Agenda Item
4.3

Joint Commissioning Committee

Independent Service Provider (ISP) Contract renewal for South East Wales Haemodialysis Units, led by Cardiff & Vale University Health Board

Dyddiad y Cyfarfod / Date of Meeting	24/11/2026
Statws Cyhoeddi / Publication Status	Open/ Public
	Not Applicable
Awdur yr Adroddiad / Report Author	Annmarie Pritchard, Deputy Network Manager Welsh Kidney Network
Cyflwynydd yr Adroddiad / Report Presenter	Melanie Wilkey, Director of Commissioning for Specialised Services
Noddwr yr Adroddiad / Report Sponsor	Melanie Wilkey, Director of Commissioning for Specialised Services

Pwrpas yr Adroddiad / Report Purpose	For Approval Choose an item.

Engagement (internal/external) undertaken to date (including receipt/consideration at Committee/Group)		
Committee / Group / Individuals	**Date**	**Outcome**
Southeast Wales Region Provider Cardiff & Vale University Health Board – Transplant and Nephrology Directorate	05/09/2025	Approved
Senior Leadership Team Meeting – NWJCC	12/11/2025	Noted

Welsh Government approval for tender to commence	01/12/2025	Approved
South East Wales Programme Board meetings	01/10/2026	Approved Tender Documentation for issue
Senior Leadership Team Meeting – NWJCC	07/10/2026	Noted
Collaborative Commissioning Leadership Group – NWJCC	13/10/2023	Noted
Senior Leadership Team – NWJCC (PPF Review)	13/10/20226	Noted
Planning Performance and Finance sub-committee	27/10/2026	Endorsed
Senior Leadership Team Meeting – NWJCC	16/11/2026	Noted

1. SITUATION/BACKGROUND

The Welsh Kidney Network (WKN) commissions unit dialysis services for adults in Wales, the services are commissioned on a regional basis with three main providers located in Wales. In Wales around 80% of Unit Dialysis is delivered by Independent Service Providers in 'spoke/satellite' sites, and subject to commercial contracts. This model of delivery is reflected throughout the UK. The South East region led by Cardiff & Vale UHB has operated this model for over 15 years and has consistently delivered high-quality dialysis services and supported local access to treatment

The current ISP contracts for South East Wales are due to end July 2027. As governed by the Public Procurement Act 2023 there is a 'live' tender running. The tender process is led by NWSSP Procurement Services supported by a project team made up of C&VUHB Nephrology and Transplant Service, Head of Commissioning Welsh Kidney Network, representation from WAST and CEO of Kidney Wales (3rd Sector). The project team reports into the project board, which is chaired by the Director of Operations, Specialist Service Clinical Board (C&VUHB) who is also the Senior Responsible Officer (SRO). The project board also include Assistant Director of Commissioning for Specialised Services, Associate Medical Director of the Welsh Kidney Network, Welsh Ambulance and 3rd Sector.

2. SPECIFIC MATTERS FOR INFORMATION

2.1 Procurement process update

The procurement route is running under the Competitive Flexible Procedure. This has enabled greater flexibility to design a multistage process that best fits with the organisational objectives; local population needs and considers the nature of the market. This procedure has enhanced and encouraged innovation through engagement with suppliers throughout the process. The aim of which is to ensure

the contract entered will be a compliant outcome focused contract ensuring service continuity, patient safety, financial sustainability.

On release of the stage 1 documents, four suppliers responded all four are well established companies providing In-centre haemodialysis service. It was formally confirmed at this stage that the incumbent supplier B Braun Avitum that provides services in five of six current dialysis units will no longer be a provider for Managed dialysis units. This has provided some challenges in relation to tender time frames, existing contract agreements which are being dealt with through the Project Board and C&VUHB executive team. Any risks associated are managed through the current project and escalated as necessary.

Table 1 outlines the stages of the procurement process and updates against each stage, for noting Stage 3 is the current stage of the procurement process.

Table 1

Stage	Action	Areas of consideration to be taken through to next stage
1	Bidders' initial response to the tender documents which outline the: • Service requirements, indicating patient demographics, projected growth over the life of the contract • Existing estate constraints • Budget • NHS Terms and Conditions of Contracts • Assurance of meeting a mobilisation timeline of six months from contract award to operation	Initial review of stage 1 bids highlighted three key areas of consideration: • Estate considerations with a view of replacing one existing unit • Session activity • Workforce design
2	Dialogue stage with four bidders with following activities: • Site visits to existing units • Supplier presentations and Q&A • Dialogue outputs used to refine the Stage 3	Dialogue focused on: • Service model • Capacity and Estate options to include existing and new • Finance cost versus budget and potential financial modelling
3	Issue of final tender document for final offer which covers: • Service model which includes one new dialysis unit to support with the demand and capacity, relocation of one unit • New financial model – Fixed, Semi-fixed and variable	

Stage 3 is extremely time bound with key dates to meet critical key milestones. A paper will be submitted to the Planning, Performance and Finance sub-committee and Joint Committee at the November 2026 meeting to provide assurance on the procurement process and request that the contract award is endorsed, prior to C&VUHB Board sign-off.

Milestone	Date	Action required
Tender issue	05.10.26	NWSSP Procurement issue
Tender response	29.10.26	Bidders respond
Tender Evaluation	29.10.26 - 06.11.26	Project team
C&V Project Board	09.11.26	Approve
Joint Committee	24.11.26	For endorsement
C&VUHB Board	26.11.26	Approval sign-off
Welsh Government	07.12.26	Approval to award

2.2 Patient engagement

Patients who undertake haemodialysis in units do so for four hours a day, three times per week. It is crucial that patients are updated on a regular basis ensuring the updates are proportionate whilst not creating any unnecessary concerns or fears within the patient cohort.

The engagement sessions have been run in the following manner:

- 1st April 2026 – Teams sessions for information on the procurement project, aiming to explain the use of suppliers to deliver haemodialysis in units and that the contracts need to be renewed and provide an opportunity to raise any general questions. Patients were also directed to a specific link to the C&VUHB website where updates are provided along with a frequently asked questions page. There is also a specific e-mail address for patients, families and carers.
- May 2026 – B Braun who are the current providers in five of the six units, are no longer going to provide Managed Unit Dialysis Services therefore they formally notified their patients with support from the C&VUHB team.
- September 2026 – Sixteen face-to-face engagement sessions within the existing dialysis units.

Llais was provided with an update of the impending procurement process on the 24.03.26 with the intention of updating further as part of the tender progression. Similarly further patient engagement sessions will be run as the tender progresses.

3. KEY RISKS

Project risks are currently managed through the Project's Governance structure and there are currently **five** risks on the register as outlined below, risks have been reviewed and triangulated on the NHS Provider risk register and where appropriate commissioning risk register.

Risk title	Risk description	Risk score	Risk Register
Critical posts becoming vacant due to movement of staff	If… there is a delay or non-appointment of a new supplier to provide dialysis services within South East Wales Then…C&V UHB will be assigned the leases of the current unit dialysis sites and operational management Resulting in… a financial risk to C&V UHB and potentially NWJCC and no life sustaining treatment available within the six satellite units and patient harm	16	Commissioning WKN 24 (12) Provider organisations holding/freezing vacancies with the commissioned services of the WKN
Inability to deliver the project in a timely manner to ensure that Public Contract regulations aren't breached	IF…there is insufficient time to run the procurement process Then…there is a risk that public contract regulations are breached Resulting in…the risk of legal and financial consequences to the Health Board resulting in non-compliance and risk of potential disputes between the Commissioner (WKN/JCC) and Regional Provider regarding accountability and financial liabilities	12	
Insufficient funding for new contract	If…there is insufficient funding in place for new contract Then...there will have to be compromises made within the final contract award Resulting in…the risk of diluted services for the regional delivery of Unit Dialysis for South East Wales, suboptimal quality of services for patients across in South East Wales and inequity of services for patients across Wales.	12	Commissioning WKN 18 (12) – Renal Dialysis across Wales WKN 29 (9) – Financial funding for services within the WKN portfolios
Continuity of unit dialysis services during transition from the incumbent to a	If…there is no flexibility with the incumbent supplier on the hard stop date of delivering the existing services within existing contracts	12	

Risk title	Risk description	Risk score	Risk Register
new supplier in South East Wales clinical (patient safety), system critical (service continuity)	Then…existing unit dialysis services will stop Resulting in…the risk of no life sustaining treatment available within the six satellite units and patient harm		
Continuity of unit dialysis services during transition from the incumbent to a new supplier in South East Wales clinical (patient safety), system critical (service continuity)	If… there is a delay or non-appointment of a new supplier to provide dialysis services within South East Wales Then…C&V UHB will be assigned the leases of the current unit dialysis sites and operational management Resulting in... financial risk to C&V UHB and potentially NWJCC The risk of no life sustaining treatment available within the six satellite units and patient harm	12	

4. ASSESSMENT

The procurement of Independent Service Provider contracts for the delivery of unit haemodialysis services in South East Wales represents a critical commissioning activity to ensure continuity of safe, effective and sustainable dialysis services beyond July 2027. The procurement process is progressing in accordance with the requirements of the Public Procurement Act 2023 and is supported by an established governance structure that includes commissioning, provider, procurement, ambulance service and patient representation.

The proposed procurement approach provides an opportunity to review current service models, strengthen future capacity planning, address estate considerations and secure value for money whilst maintaining high standards of patient care. Early market engagement has demonstrated supplier interest and has informed the development of the final tender specification.

Patient engagement has been undertaken throughout the procurement process and will continue as key milestones are reached, recognising the importance of providing timely information whilst minimising unnecessary anxiety for patients receiving life-sustaining haemodialysis treatment.

Whilst a number of strategic and operational risks remain, including procurement timescales, continuity of service provision and affordability of future contract arrangements, these are subject to active management through the project governance structure and escalation processes where necessary.

Overall, the project remains on track to achieve the planned procurement milestones and provides assurance that appropriate arrangements are in place to secure long-term haemodialysis capacity for the South East Wales population while maintaining service continuity and patient safety.

The report was discussed at the October 2026 PPF Sub-Committee meeting and endorsed the proposal. Members did emphasise the need for rigorous oversight, continued management of the incumbent provider relationship and early escalation of any risk to the procurement or mobilisation timetable.

5. RECOMMENDATIONS

The members of the Joint Commissioning Committee are asked to:

- **Note** the progress of the procurement process for South East Wales unit haemodialysis services
- **Receive** assurance regarding the governance and risk management arrangements in place,
- **Note** the endorsement from the PPF Sub-Committee; and
- **Approve** the contract award.

Strategic and Regulatory Assessment

Dolen i Amcan (au) Strategol CBC / Link to JCC Strategic Objectives(s)	Ensure Quality
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 Healthier Wales
	If more than one applies please list below: 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))*	Whole-systems Perspective
	If more than one applies please list below:

Dolen i Feysydd Ansawdd *(Canllawiau Statudol Dyletswydd Ansawdd (llyw.cymru)) /* **Link to Domains of Quality** *(Duty of Quality Statutory Guidance (gov.wales))*	Effective
	If more than one applies please list below: Efficient Equitable Person Centred Timely Safe
Effaith Amgylcheddol/ Cynaliadwyedd (5R) / Environmental /Sustainability Impact (5Rs)	No - Not Applicable
	If more than one applies please list below:

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: ☐	No: ☒
	Outcome:	If no, please include rationale below: Not at this stage
Cydraddoldeb *Ydych chi wedi ymgymryd â Sgrinio Asesiad o'r Effaith ar Gydraddoldeb? /* **Equality** *Have you undertaken an Equality Impact Assessment Screening?*	Yes: ☐	No: ☒
	Outcome:	If no, please include rationale below: Not at this stage
Cyfreithiol / Legal	Yes (Include further detail below)	
	As outlined within the report, Cardiff and Vale have a legal obligation to tender for the provision of Unit Haemodialysis before the existing contracts expire.	
Enw da / Reputational	There is no direct impact on the reputation of the Joint Committee as a result of the activity outlined in this report.	

Effaith Adnoddau *(Pobl /Ariannol) /* **Resource Impact** *(People / Financial)*	Yes (Include further detail below) Although the contract will sit between Cardiff and Vale UHB and the Independent Service Provider there will be a requirement as the Commissioner of the service to have significant involvement within the procurement process.

Acronyms

Acronyms / Glossary of Terms	
CEO	Chief Executive Officer
C&V UHB	Cardiff & Vale University Health Board
ISP	Independent Service Provider
JCC	Joint Commissioning Committee
KRT	Kidney Replacement Therapy
NWSSP	NHS Wales Shared Services Partnership
SRO	Senior Responsible Officer
WAST	Welsh Ambulance Service Trust
WKN	Welsh Kidney Network
Q&A	Question and Answer