

Agenda Item
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<b>Joint Commissioning Committee</b>
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<b>Chief Commissioners Report</b>
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<b>Dyddiad y Cyfarfod / Date of Meeting</b>	21/01/2025
<b>Statws Cyhoeddi / Publication Status</b>	Open/ Public Not Applicable
<b>Awdur yr Adroddiad / Report Author</b>	Jacqui Maunder, Committee Secretary
<b>Cyflwynydd yr Adroddiad / Report Presenter</b>	Stacey Taylor, Interim Chief Commissioner of the JCC
<b>Noddwr yr Adroddiad / Report Sponsor</b>	Stacey Taylor, Interim Chief Commissioner of the JCC

<b>Pwrpas yr Adroddiad / Report Purpose</b>	For Noting Endorse for Committee Approval
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<b>Engagement (internal/external) undertaken to date (including receipt /consideration at Committee/Group)</b>		
<b>Committee/Group/Individuals</b>	<b>Date</b>	<b>Outcome</b>
n/a		Choose an item.

<b>Acronyms / Glossary of Terms</b>	
IMTP	Integrated Medium Term Plan
JCC	Joint Commissioning Committee
Q3	Quarter 3
HBs	Health Boards
CCLG	Collaborative Commissioning Leadership Group
ToR	Terms of Reference
CEO	Chief Executive Officer
WKN	Welsh Kidney Network
DOCG	Director of Corporate Governance
TSW	Traumatic Stress Wales
SARC	Sexual Assault Referral Centre
HEIW	Health Education and Improvement Wales

## **1. SITUATION/BACKGROUND**

The purpose of this report is to provide Joint Commissioning Committee (JCC) members with an update on key issues that have arisen since the last JCC meeting which took place on 12 November 2024.

### **1.1 Background**

At each Joint Commissioning Committee (JCC) 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 JCC up to date with important matters related to the JCC. A number of issues raised within this report may also feature in more detail within the Directors' reports as part of the JCC's business.

## **2. UPDATE ON JCC TRANSITION – Q3 PROGRESS**

Good progress continues to be made following the establishment of the JCC in April 2025. Work has continued at pace during Q3, to implement the steps to 'routine business' for the new JCC and the JCC team.

The governance model, including the joint sub-committee arrangements were agreed by the 7 x HBs in September 2024. The recent appointment of two additional new Independent Lay members of the Joint Committee has brought the Committee membership to full establishment, enabling the Chair to consider lay member representation and chairmanship for the sub-committees who will meet under the new ToRs in Q4.

Updates on progress of the transition to routine business in respect of the team, have been provided at the Joint Committee Development/Strategy sessions held in October and December 2024.

Amongst the key achievements, the approval of the JCC's Vision & Strategic Objectives at the Joint Committee meeting has led to the development of branding and visual concept which has been incorporated into report templates and PADRs and other key publications to enable wide promotion of the commitment to their achievement.

The Values and Behaviours developed in partnership with the colleagues from within the JCC and team, have also been branded as a result of engagement on preferred imagery and style.

Terms of reference for the establishment of a new Collaborative Commissioning Leadership Group (CCLG), chaired by the Chief Commissioner were developed and shared with CEO members of the Joint Committee. In addition, a review of the risk management approach and process in the JCC has led to a greater focus on relevant risks, a common approach across directorates and a consistent approach to assessing risk scores.

The approach to the implementation of a new operating model for the JCC is progressing, with a focus during the period leading up to Christmas 2024 on the

design and consultation of a new organisational structure for the JCC to reflect the new ways of working. A formal consultation on the proposed structure was launched on 6<sup>th</sup> December for 6 weeks and will remain a key focus for the JCC's SLT as a priority for Q4.

Significant progress has been made on the transition to establish a new 'routine business' for the new JCC and this has been managed and progressed whilst ensuring a focus is maintained on business continuity for the services provided by the JCC team.

### 3. JCC TRANSITION PLAN – PRIORITIES FOR Q4

The SLT have discussed and agreed with the Interim Chief Commissioner areas of focus for the final quarter of 2024/2025, much of which builds on the progress made to date so far since the establishment of the JCC including:

- **Delivery of 2024/25 plan** - maximising opportunities to improve the financial position and mitigate risk
- **Conclude the consultation, finalise and implement the new organisational structure for the JCC** - The consultation period closes on 16 January 2025 after which time the SLT will review all of the feedback before finalising the structure by 6<sup>th</sup> February. An update will be provided to the Joint Committee at the Strategy Workshop on 18 February 2025.
- **Finalise the IMTP 2025/2026** - Work continues to progress on the formulation of the JCCs inaugural Integrated Medium Term Plan, in readiness for consideration by Joint Committee in February, and submission to Welsh Government in March 2024 and will respond to the requirements of the NHS Wales planning framework, and outline the JCCs ambition to be a Centre for Commissioning Excellence in Wales.
- **Develop and publish a Directory of Services for the JCC** - The directory will provide the opportunity for greater understanding of the range of services commissioned on behalf of Health Boards by the JCC and inform a transformation programme focussed on maximising value.
- **Develop a Commissioning Framework for the JCC** – bringing together a framework for Planning, Monitoring delivery of Plan, Quality, Finance & Assurance developed to:
  - Maximising Value,
  - Ensure Quality,
  - Reduce Duplication,
  - Improve Equity and Population Health,
  - Facilitate Integration.
- **Design and commence a robust Organisational Development Programme** - An Affina baseline assessment has been undertaken that further informs the areas of development moving forward. Engagement with HEIW and CTM's People Services will continue and is being developed around compassionate leadership and principles for high performing teams. Work has also commenced and will be developed into a medium-long term Accommodation/Estates plan for the JCC

- **Develop and implement a Scheme of Delegation for Officers of the JCC** - Work is ongoing to consider and review whether the current delegations are sufficient to support the operational management of the JCC as well as the development of delegations from the Chief Commissioner to officers of the JCC to support decision-making and robust governance and accountability.
- **Commence and complete Internal Reviews for TSW, WKN & SARC** - It is anticipated all three reviews will be concluded by 31 March 2025.
- **Agree a Risk Appetite for the JCC** - Further to discussions at the JCC strategy session on 10 December 2025, the JCC risk appetite statement is under development and will be brought the JCC Strategy session on 18 February 2025 for discussion.
- **Secure Public Health Expertise/Resource** - Discussions continue to be held with Public Health Wales, on how this support could be enabled. The JCC will be kept updated on progress of discussions with Public Health Wales and a final proposal will be brought to the JCC in the spring.
- **Clinical Leadership Model** – a review of the current arrangements to ensure robust clinical accountability to the JCC.
- **All JCC Staff Away Day** - A date is being held for the next All Staff Away day on 1 April 2025 to mark the 1 year anniversary since the establishment of the JCC. We are 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.

#### **4. COLLABERATIVE COMMISSIONING LEADERSHIP GROUP (CCLG) TERMS OF REFERENCE**

The draft Terms of Reference (ToR) for a new Collaborative Commissioning Leadership Group (CCLG) to support the Chief Commissioner were shared with Health Board Chief Executives for comment in November 2024. The final ToRs are presented at **Appendix 1** for information. Executive Director level Health Board representation has been sought from CEOs for membership of the CCLG which will form a critical mechanism to strengthen collaboration and partnership working whilst supporting a 'no surprises' culture and informed decision-making at the Joint Committee.

<b>Health Board</b>	<b>Nomination</b>
<b>ABUHB</b>	Jennifer Winslade, Director of Nursing and Rob Holcombe, Director of Finance
<b>BCUHB</b>	tbc
<b>CTMUHB</b>	Linda Prosser Executive Director of Strategy and Transformation,
<b>CVUHB</b>	Catherine Phillips, Director of Finance
<b>HDdUHB</b>	Lee Davies, Director of Strategy and Planning
<b>PtHB</b>	Nicola Johnson, Director of Planning, Performance and Commissioning Claire Roche, Executive Director of Nursing
<b>SBUHB</b>	Marie Davies, Executive Director of Planning & Partnerships

## **5. INTERNAL PROCEDURES – COMPLAINTS / INCIDENTS SERVICE CHANGE ETC.**

Work is ongoing to ensure clarity on roles and responsibilities of the JCC in relation to areas that cross the accountabilities of Health Boards, namely:

- The Handling of Concerns; and
- Consultation & Engagement relating to service change

Working groups have been established with HB representation to develop protocols in relation to each of these areas. Engagement with DoCGs and other HB Executive leads will be essential in ensuring the processes are agreed and reflect the statutory responsibilities of the HBs and the role and delegations of the JCC.

## **6. ASSESSMENT**

<b>Objectives / Strategy</b>	
<b>Dolen i Nod(au) Strategol BIP CTM /Link to JCC Strategic Goal(s)</b>	Not Applicable
	If more than one applies, please list below:
	Not Applicable
	If more than one applies, please list below:

<b>Dolen i Feysydd Strategol BIP CTM /Link to JCC Strategic Areas</b>	
<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:
<b>Dolen i Hwyluswyr Ansawdd</b> (Canllawiau Statudol Dyletswydd Ansawdd (llyw.cymru)) / <b>Link to Enablers of Quality</b> ( <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> (Canllawiau Statudol Dyletswydd Ansawdd (llyw.cymru)) / <b>Link to Domains of Quality</b> ( <a href="#">Duty of Quality Statutory Guidance (gov.wales)</a> )	Effective
	If more than one applies, please list below:
<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> Ydych chi wedi ymgymryd â Sgrinio Asesiad o'r Effaith ar Ansawdd? / <b>Quality</b> Have you undertaken a Quality Impact Assessment Screening?	Yes: <input type="checkbox"/>	No: <input checked="" type="checkbox"/>
	Outcome:	n/a
<b>Cydraddoldeb</b> Ydych chi wedi ymgymryd â Sgrinio Asesiad o'r Effaith ar Gydraddoldeb? / <b>Equality</b>	Yes: <input type="checkbox"/>	No: <input checked="" type="checkbox"/>
	Outcome:	

Have you undertaken an Equality Impact Assessment Screening?		
<b>Cyfreithiol / Legal</b>	<a href="#">National Health Service Joint Commissioning Committee (Wales) Directions 2024</a> <a href="#">National Health Service Joint Commissioning Committee (Wales) Regulations 2024</a>	
<b>Enw da / Reputational</b>	There is no direct impact on the reputation of the Local Health Boards or the Joint Committee as a result of the activity outlined in this report.	
<b>Effaith Adnoddau</b> (Pobl / Ariannol) / <b>Resource Impact</b> (People / Financial)	There is no direct impact on resources as a result of the activity outlined in this report.	

## 7. RECOMMENDATIONS

The JCC is asked to:

- **Note** the report;
- **Endorse** the draft Terms of Reference (ToR) for a new Collaborative Commissioning Leadership Group (CCLG).