


Appendix 1

Agenda Item 5.1.1

Responses Overview Active


Responses

9




Average Time

16:55



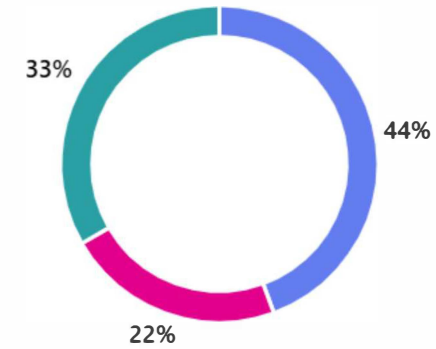
Duration

38 Days



1. What is your role on the Joint Committee?

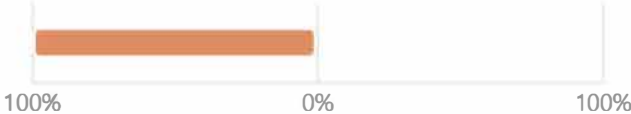
- Independent Lay member/Chair (voting) 4
- CEO member (voting) 2
- Associate Member (non-voting) / Corporate Director (non-voting) 3



2. The Joint Committee has the right mix of skills, experience and diversity to meet its strategic priorities

● Strongly Agree ● Agree ● Disagree ● Strongly disagree

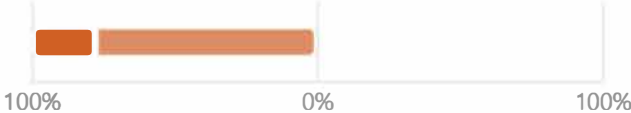
Answer



3. Joint Committee members fully understand their individual and collective roles and responsibilities

● Strongly Agree ● Agree ● Disagree ● Strongly Disagree

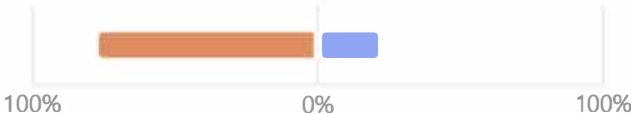
Answer



4. Succession planning for the Joint Committee is clear and effective

● Strongly Agree ● Agree ● Disagree ● Strongly Disagree

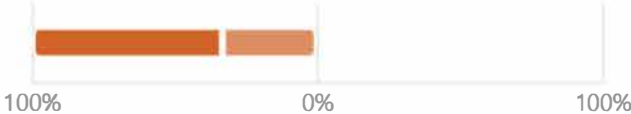
Answer



5. The Chair provides effective leadership for Joint Committee meetings

● Strongly Agree ● Agree ● Disagree ● Strongly Disagree

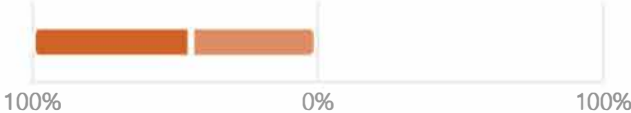
Answer



6. Lay members and CEO members work effectively together

● Strongly Agree ● Agree ● Disagree ● Strongly Disagree

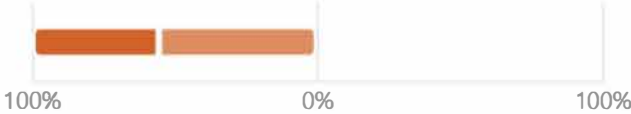
Answer



7. I know the mechanisms in place to raise concerns and I feel able to speak openly and to share any doubts or concerns I may have

● Strongly Agree ● Agree ● Disagree ● Strongly Disagree

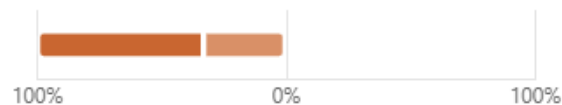
Answer



8. The Chair and Chief Commissioner work effectively together

● Strongly Agree ● Agree ● Disagree ● Strongly Disagree

Answer



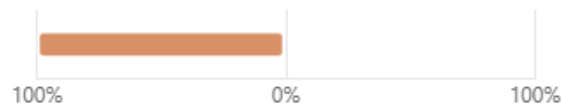
9. Any Further Comments

- The JCC has made great progress in its first year. There is firm foundation in place.
- Given the changes at Chief Commissioner level, the working relationships with CEOs and Lay Members (including Chair) have worked well and good progress has been made on establishing a new culture, collaboration and tone at Committee.
- N/A
- None
- You need a "Don't know" option - I don't know anything about the succession plans so I don't really think I can answer.
- Re: response to no:8, the Joint Committee Chief Commissioner is yet to be appointed to.
- None
- No Further Comments
- Many of the directors and some of the Lay Members (including myself) are relatively new around the JCC table. Some of the Directors need to grow into the director role whilst as a team of Lay Members we may benefit from some team development to ensure we share experience and develop strategic thinking to strengthen constructive questioning and scrutiny.

10. The Joint Committee spends sufficient time on strategy and governance rather than operational detail

● Strongly Agree ● Agree ● Disagree ● Strongly Disagree

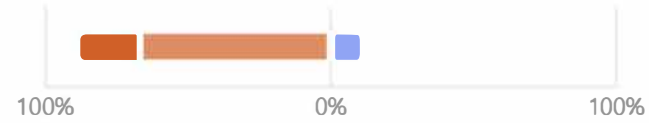
Answer



11. The Joint Committee ensures that the organisation's strategic objectives are clear and aligned with stakeholder needs

● Strongly Agree ● Agree ● Disagree ● Strongly Disagree

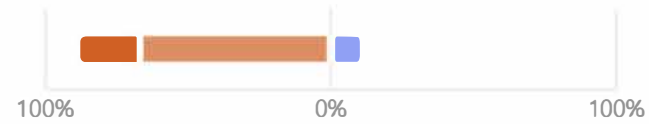
Answer



12. All Joint Committee members would be able to describe the JCCs vision and strategic priorities for the organisation and explain how they contribute towards their achievement

● Strongly Agree ● Agree ● Disagree ● Strongly Disagree

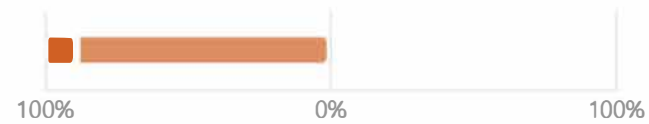
Answer



13. Joint Committee members have a strong external focus, proactively influencing and responding to key external stakeholders

● Strongly Agree ● Agree ● Disagree ● Strongly Disagree

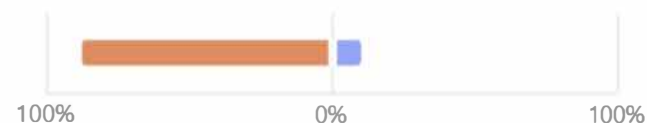
Answer



14. The Joint Committee gets early warning signals of problems ahead that will adversely affect key outcomes, targets or financial performance and has assurance over the remedial action

● Strongly Agree ● Agree ● Disagree ● Strongly Disagree

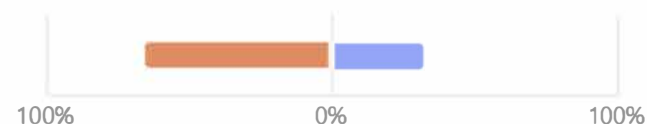
Answer



15. The Joint Committee is clear on risks and the risk register and are a true reflection of the risks the JCC and Health Boards face

● Strongly Agree ● Agree ● Disagree ● Strongly Disagree

Answer



16. Any Further Comments

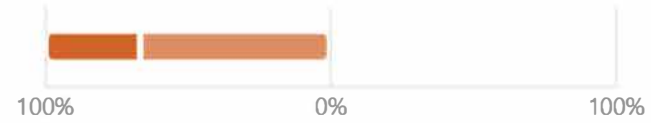
- Risk register needs to continue to develop - as per the work plan
- An increased focus on strategy is planned for 2025/2026 which is appropriate given the maturity of the organisation.
- Again, you need a "Don't know" option; I have ventured to disagree with a couple of the questions but "Don't know" would be a more accurate answer.
- N/A
- None
- Demarcation between jointly owned risks and individual organisational risks should be clarified/transparent.
- We need to have greater focus on risk and risk mitigations.
- None
- The risk register is still developing and it is challenging to understand the risks to be held by the JCC v those that sit within provider services. Some further thinking on the interrelationship of risks and the impact on the strategic priorities going forward may be of benefit eg allocating funding to resolve a staffing deficit in a service does not reduce sustainability/deliverability of the service for patients if the provider cannot recruit- it may reduce the risk once recruitment has been successful. As the integrated dashboard develops the JCC may be in a stronger position to have a more robust 'heads up' on issues/concerns before they materialise

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17. Joint Committee meetings are well structured, with sufficient focus on strategy and risk

● Strongly Agree ● Agree ● Disagree ● Strongly Disagree

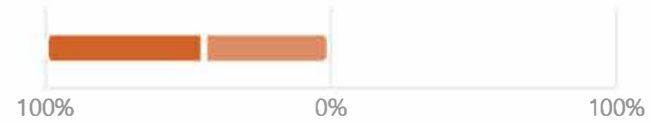
Answer



18. Joint Committee meetings facilitate a positive culture that supports healthy challenge and constructive discussion

● Strongly Agree ● Agree ● Disagree ● Strongly Disagree

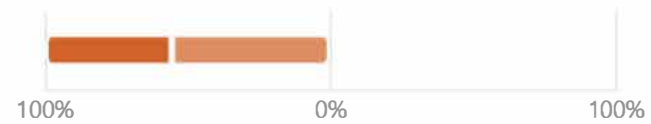
Answer



19. The duration and frequency of Joint Committee meetings and the meeting format is appropriate to enable the Joint Committee to discharge its duties effectively

● Strongly Agree ● Agree ● Disagree ● Strongly Disagree

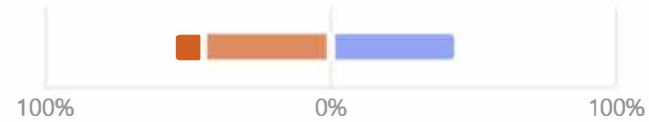
Answer



20. Joint Committee papers are of appropriate size and content and succinctly highlight key issues for the Joint Committee to consider

● Strongly Agree ● Agree ● Disagree ● Strongly Disagree

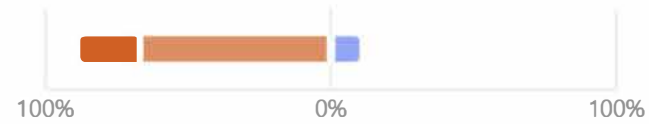
Answer



21. Minutes of the meeting are of high quality and reflective, effectively capturing salient points

● Strongly Agree ● Agree ● Disagree ● Strongly Disagree

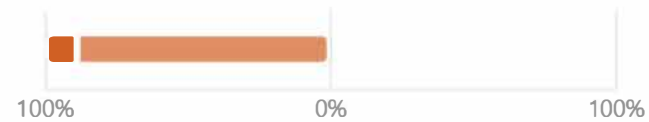
Answer



22. Reporting from sub-committees to the Joint Committee provides a concise summary of key matters discussed, issues escalated for the Joint Committees attention and matters requiring Joint Committee approval

● Strongly Agree ● Agree ● Disagree ● Strongly Disagree

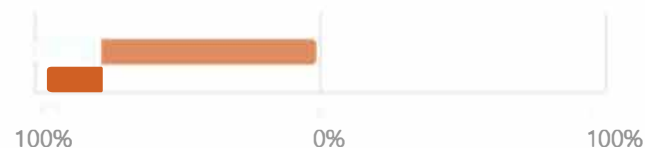
Answer



23. Members receive sufficient information to provide assurance to the Health Board on the work of the Joint Committee, e.g. the JCC Highlight report for inclusion on HB Board agendas

● Strongly agree ● Agree ● Disagree ● Strongly disagree

Answer



24. Any Further Comments

- Need the highlight report to continue to develop.
- Report writing training is planned and will support improved focus on quality of papers presented to Committee.
- None
- N/A
- None
- Re: answers to nos.20 and 21, the papers could be less discursive, providing insight; and the minutes could be succinct more effectively capturing salient information
- Papers could be a bit clearer and more focused
- None
- Papers contain lots of operational information and have large appendices. The narrative in some papers has not yet started to provide an analysis of the data being shared and offer an assessed conclusion/options with rationale for informed approval. This is important from a Lay Member perspective as we are left to draw our own conclusions on what the data/impact of the detail is telling us. Some further development for report writers may be helpful and in turn facilitate enhanced strategic discussion.

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25. What are the key strengths of the Joint Committee?

- Strong and effective leadership by the Chair. Good working relationship with Chair and CC. Good collaboration between JCC members. JCC team engaging well with JCC members.
- Single point for collaborative decision making in Wales. Good working relationships established. Open discussion, strengthened by the Development/Strategy days which provide good opportunity to explore issues openly and in depth.
- Willingness to discuss and challenge; strong chair; atmosphere of trust; wide range of opinions and experiences; shared passion for the health of the people of Wales.
- Collaborative working
- Scrutiny of independent members
- Collaborative working, Good leadership, Open decision making, Supportive governance teams
- Clarity of purpose
- Effective collaboration across health boards and the JCC team - still developing but making great progress.
- Having the CEOs and JCC Directors around the table is helpful in ensuring the development of a collaborative and shared vision and priorities. Having a foundation (IMTP) plan for this coming year will help to bring focus to deliverable priorities. The strengthened governance structure and arrangements through the sub-committees will enable greater scrutiny and confidence for all parties.

26. What do you see as the key development needs of the Joint Committee for the next 12 months?

- Developing the population based strategy. Continuing to evolve the risk register and the prioritisation framework.
- Development of a Strategy for the JCC incorporating a clear commissioning framework to support prioritisation and decision-making.
- Improve how the Welsh Language is handled; potential benefits and pitfalls of AI; public health
- a JCC development programme to support delivery of the JCC strategy
- Financial challenges and key priorities of Cabinet Secretary
- To improve frameworks for risk management, scenario planning, and stakeholder engagement, which help navigate potential future challenges and meet long-term objectives
- Managing performance
- Developing the medium term population needs based commissioning strategy - Gaining pace on some of the key programmes of work
- Supporting development opportunities for the Directors- report writing, working inter-departmentally/across directorates, Supporting the Lay Members to develop possibly by enabling service visits, time to come together to share experience and explore skills enhancement periodically would be helpful. Give attention to continuing collaborative working with CEOs.

27. What areas require improvement for enhanced governance and effectiveness?

- As above - strategy needs to inform plan going forward.
- Quality of reports.
- Conciseness of reports; a briefing file for new members
- None
- Hosting arrangements and potential provider/commissioner conflict
- Clear risk management frameworks which differentiate burdens of risk between the Joint Committee and the Health Boards.
- None
- Continuing to see the Committee structure develop
- Ensure Strategic workshops are time spent on strategic discussion and strategic priorities.
- Consider Board development which enables a sharing of operational information/achievements etc
- Support report writers/leads through a workshop type of event to look at how to write assurance reports incorporating data/dashboard intelligence/risk which enable scrutiny which drives strategic improvement- relevant to each committee/sub-committee.

28. Any other comments or suggestions for the Joint Committee?

- Committees need time to bed in.
- No
- No
- None
- Concentrate efforts on strategic objectives, risks and transparency.
- None
- Good to get balance of in person and on line meetings.
- The input of the public health, system wide perspective will be key to supporting strategic prioritisation going forward. •••

29. Please feel free to add any additional comments not-related to meetings

- No further comments
- None
- Excellent and much-valued support for lay members - thank you
- N/A
- None
- None
- N/A
- None
- I can see that there has been so much work done to establish the JCC and already it feels different from the previous organisation. The governance arrangements are bedding in and comments provided are intended to further strengthen the progress made to date. •••