

Agenda Item

3.2.2

Joint Commissioning Committee

Ambulance Service Winter Dashboard and Performance Review

Dyddiad y Cyfarfod / Date of Meeting	22/09/2026
Statws Cyhoeddi / Publication Status	Open/ Public
	Not Applicable
Awdur yr Adroddiad / Report Author	Ross Whitehead, Director of Commissioning Ambulance Services and National Programmes
Cyflwynydd yr Adroddiad / Report Presenter	Ross Whitehead, Director of Commissioning Ambulance Services and National Programmes
Noddwr yr Adroddiad / Report Sponsor	Juliet Brown, Chief Commissioner

Pwrpas yr Adroddiad / Report Purpose	For Noting Choose an item.
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Engagement (internal/external) undertaken to date (including receipt/consideration at Committee/Group)		
Committee / Group / Individuals	Date	Outcome
Planning, Performance and Finance Sub-Committee	27/08/2026	Noted
Senior Leadership Team (SLT)	16/09/2026	Noted

1. SITUATION/BACKGROUND

Ambulance performance remains a key area of focus for the NHS Wales Joint Commissioning Committee given its importance to patient outcomes, service resilience and wider system flow.

A detailed review of ambulance performance, improvement actions and strategic commissioning activity was considered by the Planning, Performance and Finance Sub-Committee in August 2026. The purpose of this report is not to repeat that detailed discussion, but to provide the Joint Commissioning Committee with assurance regarding the actions being taken by commissioners and the arrangements in place to oversee performance through Winter 2026/27.

The Joint Commissioning Committee has continued to strengthen its approach to ambulance commissioning, focusing on productivity, delivery of commissioned capacity, performance improvement, hospital handover impact and strategic service development. This includes implementation of revised accountability arrangements, enhanced assurance structures and development of a dedicated winter performance framework.

2. SPECIFIC MATTERS FOR CONSIDERATION

The NWJCC commissioning team has developed with the Welsh Ambulance Services University NHS Trust the specific measures for Winter 2026/27 performance scorecards covering:

- Emergency Medical Services;
- NHS 111 Wales; and
- Discharge and Transfer Services.

The agreed Winter Scorecards will be the principal mechanism through which the JCC monitors WAST delivery throughout the winter period.

The scorecards in **Appendix 1** will be augmented with the following additional measures:

- CHARU Planned capacity versus actual capacity delivered.
- APP Planned capacity versus actual capacity delivered.
- Conveyance volume.
- Conveyance percentage
- Remote Integrated Clinical Support (RICS) Planned capacity versus actual capacity delivered.
- RICS Response times.
- Appropriate capacity measure for Discharge and Transfers

The addition of these measures will provide assurance that the capacity is being delivered at the levels agreed and will support assessment of the relationship between capacity delivery and operational performance.

To support delivery and oversight throughout the winter period, the following assurance arrangements will be implemented:

- Weekly commissioner assurance meetings between NWJCC and WAST;
- A Monthly Quality and Outcomes Assurance Meeting (utilising an extended weekly meeting slot);
- Monthly Executive-to-Executive oversight meetings; and
- Escalation through established NWJCC governance arrangements where concerns remain unresolved.

The assurance process will focus on:

- Delivery of commissioned capacity;
- Operational performance;
- Emerging risks and mitigations;
- Readiness for anticipated demand;
- Clinical quality and patient outcomes; and
- Organisational resilience

Discussions have taken place with NHS P&I on this approach to ensure consistency with their performance oversight of the wider system, to share intelligence and minimise duplication.

3.KEY RISKS / MATTERS FOR ESCALATION

Whilst performance oversight arrangements have been strengthened, a number of risks remain relevant to delivery throughout the winter period, including:

- Failure to deliver commissioned operational capacity;
- Sustained hospital handover delays impacting ambulance availability;
- Increased demand and service pressures during periods of system escalation; and
- Failure to achieve planned improvements in operational performance despite the trusts reinvestment and service development initiatives.

The enhanced approach to winter has been designed to ensure that emerging concerns are identified early and escalated appropriately through Executive-to-Executive meetings, the Collaborative Commissioning Leadership Group and, where required, the Joint Commissioning Committee.

4. ASSESSMENT

Objectives / Strategy	
Dolen i Amcan (au) Strategol CBC / Link to JCC Strategic Objectives(s)	Maximise Value
	A Healthier Wales

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)	If more than one applies please list below:
Dolen i Hwyluswyr Ansawdd <i>(Canllawiau Statudol Dyletswydd Ansawdd (llyw.cymru)) /</i> Link to Enablers of Quality <i>(Duty of Quality Statutory Guidance (gov.wales))</i>	Whole-systems Perspective If more than one applies please list below:
Dolen i Feysydd Ansawdd <i>(Canllawiau Statudol Dyletswydd Ansawdd (llyw.cymru)) /</i> Link to Domains of Quality <i>(Duty of Quality Statutory Guidance (gov.wales))</i>	Efficient If more than one applies please list below:
Effaith Amgylcheddol/ Cynaliadwyedd (5R) / Environmental /Sustainability Impact (5Rs)	No - Not Applicable If more than one applies please list below:

Impact Assessment		
Ansawdd <i>Ydych chi wedi ymgymryd â Sgrinio Asesiad o'r Effaith ar Ansawdd? /</i> Quality <i>Have you undertaken a Quality Impact Assessment Screening?</i>	Yes: ☐	No: ☒
	Outcome:	If no, please include rationale below: Information paper to support discussion
Cydraddoldeb <i>Ydych chi wedi ymgymryd â Sgrinio Asesiad o'r Effaith ar Gydraddoldeb? /</i> Equality <i>Have you undertaken an Equality Impact Assessment Screening?</i>	Yes: ☐	No: ☒
	Outcome:	If no, please include rationale below: Information paper to support discussion

Cyfreithiol / Legal	Yes (Include further detail below)
	These are outlined in the attachment.
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)	There is no direct impact on resources as a result of the activity outlined in this report.

5. RECOMMENDATIONS

Members of the Joint Commissioning Committee are asked to:

- **Note** the detailed consideration of ambulance performance undertaken by the Planning, Performance and Finance Sub-Committee.
- **Endorse** the enhanced Winter 2026/27 assurance arrangements and associated scorecard measures

6. NEXT STEPS

- Finalisation of the Winter 2026/27 Scorecard.
- Commencement of weekly assurance meetings with WAST and the Quality and Outcomes assurance meetings.
- Reporting of significant risks and concerns through established governance arrangements.
- Further updates to the Joint Commissioning Committee through routine performance reporting cycles

Acronyms

Acronyms	
NWJCC	NHS Wales Joint Commissioning Committee
WAST	Welsh Ambulance Services University NHS Trust