

Agenda Item

2.3

Joint Commissioning Committee

Chief Commissioner's Report

Dyddiad y Cyfarfod / Date of Meeting	15/07/2025
Statws Cyhoeddi / Publication Status	Open/ Public Not Applicable
Awdur yr Adroddiad / Report Author	Jacqui Maunder, Committee Secretary
Cyflwynydd yr Adroddiad / Report Presenter	Huw George, Chief Commissioner
Noddwr yr Adroddiad / Report Sponsor	Huw George, Chief Commissioner

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
n/a		Choose an item.

Acronyms / Glossary of Terms	
CCLG	Collaborative Commissioning Leadership Group
CEOs	Chief Executive Officers
HB	Health Board
JC	Joint Committee
NWJCC	NHS Wales Joint Commissioning Committee
NWSSP	NHS Wales Shared Services Partnership
OD	Organisational Development
PET	Positron Emission Tomography
SABR	Stereotactic Ablative Body Radiotherapy
SARC	Sexual Assault Referral Centres
SLT	Senior Leadership Team
WAST	Welsh Ambulance Services University NHS Trust

1. SITUATION/BACKGROUND

The purpose of this report is to provide NHS Wales Joint Commissioning Committee (NWJCC) members with an update on key issues that have arisen since the last Joint Committee (JC) meeting which took place on 20 May 2025.

At each JC meeting, the Chief Commissioner will present 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. UPDATE ON NWJCC TRANSITION – PROGRESS

Positive progress continues to be made following the establishment of the NWJCC in April 2024. Work continued at pace during Q1 2025-2026, to continue to implement the steps to 'routine business' for the new NWJCC and the NWJCC team. Specific areas to note are:

- **Implementation of the new organisational structure for the NWJCC**
 - Substantive roles have been appointed to through an open, competitive process in accordance with a prioritised recruitment plan which will support filling the gaps of the 29% vacancy rate reported in May 2025 due to the vacancy freeze during the Organisational Change Policy process which heavily impacted on capacity. Development opportunities will be circulated with Chief Executive Officers (CEOs) and Health Education and Improvement Wales throughout July.
- **Design and commence a robust Organisational Development (OD) Programme** – Working with Cwm Taf Morgannwg University Health Board's People Services team, the development of an OD Programme for the NWJCC continues and is being designed to address:
 - JC Development,
 - Senior Leadership Team (SLT) Development,
 - Development to support new ways of working across the new matrix operating model. A baseline assessment has been undertaken
- **Leadership Forum** - The establishment of a Leadership Forum within the NWJCC is progressing, bringing together all Deputy and Assistant Directors to support the work of the SLT on key priorities. Initially, the Leadership Forum have been tasked with supporting work on NWJCC accommodation, responding to the Staff Survey and the development of the OD programme
- **All NWJCC Staff Away Day** – A Staff Away Day has been planned for 24 July 2025 to reflect on the past year since the establishment of the NWJCC. Staff also being engaged to help shape the design and introduction of a staff recognition programme that helps embed and celebrate the NWJCC's organisational values and behaviours.

3. COLLABORATIVE COMMISSIONING LEADERSHIP GROUP (CCLG)

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

The last meeting was held on 24 June 2025 and I am delighted that five HB Executives and one Deputy joined us. The focus of discussions was:

- Stereotactic Ablative Body Radiotherapy (SABR) for Lung Cancer – Designation Assessment of Betsi Cadwaladr University Health Board
- Positron Emission Tomography (PET) – CCLG was advised in relation to the expected growth in demand for PET scans in 2025-26 and the likelihood this will exceed the level of commissioned activity for south Wales in the NWJCC Foundation Plan. The group discussed the preferred commissioning response for PET. A further report will be taken to the CCLG meeting on 26 August 2025
- Non-Emergency Patient Transport Service – capacity constraints
- Manchester Arena Inquiry - provided an update on the NWJCC response to the review of the Recommendation 106 Welsh Ambulance Services University NHS Trust (WAST) Capability Report.

4. PUBLIC HEALTH UPDATE

The NWJCC team is working with Public Health Wales to develop a proposal to address the recommendation of the Combe report “an Independent Report into a review of National Commissioning Functions” to secure public health input into the NWJCC’s commissioning activities based on learning from NHS England and elsewhere. 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. A recruitment process is underway to appoint an Associate Medical Director for Public Health by the autumn.

5. SLT CHANGES

I am pleased to confirm that following a competitive recruitment process Aaron Fowler will be joining the NWJCC as the new Committee Secretary and Deputy Director of Corporate Governance in September 2025. In the interim, Matt Edwards has been appointed as the Deputy Committee Secretary to cover corporate governance and the committee secretariat function from 23 June 2025 for a 6 month period, and Lee Leyshon, Deputy Director of Communication and Engagement will cover the corporate services portfolio until the new Committee Secretary joins the NWJCC.

6. PROGRAMME OF WORK

The NWJCC Foundation Plan set out a work programme for the year. As the year has developed there has been, as expected, a need to reassess the workplan and the priorities. The issues described below will all impact on our resource throughout the year and we will plan for this accordingly.

National Commissioning Arrangements for Third Sector Organisations

In February 2025, following a request from the Director General, Chief Executive Management Team considered and supported a paper, baseline assessment and draft framework to ask the NWJCC to lead and co-ordinate the work to develop a third sector commissioning framework, focussing on the first phase on hospices and adult mental health services. The work would require collaboration with NHS Wales Shared Services Partnership (NWSSP) to develop a procurement framework for third sector providers to the NHS.

As lead CEO, Hayley Thomas, CEO Powys Teaching Health Board, formally requested the NWJCC becomes the lead co-ordinator on behalf of the HBs for the development of a Third Sector Commissioning Framework, focussing on Hospices and Adult Mental Health Services, subject to formal approval by the JC.

Work has progressed, in partnership with NWSSP, to assess the resources required to support this work.

The paper that was supported by the Chief Executive Management Team in February 2025 noted the following scope for the work:

- **In scope** are some third sector services which are commissioned solely or predominantly by the NHS with not for profit third sector organisations providing clinical services, patient care, or support within a core NHS service
- **Out of scope** are services commissioned on a multiagency basis through partnerships, such as Regional Partnership Boards.

NWJCC senior resource has recently been redirected to this priority area (with effect August 2025) and will lead the work onward.

Continuing Health Care including Direct Payments

Earlier this year (2025) the NWJCC agreed in principle to lead on a Continuing Healthcare programme, subject to receipt of requisite funding. Funding was not forthcoming, and the approach did not progress. Based on this decision, the NWJCC confirmed that within its available resource that it would not be able to support the programme of work.

The NWJCC had not therefore anticipated playing any further role within the programme. However, recent discussions between the Director General for Health and the Interim Chief Commissioner has resulted in the need for us to work closely with the Continuing Healthcare workstream of the Value and Sustainability Board (Chaired by Hayley Thomas) to look at immediate priorities of the

implementation of Direct pay and the commissioning of a digital system. We will assess the resource implications and keep the JC informed.

Sexual Assault Referral Centres (SARC)

The Programme has historically been hosted within the NHS Collaborative (Now the NHS Wales Performance and Improvement Unit). The original intention of the programme was a time limited piece of work to support a hub and spoke model for the improvement of SARC delivery. This aim was achieved with an ambition to close the Programme and move to a 'business as usual' arrangement for the longer term. At its inception, the NWJCC was asked to make recommendations for future arrangements on the commissioning of the health elements of SARC.

Given the complexity of the programme, and the shared responsibilities for both delivery and funding, the longer-term arrangements would require a networked arrangement for the delivery of SARC and also discussions on appropriate partnership governance and funding models. Bringing this clarity to the arrangements is critical and would need to reflect the complexity of a partnership commissioning model, and potential joint/lead budget arrangements.

The NWJCC has recently realigned some senior resource to lead this work, seeking to work in partnership with key stakeholders in order to gain this clarity on the transition of SARC services and a paper will be brought to the November meeting of the JC.

7. ASSESSMENT

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

(Canllawiau Statudol Dyletswydd Ansawdd (llyw.cymru)) / Link to Domains of Quality (Duty of Quality Statutory Guidance (gov.wales))	
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 Have you undertaken an Equality Impact Assessment Screening?	Yes: <input type="checkbox"/>	No: <input checked="" type="checkbox"/>
	Outcome:	
Cyfreithiol / Legal	National Health Service Joint Commissioning Committee (Wales) Directions 2024 National Health Service Joint Commissioning Committee (Wales) Regulations 2024	
Enw da / Reputational	There is no direct impact on the reputation of the HBs or the JC 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.	

8. RECOMMENDATIONS

The Joint Committee is asked to:

- **Note** the report.