

Agenda Item

2.2

Joint Commissioning Committee

Chief Commissioner's Report

Dyddiad y Cyfarfod / Date of Meeting	25/11/2025
Statws Cyhoeddi / Publication Status	Open/ Public Not Applicable
Awdur yr Adroddiad / Report Author	Aaron Fowler, Committee Secretary, NWJCC
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	12/11/25	Noted

Acronyms / Glossary of Terms	
CCLG	Collaborative Commissioning Leadership Group
CHC	Continuing Health Care
CTMUHB	Cwm Taf University Health Board
HB	Health Board
JC	Joint Committee
NWJCC	NHS Wales Joint Commissioning Committee
OCP	Organisational Change Process
OD	Organisational Development
PET	Positron Emission Tomography
PETIC	Positron Emission Tomography Imaging Centre
SARC	Sexual Assault Referral Centres
WG	Welsh Government

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 Commissioning Committee (JC) meeting which took place on 16 September 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. SPECIFIC MATTERS FOR CONSIDERATION

2.1 Update On NWJCC Transition – Progress

Positive progress continues to be made following the establishment of the NWJCC in April 2024. Building on previous updates, work has continued at pace to continue to implement the steps to 'routine business' for the NWJCC. Specific areas to note are:

- Implementation of the new organisational structure for the NWJCC
Following the organisational change process (OCP) and consultation at the end of 2024-25, the first phase of prioritised recruitment has been completed. Key appointments have been made to leadership roles at Deputy Director and Assistant Director levels, these individuals will commence by 1 October 2025. Only four posts remain outstanding from completing the OCP and implementing the new structure. The vacancy rate at end of October 2025 (15.83%) has halved since April 2025. Staff turnover rate has decreased from 3.65% in October 2024 to 2.79% in October 2025 showing a greater staff retention rate for the NWJCC. The second phase of prioritised recruitment has commenced and is expected to be completed by December 2025.
- The establishment of the new structure will significantly reduce the current risk relating to the delivery of 'business as usual' for the NWJCC and will also be critical in shaping and driving the organisation to realise our strategic objectives and vision to be the centre of excellence for collaborative commissioning whilst establishing a positive culture reflecting our core values and behaviours.
- As recruitment to the posts below the Directors nears completion we look forward to the further development of the Leadership Forum and their engagement in the decision making of the organisation. We have recently benefited from a session led by the Welsh NHS Confederation which set out the developments of the Welsh Senedd in 2026. The establishment of the new structure will significantly reduce the current risk relating to the delivery of 'business as usual' for the NWJCC and will also be critical in shaping and driving the organisation to realise our strategic objectives and vision to be the centre of excellence for collaborative commissioning whilst establishing a positive culture reflecting our core values and behaviours.

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2.2 Design and commence a robust Organisational Development (OD) Programme

The development of the OD programme is ongoing with support from Cwm Taf Morgannwg University Health Board's (CTMUHB) People Services team. Strategic Workforce Planning will be incorporated in this programme to meet organisational and commissioned service needs. As part of the OD programme, the following activities are taking place:

- Line Management Development series aimed at building competencies and confidence (August to December 2025)
- Senior Managers Induction to drive organisational core values and behaviours and culture (October 2025).

2.3 NWJCC Foundation Plan 2025-26

The Quarter 1 update against the plan was presented at the JC meeting in July 2025. The Quarter 2 update presented later in this meeting will summarise the further progress made against the 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 Health Board (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.

The last meeting will be held on 18 November 2025 prior to this meeting and a verbal update on the key discussion points will be provided during the meeting.

2.5 Public Health Update

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. The Job Description for the Associate Medical Director for Public Health has been agreed however it is still going through matching/banding processes within CTMUHB before going out for to advert.

2.6 Senior Leadership Team Changes

Having been unable to make an appointment to the role of for the role of Director of Commissioning for Mental Health, Learning Disabilities and Vulnerable Groups in September, the post has been re-advertised and stakeholder panels and interviews are scheduled for 2 and 3 December 2026. As previously reported,

we are grateful that Adrian Clarke has agreed to carry on in the post until an appointment is made.

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 Voluntary Sector

In response to issues raised by third sector organisation with Ministers and Welsh Government (WG) officials, Judith Paget, wrote to HB Chief Executives in February 2024 and asked them to consider how they could better support third sector organisations. Specifically requesting consideration of 'The streamlining of commissioning arrangements to optimise opportunities for third sector and NHS organisations to work in partnership'.

Further correspondence was received by the NWJCC during August 2025, asking for a dedicated resource to lead this work, and expectation conveyed for an initial framework by April 2026. Simultaneously, instruction has been given for the completion of a Hospices Framework (outlined below).

Hospices therefore will be the first area of consideration, with adult mental health being second. The NWJCC are further asked to develop a subsequent rolling programme of activity for the third sector, specifically where a 'Once for Wales' approach would support a streamlined process, and enhanced voluntary and NHS partnership/s. There will likely be the need for a strong interface with colleagues in NHS procurement at varying stages of this work.

3.2 Hospices

During August 2025. Correspondence was received from WG via the Director General, however led from within the nursing and quality directorate, requesting commissioning support from the Joint Commissioning Committee in three phases of development:

- Phase 1 - Commissioning Support to allocate the additional £3m funding announced in the 2025-26 budget
- Phase 2 - Development of a commissioning approach for the sector by April 2026
- Phase 3 - Support for the commissioning of Specialist Palliative Care by April 2027.

A weekly commissioning oversight group has been established within WG to oversee this work. A project team across HBs has been established. There is likely to be a future procurement exercise for the onward commissioning of this work.

3.3 Services for Survivors of Sexual Assault / Sexual Assault Referral Centres (SARC)

The responsibility for commissioning of the health components of these services were reflected in the NWJCC Standing Orders at its establishment on 1 April 2024. This arrangement was subject to effective transition arrangements from the NHS Performance and Improvement Unit, who are currently responsible for securing and managing the services, however also for the overall co-ordination, support and management of the wider Welsh Sexual Assault Programme and associated governance framework.

JC members will receive recommendations at the November 2025 meeting for the formal transfer of the commissioning responsibility and management of the commissioning partnership.

The last quarter of 2025 and throughout 2026 will require intense direction and management of SARC activities, with a view to a reduced resource requirement as the new governance and assurance framework embeds from towards the end of 2026-27. There will however remain an on-going requirement for phased service development and the maintenance of associated partnerships, procurement processes and service monitoring and delivery.

3.4 Direct Payments

The Health and Social Care (Wales) Act 2025 amended the National Health Service (Wales) Act 2006 to allow Welsh Ministers or HBs to make direct payments for NHS Continuing Healthcare (CHC). This means that individuals eligible for CHC can now chose to receive direct payments under the Health and Social Care (Wales) Act 2025, provided they meet specific criteria.

Health Boards across Wales need to ensure implementation arrangements are in place by 31 March 2026, in order to enable direct payments to be allocated from 1 April 2026. Specifically, action prior to this date will focus on a) the development of a range of 'Once for Wales' processes, documents and support resources (previously referred to as National Hub) and b) local implementation arrangements. A post to enable this will be appointed to within Powys Teaching Health Board. The JC will support Powys Teaching Health Board in the organisation of the implementation programme.

A National programme requested to be undertaken by the JC share many common characteristics:

- Complexity
- Partnership governance
- High political interest
- Once for Wales opportunities/potential for efficiencies
- Need for strong relationships
- Need to work across organisational boundaries beyond NHS
- Procurement need
- Need for pace and delivery.

We are aware that there will be opportunities and requests for future “Joint” or “All Wales” programmes and it is therefore the intention to form a new division within the Ambulance Services and 111 Commissioning Directorate. We will finalise arrangements for this in time for it to be fully operational from 1st April 2026.

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 (PETIC) service going forward. A meeting was held with colleagues from WG, Cardiff University, Cardiff and Vale University Health Board and Velindre NHS Trust on 14 November 2025. There is a clear agreement about responsibility for the provision of future services and we have agreed to write to providers to set out our commissioning intentions which clarify that we are expecting this to be a NHS provided service.

3.6 Engagement with Llais

On 29 September 2025, the Senior Leadership Team met with Alyson Thomas, Chief Executive of Llais and her senior leadership team to strengthen the working relationships between our two organisations. It is our intention to continue working collaboratively with Llais, and all of our stakeholders, to ensure that the services we commission meet the needs of the populations we serve. Feedback from Llais will be sought on the NWJCC Integrated Medium-Term Plan prior to approval in the 2026.

4. 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 (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	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.	

5. RECOMMENDATIONS

The members of the Joint Commissioning Committee are asked to:

- **Note** the report.