecting the strength of</p>	

the winter planning and preparedness undertaken. There is ongoing work with DHCW to automate the redirection of mis-addressed hospital letters. Engagement on Welsh Risk Pool matters is continuing ahead of the Chairs' meeting, and implementation of the Future Workforce Solution is progressing rapidly with identified pathfinders, though a significant risk persists due to funding uncertainty beyond year two, which is currently subject to active discussion with Welsh Government.

The report also provided updates on the Laundry Service, accommodation, decarbonisation and adaptation activity, and personal protective equipment, alongside an overview of engagement events, staff awards and recognition.

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

Welsh Government Independent Review of NWSSP Accountability and Governance Arrangements

The Committee welcomed the publication of the outcome report, noting satisfaction that the report confirms NWSSP's governance and accountability framework is "*fundamentally sound.*" After 15 years of significant growth and diversification, it is appropriate that areas for strengthening have been identified. The review contains 19 recommendations, several of which relate specifically to partner organisations. It was highlighted that Welsh Government has issued a formal response, which will inform the next phase of work. A working group will be established to take forward the recommendations and this marks an opportunity to address some of the challenges of the past year and ensure hosting arrangements better support partnership functioning. Early reflections from Committee Members on how their organisations were considering the recommendations were invited.

The Committee **DISCUSSED** and **NOTED** the update provided in respect of the Welsh Government Independent Review of NWSSP Accountability and Governance Arrangements outcome, and the next steps regarding the implementation of recommendations.

Items for Approval

NWSSP Integrated Medium Term Plan (IMTP) 2026-2029 – The Committee **APPROVED** the Plan for submission, subject to any feedback received prior to 13 February 2026. The publication reflects the Welsh Government planning framework and statutory submission requirements, shaped by a strong focus on supporting Health Organisations' planning. The plan is people-led and iterative, aligned to Ministerial priorities and system expectations, underpinned by robust financial scrutiny amid significant resource pressures and known delivery risks. It sets out clear strategic priorities including digital transformation, workforce, service modernisation, sustainability and collaboration across NHS Wales, introduces a new focus on strengthening partnerships, and is supported by impact assessments, case studies and a planned programme of engagement ahead of submission.

Expenditure and Purchase Approval for the Influenza Vaccines Required for the 2026/27 Influenza Vaccination Programme - The Committee **APPROVED** the proposal, noting the requirement for urgent procurement due to manufacturing lead-in times. NWSSP has been commissioned by Welsh Government to deliver a single national procurement, with the contract extended for a further year to support the forthcoming campaign, securing 912,000 doses at a total cost of £12.6m and achieving cost efficiencies through consolidation to a single vaccine. The vaccines will be fully funded by Welsh Government, with corresponding approvals progressed through Velindre Trust Board to authorise the Chief Executive Officer to approve the requisition.

Remote Advice and Guidance Contract Extension – The Committee **APPROVED** the contract extension proposal for a further 12 months to March 2027, noting its role in enabling cross-organisational access to clinical advice and NWSSP’s function as lead organisation on behalf of NHS Wales Performance and Improvement (NHS P&I). Assurance was provided that the extension is fully funded by Welsh Government, with no financial risk to NWSSP. The corresponding approval would be progressed through Velindre Trust Board to authorise the Chief Executive Officer to approve the requisition.

Power Resilience at IP5 to include Radiopharmacy and TrAMS Hub - The Committee **APPROVED** the proposed approach, noting its alignment with the wider estates strategy and its critical role in supporting delivery of the TrAMS programme. The solution, endorsed through programme governance, involves a phased approach with separate procurements for enabling works and generation infrastructure. At this stage, approval enables progression of a funding submission to Welsh Government, with no contractual commitment entered into, and the matter will return to the Committee for a formal investment decision once funding approval is secured.

Forensic and Statement Reconciliation Software Contract Renewal - The Committee **APPROVED** the contract renewal, noting its critical role in supporting accounts payable controls, fraud risk management and financial assurance across NHS Wales. The proposal consolidates two existing contracts into a single arrangement to improve value for money and streamline management, with assurance provided that the existing supplier remains the most cost-effective option. Learning was noted in relation to procurement lead-in times for digital contracts, and the renewal was endorsed to ensure continuity of service and system robustness. The corresponding approval would be progressed through Velindre Trust Board to authorise the Chief Executive Officer to approve the requisition.

e-Expenses System Contract Renewal - The Committee **APPROVED** the contract renewal, noting its critical role in supporting the processing of NHS Wales staff expenses and the need for contractual flexibility amid wider system change. The proposed structure provides assurance and continuity while accommodating potential future alignment with the Future Workforce Solution and evolving medical and dental workforce arrangements. Assurance was provided that there are no financial implications for local organisations, with the renewal fully supported through existing central funding and a compliant procurement approach. The corresponding approval would be progressed through Velindre Trust Board to authorise the Chief Executive Officer to approve the requisition.

TRAC Recruitment System Contract Renewal - The Committee **APPROVED** the contract renewal, noting its critical role in maintaining recruitment stability and performance across NHS Wales. The proposed structure provides continuity while allowing alignment with the Future Workforce Solution and a managed transition as onboarding capability is developed. Assurance was provided on the system’s effectiveness in improving recruitment timescales, with the renewal supporting service continuity while preserving flexibility for a future exit strategy. The corresponding approval would be progressed through Velindre Trust Board to authorise the Chief Executive Officer to approve the requisition.

Companies House Lease Renewal - The Committee **APPROVED** the lease renewal and to authorise instruction to Legal and Risk Services to progress with documentation, noting the conclusion of complex negotiations and the agreement of favourable terms that balance operational stability with flexibility, including a capped service charge and break option. The reduced estate footprint aligns with the Agile Working Strategy. The corresponding approval would be progressed through Velindre Trust Board.

IP5 Lease Variation – The Committee **APPROVED** a minor variation to the lease to support delivery of the RadioPharmacy project, noting that the change is straightforward, presents no additional operational impact, enabling progression through to Velindre Trust Board for approval and application of the corporate seal.

Items for Noting and Discussion

NWSSP Decarbonisation and Adaptation Activity Update - The Committee received the bi-annual update provided in relation to NWSSP’s decarbonisation and adaptation activity, noting steady progress against the 2024–2026 Decarbonisation Action Plan and alignment of the forthcoming plan to the new NHS Wales Strategic Delivery Plan. Performance remained amber across carbon management, estates, transport and procurement, with green ratings for adaptation and healthcare approaches, and only a small number of actions outstanding. Significant achievements included completion of organisation-wide adaptation risk workshops; installation of solar panels at Matrix House and EV chargers at IP5; and delivery of notable case studies such as the NHS Wales Tray Wrap Project, a well-received decarbonisation staff event, and national recognition for the Welsh Health Environment Forum. NWSSP secured approval for 17 electric vehicles for 2026, with further work underway on governance for the new strategy, net-zero building guidance, sustainable transport plans, expanded solar installations, waste strategy development and continued fleet replacement.

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

Finance, Performance, People, Programme and Governance Updates

Finance Report – The Committee noted the financial position as at 31 December 2025, with a year-to-date surplus of £4.278m and a confirmed £6m forecast surplus following quarter four projections. Capital expenditure totalled £4.129m against the £11.372m Capital Expenditure Limit, supported by recent approvals including the IP5 roof overlay, year-end bids for laundry, digital and IT infrastructure, and next year’s approved fleet business case. Discretionary capital has reduced to £0.409m due to the Transforming Estates Funding contribution. A significant deterioration in the Welsh Risk Pool position was noted, with month 9 Departmental Expenditure Limit reaching £116.731m against the £109m allocation and a refreshed forecast of £183.848m to £194.591m, triggering £74m–£85m under the Risk Share Agreement. Welsh Government has confirmed up to £49m, which may be fully required. Detailed case review, close monitoring and ongoing engagement with the Financial Planning and Delivery Unit continue to assess emerging risks and next-year pressures.

People and Organisational Development Report – The Committee received the latest workforce update to 31 December 2025, confirming continued headcount growth, improved turnover performance (reducing to 8.87%, excluding SLE), and stable sickness rates at 3.16%, remaining below the NHS Wales average. Statutory and mandatory learning compliance remained high at 92.55%, with Anti-Racism training above target and strong 83.14% PADR compliance. Positive movement across previously red indicators, particularly in non-mandatory learning and targeted improvement areas, was noted. The Committee discussed rising voluntary resignations within the first year of employment, with fixed-term contracts and limited insight from exit questionnaires identified as contributing factors; benchmarking indicates this trend is common across NHS and wider sectors.

Performance Information Report – The Committee received the report detailing strong performance across Key Performance Indicators (KPIs) from August to November 2025.

Quarter 2 reports were issued in October and quarter 3 reports would follow at the end of January, with forthcoming organisational and divisional performance meetings to support deeper IMTP oversight. Professional influence benefits totalled £86m to the end of November, with only three KPIs not meeting target, each accompanied by clear explanations and remedial actions. Recruitment Time-to-Hire continues to meet the All-Wales target, sustaining over 12 months of compliance despite organisational variation.

Outcome Measures Report – The Committee received the report focused on outcomes aligned to NWSSP’s strategic objectives across services, people and value. NWSSP continues to demonstrate progress in evidencing impact. Work is underway to further enhance the report for the next IMTP cycle, including a new partnership-focused section and improved tailoring of data to better support Health Organisations’ local performance and decision-making. The report highlighted positive customer satisfaction, stronger employee engagement, and increased contributions to decarbonisation and the foundational economy, with consistently positive ‘Voice of the Customer’ themes and active improvement work across recruitment, audit timeliness, procurement transparency, payroll communication and system development.

Transformation Management Office (TMO) Update Report – The Committee received an update on the breadth of programme activity within the TMO, confirming no material change in RAG status since the last iteration, but noting significant forthcoming capacity pressures arising from major programmes including the Future Workforce Solution, the new Resident Doctors Contract, and the TrAMS programme. A new North Wales-based Project Manager has been appointed, strengthening regional presence and Welsh-language capability.

NWSSP Corporate Risk Register – The Committee received the latest Risk Register update, which was reported as stable and continues to be scrutinised regularly at each Senior Leadership Group meeting. The latest position identifies 20 risks for action, comprising six red, 11 amber and three yellow rated risks. Four red risks remain unchanged insofar as trends and two new red-rated risks have been escalated insofar as challenges around the accuracy of forecasting for Welsh Risk Pool and the impending expiration of Microsoft licenses. In addition, five risks are recorded for monitoring, including two amber and three yellow, of which one is a newly escalated risk to organisational reputation arising from public perception that the statutory implementation of the Medical Examiner Service in September 2024 has caused significant delays in the death certification process.

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

Part B - Private

The Committee **APPROVED** the proposed approach for the All-Wales Finance and Procurement System Replacement and **NOTED** the update provided in respect of the Future Workforce Solution for NHS Wales.

Matters requiring Board/Committee level consideration and/or approval

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

Date of next meeting	Thursday 19 March 2026, 10.00am to 12.00pm
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