

APPENDIX 1

ANNUAL COMMITTEE EFFECTIVENESS SELF-ASSESSMENT 2024-2025

ACTION PLAN

Survey Feedback 2024-2025	Action Taken and Progress as at June 2026	Lead	RAG Status
Develop the JC Strategy/Development Programme	The NWJCC Foundation Plan (2025-26) committed to deliver an organisational strategy for the NWJCC. However, the context in which the NWJCC is operating and maturing continues to evolve. In addition, a new permanent Chief Commissioner has been appointed who brings a new perspective to the development of the NWJCC Strategy. Additionally, following the election of a new Welsh Government a new vision for NHS Wales has been set with a renewed focus on the development national clinical services plan (NCSP). The NCSP plan will significantly influence the NWJCC's Strategy which will be developed alongside the national plan. The NWJCC Annual Plan (2026-27) [the Plan] will continue to work to deliver strategic priorities that were set out in the Foundation Plan, including the development of a long-term strategy that ensures commissioning is strategic and focused on population health balanced against the need to commission within its financial envelope and the commitment to strengthen collaboration in commissioning across commissioners and providers. The strategy will reflect the direction of travel for national and regional commissioning, and the vision for the NWJCC to become a Centre of Excellence for Commissioning and will pull together the work undertaken to date with	Chief Commissioner	Partially Completed

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	Committee Members to understand Health Board requirements of a national commissioning organisation. The Plan sets out the work to strengthen the NWJCC, supported by organisational development and essential enablers to nurture a skilled workforce. A Review of Organisational Effectiveness is underway with OD colleagues at CTMUHB. The output of that work, which focusses on local and Joint Committee leadership will be shared with the Joint Committee once finalised.		
Continue to develop the Risk Register and a Joint Assurance Framework (JAF)	A risk workshop was held with the SLT on the 17 December 2025 to agree the approach to be adopted to risk descriptions and risk scoring to better reflect the risk held by the NWJCC as a commissioner. Accordingly, a full review of all extreme risks (those scoring 15/25 and above) was undertaken and a revised ORR was presented to the Joint Commissioning Committee (JC) at its meeting on 17 March 2026. Whilst the NWJCC has adopted the risk assessing policies and procedures of CTMUHB, to appropriately reflect the subtle differences between that of a Provider and a Commissioning body, a Risk Management Procedure has been developed for the NWJCC, alongside a simple guide to assessing, managing, reporting and escalating operational and strategic risks. Work on the Joint Committee Assurance Framework (JAF) was paused during the early part of 2025-26 to allow time for the NWJCC to mature. A JAF has now been developed and will be	Committee Secretary	Partially Completed

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	presented to the JC in July 2026. It has been designed to provide JC level oversight, and it is intended that, through appropriate utilisation of the JAF, the JC can have confidence that it is providing thorough scrutiny of its role and will be able to identify any gaps in assurance to take appropriate action which will support operational and strategic decision making. In addition, a Risk Appetite Statement has been prepared which will operate as a tool to inform the treatment and management of the NWJCC's operational and strategic risks moving forward. The Risk Management Procedure, JAF and Risk Appetite Statement will be presented to the JC as a bundle at its meeting in July 2026 for approval. Following the intended approval of the aforementioned documents it is expected that a populated JAF report will be prepared and shared at the September 2026 JC meeting allowing this Action to be reported as complete. Additionally, an Internal Audit Review of the NWJCC's risk management processes will be undertaken during Q3 of 2026/27 to ensure that the changes to be introduced are implemented appropriately and provide robust assurance to the NWJCC.		
Ensure the NWJCC Strategy has a focus on population-based needs	The NWJCC Annual Plan (2026-27) submitted to Welsh Government sets out how the NWJCC will commission services on behalf of the Health Boards in Wales over the coming year. The Plan has been developed to ensure the NWJCC	Medical Director	Partially Completed

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	remains focussed on commissioning quality, safe services that deliver the best value and best outcomes for patients in Wales. The Plan sets out the further steps that will be taken to ensure a population health focus. The strategic priority areas outlined in the Plan will drive forward collaboration in commissioning by focusing on efficiency and sustainability across key services. 'Improving Equity and Population Health' is one of these strategic priorities and includes the establishment of a work programme for population health and the appointment of an Associate Medical Director for Population Health is awaited following a period of protracted recruitment, the successful candidate to this post will lead on population needs assessments to support the strategic reviews to be undertaken as part of the Plan and the future development of an NWJCC Strategy which will be informed by the National Clinical Services Plan.		
Strengthen report-writing and quality of papers	During 2025-26, using feedback received from Lay Members, the Corporate Governance Team has worked with NWJCC colleagues to improve the quality and focus of reports going to key NWJCC governance meetings. A further template has been developed for use by Directors of Commissioning ensuring a focus on key areas to be highlighted and improved assurance reporting. This has been a key theme from the recent effectiveness review and will continue to be a priority for the team throughout 2026-27.	Committee Secretary	Partially Completed