

<b>Agenda Item</b>
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<b>Joint Commissioning Committee</b>
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<b>Chief Commissioner's Report</b>
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<b>Dyddiad y Cyfarfod / Date of Meeting</b>	17/03/2026
<b>Statws Cyhoeddi / Publication Status</b>	Open/ Public Not Applicable
<b>Awdur yr Adroddiad / Report Author</b>	Aaron Fowler, Committee Secretary, NWJCC
<b>Cyflwynydd yr Adroddiad / Report Presenter</b>	Huw George, Chief Commissioner, NWJCC
<b>Noddwr yr Adroddiad / Report Sponsor</b>	Huw George, Chief Commissioner, NWJCC

<b>Pwrpas yr Adroddiad / Report Purpose</b>	For Noting
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<b>Engagement (internal/external) undertaken to date (including receipt /consideration at Committee/Group)</b>		
<b>Committee/Group/Individuals</b>	<b>Date</b>	<b>Outcome</b>
NWJCC Senior Leadership Team	11/03/2026	Noted

## **1. SITUATION/BACKGROUND**

The purpose of this report is to update the Joint Commissioning Committee (JC) on key issues that have arisen since the JC meeting which took place on 27 January 2026. 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 Welsh Government Scrutiny Session**

The NWJCC has been invited to attend a Welsh Government Scrutiny Session on the 19<sup>th</sup> March 2026.

The purpose of the scrutiny session will be to explore and challenge the NWJCC's position in more detail, particularly in relation to:

- Performance ambitions, including the NWJCC's assessment against the applicable delivery expectations, enabling actions and Ministerial Advisory Group recommendations
- Actions to address and reduce the underlying deficit
- The total opportunity pipeline available to the organisation
- Detailed actions and savings plans with confidence assessment
- Ownership of risks and mitigations – with clear next steps
- Options and choices to take the NWJCC to financial balance

Feedback will be shared with the JC following this session, however it is anticipated that much of the detail to be shared with Welsh Government will be based on discussions from the JC meeting on 17 March reflecting the position in relation to the NWJCC's Integrated Medium Term Plan (IMTP)/Annual Plan, a final copy of which will be shared with the JC prior to the Extraordinary JC meeting of the 23<sup>rd</sup> March 2026 where approval for the Plan will be sought.

### **2.2 Collaborative Commissioning Leadership Group (CCLG) and IMTP Development**

The CCLG is designed to operate as a forum to support the Chief Commissioner and Health Board 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.

Since November 2025 the vast majority of the CCLG's time has been spent informing the development of the NWJCC IMTP, including the detailed scrutiny and review of proposals shared at the Extraordinary CCLG meeting of the 22<sup>nd</sup> January 2026.

Subsequent to this meeting a CCLG IMTP Quality Impact Assessment (QIA) Workshop was held on the 9<sup>th</sup> February 2026, leading to consensus that the QIA process was robust, useful and necessary for finalising the IMTP. Further consideration of the IMTP process was also undertaken at the In-Committee Quality, Safety and Outcomes Sub-Committee on the 23<sup>rd</sup> February 2026. The review was undertaken In-Committee due to the commercially sensitive nature of the provider detail shared, however the Sub-Committee provided its support for the QIA process followed subject to recommendations for additional consideration to be given to the more overt articulation of the equity and equality considerations undertaken within the process.

Following a request from the JC on 17 February 2026, the CCLG gave further consideration to the developing IMTP at its meeting of the 24<sup>th</sup> February 2026, considering specifically the outcome of the QIA Workshop of the 9<sup>th</sup> February 2026 and the proposed NWJCC Financial Plan for 2026/2027 including:

The context and assumptions that underpin the plan

- The financial plan, the resultant financial gap together with proposals for mitigation to deliver a balanced plan
- The QIA process informing the continued development of the plan
- Key quality issues considered across service areas proposed to 'keep in' and 'take out' of the plan
- The level of agreement regarding the QIA process
- Concerns raised and areas requiring further consideration ahead of final IMTP submission, including provider concerns

In addition to the work undertaken at CCLG, the NWJCC's IMTP has continued to develop with engagement from one-to-one meetings with Health Board Directors of Planning and Directors of Finance.

Whilst the NWJCC's Standing Orders set out a requirement to produce an IMTP, it has become increasingly clear that the Boards of most member health boards will not be in a position to commit to a 3-year plan for their statutory organisations and will be submitting annual plans to Welsh Government. Given that most Health Boards will be unable to commit beyond year 1 of this year's plan, the NWJCC is producing an annual plan for 2026/2027, set in a three-year context (the Plan) which will be presented to JC for consideration, seeking approval at the Extraordinary JC meeting of the 23 March 2026.

By the time of the meeting, when the JC receive this report, the draft Plan will have been received by Health Boards for comment prior to formal submission for approval the following week. The Plan sets out the principles agreed by the JC on which it has been developed, together with the strategic drivers, commissioning intentions for the services within the remit of the NWJCC and how the NWJCC aims to develop as an organisation to further support Health Boards by ensuring quality whilst maximising value.

In developing the Plan, adhering to Welsh Government guidance, some difficult decisions have been taken to not progress developments agreed in previous years and not make further (new) investments. From the baseline position presented to the JC in December 2025 (prior to receiving the Welsh Government Planning Guidance), these difficult decisions on what can be taken forward into 2026/2027 have been informed by clinical information and clinical risk assessments and subsequently assessed for the impact on quality through Quality Impact Assessments.

In minimising the clinical impact, after recognising the 1.11% allocation uplift that will be directly passed through to providers, there remains a financial gap that will be mitigated by the ask on providers to deliver a 2% cash releasing saving. The resultant position is a financial risk of £16.2m (just under 1.3%) that the Health Boards will be asked to recognise by an increase in their contributions to allow the submission of a balanced plan.

The committee has agreed in principle to consider the WAST allocation as distinct from its broader portfolio within our planning for 2026/27. In doing so the committee expects that WAST will manage their own cost pressures and investment requirements within their allocation and the JCC will expect to see significant re-allocation of savings into service delivery and risk mitigation, particularly in relation to the Manchester Arena Inquiry and front-line capacity across WAST services.

Based on this position, a breakdown of Health Board contributions has been shared with Chief Executives and Directors of Finance to reflect in individual Health Board IMTPs/Annual Plans.

The NWJCC will continue to work collaboratively with Health Boards and providers to address this financial risk and the following schemes have been agreed as strategic priorities for 2026/27 which are expected to generate commissioner savings next year and beyond;

### **Strategic Reviews**

- Neonatal (including NICU)
- Cardiac
- Mental Health
- WAST

### **Deep Dives**

- Renal
- Individual Patient Funding Requests
- Thrombectomy

### **Enabling Projects**

- Referral Management

Each of these areas of work will have a named lead CEO and report directly to the JC to ensure progress and pace are monitored at each formal meeting.

Health Boards will be required to ensure that the relevant details within the NWJCC's Plan are appropriately reflected in local IMTPs/Annual Plans.

### **2.3 In-Year Financial Risk**

The NWJCC financial position for 2025-2026 reported at Month 10 was an overspend to date of £5.5m, with a forecast overspend position of £6.9m against the financial plan.

The Month 11 Draft Financial reported position has now included all outstanding risks as reported at Month 10 with an approach to mitigating for year without deterioration of the financial position.

A full overview of the NWJCC's financial position is shared at Agenda Item 3.1.

### **2.4 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:

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.

As set out in the Chair's report, progress has been made in the search for a substantive Chief Commissioner in anticipation of my retirement in May 2026. A verbal update on progress will be shared during the meeting.

Leading into 2026/27, recruitment is underway to for the Deputy Director of Commissioning – Ambulance Services & NHS 111 and Deputy Director of Commissioning – Mental Health, Learning Disabilities & Vulnerable Groups posts.

These positions will play a pivotal role in supporting the organisation to deliver its strategic priorities and emerging portfolios of work during 2026/27 and beyond.

Notwithstanding, previous efforts to expedite the advertisement and recruitment of an Associate Medical Director for Public Health, further delays have been encountered due to the need to have the post approved by the Faculty of Public Health. This post remains a key part of 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. Efforts will continue to be made with workforce colleagues to expedite recruitment.

## **2.5 Design and commence a robust Organisational Development (OD) Programme**

During 2026/27 the NWJCC, with support from the Cwm Taf Morgannwg University Health Board (CTMUHB) People Services Team, will seek to implement an OD programme to support the ongoing development of the organisation as a Centre of Excellence for Collaborative Commissioning.

This work will engage with all levels of the organisation, including JC members, as the NWJCC seeks to engender a culture that delivers upon its publicised values, 'Respecting Each Other, Building Trust, Fostering Collaboration and Striving for Excellence'.

Alongside this work, during Quarter 1 of 2026/27, colleagues will undertake an organisational effectiveness review to assess the impact of the Organisational Change Process undertaken in April 2025. Feedback from this review will be shared with the JC following completion.

## **2.6 NWJCC Foundation Plan 2025/26**

A Quarter 3 update against the NWJCC Foundation Plan was presented to, and scrutinised, at the Planning, Performance and Finance Sub-Committee meeting of the 26<sup>th</sup> February 2026. A further update on progress against the Foundation Plan is shared at agenda item 3.4.

Exception Reports, where progress towards achievement of strategic priorities has slipped, are appended with the Foundation Plan update shared with the JC for further information as required.

## **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.

### **3.1 Sexual Assault Referral Centres (SARC)**

The JC formally accepted the SARC programme from NHS Performance and Improvement in November 2025. Further to a range of strategic workshops that took place through December 2025 and January 2026, good progress with continuing to strengthen the partnership and its focus have been made.

Arrangements for the new governance structure have now been enabled, with a new Commissioning Partnership Board and regional reporting arrangements initiating during quarter one of 2026/27. The structure aims to strengthen commissioning rigour as well as building on many years of previous work to establish a consistent SARC model across Wales, underpinned by a partnership agreement, service specification and clear financial and performance frameworks.

Two new Senior Responsible Officers will be in place from April 2026 from each of the South Wales Police, and NWJCC.

A workplan for the programme has been developed, with initial focus on a range of contracting and commissioning priorities; the development of a partnership agreement, and service specification.

### **3.2 Voluntary Sector Framework**

Progress to complete a baseline position has commenced during the final quarter of 2025/26. A cross-Health Board project team has been established, and introductory meetings have taken place with almost all County Voluntary Councils to advise them of the work, and to seek engagement of the sector in their respective areas.

Five of the seven Health Boards have been able to submit a response to date, and subject to receipt of the final two, it is anticipated that the baseline position and proposed next steps will be recommended to Collaborative Commissioning Leadership Group within Quarter 1 of 2026/27.

### **3.3 Positron Emission Tomography (PET)**

It was reported at our January 2026 JC meeting that work with WG and colleagues across Wales continues to ensure the stability of the Positron Emission Tomography Imaging Centre service. 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 leading a South Wales procurement to ensure radiopharmaceutical supply and the PET Programme continues to support this activity to mitigate any ongoing risk. It is expected that it will take up to 18 months to transfer the service from Cardiff University to Cardiff and Vale University Health Board.

### **3.4 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.

Works remains ongoing to finalise the transfer with NWJCC colleagues working closely with CTMUHB (as the host organisation of the NWJCC) and Public Health Wales continue to progress the transfer through the finalisation of Transfer of Undertakings processes. Further updates will be shared with the JC as they arise and, in the interim, will continue to be reported to the CTMUHB Hosted Bodies Audit, Risk and Assurance Committee as part of the NWJCC's regular Internal Audit recommendation tracker update.

### 3.5 Maternity Neonatal Review Update

The National Assurance Assessment of Maternity and Neonatal care and services report, 'The path to safer beginnings in Wales' was published on the 25<sup>th</sup> of February 2026. A copy of the report can be found at the following link: <https://www.gov.wales/national-assurance-assessment-maternity-and-neonatal-services-wales>.

The assessment identifies that while many women, babies and families in Wales experience compassionate, professional care, maternity and neonatal services remain highly variable and vulnerable in key areas. The review found significant inconsistencies in safety, quality and organisation of services, driven by cultural issues, communication challenges, workforce shortages and increasing clinical complexity.

At a system level, the assessment calls for stronger national coordination, supported by real-time safety monitoring, clearer leadership and more consistent pathways. It identifies eight priority areas for improvement, including national leadership, urgent improvements to critical safety systems, strengthened workforce planning, better mental health support, and improved national planning and commissioning of neonatal care.

The assessment sets out a number of areas and recommendations for the NWJCC, the report will be considered in detail by the next Quality, Safety and Outcomes Sub-Committee at its next meeting.

### 4. ASSESSMENT

Objectives / Strategy	
<b>Dolen i Amcan (au) Strategol CBC</b> <b>Link to JCC Strategic Objectives(s)</b>	Maximise Value
<b>Dolen i Ddeddf Llesiant Cenedlaethau'r Dyfodol – Nodau Llesiant /</b> <b>Link to Wellbeing of Future Generations Act – Wellbeing Goals</b> <a href="#">150623-guide-to-the-fg-act-en.pdf</a> <a href="#">(futuregenerations.wales)</a>	A Healthier Wales
<b>Dolen i Hwyluswyr Ansawdd</b> (Canllawiau Statudol Dyletswydd Ansawdd (llyw.cymru)) / <b>Link to Enablers of Quality</b> <a href="#">(Duty of Quality Statutory Guidance gov.wales)</a>	Leadership
<b>Dolen i Feysydd Ansawdd</b>	Effective

(Canllawiau Statudol Dyletswydd Ansawdd (llyw.cymru)) / <b>Link to Domains of Quality</b> ( <a href="#">Duty of Quality Statutory Guidance (gov.wales)</a> )	
<b>Effaith Amgylcheddol/ Cynaliadwyedd (5R) / Environmental /Sustainability Impact (5Rs)</b>	No - Not Applicable

Impact Assessment		
<b>Ansawdd</b> Ydych chi wedi ymgymryd â Sgrinio Asesiad o'r Effaith ar Ansawdd? / <b>Quality</b> Have you undertaken a Quality Impact Assessment Screening?	Yes: <input type="checkbox"/>	No: <input checked="" type="checkbox"/>
	Outcome:	n/a
<b>Cydraddoldeb</b> Ydych chi wedi ymgymryd â Sgrinio Asesiad o'r Effaith ar Gydraddoldeb? / <b>Equality</b> Have you undertaken an Equality Impact Assessment Screening?	Yes: <input type="checkbox"/>	No: <input checked="" type="checkbox"/>
	Outcome:	
<b>Cyfreithiol / Legal</b>	<a href="#">National Health Service Joint Commissioning Committee (Wales) Directions 2024</a> <a href="#">National Health Service Joint Commissioning Committee (Wales) Regulations 2024</a>	
<b>Enw da / Reputational</b>	There is no direct impact on the reputation of the HBs or the JC as a result of the activity outlined in this report.	
<b>Effaith Adnoddau</b> (Pobl /Ariannol) / <b>Resource Impact</b> (People / Financial)	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.