NWSSP Review - Project Plan

Last updated 21/09/2026

Project Start: Wed, 04/11/2026

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2 Nov 2026	9 Nov 2026	16 Nov 2026	23 Nov 2026	30 Nov 2026	7 Dec 2026	14 Dec 2026	21 Dec 2026
2 3 4 5 6 7 8	9 10 11 12 13 14 15	16 17 18 19 20 21 22	23 24 25 26 27 28 29	30 1 2 3 4 5 6	7 8 9 10 11 12 13	14 15 16 17 18 19 20	21 22 23 24 25 26 27
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Prior	Refere	TASK	Associated Tasks	ASSIGNED TO	STATUS	RISK	COMMENTS	TARGET COMPLETION DATE	PROGRESS	START	END
		The Velindre Chair should have a role as a member of the appointment panel for the SSPC Chair, together with a formal process for performance management specifically in relation to the effective management of the business of the SSPC as required under Standing Orders.									
#######	########	**Velindre Chair role in appointment & performance management of SSPC Chair**	-	Welsh Government / NWSSP	Closed		June/July agenda	Jul-26	100%		
	########	Agreement between SSPC and Velindre on proposed process	-						100%		
	########	Involve Velindre SSPC Chair appointment							100%		
	########	Define agenda and areas of focus for performance discussions with Velindre Chair	-						0%		
	1.4	Update standing orders							100%		
	########	Reflect arrangements in relevant governance documents	-						0%		
		Welsh Government should ensure that there are clear appointment processes in place which operate within national guidance and the recruitment policies of Velindre as the employing organisation, including the full involvement of its Remuneration Committee.									
#######	########	**Clear appointment processes, within national guidance and recruitment policies of Velindre**	-	Welsh Government	Initiated		August agenda	Sep-26	13%		
	########	Conversation between VUNHST & NWSSP relating to the order of the process	-						50%		
	########	Ensure compliance with Welsh Health Circular is built into process	-						0%		
	########	Take back to respective leadership teams and groups for assurance	-						0%		
	########	Update standing orders	-						0%		
		The requirements for approval of the IMTP should be clearly set out. This should include formal endorsement by all NHS Boards following approval by the SSPC.									
#######	########	**IMTP approval requirements clearly set out, including all NHS Boards endorsement**	3-4	NWSSP	Initiated		July agenda	Jul-26	100%		
	########	Set out the process for the IMTP approval							50%		
	########	Update to standing orders									
	3.3	Ensure all pertners know and understand process - communicate via CEOs and Reps							0%		
		As the SSPC is discharging functions of Velindre set out in Regulations, Velindre should specifically consider the IMTP in terms of its compliance with the Trusts policies and procedures including risk management and control.									
#######	########	**Velindre to consider IMTP compliance with Trust policies**	3-4	Velindre	Initiated		July agenda	Jul-26	0%		
	########	Areas for consideration by Velindre and process/timing of Velindre's consideration							50%		
	########	Standing orders VUNHST to be updated to reflect role of Board in relation to hosted functions IMTP									
		The SSPC and its constituent organisations should assure themselves that the performance reporting process is operating as intended, and that assurance is provided to each NHS Board.									
#######	########	**SSPC and organisations to assure performance reporting function properly**		NWSSP	Closed				67%		
	########	Set out the current arrangements for discussion with Implementation Group							100%		
	########	Communications with SSPC members on outcome							100%		
		Welsh Government should consider how to involve Velindre as host organisation in the JET meetings with the NWSSP.									
	########	**Consider Velindre involvement in JET meetings**		Welsh Government	Initiated		July agenda	Jul-26	100%		
	########	Develop options for Velidnre Involvement and discuss/seek the views of Group							100%		
	########	Seek to the vews and agreement of EDT							100%		
	########	Communicate outcome to Group							0%		
		Welsh Government, the SSPC and its constituent bodies should satisfy themselves that appropriate clinical governance processes are in place including links to their own internal processes and Board assurance where relevant.									
#######	########	**Ensure appropriate clinical governance processes with Board assurance**	7-8	NWSSP	Initiated		October agenda	Oct-26	19%		
	########	NWSSP to clarify their clinical governance arrangements	-						75%		
	########	Velindre to ensure that NWSSP clinical governance is aligned with the Trust policies	-						0%		
	########	Welsh Government statisfied that clinical goverance is sound - through Implementation group and engagement with colleagues	-						0%		
	########	Velindre Board should satisfy themselves that clinical goverance process are appropriate	-								
	7.6	SSPC to sign off processes and arrangements							0%		
		Velindre and the SSPC/NWSSP should satisfy themselves that the clinical governance processes of the SSPC/NWSSP are consistent with the clinical governance framework of Velindre as the host statutory organisation.									
#######	########	**Ensure clinical governance processes align with Velindre framework - ALIGN TO ACTIONS FOR REC 7**	7-8	Velindre	Initiated		October agenda	Oct-26	0%		
		The quorum of voting members of the SSPC should be increased from the current 6 to at least 9 out of 14.									
	########	**Increase SSPC quorum from 6 to 9**		Welsh Government	Closed				100%		
	########	Communicate to implementation group that this will not be taken forward							100%		
		All NHS bodies should review their participation in the SSPC and increase attendance at SSPC meetings to ensure effective governance including the representation of their organisations' interests at the SSPC and the provision of assurance to their Boards.									
#######	########	**NHS bodies to review their participation to improve attendance and representation at SSPC**		NWSSP	Closed				100%		
	########	NWSSP MD to write to Chief Executives					Added as requested by <redacted>		100%		
		Welsh Government should consider reconstituting the SSPC with a CEO-level membership meeting 3 or 4 times a year to discuss overarching policy and strategy, supported by a group meeting bi-monthly with the current membership of the SSPC to oversee detailed planning, operational management and delivery including performance reporting.									
#######	########	**Reconstitute CEO-level SSPC meeting 3–4 times per year**		NWSSP	Closed		July Agenda	Aug-26	100%		
	########	Write to CEOs to request 1 CEO -level meeting a year							100%		
	########	Set out arrangements for the meeting i.e. items for discussion							50%		
	########	Consider how WG can support this expectation							0%		
		Welsh Government should initiate a detailed review of the current documents setting out the governance and accountability framework to ensure that they are clear, internally consistent and reflect both good governance principles and agreed practice for the SSPC/NWSSP within a hosted relationship with Velindre.									
#######	########	**Review all governance and accountability documents**	12-15	Welsh Government	Initiated		September agenda	Oct-26	44%		
	########	Welsh Government to carry out initial review - inc. LS view							100%		

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Prior	Refere	TASK	Associated Tasks	ASSIGNED TO	STATUS	RISK	COMMENTS	TARGET COMPLETION DATE	PROGRESS	START	END
	########	Velindre and NWSSP review Welsh Government comments and views and include their own							75%		
	########	Implementation Group to review and agree in principle							0%		
	########	Seek necessary approvals from governing groups							0%		
		Welsh Government should consider whether there is any learning from the governance framework for the Joint Commissioning Committee or any other national body which should be applied to the Velindre and SSPC/NWSSP framework.									
#######	########	**Consider lessons from Joint Commissioning Committee and other national bodies**	12-15	Welsh Government	Initiated		October agenda	Oct-26	0%		
	########	Develop accountability map for SSPC using JCC approach							50%		
	########	Consider other, transferrable exmple of best practice							0%		
		Following the completion of recommendations 12 Welsh Government should work with Velindre and the NWSSP to review the practical arrangements they have in place to discharge their governance and accountability responsibilities to each other and adjust them as necessary to ensure effective implementation of the Hosting Agreement and the Interface Agreement.									
#######	########	**WG, Velindre, NWSSP to review practical governance arrangements after recs 12-13**	12-15	NWSSP / Velindre	Not startec		October agenda	Oct-26	0%		
	########	Velindre and NWSSP to carry out review							20%		
	########	WG initial response: WG will obtain assurance from Velindre and NWSSP							0%		
		Welsh Government should work with Velindre and the NWSSP to identify any instances in which the correct governance processes have not been followed in practice. Any lessons learnt should be reflected as appropriate in a strengthened governance framework and applied consistently in practice.									
#######	########	**Identify instances where correct governance not followed in practice**	12-15	NWSSP / Velindre	Closed		August Agenda	Aug-26	100%		
	########	Velindre and SSP to identify instances and provide input into review of governance documentation									
		Welsh Government should consider whether greater external scrutiny and visibility of the detailed accounts of NWSSP would improve governance and public transparency and whether suitable arrangements can be put in place under the current governance model									
#######	########	**Consider increasing external scrutiny of NWSSP accounts**		Welsh Government	Closed		June Agenda		100%		
	########	Discuss with Audit Wales and consider other models							100%		
	########	add agreed outcome to manual for accounts									
		Welsh Government and the SSPC should ensure that a clear process is in place for adding new services to the shared services portfolio. The SSPC should agree any changes where it would be accountable for the planning and delivery of those services.									
#######	########	**Clear processes for adding new shared services to portfolio**	17-18	Welsh Government	Initiated		September agenda	Sep-26	100%		
	########	Outline the current process for adding new services							100%		
	########	consider standardised process and communication for adding new services							100%		
	########	Template to be agreed for consideration of key matters and approvals							0%		
		Velindre as the host statutory body should be assured that changes to the service portfolio are compliant with its legal and governance responsibilities in respect of the SSPC/NWSSP.									
#######	########	**Velindre to ensure portfolio changes comply with its legal and governance duties**	17-18	Velindre	Initiated		September agenda	Sep-26	100%		
	########	Consider which portfolio changes (that meet the host bodies responsibilities) need to go through a Trust assurance process and outline process steps							0%		
		Welsh Government and the SSPC should consider the links between any related services provided by NWSSP and other national NHS bodies and whether they should be brought together under one or other body.									
#######	########	**Consider links between NWSSP and other national NHS bodies**		Welsh Government	Closed			May-26			
	########	Suggest this is declined as an implementation group. Work should be delivered collectivley with more than just SSPC and Velindre									
	########	<redacted> to speak to <redacted>									
		The arrangements for hosting services by NWSSP should be reviewed to ensure that appropriate governance is in place.									
#######	########	**Review governance of services hosted by NWSSP**		Welsh Government	Initiated		September agenda	Aug-26	100%		
	########	Consider the current arrangements for hosting services							100%		
	20.2	Present the arrangements to the Group for consideration and assurance									
		Welsh Government should ensure that appropriate governance and accountability arrangements are in place where services are commissioned directly from the NWSSP, and that the NWSSP has the capacity and capability necessary to take on the additional responsibilities. Arrangements should be consistent with the governance relationship between the NWSSP and Velindre as the host statutory body.									
#######	########	**Ensure governance for services commissioned directly from NWSSP and ensure capacity/capability**		Welsh Government	Initiated		Sept Agenda	Sep-26	100%		
	########	Consider the current arrangements, identify weakness							0%		
	########	consider how improvements can be made and applied to all hosted bodies									
	########	Seek EDT approval on ay new processes and communciate changes to HCP Group and where relvant NHS bodies							0%		
		[redacted]									

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