



<b>Agenda Item</b>
2.7

**Joint Commissioning Committee**

**Development Of Joint Commissioning Committee Integrated Medium Term Plan 2025-2028**

<b>Dyddiad y Cyfarfod / Date of Meeting</b>	16/07/2024
<b>Statws Cyhoeddi / Publication Status</b>	Open/ Public
	Not Applicable
<b>Awdur yr Adroddiad / Report Author</b>	Assistant Director of Planning (Claire Harding) Deputy Chief Ambulance Services Commissioner (Ross Whitehead) Deputy Director of Transformation and Commissioning (Kate Burton)
<b>Cyflwynydd yr Adroddiad / Report Presenter</b>	Nicola Johnson, Director of Planning and Performance
<b>Noddwr Gweithredol yr Adroddiad / Report Executive Sponsor</b>	Nicola Johnson, Director of Planning and Performance

<b>Pwrpas yr Adroddiad / Report Purpose</b>	For Approval For Noting
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**Engagement (internal/external) undertaken to date (including receipt /consideration at Committee/Group)**

<b>Committee / Group / Individuals</b>	<b>Date</b>	<b>Outcome</b>
N/A	Click or tap to enter a date.	Choose an item.

**Acronyms / Glossary of Terms**

IMTP	Integrated Medium Term Plans
DoPs	Directors of Planning
DoFs	Directors of Finance

## 1. SITUATION

This report outlines the proposed process for the development of the inaugural Joint Commissioning Committee Integrated Medium Term Plan 2025-2028.

### 1.1 Background

The ambition of the JCC is to be a system leader in commissioning, working on behalf of the seven Health Boards in Wales to secure high-quality services for the Welsh population within the resources available. The Standing Orders for the JCC in relation to planning state that the JCC must produce an IMTP which describes how the services delegated to the JCC will be delivered on behalf of LHBs, through clear 'commissioning intentions', which informs and compliments the LHBs Integrated Medium Term Plans (IMTPs).

The IMTP will set out the ambition along with the strategic priorities and deliverables for the commissioned areas of specialised services, ambulance services and 111, and mental health, learning disabilities and vulnerable groups; signalling clear intention with regards to collaboration, value, re-commissioning and efficiency. The Plan will also set out the JCC 'offer' to Health Boards with regard its system leadership role including the offer to strengthen commissioning expertise across NHS Wales and support the development of regional commissioning.

Each year Welsh Government issues the NHS Wales Planning Framework to NHS organisations in Wales, outlining expectations with regard to the development of Integrated Medium Team Plans (IMTPs) which set out organisational priorities over a 3-year rolling period, and which triangulate parameters of service, workforce, digital and finance. The planning arrangements within NHS Wales are being reviewed by Welsh Government in line with the refresh of A Healthier Wales and it is likely that more information on any changes will be available after the election period. It is unclear at present if there will be any specific new requirements for the JCC, although early indicative discussions have taken place with the NHS Wales Director of Planning which are reflected in this paper.

## 2. SPECIFIC MATTERS FOR CONSIDERATION

The purpose of the report is to agree the process for developing the inaugural Joint Commissioning Committee IMTP 2025-2028. The ethos of the paper is that the planning process is an important part of both the Organisational Development programme for the Committee and its early reputational management, signalling a new way of working for NHS Wales. A survey has been undertaken to gain feedback from the system (via DoPs and DoFs) on the legacy organisations planning processes and plans. The Chair and Interim Chief Commissioner have also taken the opportunity to speak to all HB Chairs and CEOs during their induction period as well as the Chair and CEO of WAST. The themes that have

come out of the feedback are as follows, and they have been used to inform this paper (a full copy of the feedback is attached at **Appendix 1**):

<b>Planning process</b>	Collaborative, timely, open, transparent, excellent engagement and support
<b>Areas for improvement</b>	Stronger commissioner led approach, shift from traditional planning to outcomes based, plans developed on risk and performance management, more transparency/visibility of work plans and realistic timescales
<b>IMTP development – Aspirations</b>	Stronger patient voice, stronger benchmarking, recommissioning and efficiency, better alignment of plans with HBs IMTPs, Population health focus, Enhanced strategic commissioning and system focus
<b>Financial climate &amp; focus of plan</b>	A plan that is developed based on risk, performance challenges and driving value and efficiency, need to also de-commission where appropriate and have a focus on outcomes
<b>Collaboration</b>	Good collaboration, not to be lost, build on for the future, more developmental sessions, helpful to work together and avoid commissioner/provider conflict, examples of good practice
<b>Specifics from CEOs</b>	Innovative and creative thinking, robust prioritisation processes, clarity on routes of commissioning, focus on outcomes and quality, consideration of cross border issues, a culture of no surprises, focus on population health, ensuring sufficient capacity to deliver.

### 3. ASSESSMENT

#### 3.1 Legacy arrangements in place for transition to the new Joint Commissioning Committee

Prior to the establishment of the new Joint Commissioning Committee, the planning requirement was:

- WHSSC – development of Integrated Commissioning Plan to be approved via WHSSC Joint Committee.
- EASC - development of Integrated Medium-Term Plan to be approved by the EASC Joint Committee.
- NCCU – No formal requirement

The current status for each of these is as follows:

- WHSSC ICP approved by WHSSC Joint Committee in March 2024
- EASC IMTP approved by EASC Joint Committee March 2024
- NCCU work plan developed and agreed internally.

### **3.2 Plan Delivery and Implementation arrangements in 2024-2025**

As governance arrangements for both development of and sign off of plans prior to 1 April 2024 were in place and included in the legacy statements, the requirement for delivering and reporting on the implementation of plans remains extant, with quarterly reports to be considered by the Joint Commissioning Committee for assurance and then submitted to Welsh Government. It is expected that this role will be delegated to the Planning and Performance (P&P) Sub-Committee of the JCC when established.

### **3.3 Aligning Planning mechanisms**

There are a range of differences with regard to the planning cycle within the 3 predecessor organisation, for example:

- The specialised services commissioning plan normally commenced the cycle during April/May with the publication of commissioning intentions for consideration and response by providers for prioritisation through the summer, and development of the plan throughout the Autumn. The plan was driven by the specialised services commissioning teams and scrutinised through its development by Management Group. The Plan has usually been first presented for approval by the JC early in the national cycle in January, although usually not approved until February or March.
- In aiming to ensure alignment with the WAST IMTP, the EASC plan has traditionally been developed during Autumn/Winter, and is informed by individual Health Board Integrated Commissioning Action Plans. The Plan has usually been presented for approval in March.

### **3.4 Approach**

In response to the information provided through the questionnaire, it is clear that there is an aspiration from the organisations that the Joint Commissioning Committee works on behalf of, for the plan to be robust, evidence based and developed from a perspective of risk, performance challenges and efficiency and recommissioning. Based on the feedback we will use the 2025-2028 IMTP development as the opportunity to reset and consolidate service commissioning across all portfolios. In line with our Standing Orders, high level Commissioning Intentions will be developed, focussed on the domains of the Duty of Quality STEEP Framework and with an additional focus on Value, and these will form the Framework for the development phase of the Plan. In addition, only specific services rated very high across the JCC risk register, performance management framework(s) and identified for recommissioning based on efficiency will be invited for prioritisation. Explicitly this means that there will not be an investment-based CIAG/prioritisation process this year, rather a targeted approach based on quality, performance and risk.

In terms of process there will be a collaborative approach, with more opportunities for Management Group and Joint Committee members to have informal development discussions during the process, as well as building in

feedback and testing with the Directors of Planning and Directors of Finance Peer Groups.

### 3.5 Transitional arrangements

Given that there is a transitional period for the creation and implementation of both the new Joint Commissioning Committee and the organisational structure that supports it, it is proposed that the 2025/2028 plan will be developed with a overarching corporate and aligned strategic intent section, and single financial plan, however with 3 implementation plans ('chapters') for:

- Ambulance & 111 Commissioning
- Specialised Services Commissioning
- Mental Health, Learning Disabilities and Vulnerable Groups Commissioning

The intention is that there will be further integration from 2026-2027 onwards. The timeline has also been reviewed and the intention is to produce the IMTP by the March Joint Commissioning Committee to ensure alignment between the JCC commissioned areas, but also with the system in terms of allocations, assessment of year-end risk, performance and financial positions and the balance of choices which will need to be made across the system. The March JCC meeting will be arranged in conjunction with Board Secretaries to co-ordinate the good governance of sign off of HBs and JCC IMTPs.

### 3.6 Proposed timeline and actions for development of 2025/2028 Plan

Timeframe	Action
June 2024	<ul style="list-style-type: none"> <li>• Evaluation of previous year processes and Plans with DoPs, DoFs and CEOs</li> </ul>
July 2024	<ul style="list-style-type: none"> <li>• Report to Joint Commissioning Committee sharing the outcome of the feedback exercise, and to agree the process for the development of the plan</li> </ul>
July 2024	<ul style="list-style-type: none"> <li>• Workshop with JCC staff to develop overarching priorities for the development of the plan also specifics within specialised services, ambulance/111 and mental health and vulnerable groups commissioning</li> <li>• Workshop with management groups to share feedback and discuss overarching priorities for the plan, also specifics within specialised services, ambulance/111 and mental health and vulnerable groups commissioning</li> </ul>
August 2024 to October 2024	<ul style="list-style-type: none"> <li>• Undertake risk assessment/prioritisation/horizon scanning processes which need to run to inform any of the commissioning areas for which JCC has accountability (Specialised services, Ambulance &amp; 111, and mental health and vulnerable groups commissioning)</li> </ul>

September 2024	<ul style="list-style-type: none"> <li>Updated analysis of strategic context to be received by JCC</li> <li>High Level Commissioning Intentions to be agreed by JCC</li> </ul>
October 2024	<ul style="list-style-type: none"> <li>Workshop with all Management Group members to share current thinking and also to develop our 'offer' of being a system leader in commissioning.</li> <li>Workshop with staff members to share current thinking and also to develop our 'offer' of being a system leader in commissioning.</li> <li>Development session with JCC to share current thinking and also to develop our 'offer' of being a system leader in commissioning.</li> </ul>
November 2024	<ul style="list-style-type: none"> <li>JCC to receive an update paper on the process and discussion on emerging pressures, themes, risk assessments, prioritisation and choices</li> </ul>
December 2024	<ul style="list-style-type: none"> <li>SLT and Management Groups receive initial version of the plan for consideration/addition</li> <li></li> </ul>
December 2024	<ul style="list-style-type: none"> <li>JCC Development Session if required</li> </ul>
End December 2024	<ul style="list-style-type: none"> <li>Receipt of Welsh Government Allocation letter</li> </ul>
January 2024	<ul style="list-style-type: none"> <li>Engagement with DoPs and DoFs through January and February</li> </ul>
21 January 2025	<ul style="list-style-type: none"> <li>Joint Committee receive first draft for consideration of choices and impact</li> </ul>
February 2025	<ul style="list-style-type: none"> <li>JCC Development Session to consider final choices and impact</li> </ul>
February 2025	<ul style="list-style-type: none"> <li>Management Groups receive plan for endorsement</li> </ul>
March 2025	<ul style="list-style-type: none"> <li>SLT approve final plan for JCC</li> </ul>
18 March 2025	<ul style="list-style-type: none"> <li>Joint Committee receive final plan for approval</li> </ul>
31 March 2025	<ul style="list-style-type: none"> <li>Submit IMTP to WG in line with national timeline</li> </ul>

Internally a small project team will be established to co-ordinate the development of the IMTP across the year, ensuring alignment of the 3 extant processes, under the direction of the new Joint Commissioning Committee. The following colleagues are identified to comprise the project team, although understanding that the individuals may be subject to change as OCP processes take place:

- Overall Leadership – Director of Planning and Performance
- Leadership of Financial Planning - Director of Finance
- Specialised Services Commissioning – Claire Harding
- Ambulance/ 111 Commissioning – Ross Whitehead
- MHVG Commissioning & NCCU – Kate Burton
- Project Management support – Sian Lewis JCC Project Management Office

<b>Objectives / Strategy</b>	
<b>Dolen i Nod (au) Strategol CBC</b> <b>Link to JCC Strategic Goal(s)</b>	Choose an item.
	The JCC was established on 1 April 2024. As yet the JCC strategic goals have not yet been developed.
<b>Dolen i Feysydd Strategol CBC / Link to JCC Strategic Areas</b>	Not Applicable
	The JCC was established on 1 April 2024. As yet the JCC strategic areas have not yet been developed
<b>Dolen i Ddeddf Llesiant Cenedlaethau'r Dyfodol – Nodau Llesiant / 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
	If more than one applies please list below:  The ICP is developed with all goals of the Well-being of future generations Act in mind
<b>Dolen i Hwyluswyr Ansawdd</b> <i>(Canllawiau Statudol Dyletswydd Ansawdd (llyw.cymru)) / Link to Enablers of Quality</i> <a href="#">(Duty of Quality Statutory Guidance (gov.wales))</a>	Leadership
	If more than one applies please list below:
<b>Dolen i Feysydd Ansawdd</b> <i>(Canllawiau Statudol Dyletswydd Ansawdd (llyw.cymru)) / Link to Domains of Quality</i> <a href="#">(Duty of Quality Statutory Guidance (gov.wales))</a>	Choose an item.
	The plan reflects all aspect of the STEEEP framework
<b>Effaith Amgylcheddol/ Cynaliadwyedd (5R) / Environmental /Sustainability Impact (5Rs)</b>	No - Not Applicable
	If more than one applies please list below:

<b>Impact Assessment</b>		
<b>Ansawdd</b> <i>Ydych chi wedi ymgymryd â Sgrinio Asesiad o'r Effaith ar Ansawdd? /</i> <b>Quality</b> <i>Have you undertaken a Quality Impact Assessment Screening?</i>	Yes: <input type="checkbox"/>	No: <input checked="" type="checkbox"/>
	Outcome:	If no, please include rationale below:
<b>Cydraddoldeb</b> <i>Ydych chi wedi ymgymryd â Sgrinio Asesiad o'r Effaith ar Gydraddoldeb? /</i> <b>Equality</b> <i>Have you undertaken an Equality Impact Assessment Screening?</i>	Yes: <input type="checkbox"/>	No: <input checked="" type="checkbox"/>
	Outcome:	If no, please include rationale below:
<b>Cyfreithiol / Legal</b>	There are no specific legal implications related to the activity outlined in this report.	
<b>Enw da / Reputational</b>	Yes (Include further detail below)	
	A robust plan which outlines commissioning priorities and deliverables for the newly formed Joint Commissioning Committee will be part of its early reputation development	
<b>Effaith Adnoddau</b> <i>(Pobl / Ariannol) /</i> <b>Resource Impact</b> <i>(People / Financial)</i>	Yes (Include further detail below)	
	There will be resource implications associated with the development and implementation of the plan	

#### 4. RECOMMENDATIONS

Within the context of the new Joint Commissioning Committee, this report has established a proposed development process for the inaugural Joint Commissioning Committee IMTP for 2025-2028.

Members of JCC are recommended to:

- **Note** the feedback on legacy planning arrangements and plans that has been received from DOPs, DOFs and CEOs/Chairs,
- **Note** that the JCC Standing Orders state that the JCC will develop an IMTP for 2025-2028,
- **Agree** the approach laid out in section 3.4; and
- **Agree** the process and timeline for developing the 2025-2028 JCC IMTP.