

**CYFARFOD BWRDD PRIFYSGOL IECHYD
UNIVERSITY HEALTH BOARD MEETING**

DYDDIAD Y CYFARFOD: DATE OF MEETING:	25 September 2025
TEITL YR ADRODDIAD: TITLE OF REPORT:	Joint Committees and Collaboratives Update Report
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Professor Philip Kloer, Chief Executive
SWYDDOG ADRODD: REPORTING OFFICER:	Clare Moorcroft, Committee Services Officer

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Ar Gyfer Penderfyniad/For Decision

ADRODDIAD SCAA

SBAR REPORT

Sefyllfa / Situation

The purpose of this report is to provide an update to the Board in respect of recent Joint Committee and Collaborative meetings to include the following:

- Joint Commissioning Committee (JCC)
- NHS Wales Shared Services Partnership Committee (NWSSPC)
- Mid Wales Joint Committee for Health and Care (MWJC)

Cefndir / Background

The Hywel Dda University Health Board (HDdUHB) has approved Standing Orders in line with Welsh Government guidance, in relation to the establishment of the Joint Commissioning Committee (JCC) and NHS Wales Shared Services Partnership Committee (NWSSPC). In line with its Standing Orders, these have been established as Joint Committees of HDdUHB, the activities of which require reporting to the Board.

The confirmed and unconfirmed minutes, agendas and additional reports from JCC and NWSSPC meetings are available from each Committee's websites via the following links:

[Joint Commissioning Committee Website](#)

[NHS Wales Shared Services Partnership Website](#)

The Mid Wales Healthcare Collaborative was established in March 2015 following a study of healthcare in Mid Wales commissioned by Welsh Government and undertaken by the Welsh Institute for Health and Social Care (WIHSC) (*ref: Mid Wales Healthcare Study, Report for Welsh Government, WIHSC – University of South Wales, September 2014*). In March 2018, the Mid Wales Healthcare Collaborative transitioned to the [Mid Wales Joint Committee for Health and Care](#) whose role will have a strengthened approach to planning and delivery of health and care services across Mid Wales and will support organisations in embedding collaborative working within their planning and implementation arrangements.

Asesiad / Assessment

The following Joint Committee and Collaborative updates are attached for the Board's consideration:

Joint Commissioning Committee (JCC)

The highlight reports from meetings on 15 July and 16 September 2025 are not yet available.

- At the Joint Commissioning Committee on 20 May 2025, their Scheme of Delegation and Reservation of Powers along with an Individual Patient Funding Request (IPFR) Policy, were approved.

The Chief Executive for the Health Board is a member of the Committee.

The Joint Commissioning Committee Governance Framework forms part of the Health Board overarching Governance Framework, and therefore the Board is asked to consider and agree the approval of the Joint Commissioning Committee revisions to the Scheme of Delegation.

The Scheme of Delegation and Reservation of Powers is attached at *Appendix A*.

Subsequent to the meeting of the Joint Commissioning Committee, the Directors of Corporate Governance have been informed that further work is required on the All Wales IPFR Policy; therefore, the Board is asked to note this position and that the Policy will be brought back to the Board for approval in due course.

NHS Wales Shared Services Partnership Committee (NWSSPC)

- Summary of key matters considered by NWSSPC, and any related decisions made at its meeting held on 22 May 2025, is attached at *Appendix B*.

Mid Wales Joint Committee for Health and Care (MWJC)

- The MWJC will report to the November 2025 Board meeting.

Argymhelliad / Recommendation

The Board is asked to:

- **RECEIVE** the updates in respect of recent Joint Commissioning Committee (JCC), NHS Wales Shared Services Partnership Committee (NWSSPC) and Mid Wales Joint Committee for Health and Care (MWJC) meetings.
- **APPROVE** the adoption of the updated Scheme of Delegation and Reservation of Powers for the matters further delegated from the JCC to the Chief Commissioner (and other Officers as appropriate) as a schedule to the Hywel Dda University Health Board's Standing Orders.

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol:
Datix Risk Register Reference and Score:

Not applicable

Parthau Ansawdd: Domains of Quality Quality and Engagement Act (sharepoint.com)	7. All apply
Galluogwyr Ansawdd: Enablers of Quality: Quality and Engagement Act (sharepoint.com)	6. All Apply
Amcanion Strategol y BIP: UHB Strategic Objectives:	All Strategic Objectives are applicable
Amcanion Cynllunio Planning Objectives	All Planning Objectives Apply
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022	8. Transform our communities through collaboration with people, communities and partners

Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	Link to JCC Website Link to NWSSP Website Link to MWJC Website
Rhestr Termiau: Glossary of Terms:	Included within the body of the report
Partion / Pwyllgorau â ymgynhorwyd ymlaen llaw y Cyfarfod Bwrdd Iechyd Prifysgol: Parties / Committees consulted prior to University Health Board:	Joint Commissioning Committee NHS Wales Shared Services Partnership Committee Mid Wales Joint Committee for Health and Care

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	Explicit within the individual Joint Committee and Collaborative reports where appropriate.
Ansawdd / Gofal Claf: Quality / Patient Care:	Not Applicable
Gweithlu: Workforce:	Not Applicable
Risg: Risk:	The Board has approved Standing Orders in relation to the establishment of the JCC and NWSSP Joint Committees, and Terms of Reference for the MWJC.
Cyfreithiol: Legal:	In line with its Standing Orders, the Health Board has established JCC and NWSSP Joint Committees, the activities of which require reporting to the Board.
Enw Da: Reputational:	Not Applicable

Gyfrinachedd: Privacy:	Not Applicable
Cydraddoldeb: Equality:	Not Applicable



Agenda Item

Joint Commissioning Committee

Reservation of Powers and Scheme of Delegation

Dyddiad y Cyfarfod / Date of Meeting	01/07/2025
Statws Cyhoeddi / Publication Status	Open/ Public
Awdur yr Adroddiad / Report Author	Stacey Taylor, Director of Finance & Value Jacqui Maunder, Committee Secretary
Cyflwynydd yr Adroddiad / Report Presenter	Stacey Taylor, Director of Finance & Value Jacqui Maunder, Committee Secretary
Noddwr yr Adroddiad / Report Sponsor	Chief Commissioner

Pwrpas yr Adroddiad / Report Purpose	For Approval
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**Engagement (internal/external) undertaken to date
(including receipt /consideration at Committee/Group)**

Committee/Group/Individuals	Date	Outcome
NHS Wales Joint Commissioning Committee meeting	20 May 2025	Approved Endorsed
Senior Leadership Team (SLT)	7 May 2025	Endorsed

Acronyms / Glossary of Terms

CTMUHB	Cwm Taf University Health Board
HA	Hosting Agreement
HB	Health Board
MOA	Memorandum of Agreement
NWJCC	NHS Wales Joint Commissioning Committee
SO	Standing Orders
SFI	Standing Financial Instructions

1. SITUATION/BACKGROUND

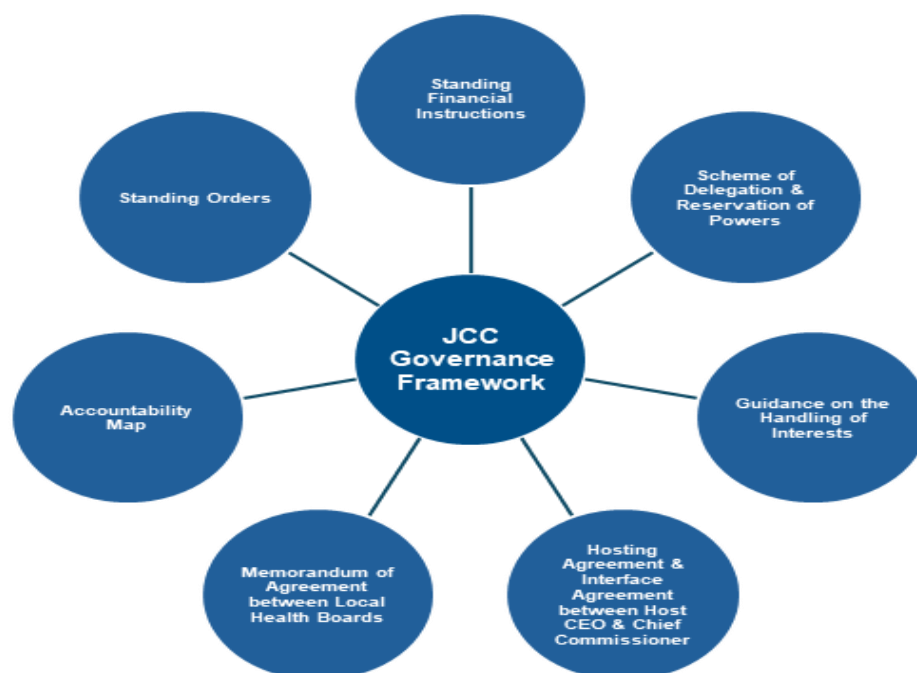
The purpose of this report is to request that the Board approves the updated Scheme of Delegation and Reservation of Powers for the matters further delegated from the NHS Wales Joint Commissioning Committee (NWJCC) to the Chief Commissioner (and other Officers as appropriate) as a schedule to the Health Board's (HB) Standing Orders.

Noting that the NWJCC approved the Scheme of Delegation and Reservation of Powers, for adoption, at its meeting on 20 May 2025.

1.1 GOVERNANCE FRAMEWORK FOR THE NHS WALES JOINT COMMISSIONING COMMITTEE

The Governance Framework for the NWJCC contains a number of key components which, combined, set out the legislative framework, constitution and ways of working for the NWJCC in its operations and handling of business. These documents are an integral part of the wider governance framework of Health Boards and have been developed within that context.

The Governance Framework for the NWJCC will contain the following and an update on each element is provided below:



Section 4 of the NWJCC Standing Orders (SOs) stipulates that the Joint Committee may make arrangements for certain functions to be carried out on its behalf, so that the day-to-day business of the Joint Committee may be carried

out effectively and in a manner that secures the achievement of its aims and objectives. In doing so, the Joint Committee must set out clearly the terms and conditions upon which any delegation is being made. The Joint Committee’s determination of those matters that it will retain, and those that will be delegated to others shall be set out in a:

- Schedule of matters reserved to the Joint Committee;
- Scheme of delegation to joint sub-Committees and others; and
- Scheme of delegation to the Chief Commissioner and others as appropriate all of which must be formally adopted by the Joint Committee and approved by LHB Boards as a schedule to their own SOs.

The Joint Committee retains full responsibility for any functions delegated to others to carry out on its behalf.

Each of the seven Health Boards are required to formally adopt the NWJCC’s SOs, Scheme of Delegation and Reservation of Powers, and Standing Financial Instructions (SFIs), as part of its overall governance framework for the HB, with the NWJCC being a formal Joint Committee.

Joint Committee Meeting	Governance Document
9 April 2024	<p>1.Standing Orders 2.Standing Financial Instructions, 3.Scheme of Reservation and Delegation of Powers and 4. NWJCC Transitional Delegated Financial authorisation matrix</p> <p>The seven HBs approved the NWJCC SOs, the Scheme of Reservation and Delegation of Powers and SFIs in March 2024, and the Joint Committee adopted the NWJCC Standing SO’s, the Scheme of Reservation and Delegation of Powers and SFIs at its inaugural meeting on 8 April 2024, and they were included as a schedule to each of the HBs own SOs and have effect as if incorporated within them. The Joint Committee also approved the NWJCC Transitional Delegated Financial authorisation matrix.</p> <p>It was recognised that the Scheme of Reservation and Delegation of Powers and the NWJCC Transitional Delegated Financial authorisation matrix would need to be updated further during the transition phase to reflect developments concerning delegated matters to the NWJCC, the Chief Commissioner, Directors and the new sub-committees once established.</p>

Joint Committee Meeting	Governance Document
9 April 2024	<p>1.Accountability Map and 2.Guidance on the Handling of Interests</p> <p>The Accountability Map outlining the formal accountabilities and formal relationships between Welsh Government, Health Boards, Cwm Taf University Health Board (CTMUHB) as the Host Body, the NWJCC and its Team; and the Guidance on the Handling of Interests which sets out the arrangements for the appropriate handling of declarations of interests within the NWJCC’s business, were both received by the Joint Committee at its inaugural meeting on 8 April 2024.</p>
17 September 2024	<p>1.The Hosting Agreement (HA) and 2.Memorandum of Agreement (MoA)</p> <p>The Hosting Agreement (HA) and the Memorandum of Agreement (MoA) were endorsed by the Joint Committee on 17 September 2024 and were approved by the seven HBs at their September 2024 Board meetings.</p> <p>The Joint Committee were advised that work was ongoing during the transition phase to finalise the last part of the governance framework namely updating the Scheme of Reservation and Delegation of Powers.</p>
20 May 2025	<p>Joint Commissioning Committee Scheme of Reservation and Delegation of Powers</p> <p>The Joint Committee approved the adoption of the updated Scheme of Delegation and Reservation of Powers for the matters further delegated from the NWJCC to the Chief Commissioner (and other Officers as appropriate) all of which must be formally adopted by the Joint Committee and approved by HBs as a schedule to their own SOs, and reviewed and approved the updated financial scheme of delegation and the financial authorisation limits.</p>

2.ASSESSMENT

2.1 Scheme of Delegation and Reservation of Powers

The NWJCC's Scheme of Reservation and Delegation of Powers forms an annex to the NWJCC's SOs, which form a schedule to each HBs own SOs and have effect as if incorporated within them. The Scheme of Delegation and Reservation of Powers, sets out in the context of the NWJCC's business:

- Those matters reserved for HBs;
- Those matters delegated from HBs and reserved for the NWJCC; and
- Those matters further delegated from the NWJCC to the Chief Commissioner (and other Officers as appropriate).

The Scheme of Reservation and Delegation of Powers is set out in two parts. The first part is the Schedule of Matters Reserved to the HBs and the Joint Committee see **Appendix 1** which is prescribed by Welsh Government; the second part is the Scheme of Delegation to the Chief Commissioner, Corporate Directors and Officers. Section 6.15 of the NWJCC SOs state:

*"The JCC will delegate certain functions to the Chief Commissioner. For these aspects, the Chief Commissioner, when compiling the Scheme of Delegation, shall set out proposals for those functions they will perform personally and shall nominate other officers to undertake the remaining functions. The Chief Commissioner will still be accountable to the Joint Committee for all functions delegated to them irrespective of any further delegation to other officers.
(SO 6.15)"*

In addition to the responsibilities delegated from the NWJCC, the Chief Commissioner will have delegated responsibilities from the Host Body (set out within the Hosting Agreement) and delegated responsibilities from Welsh Government (set out within an Accountable Officer Memorandum).

It is also necessary for the Host Body to confirm within its respective Scheme of Delegation and Reservation of Powers any functions delegated to the Chief Commissioner and the NWJCC team as the employer and provider of administrative (e.g. finance, workforce) services.

For completeness a mapping exercise has been undertaken to capture all of the delegations into one document, which is presented as the Scheme of Reservation and Delegation of Powers to the Chief Commissioner see **Appendix 2**. This includes delegations to the NWJCC, the Chief Commissioner and Tier 2 Directors.

2.2 Financial Authorisation Matrix Limits

The NWJCC's SFIs form an annex to the NWJCC's SOs, which form a schedule to each HB's own SOs and have effect as if incorporated within them. They are designed to translate statutory and Welsh Government financial requirements for the NHS in Wales into day-to-day operating practice. These SFIs will align with the NWJCC's Scheme of Delegation and Reservation of Powers and also be underpinned by an operational Scheme of Delegation which provides delegated authorisation levels and other delegated responsibilities in respect of financial management and control.

The SFIs were approved by the NWJCC at its meeting on 20 May 2025.

Objectives / Strategy	
Dolen i Amcan (au) Strategol CBC Link to JCC Strategic Objectives(s)	Maximise Value
Dolen i Ddeddf Llesiant Cenedlaethau'r Dyfodol – Nodau Llesiant / Link to Wellbeing of Future Generations Act – Wellbeing Goals 150623-guide-to-the-fg-act-en.pdf (futuregenerations.wales)	A Resilient Wales
Dolen i Hwyluswyr Ansawdd (Canllawiau Statudol Dyletswydd Ansawdd (llyw.cymru)) / Link to Enablers of Quality (Duty of Quality Statutory Guidance gov.wales)	Leadership
Dolen i Feysydd Ansawdd (Canllawiau Statudol Dyletswydd Ansawdd (llyw.cymru)) / Link to Domains of Quality (Duty of Quality Statutory Guidance gov.wales)	Effective
Effaith Amgylcheddol/ Cynaliadwyedd (5R) / Environmental /Sustainability Impact (5Rs)	No - Not Applicable

Impact Assessment		
Ansawdd Ydych chi wedi ymgymryd â Sgrinio Asesiad o'r Effaith ar Ansawdd? / Quality Have you undertaken a Quality Impact Assessment Screening?	Yes: <input type="checkbox"/>	No: <input checked="" type="checkbox"/>
	Outcome:	
Cydraddoldeb Ydych chi wedi ymgymryd â Sgrinio Asesiad o'r Effaith ar Gydraddoldeb? / Equality Have you undertaken an Equality Impact Assessment Screening?	Yes: <input type="checkbox"/>	No: <input checked="" type="checkbox"/>
	Outcome:	A Regulatory Impact Assessment is contained with the Explanatory Memorandum to The National Health Service Joint Commissioning Committee (Wales) Regulations 2024 .
Cyfreithiol / Legal	<p>Section 4.2 of the NWJCC SOs state: Reservation and Delegation of Joint Committee Functions</p> <p>4.2 Within the framework approved by each LHB Board and set out within these JCC SOs and subject to any directions that may be given by the Welsh Ministers; the Joint Committee may make arrangements for certain functions to be carried out on its behalf, so that the day-to-day business of the Joint Committee may be carried out effectively and in a manner that secures the achievement of its aims and objectives. In doing so, the Joint Committee must set out clearly the terms and conditions upon which any delegation is being made.</p> <p>4.3 The Joint Committee's determination of those matters that it will retain, and those that will be delegated to others shall be set out in</p> <ol style="list-style-type: none"> a) Schedule of matters reserved to the Joint Committee b) Scheme of delegation to joint sub-Committees and others, and c) Scheme of delegation to the Chief Commissioner and others as appropriate all of which must be formally adopted by 	

	<p>the Joint Committee and approved by LHB Boards as a schedule to their own SOs.</p> <p>4.4 The Joint Committee retains full responsibility for any functions delegated to others to carry out on its behalf.</p>
Enw da / Reputational	There is no direct impact on the reputation of the Local Health Boards or the Joint Committee as a result of the activity outlined in this report.
Effaith Adnoddau (Pobl /Ariannol) / Resource Impact (People / Financial)	<p>There is no direct impact on resources as a result of the activity outlined in this report.</p> <p>There is not expected to be an additional cost associated with the proposal in this report. Determining and approving the Joint Committee’s budget and financial framework (including overall distribution of the financial allocation and unbudgeted expenditure) is reserved to the Joint Committee and the Chief Commissioner.</p>

3. RECOMMENDATIONS

The Board are asked to:

- **Note** the development of the NWJCC’s governance framework, as a key component of the Health Board’s governance framework;
- **Note** that the Joint Committee approved the adoption of the updated Scheme of Delegation and Reservation of Powers on 20 May 2025;
- **Approve** the adoption of the updated Scheme of Delegation and Reservation of Powers for the matters further delegated from the NWJCC to the Chief Commissioner (and other Officers as appropriate) all of which must be formally adopted by the Joint Committee and approved by LHB Boards as a schedule to their own SOs.



NHS WALES JOINT COMMISSIONING COMMITTEE

SCHEME OF DELEGATION AND RESERVATION OF POWERS

A. MATTERS RELATING TO THE JCC, RESERVED FOR HEALTH BOARDS		
REF.	AREA	MATTER
A1.	Operating Arrangements	Approval of the Joint Committee's Governance Framework, including: <ul style="list-style-type: none"> • JCC Standing Orders • JCC Standing Financial Instructions • JCC Scheme of Delegation and Reservation of Powers • JCC sub-Committee Terms of Reference
A2.	Strategy & Planning	Endorse the long-term strategic plan for the development of those functions delegated to the NHS Wales Joint Commissioning Committee (the Joint Committee), as agreed by the Joint Committee
A3.	Strategy & Planning	Endorse the JCC Integrated Medium-Term Plan, as agreed by the Joint Committee for inclusion in LHB Integrated Medium-Term Plans
A4.	Strategy & Planning	Endorse the Joint Committee's budget and financial framework (including overall distribution of the financial allocation and unbudgeted expenditure), as agreed by the Joint Committee

B. MATTERS RELATING TO THE JCC, DELEGATED FROM HEALTH BOARDS AND RESERVED FOR THE JOINT COMMITTEE		
REF.	AREA	MATTER
B1.	Operating Arrangements	Develop, vary, and amend the Joint Committee's Governance Framework for LHB approval, including: <ul style="list-style-type: none"> • JCC Standing Orders • JCC Standing Financial Instructions • JCC Scheme of Delegation and Reservation of Powers • JCC sub-Committee Terms of Reference
B2.	Operating Arrangements	Develop and approve arrangements for the handling of Interests declared by Joint Committee members, in alignment with the Host Body's Values and Standards of Behaviour Framework
B3.	Operating Arrangements	Develop and approve the Terms of Reference and Operating Arrangements for the following which are deemed necessary to provide the JCC with advice in the exercise of its functions: <ul style="list-style-type: none"> • Expert Panels – Established to review and make technical recommendations on specific subjects which generally consist of experts with relevant knowledge and experience within a particular field. • Advisory Groups – Established to provide advice over an issue/range of subject matters which generally consists of an external chair and internal and/or external stakeholders to make recommendations on a specific issue.
B4.	Strategy & Planning	Develop and approve the long-term strategic plan for the development of those functions delegated to the NHS Wales Joint Commissioning Committee (the Joint Committee)
B5.	Strategy & Planning	Develop and approve the JCC's Integrated Medium-Term Plan, for LHB approval
B6.	Operating Arrangements	Ratify any urgent decisions taken by the Chair, in-line with JCC Standing Order requirements

B7.	Operating Arrangements	Receive report and proposals, after consideration by the appropriate Audit Committee, regarding any non-compliance with JCC Standing Orders (and schedules contained within), and where required ratify in public session any action required in response to failure to comply with JCC SOs for onward reporting to LHBs
B8.	Operating Arrangements	Adopt the Host Body's Values and Standards of Behaviour Framework for the JCC
B9.	Strategy & Planning	Determine and approve the Joint Committee's budget and financial framework (including overall distribution of the financial allocation and unbudgeted expenditure)
B10.	Operating Arrangements	Approve the Joint Committee's Risk and Assurance Framework, ensuring alignment with the Host Body
B11.	Operating Arrangements	Approve the Joint Committee's Performance Management Framework
B12.	Performance & Assurance	Receive reports from the Chief Commissioner on progress and performance in the delivery of the Joint Committee's strategic aims, objectives and priorities and approve action required, including improvement plans
B13.	Performance & Assurance	Receive assurance reports from the Joint Committee's sub-Committees and groups on the performance of those services commissioned by the JCC, and approve action required, including improvement plans, where required
B14.	Performance & Assurance	Receive reports produced by external regulators and inspectors (including, e.g., Audit Wales, HIW, etc.) that raise issue or concerns impacting on the Joint Committee's ability to achieve its aims and objectives and approve action required, including improvement plans, taking account of the advice of Joint Committee sub-Committees (as appropriate)
B15.	Performance & Assurance	Approve the Joint Committee's Reporting Arrangements, including reports on activity and performance locally, to citizens, partners and stakeholders and nationally to the Welsh Government where required
B16.	Performance & Assurance	Approve individual contracts (other than NHS contracts) above the limit delegated to the Chief Commissioner, set out in the JCC's SFIs, and in-line with any requirements of the Host Body
B17.	Performance & Assurance	Approve the Joint Committee's audit and assurance arrangements, in-conjunction with the Host Body as the provider of an internal audit function
B18.	Performance & Assurance	Receive assurance regarding the Joint Committee's performance against the Health and Care Quality Standards 2023 and the Duty of Quality and the arrangements for approving required action, including improvement plans, to provide onward assurance to LHBs and the Host Body.
B19.	Strategy & Planning	Approve policies for the equitable access to safe and sustainable, high quality health care services across Wales for those services which fall within the scope of the JCC
B20.	Strategy & Planning	Approve the JCC's key plans and programmes required to exercise its functions relating to the planning, securing and commissioning of those services delegated to it (excluding the Integrated-Medium Term Plan [B5]).

C. MATTERS RELATING TO THE JCC, DELEGATED FROM THE JOINT COMMITTEE TO THE CHIEF COMMISSIONER

REF.	AREA	MATTER
C1.	Performance & Assurance	Responsibility for the leadership and overall delivery of the JCC's: <ul style="list-style-type: none"> • Integrated Medium-Term Plan; and

		<ul style="list-style-type: none"> Budget and financial framework (including overall distribution of the financial allocation and unbudgeted expenditure)
C2.	Performance & Assurance	Responsibility for the framework for planning and securing those services delegated to the JCC from LHBs, in-line with the approved Integrated Commissioning Plan (title to be confirmed)
C3.	Performance & Assurance	Responsibility for ensuring the Health and Care Quality Standards 2023 and the Duty of Quality is embedded within Joint Committee Team's activity
C4.	Performance & Assurance	Responsibility for implementing those policies approved by the JCC in relation to the planning and securing of those services delegated to the JCC from LHBs

D. MATTERS RELATING TO THE JCC, DELEGATED FROM THE JOINT COMMITTEE TO SUB-COMMITTEE AND OTHERS (INCLUDING INDIVIDUAL LAY MEMBERS)

REF.	AREA	MATTER
		<i>To be determined upon establishment of the JCC</i>



**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

Chair’s Report - The Chair updated the Committee on activities since the last meeting, including:

- 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.

The Committee **NOTED** the Chair’s Report.

Managing Director Update - The Managing Director presented his report, which included the following updates:

- 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