

Agenda Item

4.2

Joint Commissioning Committee

Annual Committee Effectiveness Self-Assessment Results 2025-2026

Dyddiad y Cyfarfod / Date of Meeting	21/07/2026
Statws Cyhoeddi / Publication Status	Open/ Public
	Not Applicable
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Cyflwynydd yr Adroddiad / Report Presenter	Aaron Fowler, Committee Secretary
Noddwr yr Adroddiad / Report Sponsor	Georgina Galletly, Director of Corporate Planning & Strategy

Pwrpas yr Adroddiad / Report Purpose	For Assurance For Approval
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Engagement (internal/external) undertaken to date (including receipt/consideration at Committee/Group)		
Committee / Group / Individuals	Date	Outcome
Senior Leadership Team	15/07/2026	Approved

1. SITUATION/BACKGROUND

The purpose of this report is to present an update on the actions from the annual Committee Effectiveness Self-Assessment undertaken in 2024-2025 and to present the results of the annual committee effectiveness self-assessment 2025-2026.

Effective committee meetings are a key part of an effective governance structure, and it is important to ensure that the NWJCC's organisational governance is compliant with the provisions of its Standing Orders which stipulate:

"The Committee Secretary, on behalf of the Joint Committee, shall oversee a process of regular and rigorous self-assessment and evaluation of the Committee's performance and operation."

As such, in 2025-2026, effectiveness self-assessment surveys were disseminated, by the Corporate Governance Team, to members of the Joint Commissioning Committee (JCC), Quality, Safety and Outcomes Sub-Committee (QSOC) and Planning Performance and Finance Sub-Committee (PPF) via Microsoft Forms. Members' participation was encouraged via these forums on an initial basis and further encouragement was given in subsequent meetings.

2. SPECIFIC MATTERS FOR CONSIDERATION

2.1 Committee Effectiveness Self-Assessment undertaken in 2024-2025

Appendix 1 lists the actions developed out of the annual Committee Effectiveness Self-Assessment undertaken in 2024-2025 and how these have been developed.

Whilst each action is marked as 'Partially Completed' the NWJCC has made significant progress in all areas with key dates listed for completion of these actions.

2.2 Annual Committee Effectiveness Self-Assessment 2025-2026

For the 2025-2026 assessment, surveys were issued via email utilising MS forms on the following dates to enable an efficient yet effective reflection on committee effectiveness which offered a consistent approach for all committees:

- QSOC and PPF 5th March 2026
- JCC 31st March 2026.

The survey questions were derived from best practice guidance, including the NHS Audit Handbook, and adhered to the following principles:

- the need for sub-committees to strengthen their governance arrangements and support the JC in the achievement of its strategic objectives;
- the requirement for a committee structure that strengthens the role of the JC in strategic decision making and supports the role of Lay Members in challenging executive management actions;
- maximising the value of the input from Lay Members, given their limited time commitment; and
- supporting the JC in fulfilling its role, given the nature, magnitude and infancy of the NWJCC agenda.

Overall, the surveys received a positive response, and the findings and feedback have been reviewed by Committee Chairs and the Chief Commissioner to develop an action plan to address areas in need of improvement (Appendix 2).

2.2.1 Summation of key themes

Feedback for each of the surveys vary however the overarching narrative was positive. Pleasingly, 100% of respondents, agreed, or strongly agreed that Joint Committee and Sub-Committee meetings were well Chaired, however there was a general consensus that greater collaborative working was required to support robust challenge and informed decision making. Please see a breakdown below of the key themes from each survey:

- **JCC** – There was a broad consensus that the Joint Committee is effective in areas such as culture, leadership, and strategic alignment. For example, questions about positive culture, effective leadership, and clarity of strategic objectives consistently show high agreement.

There was an acknowledgement that risk management remained a work in progress, with clear feedback that Joint Committee papers required improvement to ensure that they were of an appropriate size, strategically focussed and highlighted key areas for focus.

some contention around the clarity of risks and the use of sub-committees as a mechanism of assurance.

- **QSOC** - There was strong consensus on the effectiveness and clarity of QSOC operations, with respondents agreeing that members understood their roles and responsibilities, meeting agendas align with the sub-committee's purpose, and assurance is provided regarding quality and safety of commissioned services.

Notable concerns exist regarding a lack of Health Board Executive participation and the appropriateness of QSOC papers, with comments that papers were not succinct and required greater clarity on the quality, safety and outcome implications of updates and what action was being taken to address reported issues.

- **PPF** – The majority of respondents viewed the PPF Sub-Committee positively, agreeing it has the right mix of skills, experience, and diversity.

There was a broad consensus that lay members and CEO members work effectively together and that leadership is strong.

There was a notable split on whether the PPF provides assurance to the Joint Commissioning Committee regarding strategic planning, performance, and financial duties. Additionally, around a third of responders disagreed that PPF papers were of appropriate size, suggesting documentation could be streamlined.

3. KEY RISKS / MATTERS FOR ESCALATION

Based on feedback from the Annual Committee Effectiveness Self-Assessment surveys 2025-2026, there is a need, across both JC and both sub-committees, to look at the appropriateness of documentation in relation to size and content as well as how the sub-committees act as mechanisms for assurance at JCC.

PPF is attended by one of the two nominated Health Board Chief Executives who alternate attendance who also sits as a member to strengthen collaboration and partnership working. QSOC is attended by one Health Board Chief Executive (or nominated deputy who must be an Executive Director) who also sits as a member. Notable concerns exist regarding a lack of an additional Health Board membership for QSOC which reduces the resilience of Sub-Committee attendance.

4. ASSESSMENT

Objectives / Strategy	
Dolen i Amcan (au) Strategol CBC / Link to JCC Strategic Objectives(s)	Ensure Quality
	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 Resilient Wales
	If more than one applies please list below:
Dolen i Hwyluswyr Ansawdd <i>(Canllawiau Statudol Dyletswydd Ansawdd (llyw.cymru)) /</i> Link to Enablers of Quality (Duty of Quality Statutory Guidance (gov.wales))	Learning, Improvement & Research
	If more than one applies please list below:
Dolen i Feysydd Ansawdd <i>(Canllawiau Statudol Dyletswydd Ansawdd (llyw.cymru)) /</i> Link to Domains of Quality (Duty of Quality Statutory Guidance (gov.wales))	Efficient
	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 <i>Ydych chi wedi ymgymryd â Sgrinio Asesiad o'r Effaith ar Ansawdd? /</i> Quality <i>Have you undertaken a Quality Impact Assessment Screening?</i>	Yes: ☐	No: ☒
	Outcome:	If no, please include rationale below: NA
Cydraddoldeb <i>Ydych chi wedi ymgymryd â Sgrinio Asesiad o'r Effaith ar Gydraddoldeb? /</i> Equality <i>Have you undertaken an Equality Impact Assessment Screening?</i>	Yes: ☐	No: ☒
	Outcome:	If no, please include rationale below: NA
Cyfreithiol / Legal	There are no specific legal implications related to the activity outlined in this report.	
Enw da / Reputational	There is no direct impact on the reputation of the Joint Committee as a result of the activity outlined in this report.	
Effaith Adnoddau <i>(Pobl / Ariannol) /</i> Resource Impact <i>(People / Financial)</i>	There is no direct impact on resources as a result of the activity outlined in this report.	

5. RECOMMENDATIONS

Members of the Joint Commissioning Committee are asked to:

- **Note** the progress made against the Annual Committee Effectiveness Survey 2024-2025 action plan at Appendix 1;
- **Note** the summary of themes from the Annual Committee Effectiveness Surveys for 2025-2026 within this report; and
- **Agree** the action plan for 2025-2026 at Appendix 2

6. NEXT STEPS

The Action Plan will be monitored and updates will be provided to JCC during the year.