

Joint Commissioning Committee

Chief Commissioner's Report

Dyddiad y Cyfarfod / Date of Meeting	27/01/2026
Statws Cyhoeddi / Publication Status	Open/ Public Not Applicable
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Cyflwynydd yr Adroddiad / Report Presenter	Huw George, Chief Commissioner, NWJCC
Noddwr yr Adroddiad / Report Sponsor	Huw George, Chief Commissioner, NWJCC

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

NWJCC Senior Leadership Team	21/01/25	Noted
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Acronyms / Glossary of Terms

CCLG	Collaborative Commissioning Leadership Group
CTMUHB	Cwm Taf University Health Board
HB	Health Board
IMTP	Integrated Medium-Term Plan
JC	Joint Commissioning Committee
MHLDVG	Mental Health, Learning Disabilities and Vulnerable Groups
NWJCC	NHS Wales Joint Commissioning Committee
OCP	Organisation Change Process
OD	Organisational Development
PET	Positron Emission Tomography
SARC	Sexual Assault Referral Centres
SLT	Senior Leadership Team
TSW	Traumatic Stress Wales
WG	Welsh Government

1. SITUATION/BACKGROUND

The purpose of this report is to provide JC members with an update on key issues that have arisen since the last JC meeting which took place on 25th November 2025.

At each JC meeting, the Chief Commissioner presents a report on key issues that have arisen since its last meeting. The purpose of the report is to keep the JC up to date with important matters related to the NWJCC. A number of issues raised within this report may also feature in more detail within the Directors' Reports as part of the NWJCC's business.

2. SPECIFIC MATTERS FOR CONSIDERATION

2.1 NWJCC Workforce and Operational Update

As previously reported, 2025/26 has seen significant progress to finalise the establishment of the NWJCC. Building on previous updates, work has continued at pace to implement the steps to 'routine business' for the NWJCC. Specific areas to note are:

- Sue O'Leary has been appointed to the role of Director of Commissioning for MHLDVG and will join us in February 2026.

Sue brings nearly three decades of leadership across Wales, spanning mental health, criminal justice and substance misuse in public, private and voluntary sectors. Most recently, she served as an Executive Director of Mind Cymru and Social Impact, holding shared corporate responsibility for delivering Mind's strategy in England and Wales and leading the organisation's Social Impact work across the UK.

Adrian Clarke, our Interim Director of Commissioning for MHLDVG will continue to work alongside Sue until his scheduled retirement in June 2026. On behalf of JC Members and NWJCC colleagues, I would like to express our gratitude to Adrian for his continued leadership and support in this role.

- Following the OCP and consultation at the end of 2024-25, the vast majority of our prioritised recruitment has been completed with appointments to key leadership roles at Deputy Director and Assistant Director levels. Five posts remain outstanding to finalise the OCP and our organisational vacancy rate as of 15th January 2026 is 14.30% (reported as 15.8% in November 2025) which is steadily decreasing due to ongoing corporate support and the targeting of key Directorates.
- As previously reported, work has been undertaken with Public Health Wales to address the recommendation of the "Independent Report into a review of National Commissioning Functions" to secure public health input into the NWJCC's commissioning activities. This is a key part in the establishment of the NWJCC to support a population health and evidence-based approach to

commissioning that puts quality and equity at the centre of our activity. The Job Description for the Associate Medical Director for Public Health has been approved and is scheduled to be issued for application following approval of salary banding.

- As agreed at our December 2025 extraordinary JC meeting, our teams are prioritising resource to deliver plans to reduce the NWJCC's reported financial deficit. An update on progress to date is detailed within the Financial Performance report shared as Agenda Item 4.1.

As we enter the final quarter of 2025/26, colleagues are aware that our focus remains simple; to deliver at pace. Whilst teams are strengthening work across directorates and with partners to deliver agreed plans, including the NWJCC IMTP, as a SLT we remain mindful that the wellbeing of our staff members remains of paramount importance. I encourage all colleagues and our JC members to continue to embrace our organisational values and provide support where necessary to achieve the sustainable delivery of plans at year end and beyond.

- The NWJCC Leadership Forum, which underpins and supports the SLT, has continued to develop and is playing an active role in the decision making of the organisation and the delivery of operational activity, including the development of a robust IMTP.

2.2 Design and commence a robust OD Programme

The development of the NWJCC OD programme remains ongoing with support from CTMUHB's) People Services team. Strategic Workforce Planning will be incorporated in this programme to meet organisational and commissioned service needs. As part of this work the Head of OD and Inclusion at CTMUHB is meeting with SLT colleagues throughout January and February to support the design of an OD Programme for the NWJCC.

2.3 NWJCC Foundation Plan 2025-26

The Quarter 2 update against the NWJCC Foundation Plan was presented at the JC meeting in November 2025. A Quarter 3 update will be presented at the March 2025 JC meeting following a review of progress at the Performance, Planning and Finance Sub-Committee meeting of the 26th February 2026. Future updates will summarise progress made against strategic priorities with exception reporting for projects where milestones have not been achieved.

2.4 Collaborative Commissioning Leadership Group (CCLG)

The purpose of the CCLG is to support the Chief Commissioner and HB Chief Executives in developing plans and proposals to inform decision-making by the Chief Commissioner and the JC in adherence with the delegations afforded to them.

An Extraordinary CCLG meeting, dedicated to the development of the NWJCC IMTP took place on the 22nd January 2026. Whilst discussions will continue to be had with HB and WG colleagues to refine the IMTP, it remains the NWJCC's intention to share a three-year IMTP for approval at the March 2026 JC meeting.

The next meeting of the CCLG is scheduled for the 24th February 2026.

3. PROGRAMMES OF WORK

Members will recall the need to reassess the workplan and priorities within the NWJCC Foundation Plan. A number of national programmes were noted and Members supported the need to redirect capacity within the organisation as appropriate. Specific updates are provided below:

3.1 Sexual Assault Referral Centres (SARC)

The JC formally accepted the SARC programme from NHS Performance and Improvement in November 2025. Since this time, considerable progress has been made in the further development of both partnership arrangements, and the beginnings of a robust commissioning approach.

Of specific note has been the undertaking of 5 partnership workshops facilitated by the NWJCC focussed on:

- Partnership governance and exploration of a partnership agreement.
- Service model and service specification.
- Financial model and plan from April 2026.
- Performance Management Framework.
- Enhancing survivor and stakeholder voice.

Partners have engaged strongly through these discussions, with products from each of these needing to be developed within the final quarter of the year.

The extant governance framework has also been stood down, with terms of reference for a new arrangement drafted. It is anticipated that the new governance structure will run from the beginning of the new financial year (earlier if possible).

3.2 Hospices Commissioning

The JC was asked to provide support to both WG and the Strategic Programme for Palliative and End of Life Care on the development of a commissioning approach for the hospices sector in Wales. Engagement has taken place with the sector, commissioning HBs, WG and the strategic programme, with plans remaining on track for a draft commissioning approach to be submitted for consideration by JC in March 2026 prior to publication by WG. This is in line with an agreed 31st March 2026 timescale.

3.3 Voluntary Sector Commissioning Approach

Due to support capacity within the NWJCC, and the availability of baseline data from HB, this work has not progressed as quickly as anticipated. Initial engagement opportunities have now been planned with all County Voluntary Councils across Wales, and with a small, focussed HB commissioners' group. At the time of reporting, it is anticipated that the baseline will be developed by the original deadline of 31st March 2026, and an indicative commissioning framework which will need further refinement, will be developed within the first quarter of 2026/2027.

3.4 Direct Payments

The role of the NWJCC here is minimal, however some project support via the Project Management Office has been enabled, and support to develop the Programme arrangements has also been provided. Personnel within Powys Teaching Health Board under the remit of the existing Continuing Healthcare Programme arrangements are progressing with a work plan and will report through the extant governance arrangements for this.

A range of risks have been identified across these programmes and have been escalated through the varying Senior Responsible Officers as appropriate.

3.5 Positron Emission Tomography (PET)

The NWJCC continues to work with WG and colleagues across Wales to ensure the stability of the Positron Emission Tomography Imaging Centre service going forward. The NWJCC has requested that Cardiff and Vale University Health Board lead the scanning provision at the University Hospital of Wales and they are working with Cardiff University to enable the handover of service and associated resources. Shared services are exploring a south Wales procurement to ensure radiopharmaceutical supply and the PET Programme continues to support this activity.

3.6 Traumatic Stress Wales (TSW)

At the November JC meeting it was confirmed that agreement had been reached, subject to confirmation of staffing and resource position, for the TSW service to be transferred to Public Health Wales as host organisation, to sit alongside their Adverse Childhood Experiences' hub.

Whilst it was initially hoped that the transfer could be finalised as early as December 2025, the process has taken longer than originally anticipated due to complexities surrounding staff employment arrangements. Legal advice has been obtained to clarify the Transfer of Undertakings Protection of Employment (TUPE) process and CTMUHB (as the host organisation of the NWJCC) and Public Health Wales continue to meet on a regular basis to progress the transfer. Further updates will be shared with the JC as they arise. Additionally, assurance regarding the ongoing management of the TSW service will continue to be provided to CTMUHB via the Hosted Bodies Audit, Risk and Assurance Committee through updates shared in response to recommendations made by Internal Audit.

4. ASSESSMENT

Objectives / Strategy	
Dolen i Amcan (au) Strategol CBC Link to JCC Strategic Objectives(s) 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)	Maximise Value A Healthier 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: n/a
Cydraddoldeb Ydych chi wedi ymgymryd â Sgrinio Asesiad o'r Effaith ar Gydraddoldeb? / Equality	Yes: <input type="checkbox"/> No: <input checked="" type="checkbox"/> Outcome:

Have you undertaken an Equality Impact Assessment Screening?

Cyfreithiol / Legal

Enw da / Reputational

Effaith Adnoddau

(Pobl /Ariannol) /

Resource Impact

(People / Financial)

[National Health Service Joint Commissioning Committee \(Wales\) Directions 2024](#)

[National Health Service Joint Commissioning Committee \(Wales\) Regulations 2024](#)

There is no direct impact on the reputation of the HBs or the JC as a result of the activity outlined in this report.

There is no direct impact on resources as a result of the activity outlined in this report.

5. RECOMMENDATIONS

The members of the Joint Commissioning Committee are asked to:

- **Note** the report.