



<b>Agenda Item</b>
5.1

**Joint Commissioning Committee**

**Vision, Mission, Values, Strategic Objectives and the Joint Commissioning Committee 2024/2025 Transition Plan**

<b>Dyddiad y Cyfarfod / Date of Meeting</b>	17/09/2024
<b>Statws Cyhoeddi / Publication Status</b>	Open/ Public
	Choose an item.
<b>Awdur yr Adroddiad / Report Author</b>	Georgina Galletly Director of Transition & Transformation
<b>Cyflwynydd yr Adroddiad / Report Presenter</b>	Georgina Galletly Director of Transition & Transformation
<b>Noddwr Gweithredol yr Adroddiad / Report Executive Sponsor</b>	Abigail Harris, Interim Chief Commissioner

<b>Pwrpas yr Adroddiad / Report Purpose</b>	For Approval Choose an item.
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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>
JCC Staff Away Day	01/05/2024	Noted Suggestions included in development
Joint Committee Development Session	20/06/24 & 20/08/24	Discussed & comments incorporated
Senior Leadership Team Away Day	08/08/24	Discussed & comments incorporated

JCC Staff Briefing & Pulse survey	15/08/2024 & 29/08/2024	Noted and comments incorporated
JCC SLT Meeting	02/09/2024	Supported

<b>Acronyms / Glossary of Terms</b>	
JCC	NHS Wales Joint Commissioning Committee
SLT	Senior Leadership Team

## **1. SITUATION/BACKGROUND**

It was identified by the Joint Commissioning Committee (JCC) Establishment Programme Board that early development of a Vision and Mission for the new entity would be a priority.

Engagement with JCC staff, Joint Committee Members and the Senior Leadership Team (SLT) has resulted in the development of proposed Vision, Mission and Strategic Objectives for the JCC that are supported by the SLT and are now presented for final approval by the Joint Committee at their meeting on 17 September 2024.

A Quarter 1 (Q1) Transition Plan was agreed by the Programme Board in April 2024. An agreed Vision and Mission, supported by a set of Strategic Objectives will be a corner stone for the development of a Transition Plan for the JCC fully establish the JCC and transition to routine business in the new governance framework. As laid out in the IMTP Update paper, the Strategic Objectives will also form part of the Framework for the development of the JCC's IMTP 2025-28.

## **2. SPECIFIC MATTERS FOR CONSIDERATION**

Development sessions held for the Joint Committee in June and August 2024 focussed on establishing the new Committee, including welcoming new Lay Members appointed by the Cabinet Secretary. It has also been a priority to support the Interim Chief Commissioner in the establishment of a new organisation, to form the Joint Committee which brings together teams from the predecessor bodies into a single entity.

### **2.1 Vision, Mission, Values & Strategic Objectives**

The development of a clear Vision and Mission for the new organisation, a set of Strategic Objectives and a set of Values has been built on initial feedback shared at an all-staff development session held in May 2024. The role and purpose of the JCC as set out in the Directions, Regulations and Standing Orders has also been reflected and refined through various drafts and tested with Joint Committee Members, JCC Senior Leadership Team and in staff briefings. In line with good practice in Strategy development, feedback was also encouraged from staff via a

form on JCC Pulse Sharepoint site which has informed the final proposal to the Joint Committee, and will enable buy-in from staff in delivery of the Strategy.

All feedback received has been considered and has informed the final version attached at **Appendix 1**.

The Vision, Mission, Strategic Objectives and Values, once agreed, will shape the strategic development of the new JCC, including an overarching Commissioning Approach and the development of the IMTP 2025-28. In addition, the development of a Benefits Realisation Framework and Strategic Commissioning Framework as well the review of the Joint Committee's risk appetite and risk approach will build on the detail of the Strategic Objectives, ensuring a clear focus for the Joint Committee and the JCC Team. This work will ensure measures of success are in place and that demonstrable value is being added to the NHS Wales system through the work of the JCC.

In line with the Compassionate Leadership principles, individual personal team objectives will be set across the JCC to reflect the agreed Strategic Objectives and support the strategic development and strategy implementation as the JCC forms and matures.

## **2.2 2024/2025 Transition Plan Update**

A Transitional Plan for Quarter 1 (Q1) of 2024/2025 for the JCC was agreed on 09 April 2024 to support the continuity of business when the JCC went live on 1 April 2024.

The JCC Q1 transitional plan was based on the following principles;

- Internal business of the component parts of the JCC must be maintained;
- Consolidation of structures and process of the component parts must be made as soon as possible;
- Full integration is the ultimate aim;
- The best of existing arrangements will be utilised and built upon.

Significant progress has been made against the activities identified in the Q1 Transition Plan. It is acknowledged that much of the transitional work to establish the new JCC has been completed, in addition to ensuring to support business continuity.

The majority of actions set out in the Q1 Transition Plan, which were critical in supporting the establishment and underpinning governance arrangements for the JCC, have been achieved. There is good progress against the residual actions with a high number on target to be delivered and marked complete by the end of Quarter 2.

Since the recruitment of the Director of Transition & Transformation for the JCC in July 2024, scoping work has taken place to identify areas of work required to support the transition to the establishment of a robust, clear and effective

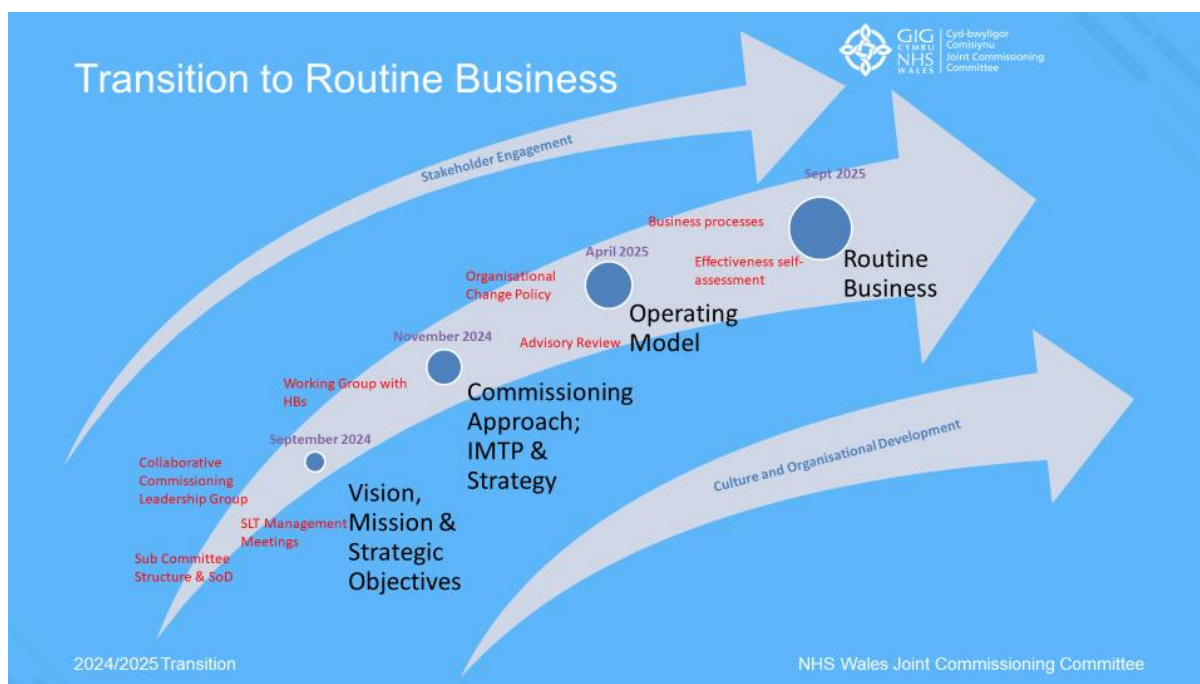
operating model for the JCC. A detailed 2024/2025 Transition Plan for the JCC is being developed, led by the Director of Transition and Transformation, in partnership and will be shared with the Joint Committee before submission for approval at the Joint Committee meeting in November 2024.

### 3. KEY RISKS / MATTERS FOR ESCALATION

#### 3.1 Timeline

By establishing an agreed Vision, Mission and Strategic Objectives for the JCC, clarity of strategic direction will be set and therefore enable a series of key developments and Plans to progress.

The 2024/2025 Transition Plan will capture these developments and detail the roadmap to routine business, with the high-level timeline laid out in the following high-level diagram.



### 4. ASSESSMENT

Objectives / Strategy	
Dolen i Nod (au) Strategol CBC Link to JCC Strategic Goal(s)	Choose an item.
	The JCC was established on 1 April 2024. Once the Strategic Objectives have been agreed, we will align all business development to one or more of the JCC Strategic Objectives.
	Not Applicable

<b>Dolen i Feysydd Strategol CBC / Link to JCC Strategic Areas</b>	The JCC was established on 1 April 2024. Once the Strategic Objectives have been agreed, we will align all business development to one or more of the JCC Strategic Objectives.	
<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 Resilient Wales  If more than one applies please list below:	
<b>Dolen i Hwyluswyr Ansawdd</b> <i>(Canllawiau Statudol Dyletswydd Ansawdd (llyw.cymru)) /</i> <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> <i>(Canllawiau Statudol Dyletswydd Ansawdd (llyw.cymru)) /</i> <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>	Yes - Refine  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>	Yes: <input type="checkbox"/>	No: <input checked="" type="checkbox"/>
	Outcome:	If no, please include rationale below:

<i>Have you undertaken a Quality Impact Assessment Screening?</i>		
<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>	Yes (Include further detail below)	
	These proposals have been developed in recognition of the Ministerial Directions and Regulatory Framework for the JCC.	
<b>Enw da / Reputational</b>	There is no direct impact on the reputation of the Joint Committee as a result of the activity outlined in this report.	
<b>Effaith Adnoddau</b> <i>(Pobl /Ariannol) /</i> <b>Resource Impact</b> <i>(People / Financial)</i>	There is no direct impact on resources as a result of the activity outlined in this report.	

## 5. RECOMMENDATIONS

Members are asked to:

- **Approve** the proposed Vision, Mission, Strategic Objectives and Values at Appendix 1.
- **Note** the update on the Q1 Transition Plan and the further work that will be undertaken to develop the Transition Plan 2024/25. .

## 6. NEXT STEPS

Following approval, implement the Vision, Mission, Strategic Objectives and Values to inform strategic development of the JCC and personal objectives of all JCC colleagues.

A review of the Vision, Mission, Objectives and Values will be undertaken in 12 months' time, or sooner if deemed necessary, to ensure they remain fit for purpose.