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Shared Services  
Partnership

NHS Wales Shared Services Partnership

# Appointment of Chair

## Information pack for applicants

*Adding value through partnership, innovation and excellence*



## Chair – NHS Wales Shared Services Partnership Committee

Dear Candidate,

We are delighted that you are interested in this pivotal and exciting national leadership role within NHS Wales Shared Services Partnership.

This is an extremely exciting time for an inspirational Chair to join us – we have seen extensive growth in our services and excellence in the quality of our delivery throughout the most challenging time in our history, but we don't want to stop here....we recognise we can do more, more to support our Health Board colleagues, to support the communities we serve, to make a difference to the people of Wales, in essence to add value. And we want to add this value through partnership and innovation and at scale and pace. We therefore look for a Chair who will lead us in our journey, working with Stakeholders across the sector and beyond, to pave the way for the delivery of exciting and meaningful developments across Wales.

Of paramount importance to us are our relationships. Our relationships with the public, national and international cross-sector partners, policymakers, and cross Government ministers. Consequently, a fundamental requirement to be successful in the role is to have the fine-tuned behaviours, interpersonal and influencing skills to create and maintain these mutual synergies and collaborative partnerships in order to galvanise collective action and enable the achievement of a healthy and sustainable Wales.

You will be joining an innovative, open, and ambitious organisation with 3,500 of the most amazing and talented people across all of our functions and our values of Listening and Learning, Innovating, Working Together and Taking Responsibility, are extremely important to us. With such a fertile and enabling environment, we believe that if any country can transform the health of its nation at pace – it is Wales. This is an extremely exciting time for an exceptional strategic leader to come and help us change a nation.

If you are interested in contributing to the leadership of this exciting organisation, working with us to continue embedding our innovative approaches in support of the improvement population health across all sectors, then please feel free to contact us to explore the opportunity further.

Further information about us is provided in the attached pack.

With kind regards

**Neil Frow**  
*Managing Director*

**Gareth Hardacre**  
*Director of People, Organisational  
Development and Employment*

## Background and context

NWSSP is an independent mutual organisation, owned and directed by NHS Wales. It was set up on 1 April 2011 to provide a range of high quality, customer-focused professional, technical, and administrative services on behalf of all Health Boards and Trusts in NHS Wales.

Adding Value through Partnership, Innovation and Excellence - NWSSP delivers a wide range of high quality, professional, technical, and administrative services to NHS Wales working with wider public services, including the Welsh Government. We are an integral part of the NHS Wales family; supporting the staff and patients of Health Boards, Trusts and Special Health Authorities in Wales. We also provide a range of services to the GP practices, dentists, opticians, and community pharmacies.

As a hosted organisation NWSSP operates under the legal framework of Velindre NHS Trust. The Managing Director is accountable to health boards and trusts through the Shared Services Partnership Committee (SSPC), which is comprised of representatives from each of the NHS organisations that use our services and from Welsh Government. We also have several sub-committees and advisory groups, which include members drawn from our partners, stakeholders, and service users.

## Our services

The following is a list of our current portfolio of services:

- Audit and Assurance
- Accounts Payable
- Counter Fraud Wales
- Central E-Business Team
- Digital Workforce Solutions
- Employment Services
- E-Enablement
- Finance Academy (hosted)
- Health Courier Services
- Legal and Risk
- Laundry Services
- Lead Employer – Medical, Dental and Pharmacy trainees (including GPs)
- Medical Examiner
- Primary Care Contractor Services
- Procurement and Stores
- Specialist Estates
- Surgical Materials Testing Laboratory
- Salary Sacrifice
- Welsh Risk Pool
- Welsh Infected Blood Supply

We are also supporting the post Brexit supply network from our distribution centre at IP5 in Newport, which also hosts the Temporary Medicine Unit that we have built to support our NHS Wales Covid-19 response. We are supplying pre-prepared syringes manufactured in an MRHA-approved clean room environment to health boards across Wales, which is just one of the main areas where we have been supporting NHS Wales Covid-19 efforts and also extended support to Primary Care and Social Care sectors.

We have also received approval from the Minister for Health for our exciting Trams project (which will see us produce medicines in a controlled environment to supply NHS Wales with medicines from a regional hub-based model), and Scan for Safety

project to accelerate innovation and traceability across NHS Wales. These are two significant investments in our services to deliver on a 'Once for Wales' agenda, building on the back of the existing services that we already provide.

## Our committee

The committee (SSPC) is responsible for exercising NHS Wales Shared Service Partnership functions in relation to shared services, including the setting of policy and strategy and the management and provision of shared services to Local Health Boards, National Health Service Trusts and Special Health Authorities.

### **The purpose of the SSPC is to:**

- Set the policy and strategy for NWSSP;
- Monitor the delivery of Shared Services, through the Managing Director of NWSSP;
- Seek to improve the approach to delivering Shared Services, which are effective, efficient and provide value for money for Partners;
- Ensure the efficient and effective leadership direction and control of NWSSP; and
- Ensure a strong focus on delivering savings that can be re-invested in direct patient care.

### **The role of the SSPC is to:**

- Take into account NHS Wales organisations' plans and objectives when considering the strategy of NWSSP;
- Encourage and support the aims and objectives of NWSSP;
- Identify synergies between each of the Shared Services and ensure that future strategies incorporate synergistic opportunities;
- Foster and encourage partnership working between all key stakeholders and staff;
- Oversee the identification and sharing of financial benefits to NHS Wales' organisations on a fair basis that minimises administrative costs and financial transactional arrangements;
- Seek to identify potential opportunities for further collaboration across the wider public sector;
- Consider implications for Shared Services in relation to any reviews / reports undertaken by internal auditors, external auditors, and regulators, including Healthcare Inspectorate Wales; and
- Seek assurance, through the Managing Director of NWSSP, on the adequacy and robustness of systems, processes, procedures and risk management, staffing issues and that risks and benefits are shared on an equitable basis in relation to Shared Services.

## **The responsibilities of the SSPC are to:**

- Produce an Integrated Medium-Term Plan, including the balanced Medium-Term Financial Plan for agreement by the Committee, following the publication of the individual Health Board, Trust and Special Health Authority Integrated Medium-Term Plans;
- Agree, on an annual basis, Service Improvement Plans (prepared by the Managing Director of NWSSP) for the delivery by services;
- Be accountable for the development and agreement of policies and strategies in relation to Shared Services and for monitoring the performance and delivery of agreed targets for Shared Services through the Managing Director of NWSSP;
- Take the lead in overseeing the effective and efficient use of the resources of Shared Services;
- Benchmark the performance of Shared Services against the best in class;
- Consider extended-scope opportunities for Shared Services;
- Monitor compliance of best practice within Shared Services with NHS Wales recommended best practice;
- Oversee the identification and delivery of “invest to save” opportunities;
- Explore future Shared Services organisational delivery models across the NHS and the broader public sector; and
- Embed NWSSP’s strategic objectives and priorities through the conduct of its business and in so doing, and transacting its business shall ensure that adequate consideration has been given to the sustainable development principle and in meeting the requirements of the Well-Being of Future Generations (Wales) Act 2015, the Welsh Government Guidance on Ethical Procurement and the Code of Practice on Ethical Employment in Supply Chains.

The SSPC must ensure that all its activities are in exercise of these functions or any other functions that may be conferred on it. Each Health Board, Trust and Special Health Authority, shall be bound by the decisions of the SSPC in the exercise of its roles. In the event that the SSPC is unable to reach unanimous agreement in relation to the funding levels to be provided by each Health Board, Trust and Special Health Authority, then this matter shall be escalated to the Welsh Government for resolution ultimately by Welsh Ministers.

To fulfil its functions, the SSPC shall lead and scrutinise the operations, functions and decision making of the NWSSP Senior Management Team (SMT) undertaken at the direction of the SSPC.

The SSPC shall work with all its Partners and stakeholders in the best interests of its population across Wales.

## The Chair – role description

The Chair of the SSPC must act in a balanced manner, ensuring that any opinion expressed is impartial and based upon the best interests of the health service across Wales.

### **The Chair is responsible for the effective operation of the SSPC:**

- Chairing SSPC meetings;
- Establishing and ensuring adherence to the standards of good governance set for the NHS in Wales, ensuring that all SSPC business is conducted in accordance with these SSPC Standing Orders; and
- Developing positive and professional relationships amongst the SSPC's membership and between the SSPC and each Health Board, Trust and Special Health Authority's Board.

The Chair shall work in close harmony with the Chief Executives of each of the Health Boards, Trusts and Special Health Authorities (or their nominated representatives) and, supported by the Head of Finance and Business Improvement, shall ensure that key and appropriate issues are discussed by the SSPC in a timely manner with all the necessary information and advice being made available to members to inform the debate and ultimate resolutions.

The Chair is accountable to the SSPC in relation to the delivery of the functions exercised by the SSPC on its behalf and, through Velindre's Chair, as the hosting organisation, for the conduct of business in accordance with the defined governance and operating framework.

## Person Specification

The Chair will demonstrate the following qualities:

### **Knowledge and experience**

- Experience of leading and developing a successful private, public or third sector organisation at a senior level, with the ability to look ahead and provide strategic leadership;
- A proven track record in building highly effective relationships with a range of stakeholders; and
- Knowledge and understanding of the health service, specialist service provision and/or come from a clinical background.

## **Personal attributes and skills**

- Strong interpersonal, influencing and negotiating skills;
- An effective advocate and ambassador for better health outcomes through partnership, innovation, and service excellence;
- Credible with an ability to make an impact;
- Drive and determination, with the ability to instil vision and develop defined strategies to pursue long and short-term goals;
- Excellent communication skills, with the ability to be clear and succinct and to facilitate understanding of complex issues while demonstrating respect for the views of others;
- Sound judgement, sensitivity and political awareness; and
- Capacity to be independent and resilient.

## **Candidates must also demonstrate:**

- A clear understanding and commitment to equality issues and challenging discriminatory practices; and
- A clear understanding and commitment to Nolan's 'Seven Principles of Public Life'.

Welsh language skills are desirable. All candidates will be expected to display empathy towards the language and demonstrate leadership to strengthen bilingual service provision within the NHS in Wales.

Candidates shortlisted for interview will be required to expand on how they meet the criteria above using examples and evidence.

## **Term of appointment**

The appointment will be made by the Shared Services Partnership Committee.

## **Duration of appointment**

The Chair may be appointed for a period of no longer than four (4) years, and the Chair may stand for a maximum of eight (8) years.

## **Location of appointment**

Whilst the post is based at our head office in Nantgarw, there is significant flexibility around remote working arrangements. IT facilities will be provided to support working from home.

## **Eligibility**

A person shall be disqualified from appointment if he/she:

- Has within the preceding five years been convicted in the UK, Channel Islands or the Isle of Man of any offence and has received a sentence of imprisonment (whether suspended or not) for a period of not less than three months without the option of a fine;
- Is the subject of a bankruptcy restrictions order or an interim order or has made a composition or arrangement with creditors;
- Has been dismissed, other than by reason of redundancy, from paid employment with a health service body; or
- Has had his/her membership as chair, member or director of a health service body terminated, other than by reason of redundancy, voluntary resignation, reorganisation of the health service body, or expiry of the period of office for which that person was appointed.

Any other information that may materially affect your application for appointment should be declared in the application form under the 'Conflict of Interests' section.

Applicants should be persons who conduct themselves at all times in a manner which will maintain public confidence.

Applicants are required to declare whether they are aware of anything in their private or professional life that would be an embarrassment to themselves or to the Welsh Government if it became known in the event of appointment.

## **Time commitment**

The post of Chair is based on a time commitment of four days per month and 48 days per annum. This may be the subject of review.

## **Remuneration**

The Chair is entitled to receive a taxable remuneration of £15,840 per annum.

## **Expenses**

You will be entitled to be reimbursed, if appropriate, against receipts for travel and subsistence expenses incurred while on Committee business.

Childcare and other dependent expenses may also be paid, on production of receipts, for additional costs incurred while undertaking Committee work.



## **Assistance for disabled members**

Where appropriate all reasonable adjustments will be made to enable members to effectively carry out their duties.

NWSSP accepts the social definition of disability, in which it is recognised that barriers in society act to disable people who have impairments or health conditions or who use British Sign Language. We are committed to removing barriers so that all staff can perform at their best. The Equality Act 2010 uses the medical definition of disability (“a physical or mental impairment which has a substantial and long-term impact on a person’s ability to carry out normal day to day activities”).

We guarantee to interview anyone who is disabled whose application meets the minimum criteria for the post. By ‘minimum criteria’ we mean that you must provide us with evidence in your application which demonstrates that you generally meet the level of competence for the role and any qualifications, skills or experience defined as essential.

We are committed to the employment and career development of disabled people. If you would like a guaranteed interview, please contact Gareth Hardacre by email or by phone 01443 864000 to let them know.

If you have an impairment or health condition, or use British Sign Language and need to discuss reasonable adjustments for any part of this recruitment process, please contact Gareth Hardacre as above as soon as possible and a member of the team will contact you to discuss your requirements and any questions you may have.

## **Selection process**

Although appointments to the NWSSP do not come within the remit of the Commissioner for Public Appointments these appointments are made using a process which takes into account the Commissioner’s Code of Practice on Ministerial Appointments to Public Bodies as best practice.

It is the policy of the Welsh Government to promote and integrate equality of opportunity into all aspects of its business including appointments to public bodies. Applications are welcomed and encouraged from all groups and we ensure that no eligible candidate for public office receives less favourable treatment on the grounds of age, disability, gender, marital status, sexual orientation, gender reassignment, race, religion or belief, or pregnancy and maternity. The principles of fair and open competition will apply and appointments will be made on merit.

## **Interview process**

There will be a two-stage recruitment process including a presentation with a stakeholder panel followed by a formal panel interview. These processes will take place on separate days and depending on circumstances may be conducted virtually.

## **Start date**

1 October 2021

## **Further information and queries**

For further information on the application process and to apply, [click here](#).

Specific queries can be directed to Gareth Hardacre, Director of People, Organisational Development and Employment Services: [gareth.hardacre2@wales.nhs.uk](mailto:gareth.hardacre2@wales.nhs.uk).

## **Application**

Applications should be made by completing the online application form.

## **Closing date**

The closing date for applications is 26 July 2021. Application forms received after this date will not be considered.