



Agenda Item
2.3

Joint Commissioning Committee

Chief Commissioners Report

Dyddiad y Cyfarfod / Date of Meeting	20/05/2025
Statws Cyhoeddi / Publication Status	Open/ Public Not Applicable
Awdur yr Adroddiad / Report Author	Jacqui Maunder, Committee Secretary
Cyflwynydd yr Adroddiad / Report Presenter	Huw George , Interim Chief Commissioner
Noddwr yr Adroddiad / Report Sponsor	Huw George, Interim 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		Approved

Acronyms / Glossary of Terms	
AO	Accountable Officer
CCLG	Collaborative Commissioning Leadership Group
CTMUHB	Cwm Taf Morgannwg UHB
HB	Health Board
NWJCC	NHS Wales Joint Commissioning Committee
OD	Organisational Development
PHW	Public Health Wales
SLT	Senior Leadership Team
ToR	Terms of Reference

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 meeting which took place on 18 March 2025.

At each Joint Committee 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 Joint Committee 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 – Q4 PROGRESS

Positive progress continues to be made following the establishment of the NWJCC in April 2024. Work continued at pace during Q4, 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**
 - All roles have now been finalised and job descriptions for all new/amended roles are complete and progressing through the CTMUHB job evaluation process. Substantive roles are being appointed to through an open, competitive process in accordance with a prioritised recruitment plan. The Joint Committee should note that the NWJCC is running with a 29% vacancy rate due to the vacancy freeze during OCP which is impacting capacity,
- **Design and commence a robust Organisational Development (OD) Programme** – Working with the CTMUHB People Services team, the development of an OD Programme for the NWJCC continues and is being designed to address:
 - Joint Committee 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 Accommodation, Responding to the Staff Survey and the development of the OD programme,
- **Agree a Risk Appetite for the NWJCC** - Further to discussions at the NWJCC strategy session on 10 December 2025, the NWJCC risk appetite statement is under development and will be brought to a NWJCC Strategy session in Q3,

- **All NWJCC Staff Away Day** – We are setting a date in the near future for the next Staff Away Day where we will reflect on the past year since the establishment of the NWJCC. We are also engaging with staff to help shape the design and introduction of a staff recognition programme that helps us embed and celebrate our organisational values and behaviours; and
- **2025/2026 Foundation Plan** – Following approval of the Plan at the March 2025 Joint Committee meeting, focus has now turned to delivery. As a separate item on this meeting’s agenda, details are provided on the pace and deliverables of the strategic priorities and associated commissioning intentions throughout the coming year. The Joint Committee are asked to note that many of the overarching strategic priority areas are dependent on the commitment of collaboration, and have identified Collaborative Commissioning Leadership Group (CCLG) member leads, with whom engagement has commenced.

3. COLLABORATIVE COMMISSIONING LEADERSHIP GROUP (CCLG)

The Terms of Reference (ToR) for the CCLG to support the Chief Commissioner were shared with the NWJCC on 21 January 2025. The purpose of the CCLG is to support the Chief Commissioner and Health Board (HB) Chief Executive Members of the Joint Committee in developing plans and proposals to inform decision-making by the Chief Commissioner and the Joint Committee in adherence with the delegations afforded to them.

The last meeting was held on 29 April 2025 and the focus of discussions was:

- Implementation & Delivery of the 2025/2026 Foundation Plan,
- Assessment of Risk & Mitigation for the Foundation Plan 2025-2026,
- The future of the Syndrome Without a Name (SWAN) service,
- A Welsh Blood Service (WBS) Plasma Briefing,
- Consideration of Chimaeric Antigen Receptor T-cell (CAR-T) Phase 2 Investment; and
- A workshop discussion on developing the NWJCC Strategy.

When the ToR for the CCLG were developed there was a specific request from HB CEOs that the CCLG membership should comprise of Executive Directors from HBs, and CEOs are requested to ensure that Executive Directors do attend to ensure quoracy.

4. INTERNAL AUDIT NWJCC GOVERNANCE REPORT (ADVISORY)

An advisory internal audit review to assess the arrangements that have been put in place at the NWJCC for embedding the statutory governance framework and the establishment of operational governance arrangements to provide effective oversight in the new organisation has been undertaken. The report outlined that the first year of operation of the NWJCC was regarded very positively by those interviewed as part of the review. The governance

framework has largely been established, and the revised Joint Committee has met regularly throughout the year, with meetings regarded as more strategic and collaborative than the previous arrangements. Meetings have generally been well attended by HB Chief Executives, and the appointment of the Chair and five lay members was viewed positively.

At the beginning of this financial year in addition to committing to the Foundation plan agreed by the Joint Committee on 18 March 2025, I would like to articulate a personal desire to focus on developing the NWJCC strategy, culture and leadership and governance accountability during the course of this year.

5. CHIEF COMMISSIONER – ACCOUNTABLE OFFICER STATUS (AO)

As interim Chief Commissioner for the NWJCC the Director General and Chief Executive, NHS Wales has designated me as the Accountable Officer (AO) from 1 April 2025 until 31 March 2026 and have a personal responsibility for the propriety and regularity of the public finances of the NWJCC and the responsibilities outline in the AO Memorandum for the Chief Commissioner of the NWJCC.

I am required to ensure that my responsibilities as AO are reflected within the NWJCC's overall governance and accountability arrangements. To provide assurance on this for 2024-2025 I can confirm:

- **NWJCC Annual Accounts 2024-2025** - have been submitted to CTMUHB as host and will be included in their Annual Accounts 2024-2025 which will be presented to their Board for approval on 26 June 2025,
- **Accountability Report 2024-2025 (Annal Governance Statement 2024-2025)** has been submitted to CTMUHB for consideration at the Audit and Risk Committee on 22 May 2025 – a further update is provided at agenda item 5.6,
- **Chief Commissioners Scheme of Delegation**
 - The NWJCC's Scheme of Reservation and Delegation of Powers sets out in the context of the NWJCC's business including those matters further delegated from the NWJCC to the Chief Commissioner (and other Officers as appropriate),
 - a mapping exercise has been undertaken to review and identify the appropriate delegations to support the operational management of the NWJCC as well as the development of delegations from the Chief Commissioner to officers of the NWJCC to support decision-making and robust governance and accountability,
 - The draft Chief Commissioners Scheme of Delegation is presented under agenda item 5.1 and in addition to the responsibilities delegated from the NWJCC, it also captures the delegated responsibilities from the Host Body (set out within the Hosting Agreement) and delegated responsibilities from Welsh Government (set out within an Accountable Officer Memorandum); and

- each individual Director will receive a letter confirming which matters have been delegated to them from the Chief Commissioner.

6. SENIOR LEADERSHIP TEAM (SLT) CHANGES

I am pleased to confirm that Georgina Galletly has been appointed as the Interim Director of Corporate Strategy and Planning until 31 March 2026. George has been instrumental in supporting the NWJCC transition plan and I look forward to continuing to work with her in her new role.

We congratulate Shane Mills, Director of Commissioning Mental Health, Learning Disabilities and Vulnerable Groups (MHLDVDG) who has commenced in the post of Director of Mental Health at Cygnet Healthcare, and his last day with us was 9 May 2025. Since Shane's appointment we have made great progress in establishing the new NWJCC and strengthening and developing MH services across NHS Wales and NHS England. After 33 years with the NHS I would like to wish him every success in his new role and thank him for his contributions during his time with us at the NWJCC and with the National Collaborative Commissioning Unit (NCCU). Adrian Clarke will act into the role until a recruitment process to appoint a substantive replacement commences in the Summer.

I would also like to congratulate Jacqui Maunder, Deputy Director of Governance and Committee Secretary who has been offered and accepted the post of Assistant Director of Governance and Secretary to the Council with the Nursing & Midwifery Council (NMC) and will join them mid July 2025. After 31 years in the public sector, 11 of which with the NHS I would like to wish her every success in her new role and thank her for her contributions during her time with us. A recruitment process has commenced.

Objectives / Strategy	
Dolen i Nod(au) Strategol BIP CTM /Link to JCC Strategic Goal(s)	Not Applicable
	If more than one applies, please list below:
Dolen i Feysydd Strategol BIP CTM /Link to JCC Strategic Areas	Not Applicable
	If more than one applies, please list below:
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
	If more than one applies, please list below:
Dolen i Hwyluswyr Ansawdd	Leadership

(Canllawiau Statudol Dyletswydd Ansawdd (llyw.cymru)) / Link to Enablers of Quality (Duty of Quality Statutory Guidance (gov.wales))	If more than one applies, please list below:
Dolen i Feysydd Ansawdd (Canllawiau Statudol Dyletswydd Ansawdd (llyw.cymru)) / Link to Domains of Quality (Duty of Quality Statutory Guidance (gov.wales))	Effective
	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 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 Health Boards or 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.	

7. RECOMMENDATIONS

The Joint Committee is asked to:

- **Note** the report.